6th World Islamic Economic Forum
Gearing for economic resurgence

Delegate's briefing pack and discussion agenda

19 – 20 May 2010

Organiser

Global Knowledge Partner

Disclaimer

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Ethics & sustainability
Pillars of tomorrow

FOREWORD

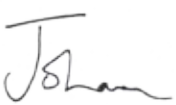
As the global economy attempts to get back on recovery mode, now is the right time to take stock of where we are, as nations, and as organisations.

With global realities changing faster than ever, we need to be agile and responsible in the way we make decisions. Among these decisions should be: a return to core values; greater focus on adding value in business; and growing and retaining people with the confidence to question, not just comply.

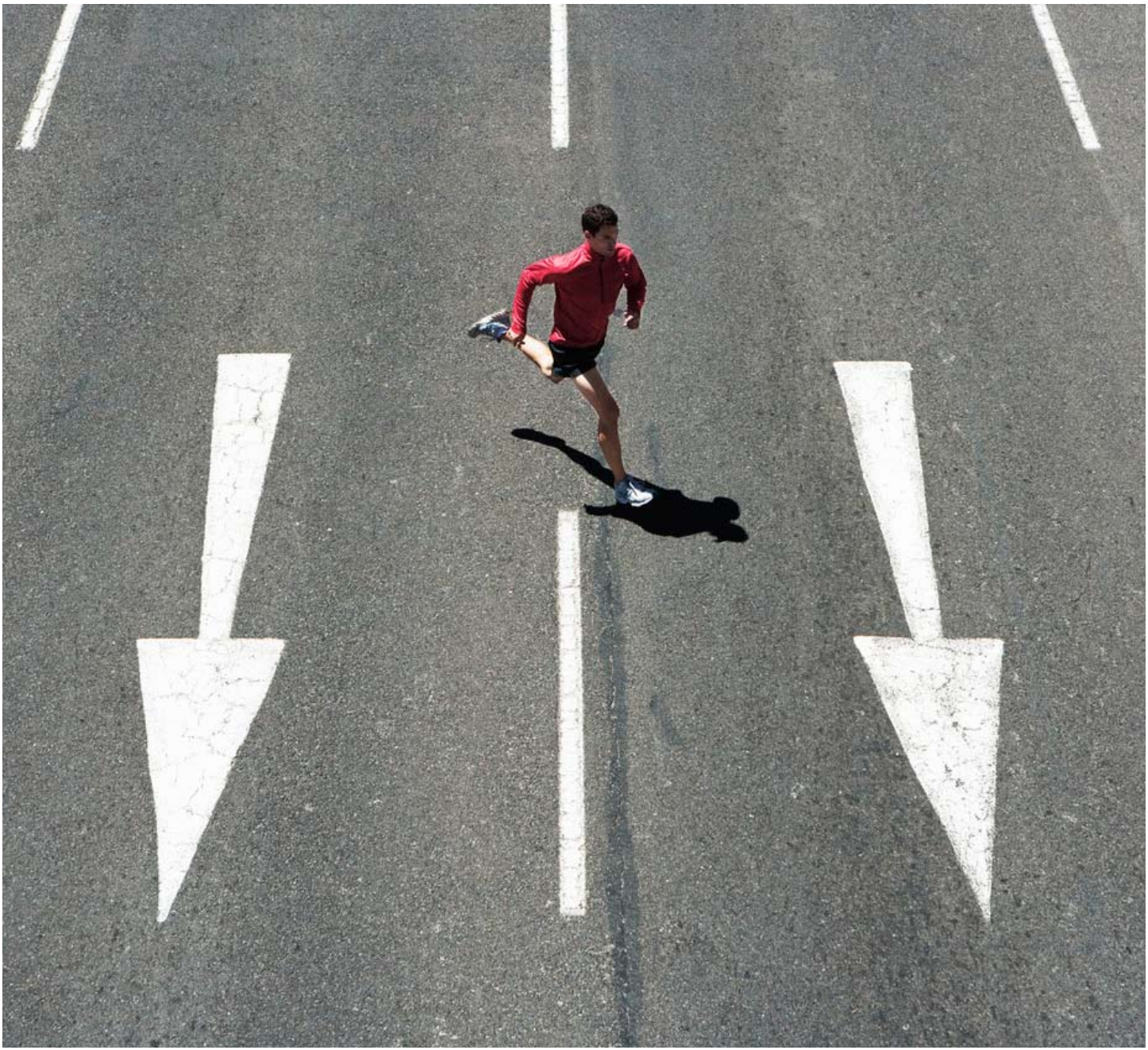
Now is also a time for effective collaboration, with strategic business partners and government agencies across markets.

As the Global Knowledge Partner for the World Islamic Economic Forum (WIEF) Foundation, PricewaterhouseCoopers is very pleased to share our Delegate's Briefing Pack with you. We hope that this concise compendium will stimulate and inform discussion and decision-making.

Bringing together an impressive line-up of speakers and thought-provoking topics, we are confident that this 6th WIEF will be another landmark forum.



Dato' Johan Raslan
Executive Chairman
PricewaterhouseCoopers Malaysia
May 2010



FOREWORD

I am proud to present to you the 6th WIEF Delegates Briefing Pack, an information and statistical booklet that would help the delegates of the Forum understand and appreciate the sessions of the 6th WIEF in more depth.

As you may have already experienced in the sessions of Forums in the past, the dialogue that entails are usually full of insightful information that one might not be able to keep up without the aid of some general overview or statistical figures, especially with the presence of such an interesting array of industry experts and opinion leaders who are at the forefront of the trends and issues affecting the business world.

In the spirit of getting everyone well-informed and well-equipped for the ensuing dialogue on stage, the WIEF Foundation prepares the delegates with a carefully researched set of statistics and technical information for them to digest before each session with the hope of enhancing their understanding of the discussion at hand.

It is therefore my pleasure to thank the research team of both the WIEF Foundation and PwC to realise this very important endeavour.

Tun Musa Hitam
Chairman
World Islamic Forum Foundation
May 2010

PROGRAMME*

6th World Islamic Economic Forum
Gearing for Economic Resurgence | 19 - 20 May 2010, Kuala Lumpur, Malaysia

*As at 30 April 2010

19 May 2010, Wednesday

8.00 am - 9.00 am	REGISTRATION Venue: Banquet Hall, Level 3, KL Convention Centre Arrival of Delegates, Guests and VIPs

9.00 am - 12.00 pm	OPENING CEREMONY
	Venue: Plenary Hall, KL Convention Centre
	• Quran Recital
	• Welcoming Speech by Hon. Tun Musa Hitam, Chairman, WIEF Foundation
	• Keynote Address and Official Opening of the 6th WIEF by Hon. Dato' Sri Najib Bin Tun Abdul Razak, Prime Minister of Malaysia & Patron, WIEF Foundation
	• Special Addresses by: (Moderated by Hon. Dato' Sri Najib Bin Tun Abdul Razak)
	  • HM Sultan Hassanal Bolkiah, Brunei Darussalam
	  • H.E. Abdoulaye Wade, President, Republic of Senegal
	  • H.E. Dr Susilo Bambang Yudhoyono, President, Republic of Indonesia
	  • H.E. Dr. Fatmir Sejdiu, President, Republic of Kosovo
	  • H.E. Mohamed Nasheed, President, Republic of Maldives
	  • H.E. Yousuf Raza Gilani, Prime Minister, Islamic Republic of Pakistan
	  • H.E. Sheikh Hasina, Prime Minister, People's Republic of Bangladesh
	• Signing of Agreements

12.00 am – 1.30 pm	LUNCH Venue: Hall 4 & 5, Level 1, KL Convention Centre

1.30 pm – 3.00 pm	**PLENARY 1: LEADERSHIP PANEL** **Leadership challenges for the new era** Venue: Plenary Hall, KL Convention Centre These are unprecedented times and no one has all the answers. However, the leaders who have made their mark, have managed to lead when global issues were different but no less pressing. With threats from gains that have been made and new challenges, leaders share experiences, insights, issues and concerns. What are the transformation challenges for the new era? What are the socio-economic challenges that should be tackled? What are the issues that could underpin the success of any national socio-economic development programme?
3.00 pm – 4.30 pm	**PLENARY 2:** **The business of innovation: Wiring for new needs** Venue : Plenary Hall, KL Convention Centre In challenging business environment, companies need to innovate it's technologies, strategies and business models to achieve sustainability in the long run. Periodical reviews of operating plans are necessary to pre-empt new business competitors. The outsourcing phenomenon is one of the key examples of how businesses have rewired to fit into current demands. Ultimately the essence of innovation is to ensure that businesses are more efficient, more cost effective, and more productive with a finger on the consumers' pulse. The more powerful the innovation, the more the company's presence is secured in the business arena. What are the impacts of continued reinvention and renewal on the business bottom-line? How can consumer insight determine innovation? What are the market dynamics and how can we upgrade and fit into the eco-system of innovation?
4.30 pm – 6.00 pm	**PLENARY 3:** **Countries in focus: Business, trade & investment opportunities** Venue: Plenary Theatre, KL Convention Hall A signature session for the WIEF where speakers would showcase the business and investment opportunities available in the selected countries and to promote collaboration across borders. Speakers will highlight the guidelines to doing business in the countries concerned, the incentives given, updates on specific projects, if any and other related issues of interest to investors and businessmen. The session will provide an excellent opportunity for participants to interact with policy makers and entrepreneurs from the respective countries.
6.00 pm	Refreshments / Informal networking
8.00 pm - 10.30 pm	**GALA DINNER** Hosted by **Dato' Sri Mohd Najib Bin Tun Haji Abdul Razak** The Prime Minister of Malaysia Venue: Ballroom 1 & 2, Level 3, KL Convention Centre Dress Code: Lounge suit/National costume

20 May 2010, Thursday

9.00 am - 10.30 am

PARALLEL SESSIONS

The aim of each parallel session is to garner and exchanges ideas related to the particular topic, bringing together leaders and small medium enterprises to interact with each other.

Session 1:
Tapping tourism potential: Putting resources to work

Venue: Plenary Theatre, KL Convention Centre

The economic contribution of tourism cannot be downplayed. With comprehensive marketing strategies and the internet revolution, more destinations are being touted as "the place" to spend vacations. The ability to tap this essential industry depends on positioning strategy and identity, innovation and destination branding to ride the tourism tidal wave. With travelling seen as a necessity than a luxury, there is a need to understand demographics, hospitality development, social issues and policies surrounding the tourism industry. What are the new concepts in the international tourism arena? What are the cross cultural management issues to consider?

Session 2:
Integrating logistics: Building competitiveness in freight and transport

Venue: Conference Hall 2, Level 3, KL Convention Centre

Logistics is one key area of the supply chain that is growing at a rapid rate as the Internet is drastically changing the range, delivery time and the speed of information. In this fast moving sector, many emerging economies remain the most dynamic market for the logistics industry. How do logistics providers in these countries compete in the global supply chain industry? What are the challenges of logistics management? What are the essential elements of supply and logistics chain that need to be addressed? Is there enough research and development done to create a centre for future value chain especially in emerging economies?

9.00 am - 10.30 am	**Session 3:** **Empowering SMEs: Turning size into a comparative advantage** Venue: Conference Hall 1, Level 3, KL Convention Centre SMEs have often been recognised as the silent drivers of nations' economies. Their potential of growth has often been under-recognised but in troubled times, the enterprising spirit of the SMEs have held their heads above water. Founded on strong enterprise, risk-taking and resilience in the face of challenges and hurdles, SMEs have time and again shown ability to generate growth and employment undaunted by economic conditions. By virtue of their significant contribution to GDP, industrial production and exports, SMEs are now considered as economic saviours. What are the constraints and the changes required which could convert the challenges to opportunities so that the SMEs sector remained in the economic forefront? How can they be fuelled for growth in the light of changing economic structures? What lies ahead for the SMEs? **Session 4:** **Tackling a thirsty world: The business case for water** This is the time for water and money. In these days of uncertainty, the big blue offers a dependability which has disappeared from the rest of the economy. As climate change and population growth leads to an ever more desperate search for water resources, the appeal of water becomes inexorable. At the same time, water needs capital and the global financial crisis has affected the public and private sector alike. What does this mean for the industry, and what is the way ahead? What new models are evolving for financing water projects? How does the dependability of water make a difference in a world of volatility? What is the role of desalination in the future of the water sector? Can new technologies make the difference? Where can we invest to make the most of the new situation? Is it possible to pursue our water needs and protect the environment?
10.30 am – 11.00 am	Refreshments / Informal networking

11.00 am – 12.30 pm

Session 5:
Islamic branding: Myth or reality?

Venue: Plenary Theatre, KL Convention Centre

There is a new big thing in the world of marketing - and it is green. Not the familiar grass-green of the environment, however, but a deeper green - the traditional colour of Islam. There are 1.6 billion Muslims worldwide - and the number is rising fast. Of these, only 20% belong to the Arab world, the majority being located in South and East Asia.

Due to the huge market potential, is there a need for products to have Islamic branding? What are the common factors which can be said to define brands with Islamic characteristics? Which brands are successful in this way, emerging from the Islamic world? How can owners of brands in the Islamic world make their brands more successful and more relevant to the Muslim community (and others)? How can Western brands make their brands more relevant and therefore successful in the Islamic world?

Session 6:
Connecting minds: Leveraging technology for training and education

The demographics in education have changed, and continue to change quickly and dramatically. Technology provides a wealth of opportunity to fulfill the ever-increasing needs of teachers and students. Technology is therefore crucial to enhance the interactivity between teachers and students. Some emerging countries have poorly developed education frameworks which greatly affect the intellectual capacity of its people, while others have an effective and sound education system that allows its people to specialise in various fields and expertise. Could technology help to bridge that gap? How could educational institutions, particularly in the Muslim countries collaborate with leading technology corporations as well as its counterparts in the more developed countries in the West?

11.00 am – 12.30 pm	**Session 7:** **Ethics in business: Balancing bottom line and good governance** Venue: Conference Hall 1, Level 3, KL Convention Centre In the increasingly conscience-focused marketplaces of the 21st century, the demand for more ethical business processes and actions is increasing. Simultaneously, pressure is applied on industry to improve business ethics through new public initiatives and laws. Businesses can often attain short-term gains by acting in an unethical fashion; however, such antics tend to undermine the economy over time. What are the challenges of creating an ethical culture during difficult times? What has proven successful in creating these ethical cultures? What measures of success are appropriate? What we can learn from those who have made mistakes in this effort? **Session 8:** **Islamic banking and finance: Riding the wave of economic transformation** Venue: Plenary Hall, KL Convention Centre With the search underway for a new monetary system for the post-financial crisis era, Islamic banking gains a new reputation for stability. Islamic banking has grown at an annual rate of 15% and reached a volume of $1 trillion, five times higher than in 2003. With the financial crisis reaching its peak, more and more politicians and economists agree that yesterday's financial world and tomorrow's financial world will not have much in common. Are Islamic banks the financial institutions of the future? What are the challenges it would need to address?
12.30 pm – 2.00 pm	Lunch & Special Luncheon Address **"Boosting UK trade with the Islamic world: The road ahead"** Venue: Ballroom 1, Level 3, KL Convention Centre

2.00 pm – 3.30 pm	**PLENARY 4: GLOBAL CEO PANEL** **The new game plan: Thriving in a post-crisis world** Venue : Plenary Hall, KL Convention Centre The new economic order demands foresight into the future. To survive, information has to be ready on demand. Collaboration, relationships and accessibility remain the key elements to create the balance necessary to make the leap from the old order to the new. Where bottom lines used to be the focus of success, the lessons learnt thus far show that realistic expectations and aggressive management of these expectations will ensure that only the fittest survive. What is the organisational architecture needed for increased profit and value? How can agility, customer service, talent, management and reputation be reconciled to attain advantage as we pave the path to economic recovery?
3.30 pm – 5.00 pm	**SPECIAL LEADERS DIALOGUE ON CLIMATE CHANGE** **Putting a brake on climate change: Assuring Earth's future** Venue: Plenary Hall, KL Convention Centre Today climate change seriously affects 325 million people yearly, kills about 315,000 people a year through hunger, sickness and extreme weather, and causes global economic losses of over $125 billion annually. These numbers are projected to rise substantially over the next 20 years. Urgent and ambitious global action must be taken to prevent dangerous climate change that could cause enormous human suffering, undermine economic progress and poverty reduction, and trigger potentially catastrophic environmental changes. What do communities and business organisations have to do with these phenomenon? The climate has always varied in the past, how is this any different? What are the impacts and solutions for climate change on nations and businesses in particular? How can individuals, communities, business organisations and governments help to collectively negate the threat? What are the challenges and obstacles ahead?
5.00 pm - 5.30 pm	**CONCLUDING SESSION** Venue: Plenary Hall, KL Convention Centre • 6th WIEF Kuala Lumpur Declaration read by Tan Sri Ahmad Fuzi, Secretary General, WIEF Foundation • Vote of thanks by Hon. Tun Musa Hitam, Chairman, WIEF Foundation
5.30pm	END OF FORUM & REFRESHMENTS

BRIEFING PACK FOR PARTICIPANTS

This briefing pack was prepared by PricewaterhouseCoopers for participants of the 6th World Islamic Economic Forum 2010. This pack comprises charts for the programme's main themes. It is also available online from www.wief.org

CONTENT GUIDE

Links between this briefing pack contents and the Forum's sessions

Plenary sessions		Global landscape	New game plan	Industry overview	Countries in focus
Plenary 1	Leadership challenges for the new era	X	X	X	
Plenary 2	The business of innovation: Wiring for new needs	X	X	X	
Plenary 3	Exploring trade and investment opportunities in developing countries	X	X	X	X
Plenary 4	Global CEO Panel - The new game plan: Thriving in a post-crisis world	X	X		
Special	Putting a brake on climate change: Assuring earth's future	X	X	X	
Special	Boosting UK trade with the Islamic world: The road ahead				X

Parallel sessions					
Session 1	Tapping tourism potentials: Putting resources to work			X	
Session 2	Integrating logistics: Building competitiveness in freight and transport			X	X
Session 3	Empowering SMEs: Turning size into a comparative advantage		X		X
Session 4	Tackling a thirsty world: The business case for water			X	
Session 5	Islamic branding: Myth or reality?			X	
Session 6	Connecting minds: Leveraging technology for training and education	X	X	X	X
Session 7	Ethics in business: Balancing bottom line and good governance	X	X		
Session 8	Islamic banking and finance: Riding the wave of economic transformation			X	X

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ABBREVIATIONS

Abbreviation	Full term
ASEAN	Association of Southeast Asian Nations
BRIC	Brazil, Russia, India and China
CAGR	Compound annual growth rate
CEO	Chief Executive Officer
E&E	Electronics and electricals
EPZ	Exports processing zones
EU	European Union
E7	Emerging seven (Brazil, China, India, Indonesia, Mexico, Russia, Turkey)
FEZ	Free economic zones
GDP	Gross domestic product
G7	Group of Seven (Canada, France, Germany, Italy, Japan, United Kingdom and United States of America)
ICT	Information and communications technology
IMF	International Monetary Fund
NGO	Non-governmental organisation
OIC	Organisation of the Islamic Conference
R&D	Research and development
SEZ	Special economic zones
SME	Small medium enterprises
UAE	United Arab Emirates
UK	United Kingdom

Abbreviation	Full term
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFCCC	United Nations Framework Convention on Climate Change
UNPD	United Nations Population Division
UNWTO	United Nations World Tourism Organization
US	United States of America
WBCSD	World Business Council for Sustainable Development
WEF	World Economic Forum
WIEF	World Islamic Economic Forum

GLOSSARY OF RATINGS

Standard & Poor's long-term borrowings credit rating
S&P's credit ratings varies from AAA (highest – capacity to meet its financial commitment on the obligation is extremely strong) to D (lowest – being payment in default). The ratings from 'AA' to 'CCC' is modified by the addition of a plus (+) or minus (-) sign indicating relative standing within the major rating categories (i.e. A+, BBB and BBB-).

Bangladesh	BB-	Less vulnerable in the near term than lower-rated obligors. It faces major ongoing uncertainties and exposure to adverse business, financial, or economic conditions, which could lead to the obligor's inadequate capacity to meet its financial commitments.
Egypt	BB+	Less vulnerable than lower-rated obligors. It faces major ongoing uncertainties and exposure to adverse business, financial/economic conditions, which could lead to obligor's inadequate capacity to meet its financial commitments.
Kazakhstan	BBB-	Exhibits adequate protection parameters. Adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity of the obligor to meet its financial commitment on the obligation.
Malaysia	A-	More susceptible to the adverse effects of changes in circumstances and economic conditions. However, the obligor's capacity to meet its financial commitment on the obligation is still strong.
Senegal	B+	More vulnerable than obligors 'BB', but has the capacity to meet its financial commitments. Adverse business, financial, or economic conditions will likely impair the obligor's capacity or willingness to meet its financial commitments.

Source: www.standardandpoors.com/ratingsdirect

Moody's long-term borrowings credit rating
Moody's credit ratings varies from Aaa (highest – judged as high quality, with minimal credit risk) to C (lowest – judged as typically in default, with little prospect for recovery of principal or interest). Moody's appends numerical modifiers 1, 2, and 3 to each generic rating classification from Aa through Caa (i.e. A2, Ba3 and Caa1):

- Modifier 1 - obligation ranks in the higher end of its generic rating category
- Modifier 2 - mid-range ranking
- Modifier 3 - a ranking in the lower end of that generic rating category

Bangladesh	Ba2	Obligations rated Ba are judged to have speculative elements and are subject to substantial credit risk.
Egypt	Ba1	Judged to have speculative elements and are subject to substantial credit risk.
Kazakhstan	Baa2	Subject to moderate credit risk – considered medium-grade and may possess certain speculative characteristics.
Malaysia	A3	Upper-medium grade and are subject to low credit risk.
Senegal	NR	Not rated.

Source: http://v3.moodys.com/ratings-process/

EIU country risk analysis
EIU's country risk model evaluates the ability (and willingness) of a country to pay its debt. The primary focus of the model assessment are on sovereign risk, currency risk and banking sector risk and two types of generic risk: political risk and economic structure risk. Ratings of countries' risk varies from AAA (highest - capacity and commitment to honouring obligations not in question under any foreseeable circumstances) to D (lowest - very weak capacity and commitment to honouring obligations.)

BBB	Capacity and commitment to honour obligations currently but somewhat susceptible to changes in economic climate.
BB	Capacity and commitment to honour obligations currently but susceptible to changes in economic climate.
B	Capacity and commitment to honour obligations currently but very susceptible to changes in economic climate.
CCC	Questionable capacity and commitment to honour obligations. Patchy payment record.

Source: www.eiu.com

GROWTH TRENDS
- ECONOMIC
- POPULATION (YOUTH)
- URBANISATION

INDICATORS
- SOCIO-ECONOMIC (CITIES)
- REGULATORY QUALITY (REGIONS)

CLIMATE CHANGE

GLOBAL LANDSCAPE

GLOBAL LANDSCAPE

ECONOMIC GROWTH TRENDS
POPULATION: YOUTH GROWTH TRENDS
URBANISATION TRENDS
CITIES OF OPPORTUNITY: SOCIO-ECONOMIC INDICATORS
DOMESTIC FINANCIAL SYSTEMS: REGULATORY QUALITY INDICATORS
IMPACT OF CLIMATE CHANGE

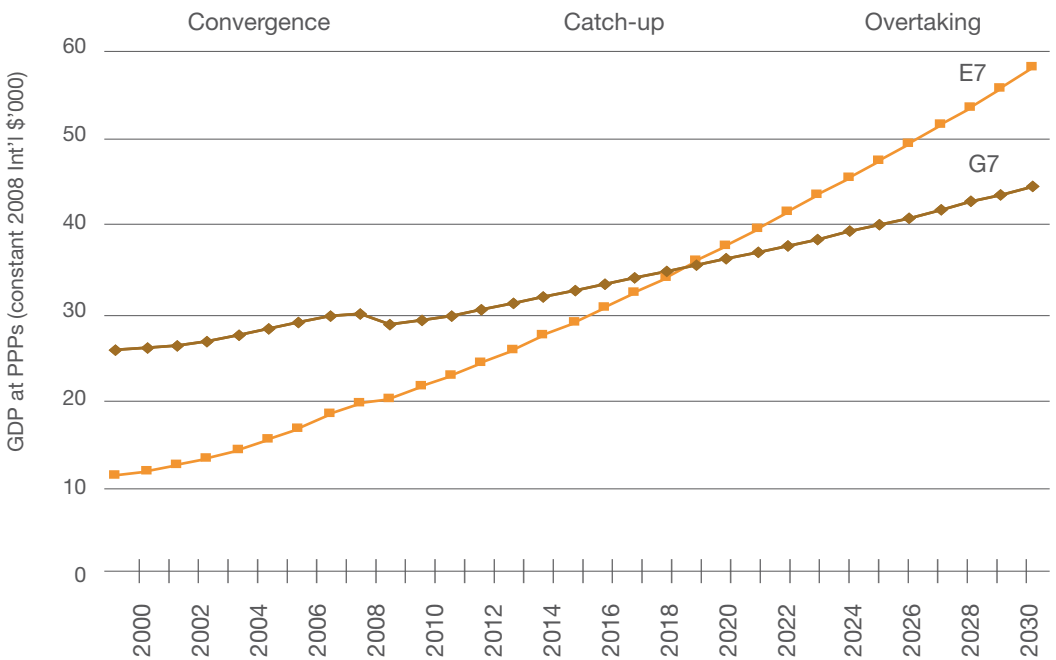
These charts relate to the following sessions:

- Leadership challenges for the new era
- The business of innovation: Wiring for new needs
- Exploring trade and investment opportunities in developing countries
- Global CEO Panel - The new game plan: Thriving in a post-crisis world
- Putting a brake on climate change: Assuring earth's future
- Connecting minds: Leveraging technology for training and education
- Ethics in business: Balancing bottom line and good governance

ECONOMIC GROWTH TRENDS

With Asia being the next region of growth, this new decade reflects the turning point for the larger emerging economies to catch up with and prepare to overtake the established leading economies. By 2030, total emerging E7 GDP is projected to be around 30% higher than total developed G7 GDP.

Chart 1: E7 could overtake G7 by 2020, led by China and India



Top 10 global GDP rankings (at PPP*) by 2030

1. **China**
2. **US**
3. **India**
4. **Japan**
5. **Brazil**
6. **Russia**
7. **Germany**
8. **Mexico**
9. **France**
10. **UK**

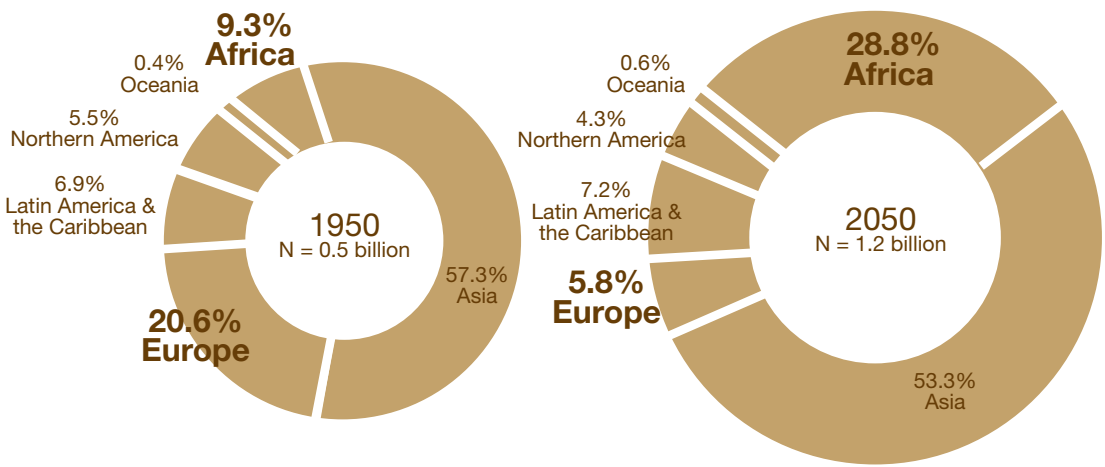
** Purchasing power parity*

Source: PwC, "Convergence, Catch-Up and Overtaking: How the balance of world economic power is shifting" (Jan 2010)
Note: E7 countries: Brazil, China, India, Indonesia, Mexico, Russia, Turkey
G7 countries: Canada, France, Germany, Italy, Japan, UK, US

POPULATION: YOUTH GROWTH TRENDS

The UN estimates the world's median age to be 27.9 years in 2010 and 38.4 years by 2050. The share of the world's youth population is growing in Africa and shrinking in more developed countries. Without educational opportunities and a strong economy with healthy labour markets, the youth bulge can create future problems to policy makers and business leaders.

Chart 2: Share of world's youth population, 1950 vs 2050



Source: UNPD, "World Population Prospects: The 2008 Revision" (Mar 2009)

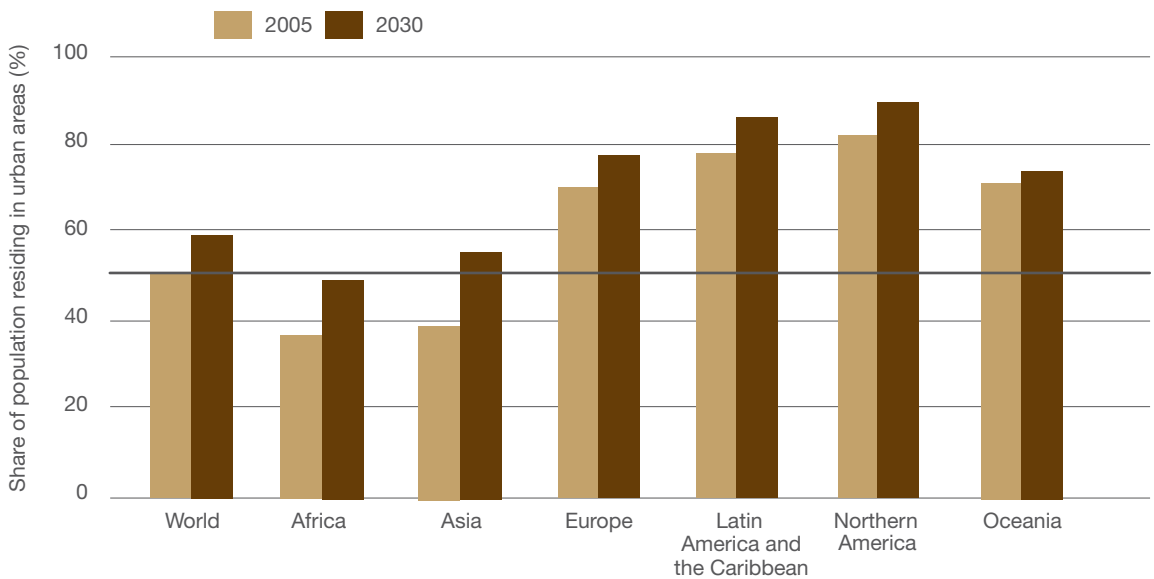
Note: 1. Youth defined as those between 15 – 24 years old

2. N = World's total youth population

URBANISATION TRENDS

Presently, the world population is estimated to be equally split between urban and rural areas. By 2030, about 60% of the world's population is expected to live in urban areas. Almost all (95%) of the increase in urban population is expected in developing countries, especially in Asia and Africa, where the urban population is projected to double between 2000 and 2030.

Chart 3: Share of population residing in urban areas, 2005 vs 2030



Source: UNESCO & Earthscan, "The United Nations World Water Development Report 3: Water in a changing world" (Apr 2009)

CITIES OF OPPORTUNITY: SOCIO-ECONOMIC INDICATORS

The analysis of the 21 capitals of business, finance and culture worldwide in determining which city policies are working best for businesses and citizens shows that the more well-balanced a city is for both businesses and residents, the better it will fare.

Chart 4: Cities of opportunity – Selected socio-economic indicators

Denotes highest score

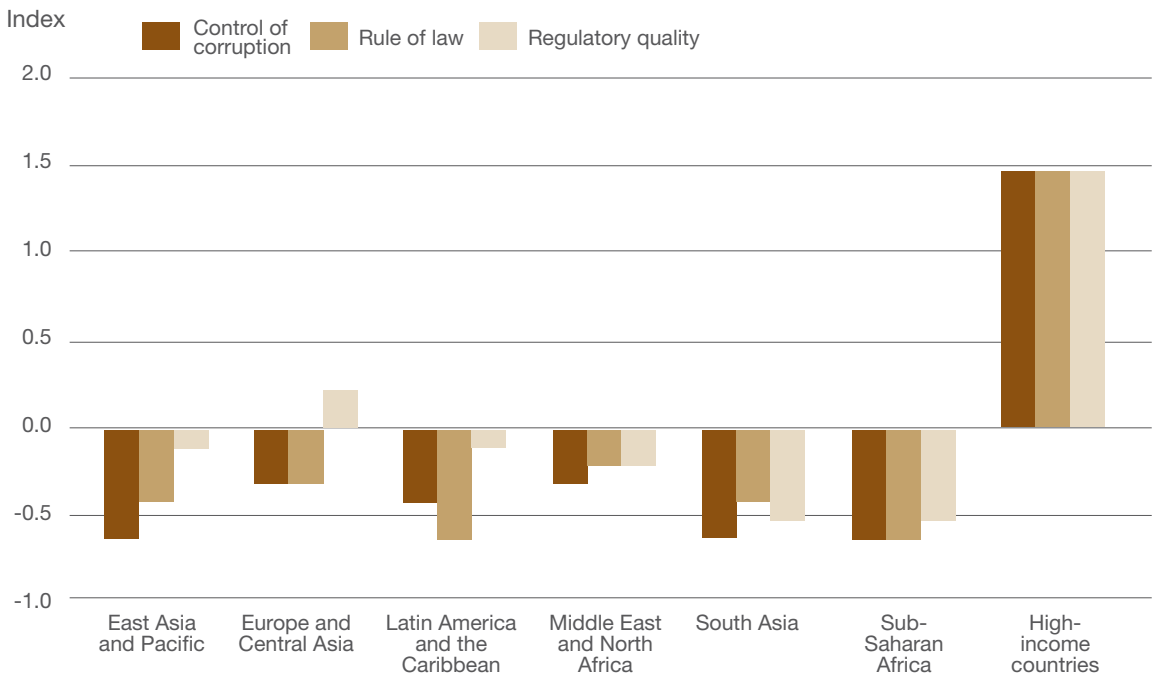
City	Total	Intellectual capital	Technology IQ and innovation	Sustainability	Cost
New York	66	20	21	16	9
Chicago	66	17	20	11	18
Stockholm	60	14	18	21	7
London	59	18	14	16	11
Sydney	56	9	11	20	16
Toronto	56	10	8	18	20
Frankfurt	55	5	15	19	16
Paris	54	21	10	17	6
Seoul	54	17	12	11	14
Los Angeles	52	12	16	4	20
Tokyo	52	19	19	13	1
Singapore	47	7	18	14	8
Hong Kong	41	12	13	11	5
Johannesburg	36	1	2	12	21
Santiago	32	2	4	8	18
Beijing	31	14	9	5	3
Sao Paulo	29	7	6	6	10
Shanghai	29	15	7	4	3
Mexico City	29	9	1	7	12
Dubai	23	4	5	1	13
Mumbai	12	3	3	2	4

Source: PwC, “Cities of opportunity” (Mar 2010)
Note: 1. The 21 cities are sorted from the best to the worst performing, with each receiving a score from 21 for best to 1 for worst. In ties, cities are assigned the same score.
2. The chart only shows 4 out of 10 indicators measured in the Study. For all indicators, go to www.pwc.com/cities

DOMESTIC FINANCIAL SYSTEMS: REGULATORY QUALITY INDICATORS

Developing countries can mitigate the costs of tighter global financial conditions by reducing the cost of intermediation domestically. Inefficiency of domestic financial sectors, corruption, weak regulatory institutions, poor protection of property rights, and excessive limits on competition can push borrowing costs in developing countries.

Chart 5: Indicators of the quality of domestic financial systems

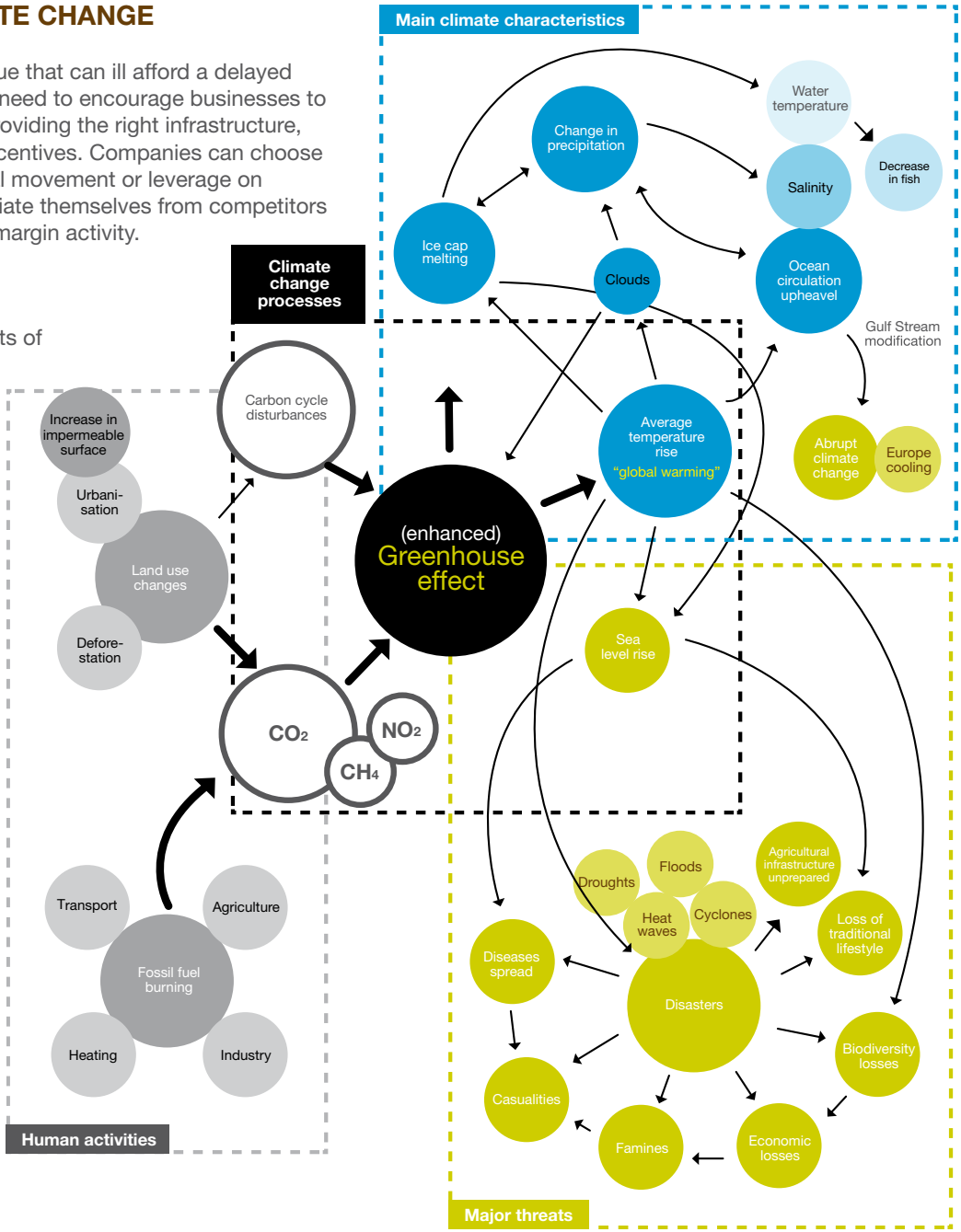


Source: World Bank, “Global Economic Prospects 2010: Crisis, Finance, and Growth” (Jan 2010)

IMPACT OF CLIMATE CHANGE

Climate change is an issue that can ill afford a delayed response. Governments need to encourage businesses to make this a priority by providing the right infrastructure, tax breaks or financial incentives. Companies can choose to lead the environmental movement or leverage on opportunities to differentiate themselves from competitors and as a source of high margin activity.

Chart 6: Processes, characteristics and threats of climate change



Source: UNFCCC, "Climate change: Impacts, vulnerabilities and adaptation in developing countries" (Dec 2007)

CRITICAL SUCCESS FACTORS
LEADERSHIP AND MANAGEMENT
INNOVATION
COLLABORATION
VALUES

NEW GAME PLAN

NEW GAME PLAN

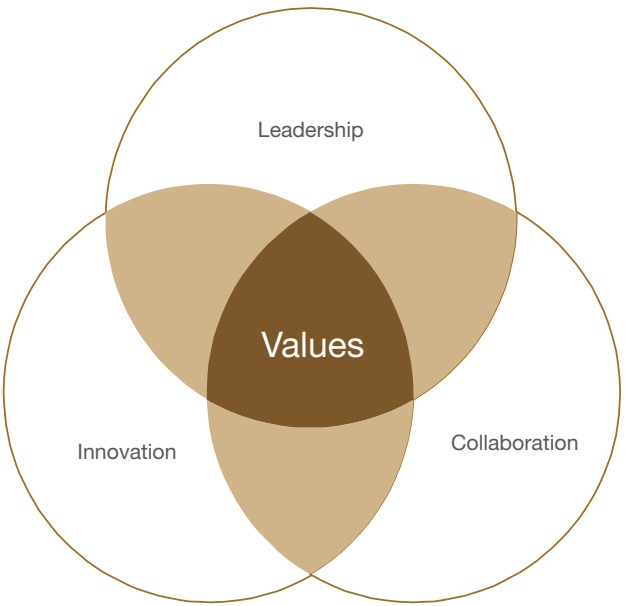
These charts relate to the following sessions:

- Leadership challenges for the new era
- The business of innovation: Wiring for new needs
- Exploring trade and investment opportunities in developing countries
- Global CEO Panel - The new game plan: Thriving in a post-crisis world
- Putting a brake on climate change: Assuring earth's future
- Empowering SMEs: Turning size into a comparative advantage
- Connecting minds: Leveraging technology for training and education
- Ethics in business: Balancing bottom line and good governance

CRITICAL SUCCESS FACTORS

In times of major change when both revenues and costs are under pressure, the importance of strong leadership in transforming organisational performance, and giving the confidence to innovate and embrace cultural change, cannot be under-estimated. A sustainable change can only be achieved via collaboration and partnering all stakeholders – public and private sector, academia, NGOs and citizens.

Chart 7: Critical success factors to transform organisational performance



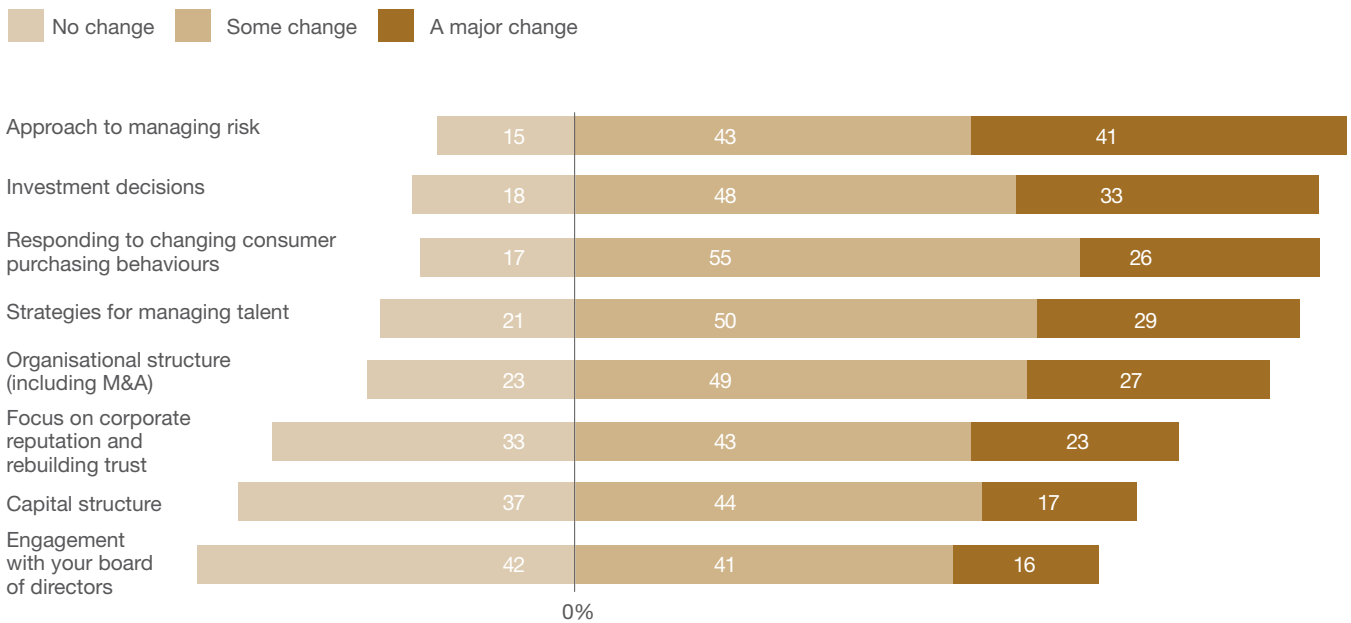
Source: PricewaterhouseCoopers, Apr 2010

CEOs' PLANS FOR MAJOR CHANGES

The global financial crisis catalysed CEOs to reassess their positions and make changes to their strategies and modus operandi. Key areas needing major change include approach to managing risk and investment, and strategies in responding to new consumer behaviours and managing talent.

Chart 8: CEOs' plans for major changes

In the wake of the economic crisis, to what extent do you anticipate changes to any of the following areas of your company's strategy, organisation or operating model?



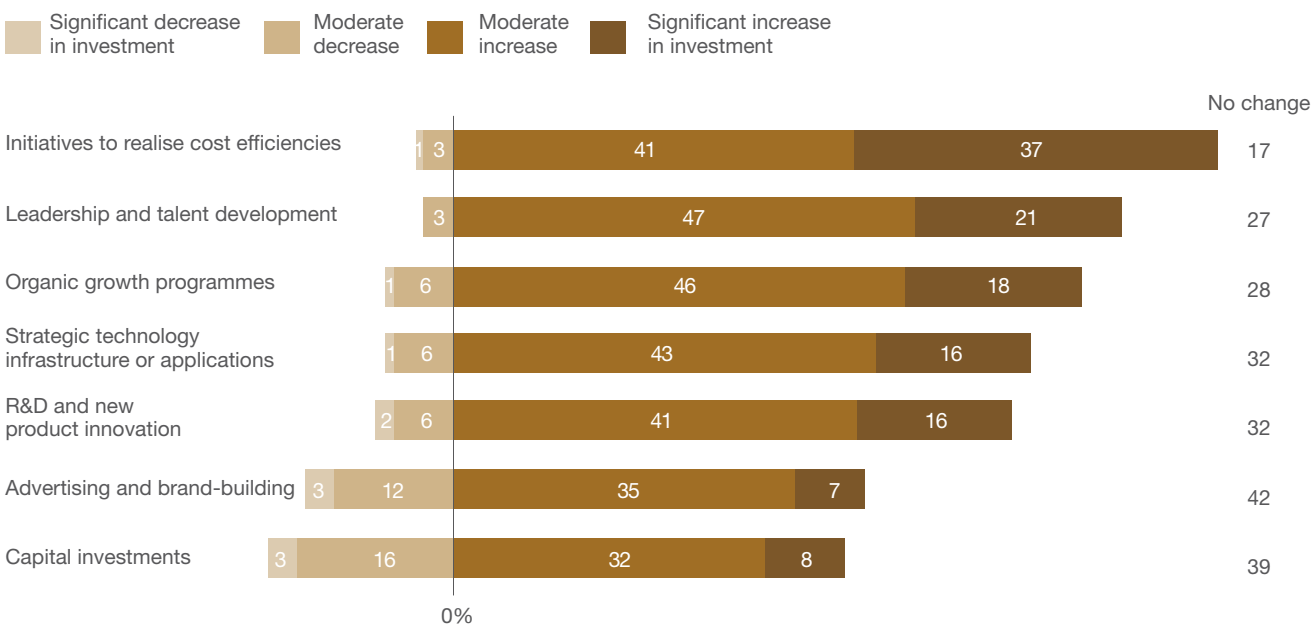
Source: PwC, "13th Annual Global CEO Survey 2010" (Jan 2010)

CEOs' INVESTMENT DECISIONS

In an environment of tighter capital, CEOs need to make tough choices about investments, but there are some areas that CEOs are not paring back, notably, leadership and talent development. They are also repositioning their business for recovery by addressing their risk management processes and focusing on organic markets or better penetration of the markets they know best.

Chart 9: CEOs' investment decisions over the next three years

How do you plan to change your long-term investment decisions over the next three years as a result of the economic crisis?

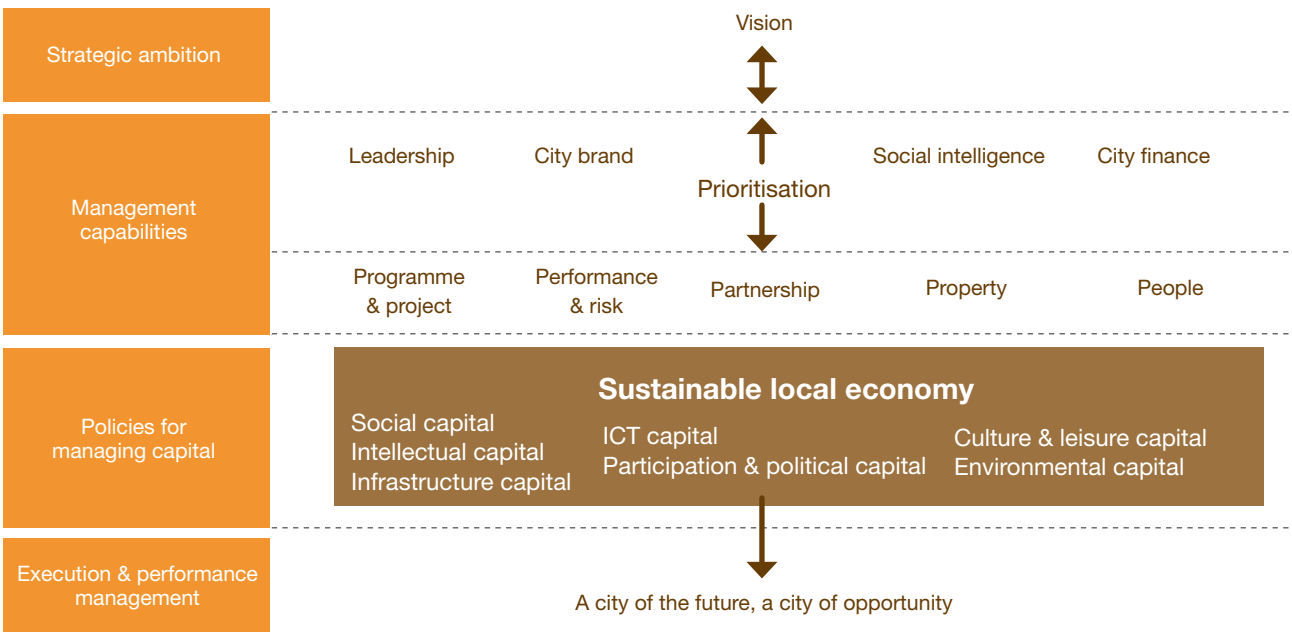


Source: PwC, "13th Annual Global CEO Survey 2010" (Jan 2010)

CITIES: A HOLISTIC MANAGEMENT APPROACH

The management of cities and local governments of the future is a complex affair. A holistic approach is needed to take the city forward and allow government leaders to navigate their economies through difficult waters. Both government and business leaders need to urgently implement sustainable strategies that will allow them to compete for business investment, retain talent and attract visitor inflow.

Chart 10: The holistic approach for the cities of the future

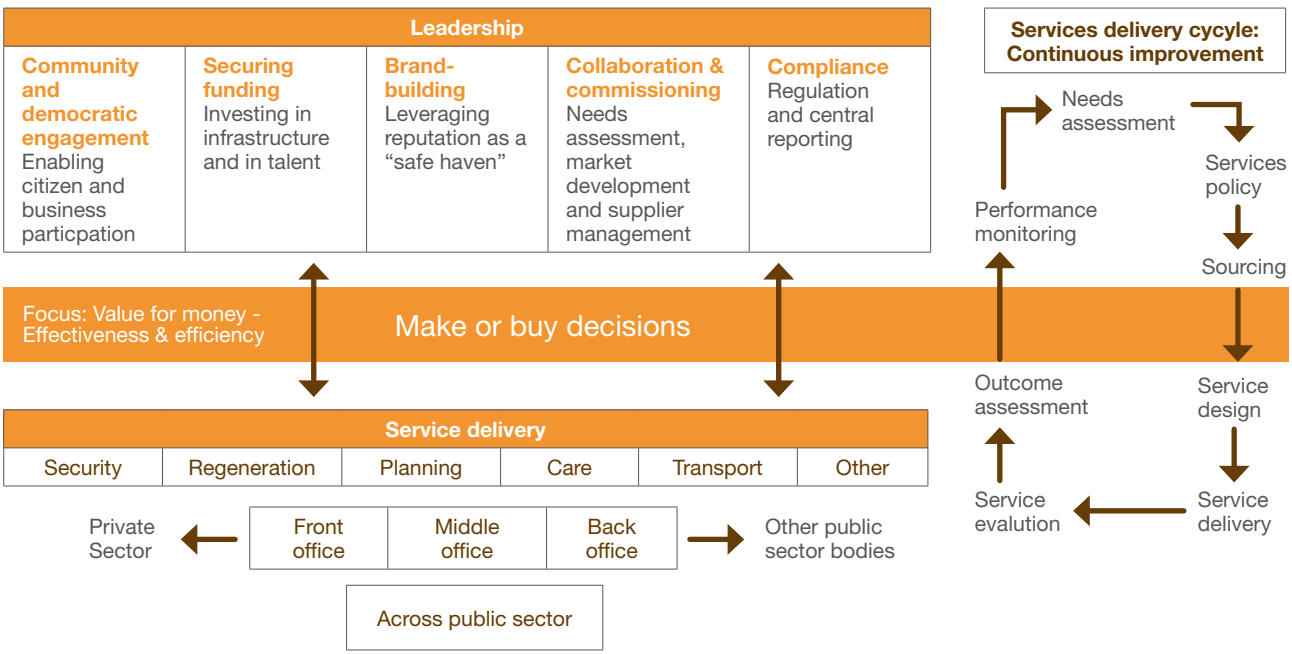


Source: PwC, “Seizing the day: The impact of the global financial crisis on cities and local public services” (Apr 2010)

CITIES: A NEW OPERATING MODEL

In the new world order, where the keyword is to do the same with less, a focus on outcomes is critical with the associated cycle of needs assessment, service policy and sourcing, service design and delivery, monitoring and evaluating performance against local outcomes.

Chart 11: A new operating model – do the same with less

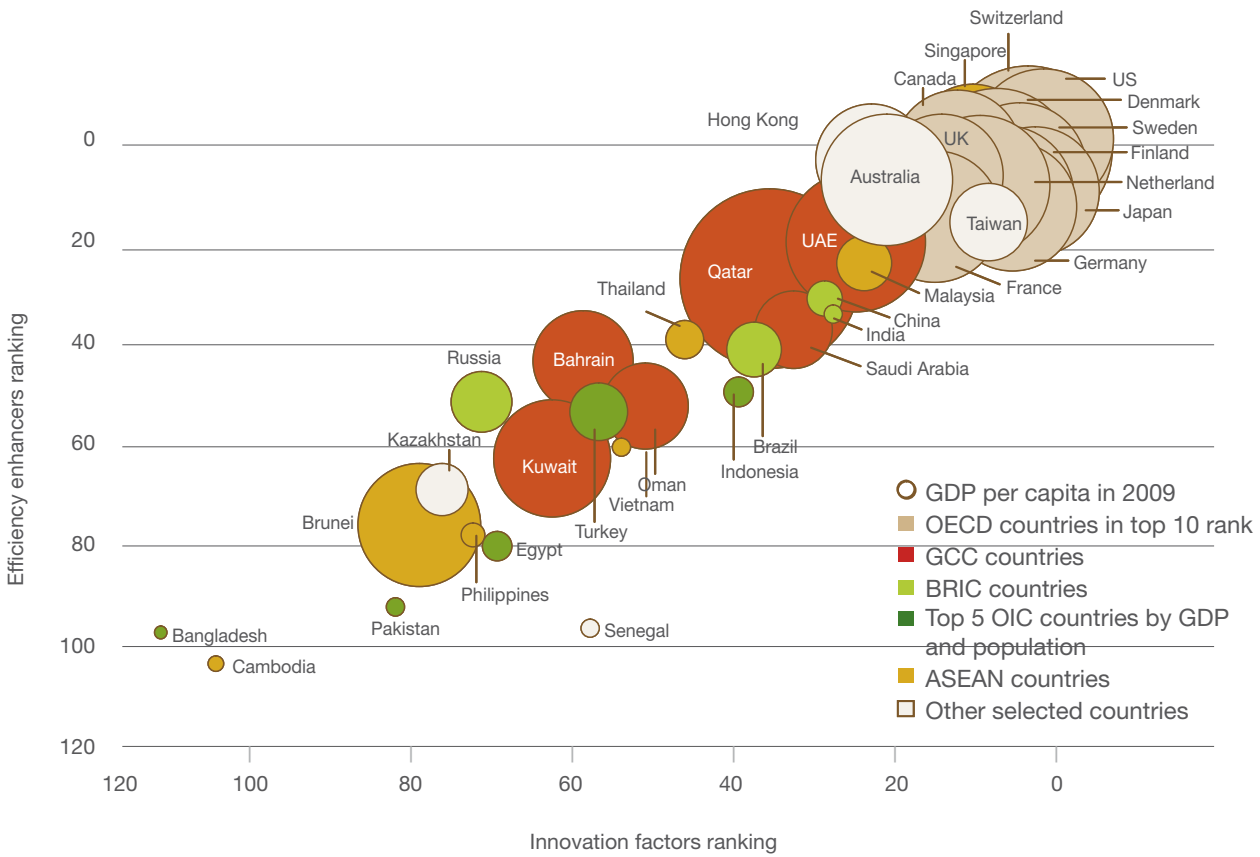


Source: PwC, "Seizing the day: The impact of the global financial crisis on cities and local public services" (Apr 2010)

INNOVATION FACTORS' AND EFFICIENCY ENHANCERS' RANKINGS

Higher education and innovation are the fundamental building blocks of global economies. Higher income countries tend to have higher GDP per capita as they invest more on efficiency enhancers and are more innovative in terms of business sophistication and R&D.

Chart 12: Relationship between efficiency enhancers and innovation factors to countries' GDP per capita

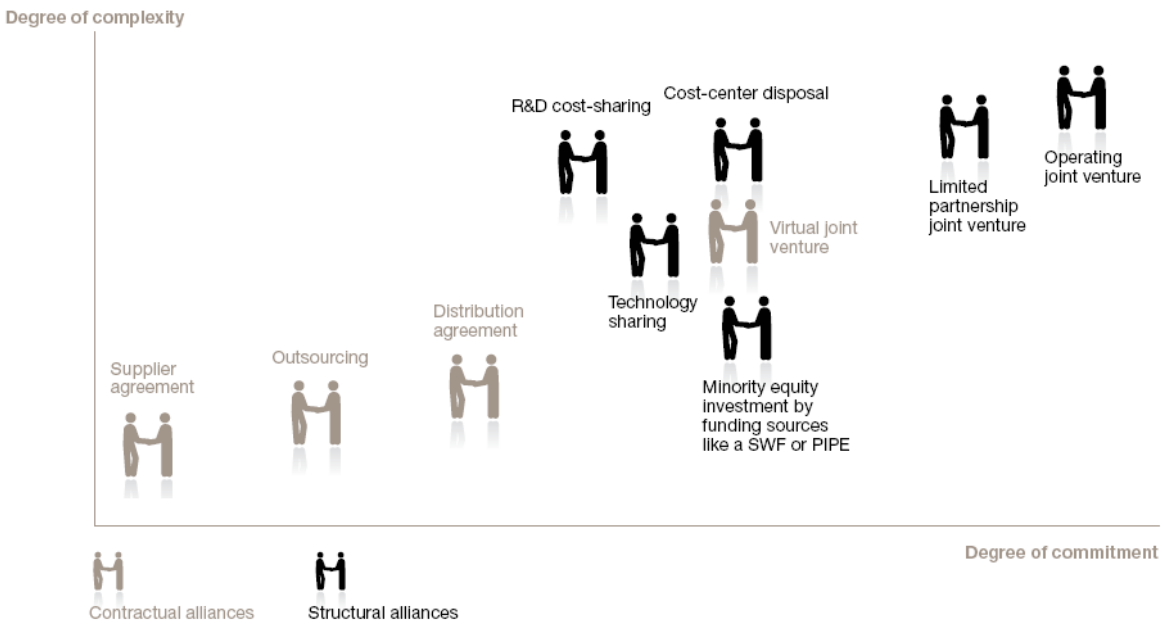


Source: IMF, "World Economic Outlook Database" (Apr 2010); WEF, "The Global Competitiveness Report 2009 – 2010" (Sept 2009)
Note: 1. Exception noted on GCC countries and Brunei which are resource rich countries with small population.
2. Efficiency enhancers include the following factors: higher education and training, good market efficiency, labour market efficiency, financial market sophistication, technological readiness and having the market size.

COLLABORATION: INNOVATIVE BUSINESS ALLIANCES

With tighter global financial conditions, mergers and acquisitions (M&As) have become less favourable. Companies are now turning to alternative transactions or collaborations including joint ventures, contractual alliances, and other non-controlling investments which can limit cash outlays and permit risk sharing with partner(s).

Chart 13: Innovative business alliances, alternative deal structures to M&A



Source: PwC, "VIEW: Alternate routes, Transaction Services, Issue 12" (Mar 2010)

Notes: SWF - Sovereign wealth fund
PIPE - Private investment in public equity

VALUES: CORPORATE REPUTATION

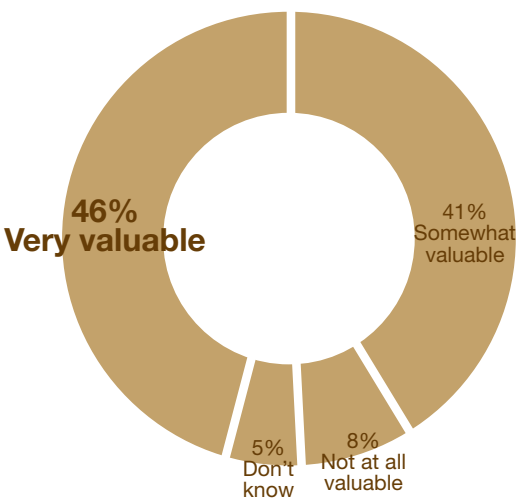
To enhance corporate brand value, there is clear evidence that managing corruption risk is important. While companies cannot control how governments and competitors behave, an "integrity pact," where all parties sign an enforceable agreement not to engage in corruption, can help manage the challenges of corruption.

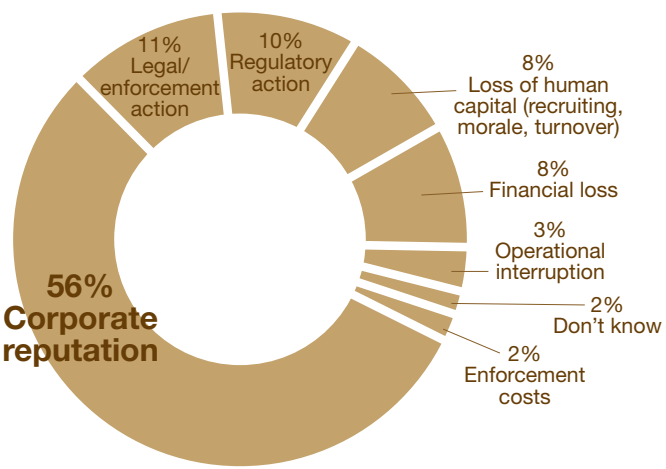
Chart 14: Value of reputation and impact of corruption

What is the value to your company's reputation and/or brand in having a publicly disclosed anti-corruption programme and controls?

If corruption was discovered at your company, in which of the following areas would the impact be most severe?

All companies





Source: PwC, "Confronting corruption: The business case for an effective anti-corruption strategy" (Jan 2008)


jackson
Pyranha
Kokatat
MEGA

HOSPITALITY AND LEISURE
INTEGRATED LOGISTICS
WATER
RETAIL AND CONSUMER
ISLAMIC FINANCE

INDUSTRY OVERVIEW

HOSPITALITY AND LEISURE

GLOBAL TOURISM GROWTH
TOURISM: MARKET TRENDS
CLIMATE CHANGE: VULNERABILITY HOTSPOTS
GLOBAL TOURISM: CO_2 MITIGATION

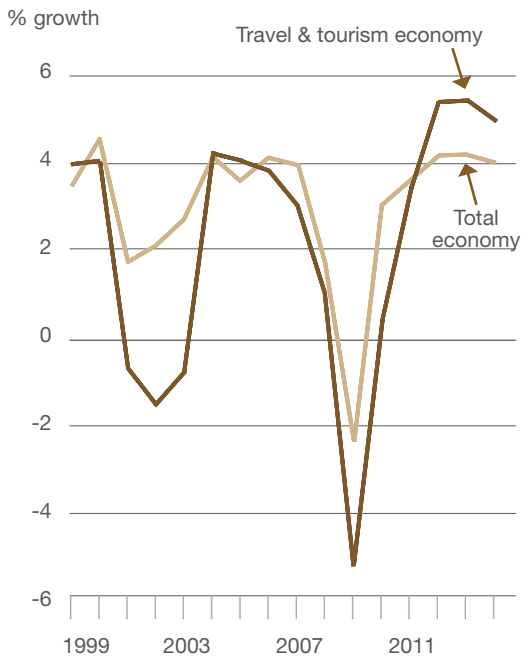
These charts relate to the following sessions:

- Leadership challenges for the new era
- The business of innovation: Wiring for new needs
- Exploring trade and investment opportunities in developing countries
- Putting a brake on climate change: Assuring earth's future
- Tapping tourism potentials: Putting resources to work
- Connecting minds: Leveraging technology for training and education

GLOBAL TOURISM GROWTH

After bottoming out in 2009, signs of recovery can be seen in the travel and tourism industry. The industry is expected to grow in tandem with the global economy's growth. China and the African continent are growing fastest into the next 10 years – benefitting from historic roots and cultural tourism.

Chart 15: Global tourism growth and fastest growing tourism markets into 2020



Fastest growing tourism markets, 2010-2020

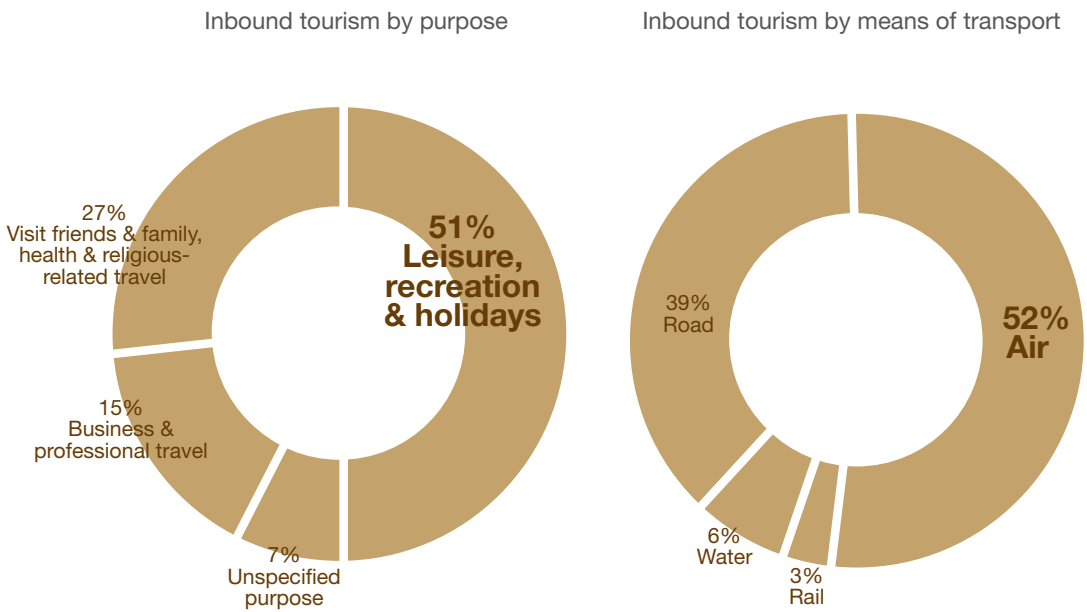
Rank	Country	Annualised 10-year growth,%
1	China	9.0
2	Zimbabwe	8.7
3	Malawi	8.7
4	India	8.5
5	Mongolia	8.1
6	United Arab Emirates	8.1
7	Cape Verde	7.9
8	Thailand	7.9
9	Qatar	7.7
10	Sao Tome and Principe	7.6

Source: World Travel & Tourism Council, "Travel & Tourism: Economic Impact 2010" (Mar 2010)

TOURISM: MARKET TRENDS

As recreational travel make up over half of international travel, the travel and tourism industry is easily affected by consumers' confidence on travel security and safety issues, health (e.g. outbreak of H1N1) and economic conditions.

Chart 16: Major tourism market segments

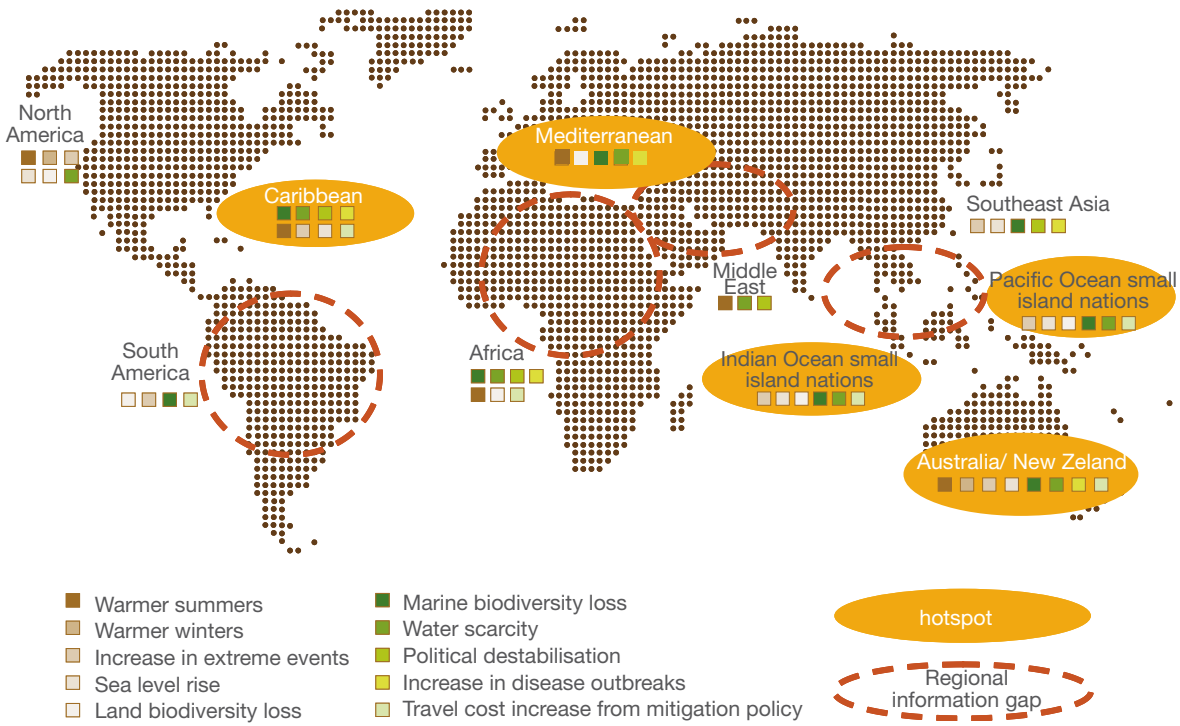


Source: UNWTO, "Tourism Highlights, Edition 2009" (Sept 2009)

CLIMATE CHANGE: VULNERABILITY HOTSPOTS

The integrated effects of climate change will have far-reaching consequences for tourism businesses and destinations. A negative impact in one part of the tourism system may constitute an opportunity elsewhere.

Chart 17: Climate change vulnerability hotspots in the tourism sector through the 21st century

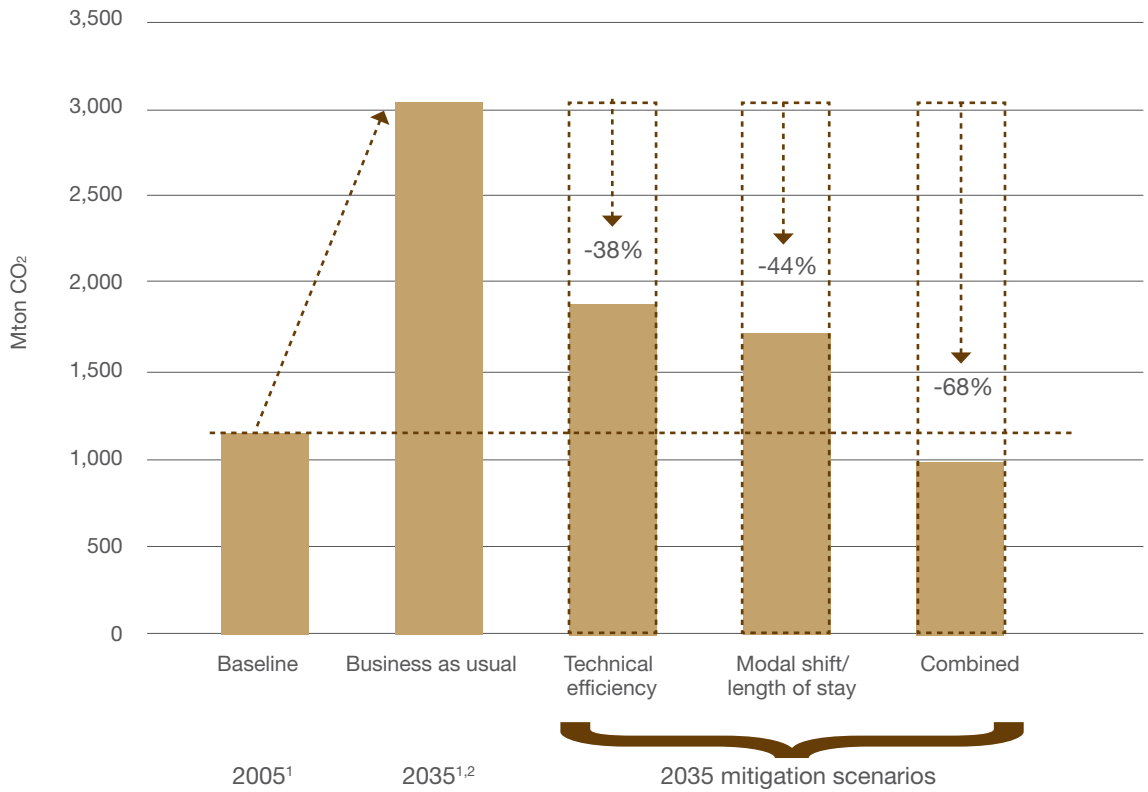


Source: UNEP, “Climate change adaptation and mitigation in the tourism sector: framework, tools and practices” (Apr 2008)

GLOBAL TOURISM: CO_2 MITIGATION

Given the projected dynamic growth of tourism activities, a combination of mitigation measures needs to be applied to reduce emissions effectively i.e. technical efficiency and modal shift measures. This could reduce the 'business as usual' scenario emissions in 2035 by 68%.

Chart 18: Scenarios of CO_2 mitigation potential from global tourism in 2035



Source: UNEP, "Climate change and tourism: Responding to global challenges" (Jul 2008)
Note: 1. Excludes same-day visitors
2. 'Business as usual' scenario takes into account the UNWTO's Tourism 2020 Vision forecast of an average 4% annual growth of international tourist arrivals up to 2020

INTEGRATED LOGISTICS

LOGISTICS PERFORMANCE INDEX
WORLD'S KEY WATERWAYS
WORLD'S HOT PIRACY AREAS
TRANSPORTATION & LOGISTICS: OPPORTUNITY RADAR

These charts relate to the following sessions:

- Leadership challenges for the new era
- The business of innovation: Wiring for new needs
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- Putting a brake on climate change: Assuring earth's future
- Integrating logistics: Building competitiveness in freight and transport
- Connecting minds: Leveraging technology for training and education

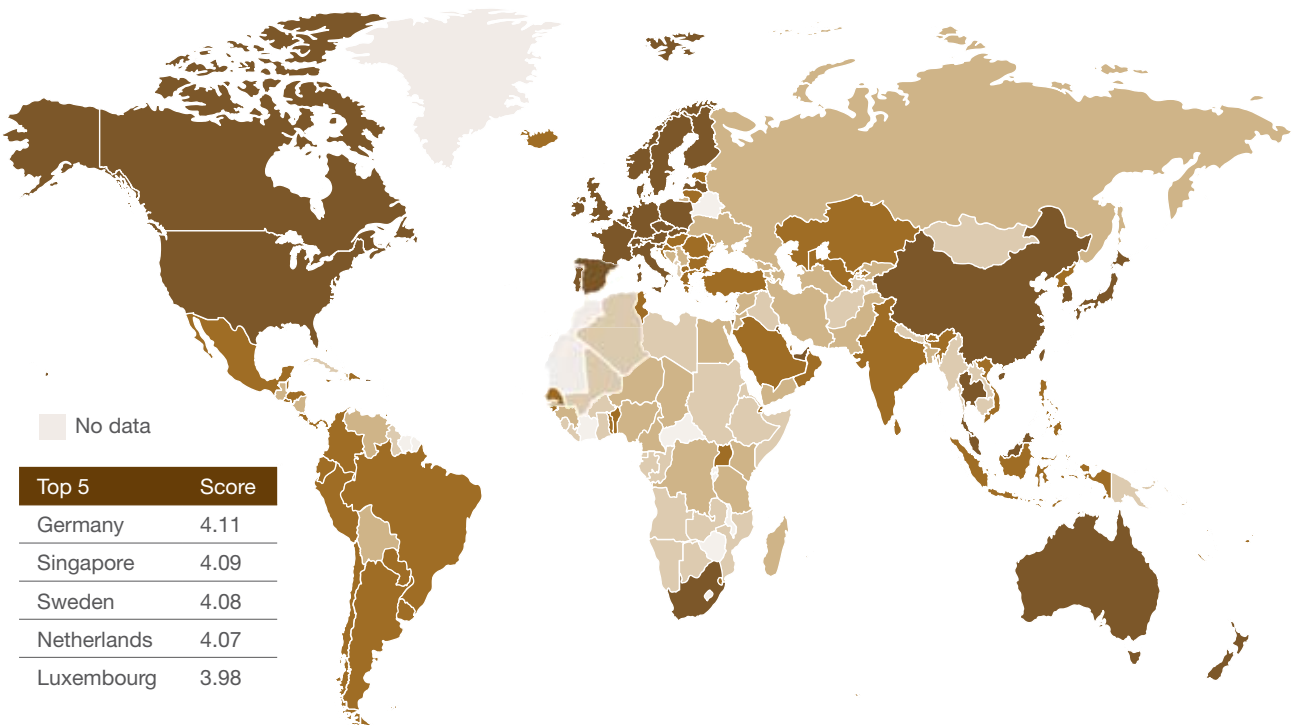
LOGISTICS PERFORMANCE INDEX

Efficient logistics is important for trade expansion, export diversification, ability to attract foreign direct investment and economic growth. Whilst high income countries, as well as countries experiencing high economic growth have done well in improving their logistics infrastructure, the least developed economies are hampered by severe capacity constraints that make sustained progress difficult.

Chart 19: Global logistics performance

Country logistics environment

Max: 5.0 ← Logistics Performance Index → Min: 1.0



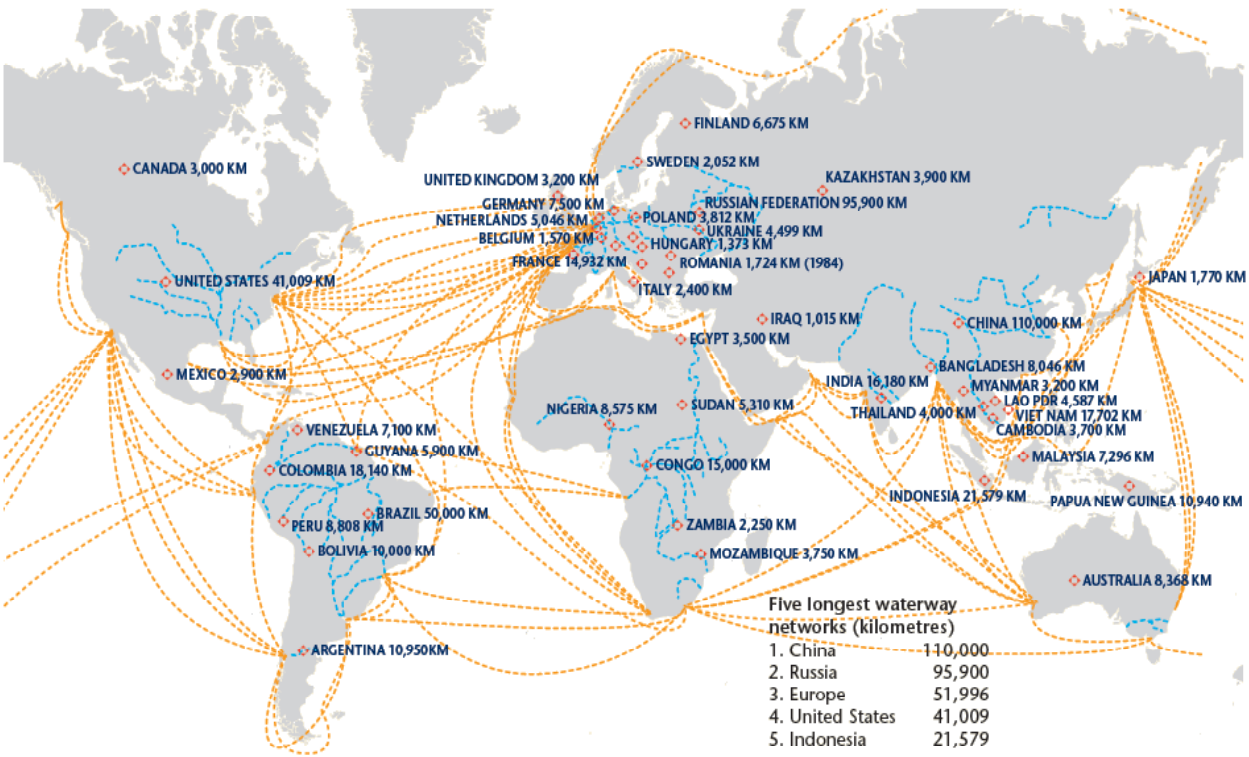
Top 5	Score
Germany	4.11
Singapore	4.09
Sweden	4.08
Netherlands	4.07
Luxembourg	3.98

Source: World Bank, “Connecting to compete 2010” (Jan 2010)

WORLD'S KEY WATERWAYS

Access to waterways is vital to major civilisations throughout the past 2,000 years. The world's largest cities and most prosperous areas are all located near waterfronts. However, inland shipping, which is often the most cost-effective and least polluting means of transporting large volumes over long distances, remains an undeveloped sector.

Chart 20: Important waterways in the world, 2007



Source: UNESCO & Earthscan, "The United Nations World Water Development Report 3: Water in a changing world" (Apr 2009)

WORLD'S HOT PIRACY AREAS

Piracy and armed robbery remain a concern for shipmasters, owners and traders today. The reported incidents of piracy and armed robbery are mainly against vessels supporting the oil industry. Red alert areas include the Gulf of Aden, east coast of Somalia, the southern Red Sea and the east coast of Oman waters. Attacks are also rising fast in Southeast and East Asia.

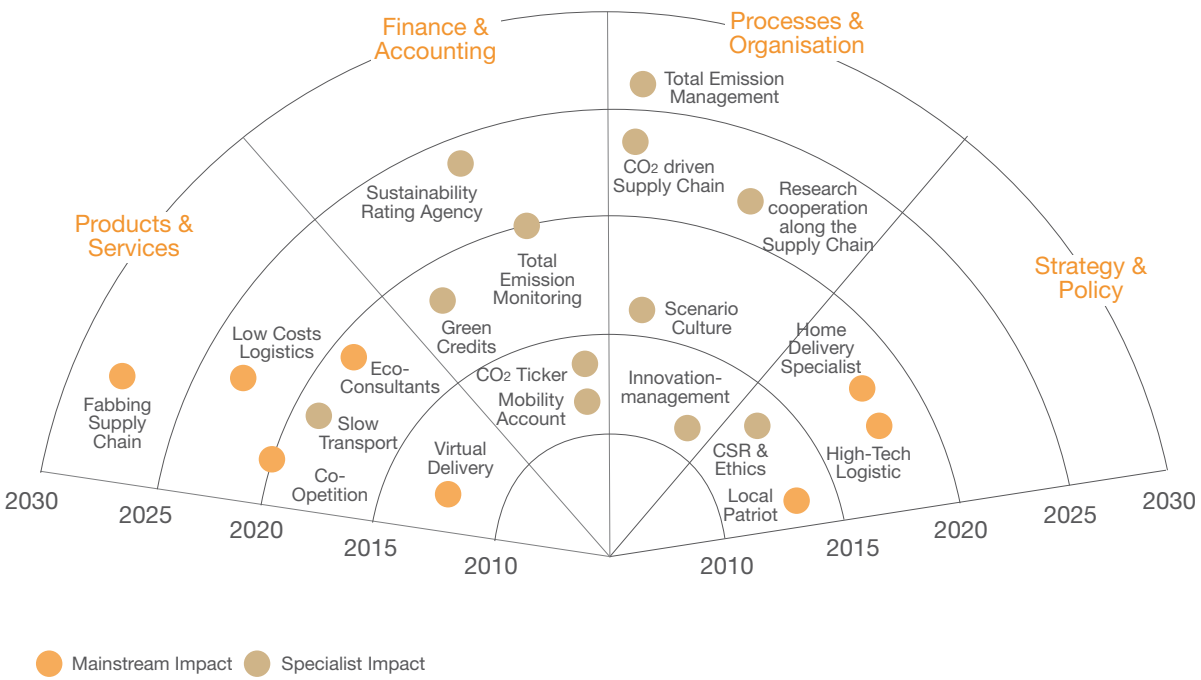
Chart 21: International Maritime Bureau (IMB) Piracy Map 2009

Source: International Chamber of Commerce (ICC) Commercial Crime Services, "IMB Piracy Map" (2010)

TRANSPORTATION & LOGISTICS: OPPORTUNITY RADAR

With climate change issues and ensuing pressure by the regulators and consumers to cut transport emissions and carbon footprint-related costs, a range of opportunities have emerged for the tranportation and logistics sector.

Chart 22: Opportunity radar for transportation & logistics operations



Source: PwC, “Transport and Logistics 2030, Volume 1” (Oct 2009)
Note: Mainstream opportunities are likely to affect the entire industry.
Specialist opportunities will only be relevant for distinct logistics service providers

WATER

GLOBAL WATER DISTRIBUTION
IMPACT OF LOW FUNDING IN WATER MANAGEMENT CAPACITY
INVESTMENT REQUIREMENTS FOR URBAN INFRASTRUCTURE
BENEFIT OF WATER INFRASTRUCTURE INVESTMENT

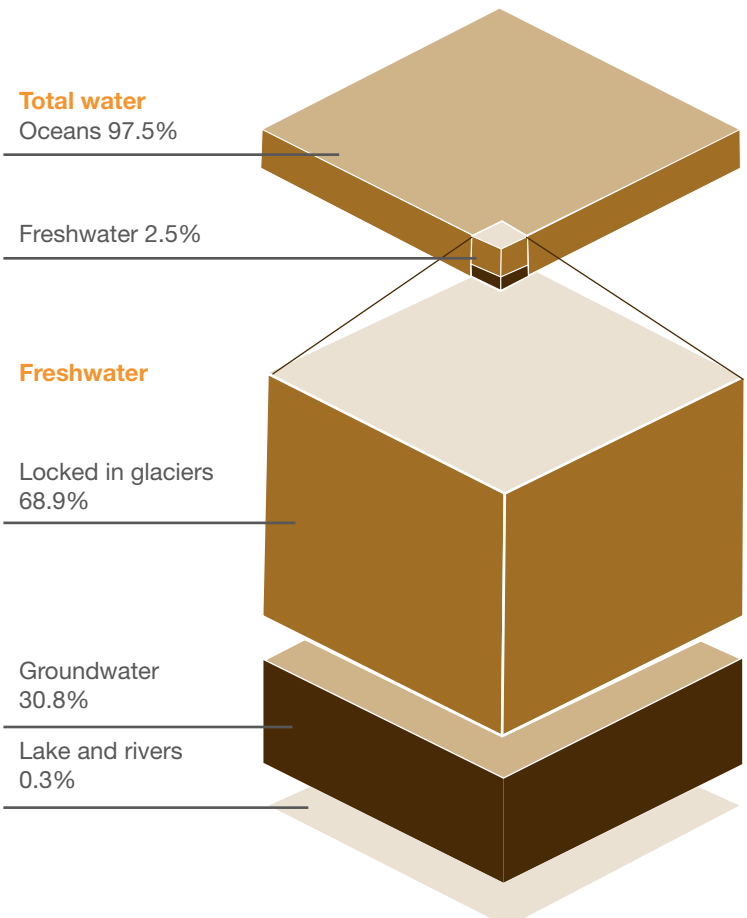
These charts relate to the following sessions:

- Leadership challenges for the new era
- The business of innovation: Wiring for new needs
- Exploring trade and investment opportunities in developing countries
- Putting a brake on climate change: Assuring earth's future
- Tackling a thirsty world: The business case for water
- Connecting minds: Leveraging technology for training and education

GLOBAL WATER DISTRIBUTION

From the total volume of water in the world, only 2.5% is consumable for humans. Of the known freshwater stock, only a third (31.1%) is available for consumption and other human activities and the rest (68.9%) is locked in glaciers. With increasing demand for water, scarcer supplies will mean that two-thirds of the world population could be subjected to water stress by 2025.

Chart 23: Global distribution of the world's water

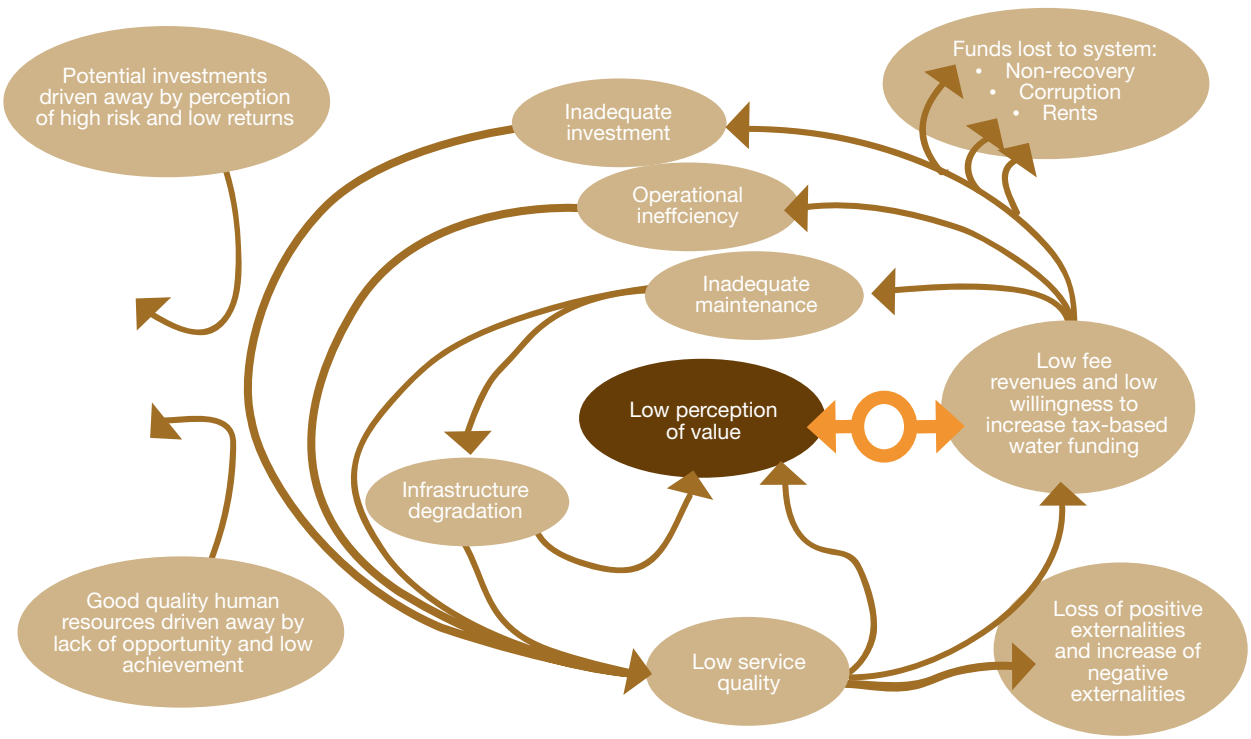


Source: UNEP, "Global Environment Outlook 4" (Oct 2007)

IMPACT OF LOW FUNDING IN WATER MANAGEMENT CAPACITY

The water sector has been plagued by lack of political support, poor governance, under-resourcing and under-investment. These ills have led to infrastructure deterioration, breakdown of services and customer dissatisfaction. Going forward, if the vicious cycle of low funding is reversed, the benefits to society will be far-reaching.

Chart 24: The vicious cycle of low funding in water management capacity

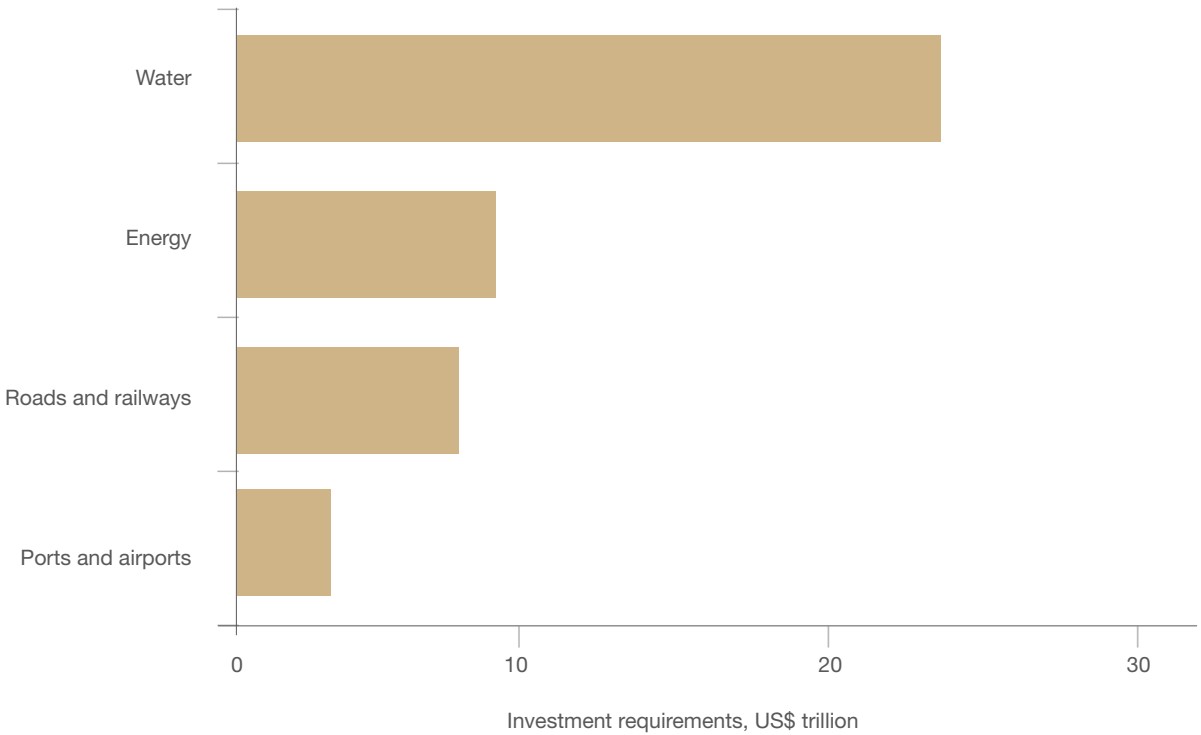


Source: UNESCO & Earthscan, “The United Nations World Water Development Report 3: Water in a changing world” (Apr 2009)

INVESTMENT REQUIREMENTS FOR URBAN INFRASTRUCTURE

Within the emerging and developing world, the urbanisation trend is expected to continue with more people living in cities than in rural areas. Urbanisation opportunities arise as developing countries transit from agri-centered economies to product and services economies. Estimates suggest that by 2030, US$40 trillion will need to be invested in urban infrastructure worldwide.

Chart 25: Investment requirements for urban infrastructure up to 2030

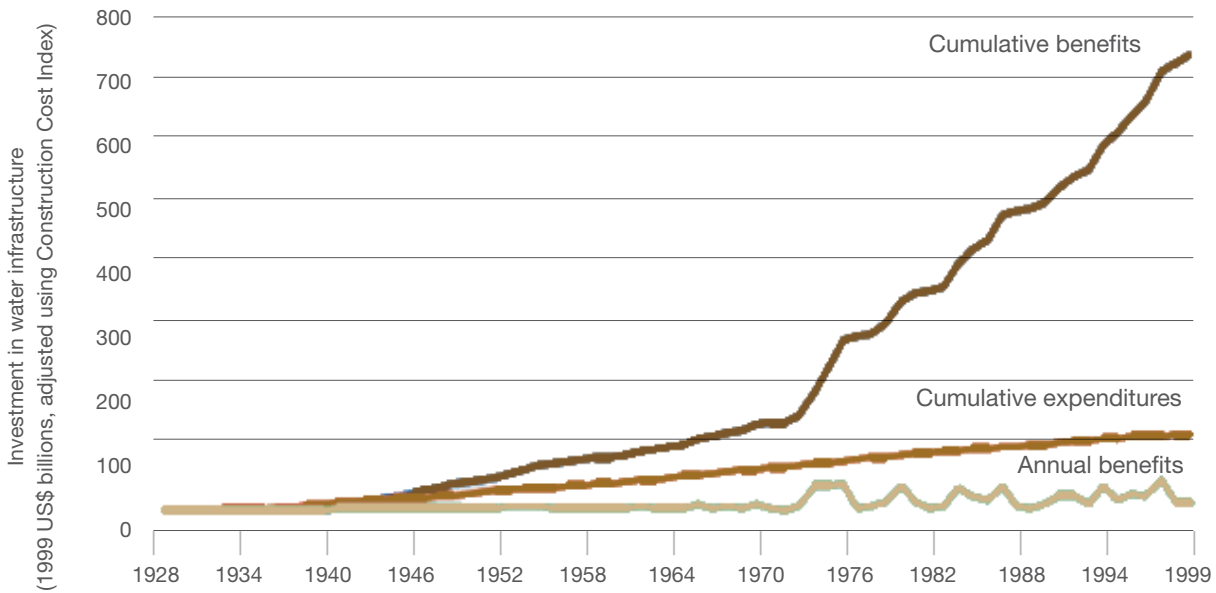


Source: WBCSD, “Vision 2050: The new agenda for business” (Feb 2009)

BENEFIT OF WATER INFRASTRUCTURE INVESTMENT

There is growing evidence of the macroeconomic returns to investments in environmental sustainability and water management - and the costs of failures to invest. For example, the water management investments by the US government between 1930 and 1999 yielded returns of US$6 for each US$1 spent and controlled flood damage, despite rising population numbers and property value at risk.

Chart 26: The benefit from US government's investment in water infrastructure



Source: UNESCO & Earthscan, "The United Nations World Water Development Report 3: Water in a changing world" (Apr 2009)

RETAIL AND CONSUMER

GLOBAL RETAIL OPPORTUNITY MAP
IMPACT OF GLOBAL RECESSION ON CONSUMER BEHAVIOUR
GLOBAL HALAL FOOD MARKET
MUSLIM BRANDS

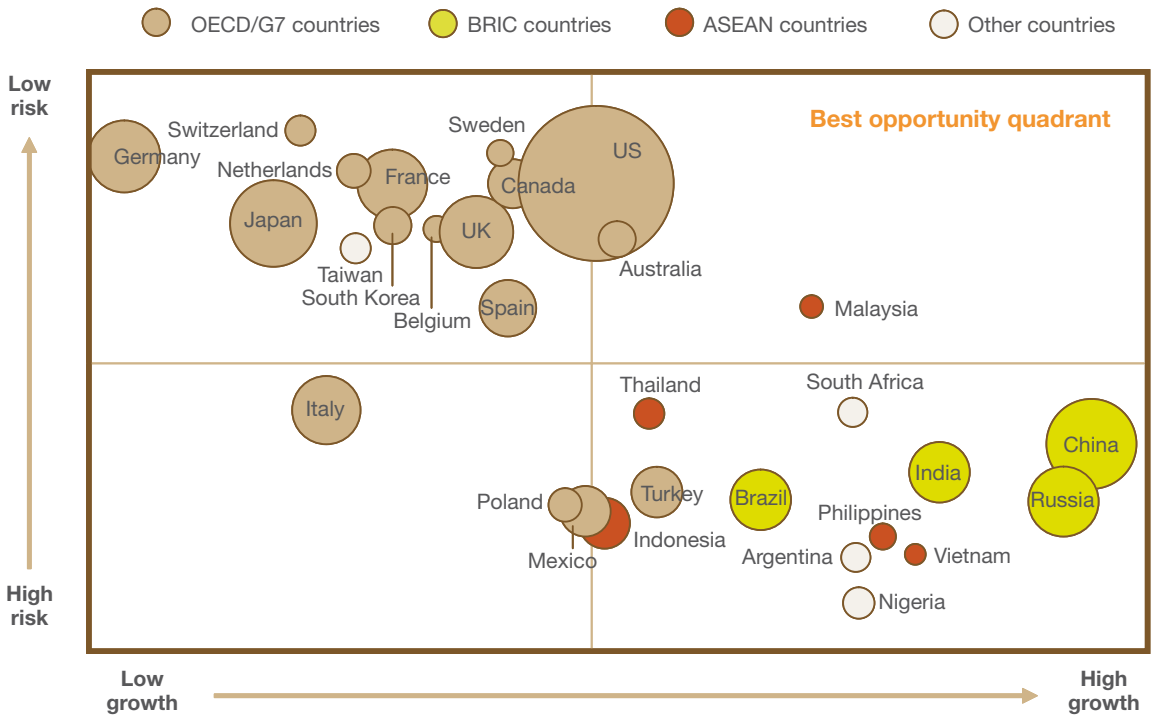
These charts relate to the following sessions:

- Leadership challenges for the new era
- The business of innovation: Wiring for new needs
- Exploring trade and investment opportunities in developing countries
- Tapping tourism potentials: Putting resources to work
- Islamic branding: Myth or reality?
- Connecting minds: Leveraging technology for training and education

GLOBAL RETAIL OPPORTUNITY MAP

Australia, Malaysia and US are in the best opportunity quadrant as they exhibit a unique combination of higher-than-average growth prospects and relatively low risk. Retail markets in emerging economies (especially BRIC countries) are seeing high growth. The expanding middle class within these economies is driving the retail markets with their increasing disposable incomes.

Chart 27: Global retail opportunity map

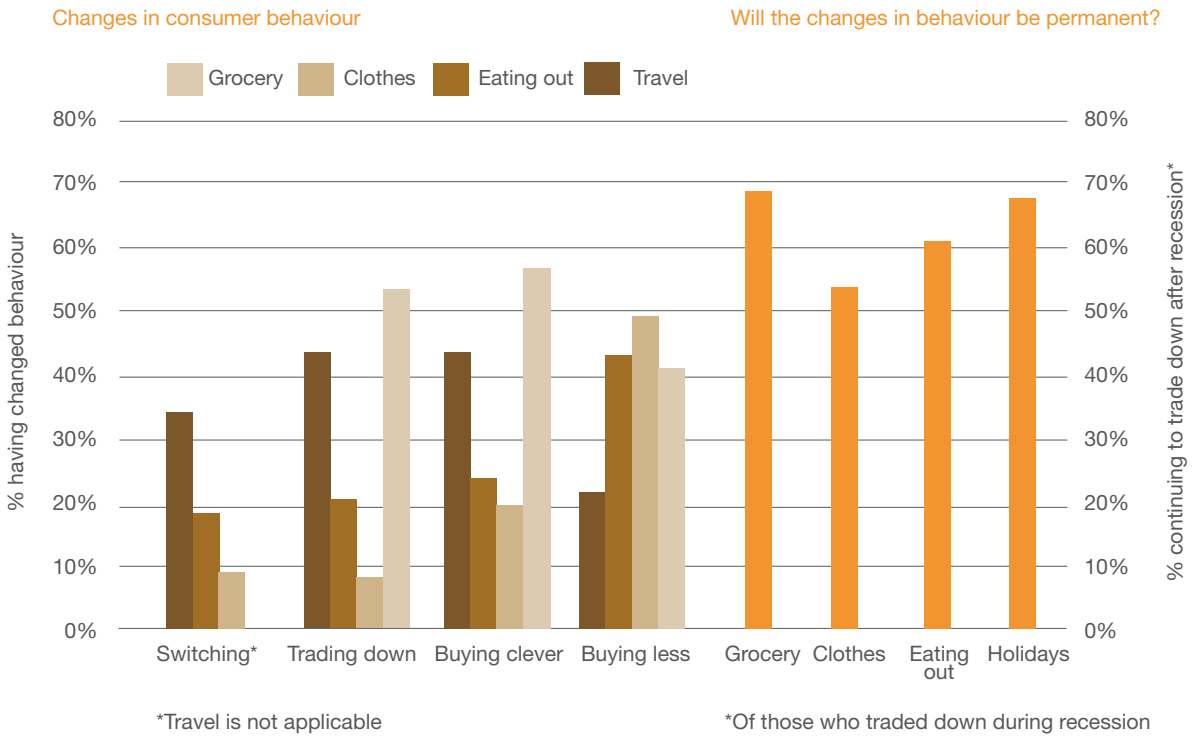


Source: Retail Forward, "Retail renewal in a changing global economy" (Dec 2009)
Note: 1. The size of bubble represents the relative size of each country's retail market
2. The vertical and horizontal lines represent average growth and risk respectively

IMPACT OF GLOBAL RECESSION ON CONSUMER BEHAVIOUR

PwC's recent consumer study indicates that consumers are responding to the recession by reining back on their spending. They now shop around for the best retail and leisure deals. The value-for-money sector has developed and is here to stay. The continued polarisation between value and premium will force companies to adapt and remodel their businesses.

Chart 28: Changes in consumer behaviour during recession

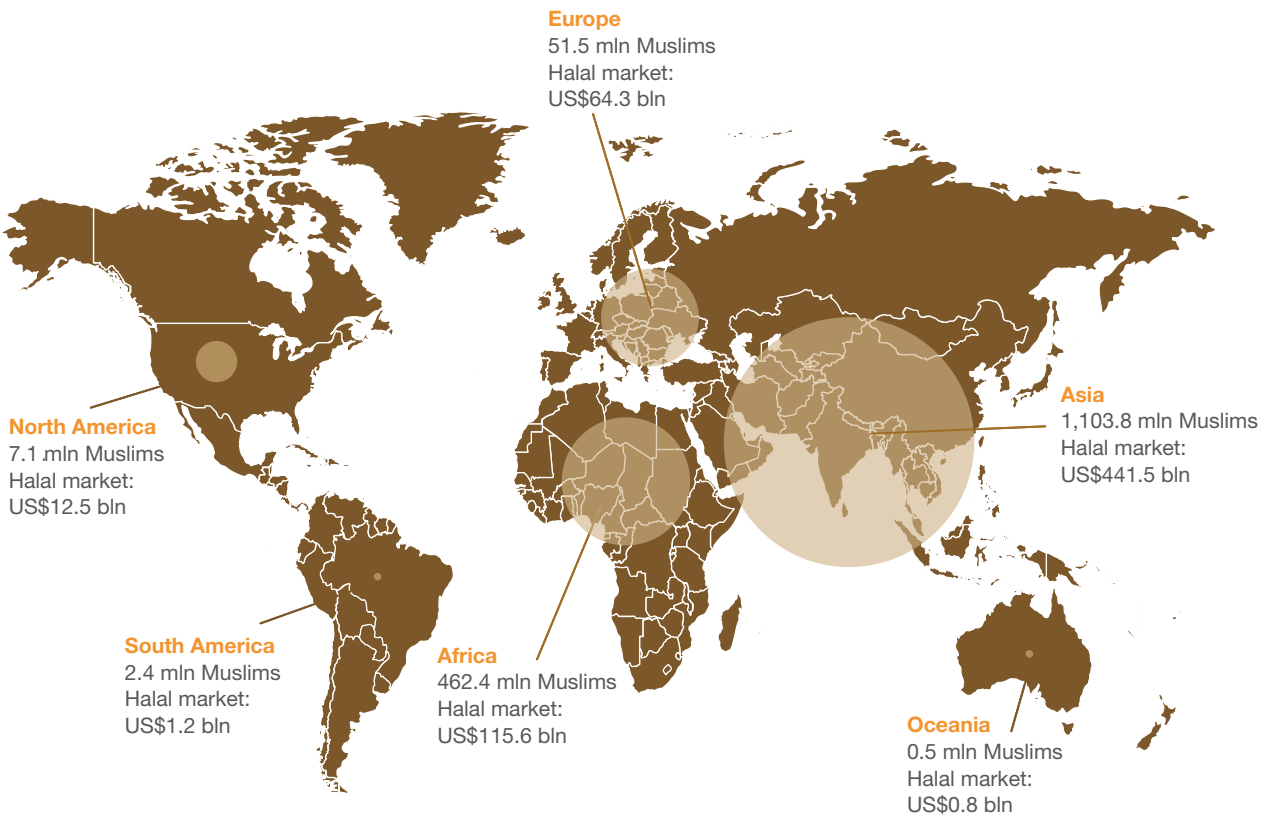


Source: PwC, "Evolution or revolution? How to respond to consumers demands for value" (Oct 2009)

GLOBAL HALAL FOOD MARKET

The global halal food market is estimated to be about US$655 billion in 2010. The key markets are the populous Muslim countries in the Middle East, North Africa and Southeast Asia.

Chart 29: Global halal food market, 2008



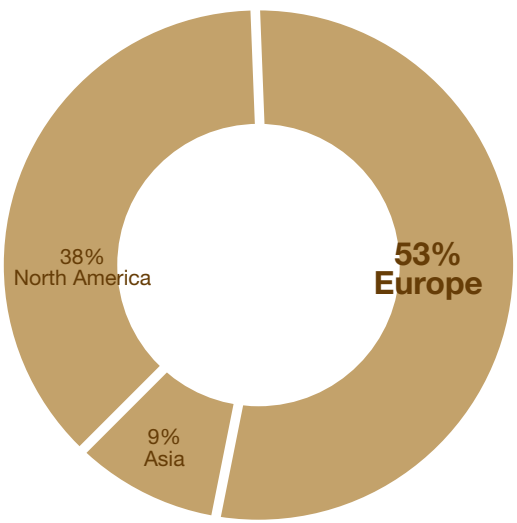
Source: Halal Industry Development Corporation, “The global halal market - Opportunities and challenges” (Aug 2009)

MUSLIM BRANDS

Although Muslims comprise about one-fifth of the world's population, no Muslim consumer brands appeared in the top 100 brands in the world[1]. In the Dinar Standard Top 100 Brands[2], top Muslim brands are mainly oil and gas companies.

Chart 30: Muslim brands not in top 100 world brands

Number of companies in International Top 100, 2009



Dinar Standard Top 10 brands, 2008 - oil & gas centric

Rank	Country	Country	Industry
1	Saudi Arabian Oil (Saudi Aramco)	Saudi Arabia	Oil & gas
2	National Iranian Oil Company	Iran	Oil & gas
3	Petroliam National (Petronas)	Malaysia	Oil & gas
4	Kuwait Petroleum Corp.	Kuwait	Oil & gas
5	Iraq National Oil Co.	Iraq	Oil & gas
6	Koc Holdings A.S.	Turkey	Diversified
7	Abu Dhabi National Oil Co.	UAE	Oil & gas
8	Saudi Basic Industries Corporation (SABIC)	Saudi Arabia	Chemical
9	Sonatrach	Algeria	Oil & gas
10	Nigerian National Petroleum Corporation	Algeria	Oil & gas

Source: Interbrand, "Best Global Brands" (Sept 2009)

Source: Dinar Standard, "The 2008 DS100" (Feb 2009)

Note: 1. Based on Interbrand Best Global Brand listing of the world's top brands by brand value.
2. The Dinar Standard Top 100 Brands listing (ranks top 100 Muslim brands from the OIC countries) is measured by revenue and growth.

ISLAMIC FINANCE

SHARIAH-COMPLIANT ASSET: GROWTH BY REGION
GLOBAL SUKUK: VALUE OF ISSUANCES
ISLAMIC EQUITY MARKET: WORLD INDICES
ISLAMIC FINANCE: GROWTH OF BRAND VALUE

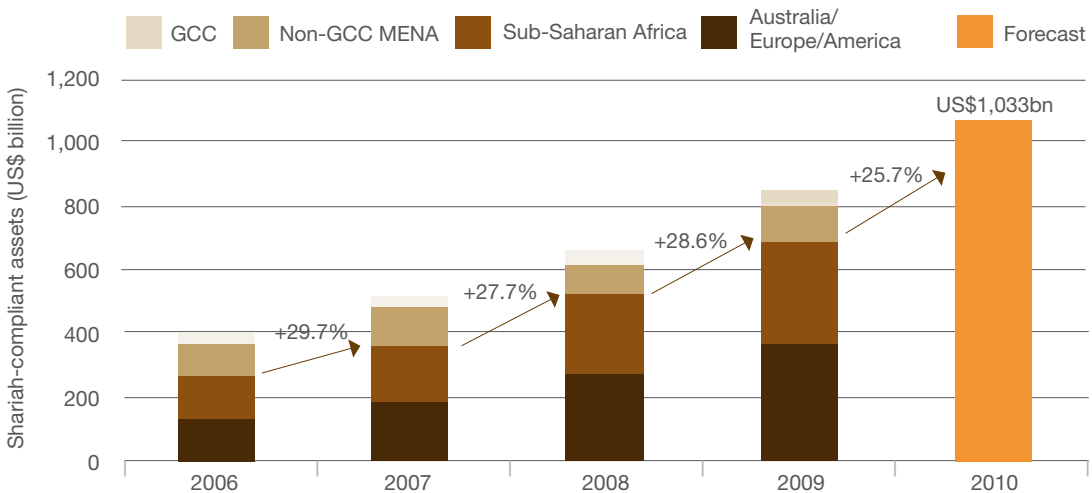
These charts relate to the following sessions:

- Leadership challenges for the new era
- The business of innovation: Wiring for new needs
- Exploring trade and investment opportunities in developing countreis
- Islamic branding: Myth or reality?
- Connecting minds: Leveraging technology for training and education
- Islamic banking and finance: Riding the wave of economic transformation

SHARIAH-COMPLIANT ASSETS: GROWTH BY REGION

Despite the financial crisis, the Shariah-compliant assets of financial institutions still grew at a compound annual growth rate (CAGR) of 27.9% over 2006 to 2009, and is estimated to hit US$1,033 billion in 2010.

Chart 31: Global Shariah-compliant assets growth by region

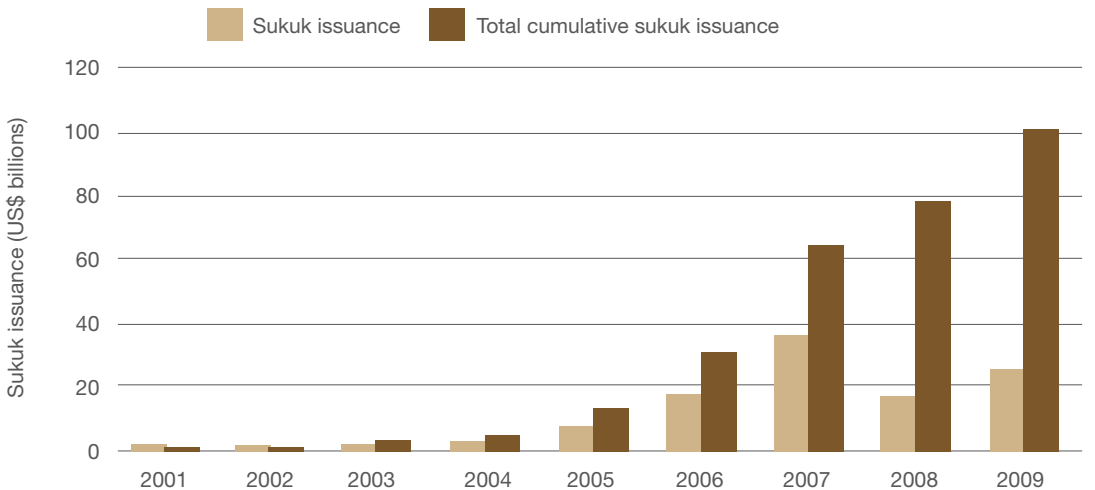


Source: The Banker, “Top 500 Islamic Financial Institutions” (Nov 2009)

GLOBAL SUKUK: VALUE OF ISSUANCES

Global sukuk issuances peaked in 2007 with a record of US$34.3 billion before dropping to US$14.9 billion in 2008. However, the sukuk market partly recovered in 2009, propelling cumulative total issuance to a new high of US$100 billion.

Chart 32: Global sukuk issuances, 2001-2009

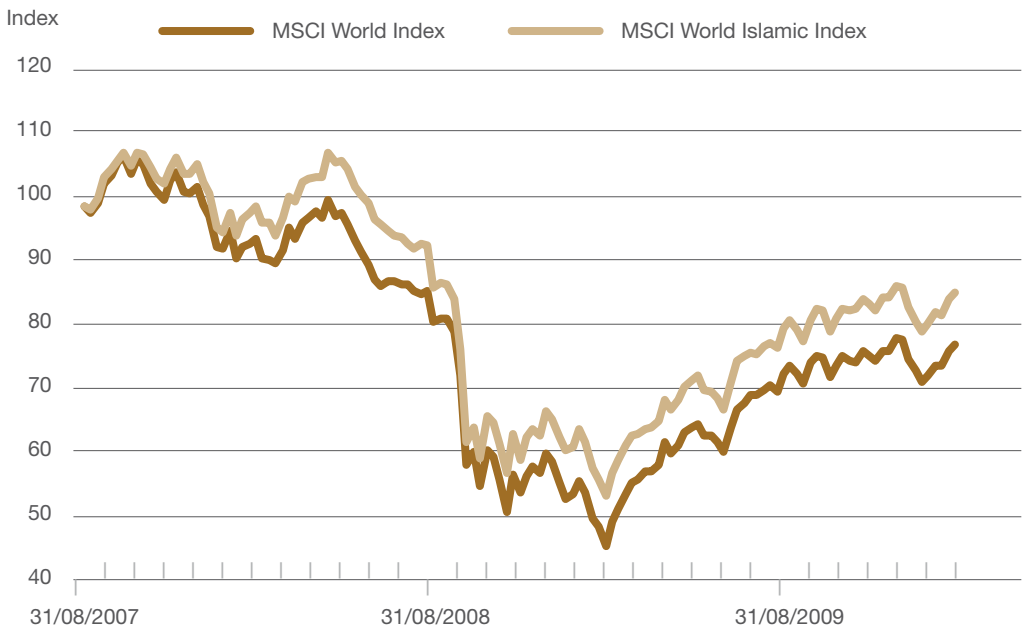


Source: Standard & Poor's, "Steady growth is seen for the sukuk market (Part 1 of 2)" (Feb 2010)

ISLAMIC EQUITY MARKET: WORLD INDICES

While Islamic equity market indices performed broadly better despite the financial crisis, they have not been completely spared from the volatility in global equity markets due to their heavy weightings in real estate and commodities.

Chart 33: MSCI World index performance compared against MSCI World Islamic index

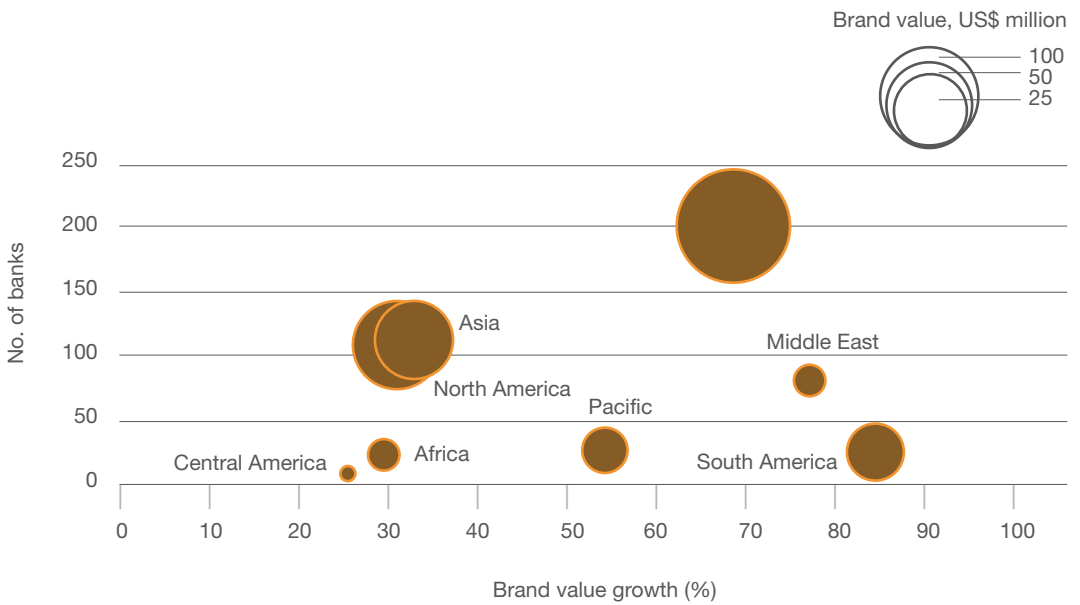


Source: PwC, “Even Islamic funds have been impacted by the crisis” (Jun 2009)

ISLAMIC FINANCE: GROWTH OF BRAND VALUE

Brand value of banks in the Middle East has grown by 78% in 2010, mostly due to the emergence of Islamic finance as an alternative to traditional Western banking methods.

Chart 34: Growth of brand value of banks by region



Source: Brand Finance, “Brand Finance® Banking 500” (Feb 2010)

Bangladesh
Egypt
Kazakhstan
Malaysia
Senegal

COUNTRIES IN FOCUS

FACTS & FIGURES

COUNTRIES UNDER REVIEW
ECONOMIC OVERVIEW

These charts relate to the following sessions:

- Exploring trade and investment opportunities in developing countries
- Empowering SMEs: Turning size into a comparative advantage
- Boosting UK trade with the Islamic world: The road ahead

COUNTRIES UNDER REVIEW

Chart 35: Socio-demographics of Bangladesh, Egypt, Kazakhstan, Malaysia and Senegal

	Bangladesh	Egypt	Kazakhstan	Malaysia	Senegal
Population (mln)	164.7	76.7	15.6	27.8	12.8
Total area (sq km)	147,570	997,739	2,724,900	330,252	197,161
Capital	Dhaka	Cairo	Astana	Kuala Lumpur	Dakar
Language	Bangla, English	Arabic	Kazakh, Russian	Malay, English, Chinese and various ethnic dialects	French, Wolof and other local languages
Currency	Taka (TK)	Egyptian pound (EGP)	Kazakh Tenge (KZT)	Malaysia Ringgit (RM)	CFA Franc (XOF)
Government	Parliamentary democracy	Presidential Republic	Presidential Republic	Federated Constitutional Monarchy	Unitary Republic
Administrative divisions	Division: 6	Provinces: 29 Cities: 217	Regions: 14 Cities: 2	States: 13 Federal territories: 3	Regions: 14

Source: IMF, "World Economic Outlook Database (Apr 2010); Central Intelligence Agency (CIA), "The World Factbook", (Apr 2010); various government sources

ECONOMIC OVERVIEW

Chart 36: Economic overview of Bangladesh, Egypt, Kazakhstan, Malaysia and Senegal

	Bangladesh	Egypt	Kazakhstan	Malaysia	Senegal
GDP (US$ bln)[1]	94.5	187.8	109.3	191.5	12.7
GDP per capita (US$)[1]	573.8	2,450.4	7,019.0	6,896.7	993.7
GDP growth (%)[1]	5.4	4.7	1.2	-1.7	1.5
Inflation (%)[1]	6.1	16.2	7.3	0.6	-1.1
Exchange rate (home currency to US$1)[2]	69.3	5.5	146.4	3.2	493.0
Stock market closing index[2]	5,654.9	679.2	1,805.9	1,346.4	N.A
Market capitalisation (US$ mln)[2]	n.a	85,945.3	21,122.5	331,339.0	N.A
Equity market return[2]	10.6	19.5	10.6	12.2	N.A
Equity market price earnings ratio[3]	n.a	18.2	13.7	18.9	N.A
EIU risk analysis[3]					
- Sovereign risk	BB	BB	BB	BBB	B
- Currency risk	BB	BB	B	BBB	BB
- Banking sector risk	B	BB	CCC	BBB	BB
- Political risk	B	B	BB	BBB	B
- Economic structure risk	B	B	BB	BBB	B
Long-term borrowings credit ratings[3]					
- Standard & Poor's	BB-	BB+	BBB-	A-	B+
- Moody's	Ba2	Ba1	Baa2	A3	NR

Source: IMF, "World Economic Outlook Database" (Apr 2010), Bloomberg (Apr 2010), EIU ViewsWire (Apr 2010)
Note: 1. Estimates data as at 2009 except for Malaysia (actual)
2. As at 30 April 2010
3. Please refer to Glossary of rating for definitions
n.a Not available
N.A Not applicable


"Try not to become
a man of success
but a man of value."
Albert Einstein

GROWTH SECTORS AND PROMOTED ECONOMIC ZONES

BANGLADESH
EGYPT
KAZAKHSTAN
MALAYSIA
SENEGAL

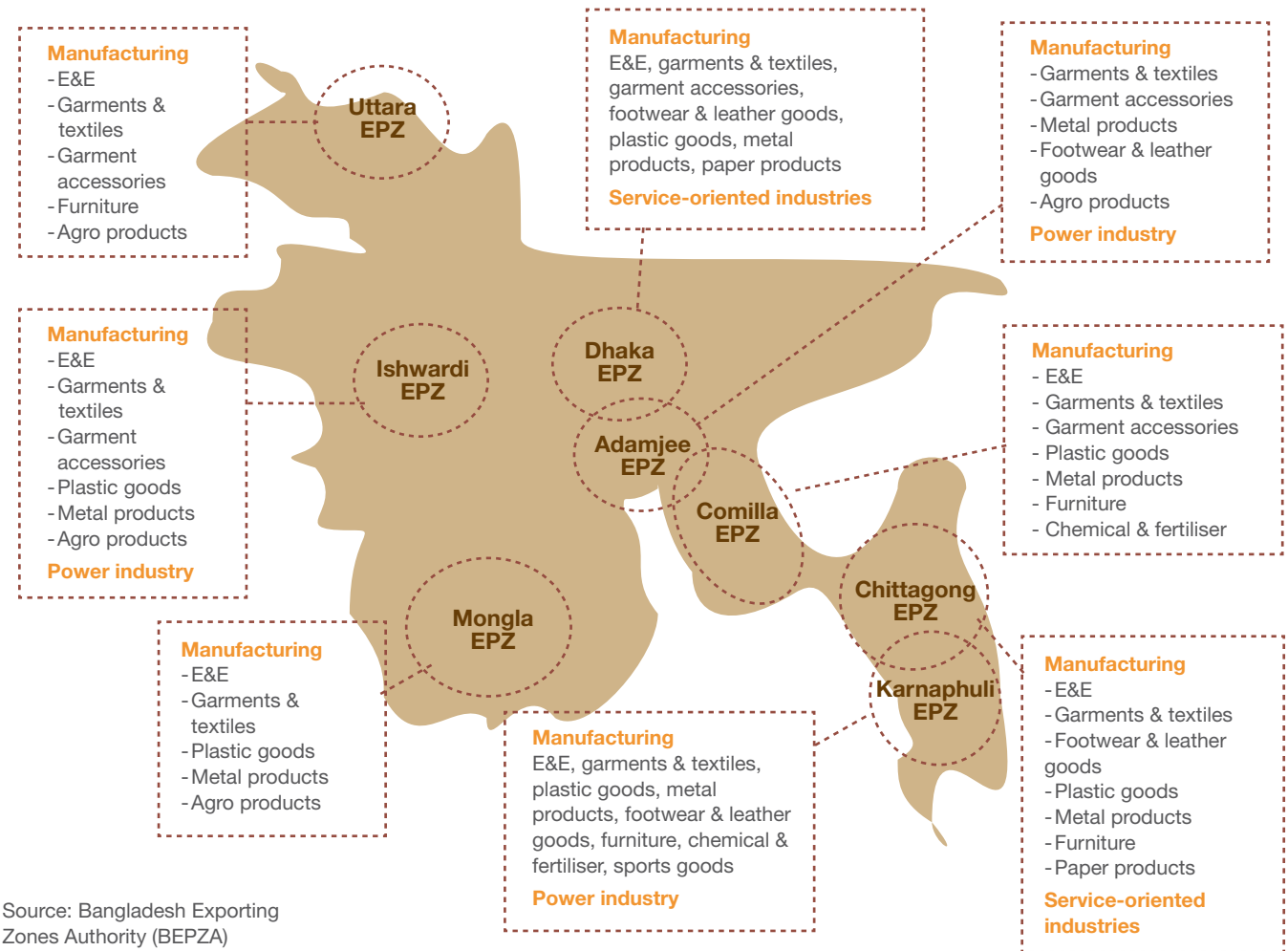
These c harts relate to the following sessions:

- Exploring trade and investment opportunities in developing countries
- Intergrating logistics: Building competitiveness in freight and transport
- Empowering SMEs: Turning size into a comparative advantage
- Boosting UK trade with the Islamic world: The road ahead
- Connecting minds: Leveraging technology for training and education
- Islamic banking and finance: Riding the wave of economic transformation

BANGLADESH

Bangladesh was chosen as the manufacturing hub by some of the global garment and footwear brands due to its preferential trade status, low-cost manufacturing base and global market access. In 2008/09, the EPZs in Bangladesh contributed about US$148 million of the country's total investments. About 70% of the enterprises in the EPZs are engaged in textile and textile-related industries.

Chart 37: Government-targeted growth sectors and export processing zones in Bangladesh

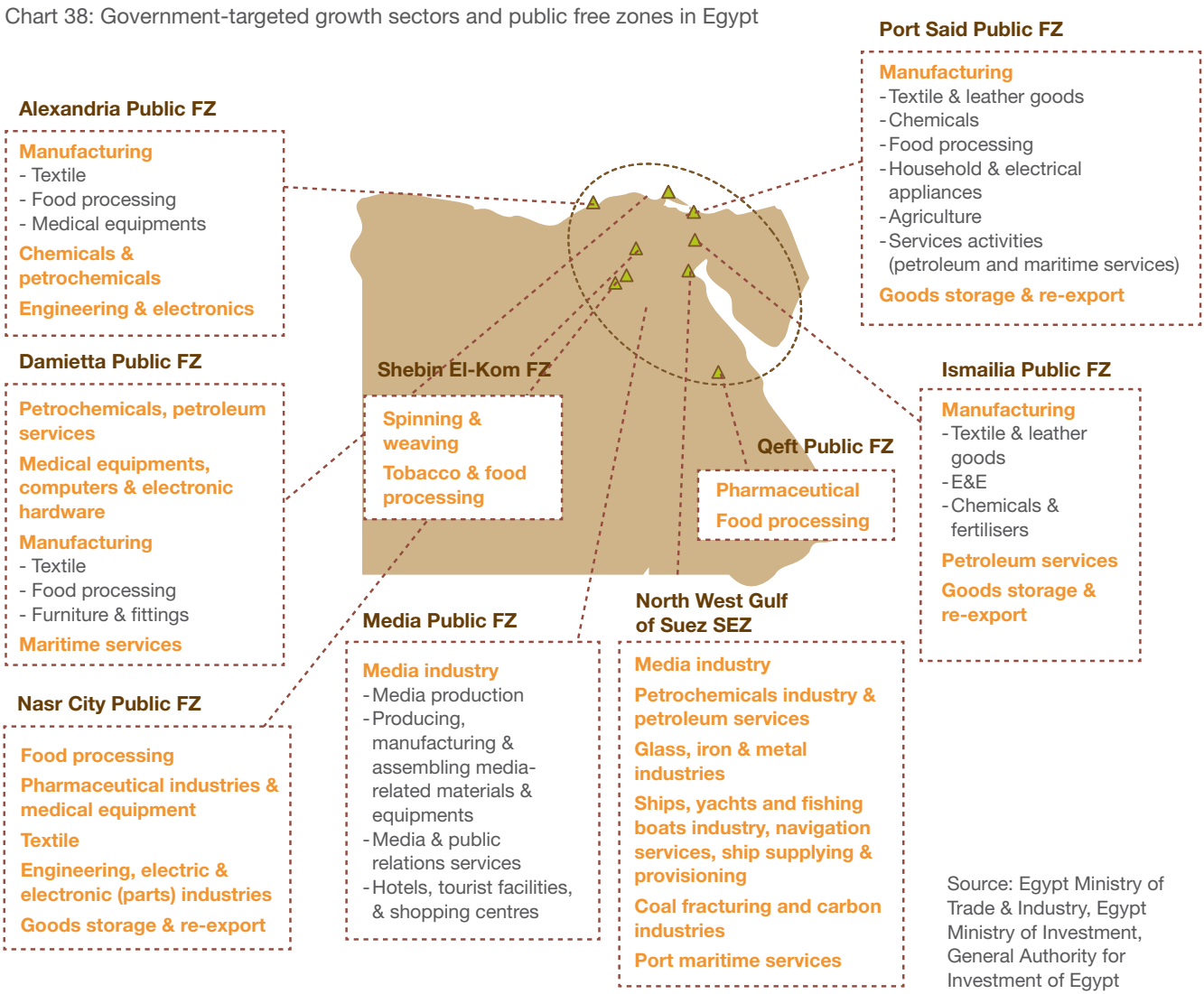


Source: Bangladesh Exporting Zones Authority (BEPZA)

EGYPT

Egypt has nine public free zones, 244 private free zones and 12 investment zones. Priority sectors include oil and gas, textile and garments, renewable energy, engineering, electronics and semiconductor industries. Despite the global economic slowdown, FDI inflows stood at US$12.8 billion in FY2008/09, significantly above the US$0.4 billion in FY2003/04.

Chart 38: Government-targeted growth sectors and public free zones in Egypt

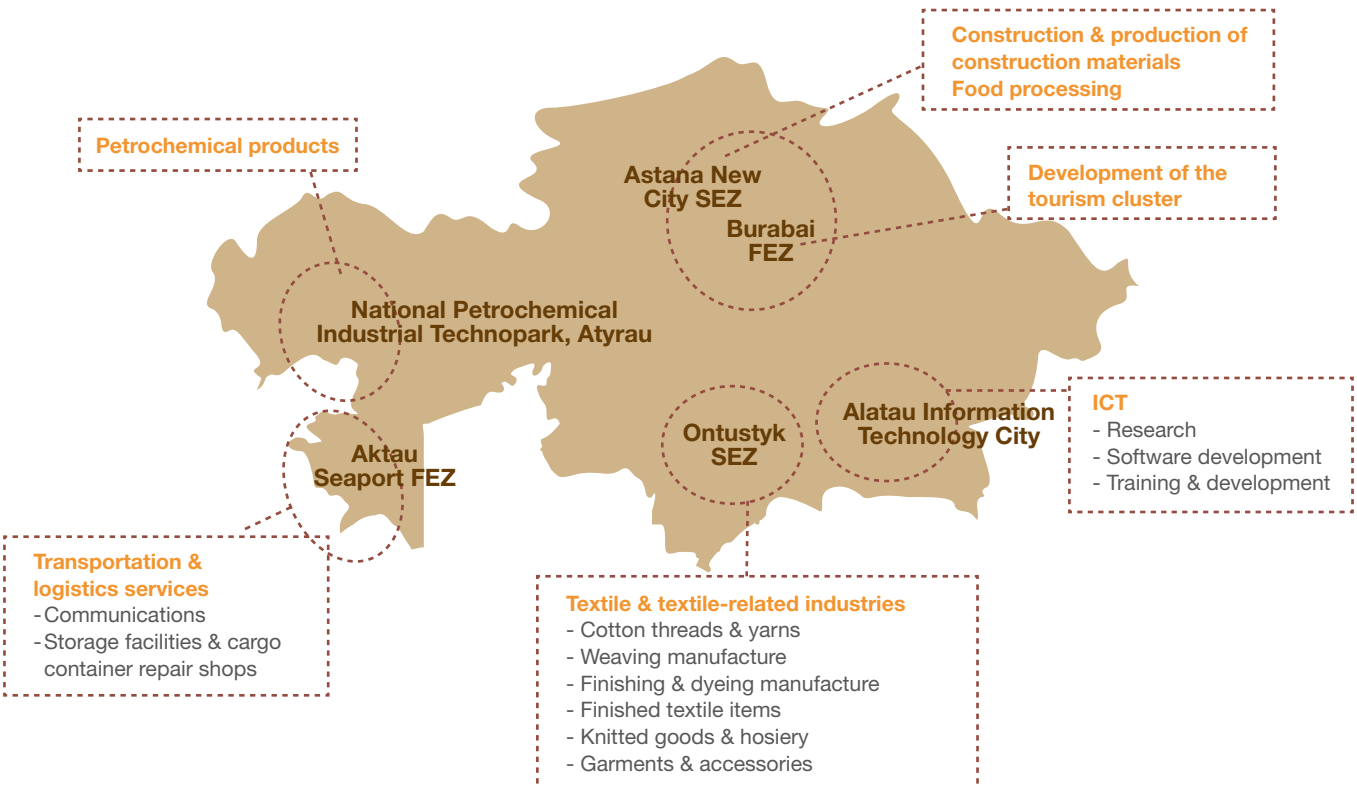


Source: Egypt Ministry of Trade & Industry, Egypt Ministry of Investment, General Authority for Investment of Egypt

KAZAKHSTAN

In its effort to diversify its economy from being oil-dependent, the Kazakhstan government is encouraging growth in other sectors such as the food, tourism, textile, metallurgical, transportation and logistics services and construction materials. Each SEZ in the country focuses on a specific sector and offers a wide range of incentives.

Chart 39: Government-targeted growth sectors and economic zones in Kazakhstan

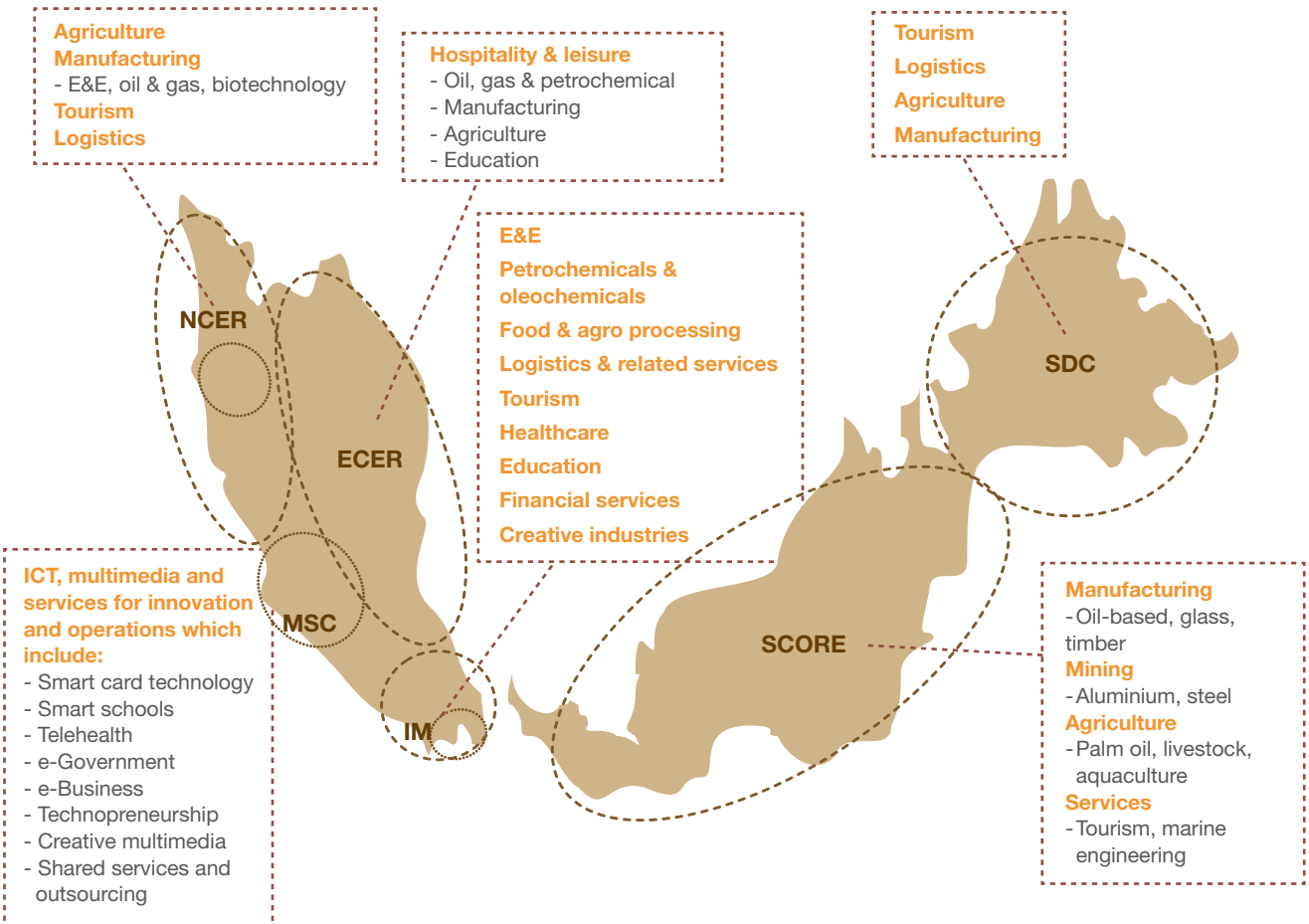


Source: Embassy of the Republic of Kazakhstan, Kazakhstan Foreign Investor's Council

MALAYSIA

In Malaysia, six growth corridors have been planned to promote investments and development in certain identified areas and activities/industries. To date, 126 out of 195 planned projects in these growth corridors are at various stages of implementation, totalling US$67.7 billion, spanning from agriculture and biotechnology to oil and gas, heavy industries, logistics and tourism.

Chart 40: Government-targeted growth sectors and growth corridors in Malaysia

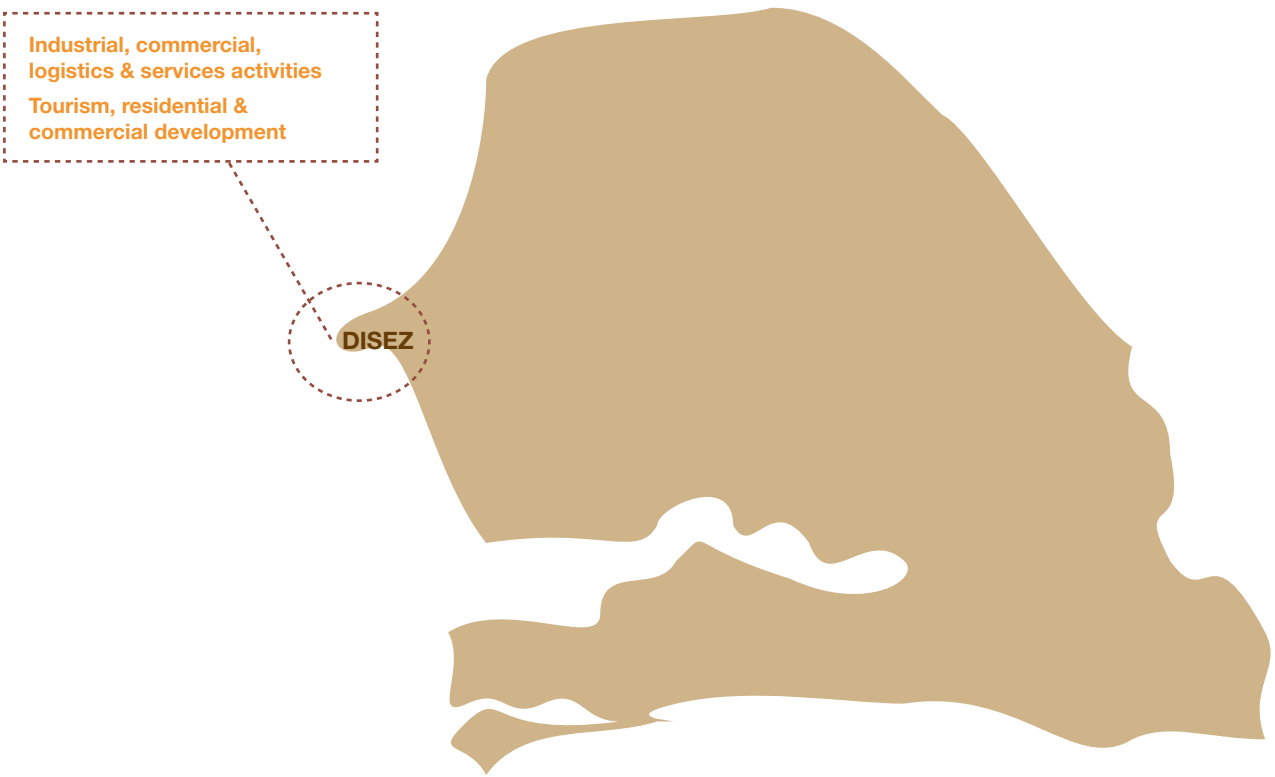


Source: PwC, “Asia’s Emerging Gems” (Sept 2009)

SENEGAL

In Senegal, the Dakar Integrated Special Economic Zone (DISEZ) is in close proximity to various transportation facilities and is set to develop a state-of-the-art multimodal connectivity environment for industrial, commercial, logistics and services activities.

Chart 41: Government targeted growth sectors and special economic zone in Senegal



Source: Jebel Ali Free Zone website

APPENDICES

LIST OF CHARTS

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PricewaterhouseCoopers conducted the research using publicly available information gathered between 1st February 2010 and 30th April 2010 from international financial and economic institutions, national statistical offices as well as economic and industry intelligence services. Key sources include:

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