



## NEWS RELEASE

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### **PAKISTAN #2 ON THE ARABIA FAST GROWTH 500**

#### *Pakistan breaks records as a hub for entrepreneurs*

**Istanbul, Turkey, 2 December 2011...**AllWorld Network today announced the Pakistan winners of the Arabia500+Turkey, a ranking of the fastest growing young companies in the Middle East and North Africa, Turkey and Pakistan. 70 fast growth companies from Pakistan qualified for the Arabia500, putting Pakistan in second position after Turkey with 117 winners.

AllWorld was co-founded by Harvard Business School Professor Michael E. Porter with the aim to bring visibility to growing companies in emerging markets to increase their odds of success. Any private, non-listed, company with rapid sales growth and an ability to demonstrate results with audited financial statements was invited to compete for a spot on the inaugural Arabia500.

Each Pakistan entrepreneur on the ranking has grown an average of 40 percent annually between 2008 and 2010, created an average of 200 jobs per company, and is succeeding in industries from web technology to transportation, food to textiles, and construction to consulting. An average of only 42 years old, nearly all of them plan to establish another entrepreneurial venture in the next two years.

Dr Abdul Hafeez Shaikh, Pakistan's Minister for Finance commented on the occasion, "The strong performance of Pakistani companies in Arabia500 illustrates that in spite of the challenges there continues to be strong business and investment opportunity in Pakistan. Pakistani companies in Arabia500 are surfacing new horizons for growth and quickening the pace of economic development and regional integration."

The fastest growing company from Pakistan, E2E Supply Chain Management, grew at 1,918 percent between 2008 and 2010, with revenues above \$50 million and 297 employees. Of the



Arabia500 winners from 15 countries, E2E was the third fastest growing. Taking the second spot for Pakistan was Exceed Private Limited with a growth rate of 1,320 percent and 90 employees, and in sixth position overall on the Arabia500. Pakistan also had the most number of women entrepreneurs on the Arabia500, and Luscious Cosmetics of Pakistan topped the list of the fastest growing Arabia500 women entrepreneur with growth of 392 percent and 82 employees.

In January 2012, AllWorld will announce the winners of the Pakistan 100, with 70 having already qualified. Joining AllWorld to create the Pakistan 100 is an investment company Cyan Limited, recently established by the Dawood Group. "Given the importance of a stable Pakistan for world peace, we can't imagine a better use of our time than to engage with driven entrepreneurs who have a relentless belief and the ability to change the world for the better," said Cyan CEO Samad Dawood.

Companies from around the country were invited to apply, and thousands of application emails went out from Pakistan 100 partners Mishal, P@SHA, LadiesFund, TiE and prior Pakistan25 winners including Exceed, Abacus, Rozee.pk, E2E, and Sofizar, City University and Corvit Networks. Commenting on the success of Pakistan, Pakistan 100 Founding Director Malik Ahmad Jalal added, "Pakistan is open for business. Pakistani entrepreneurs are defying widespread misperception about our country and building world-class enterprises that are globally competitive. Pakistan Fast Growth entrepreneurs show that the best bet for the country's economic future is relying on the entrepreneurial spirits of its citizens".

The Pakistan winners are in Istanbul for the 2<sup>nd</sup> Global Summit on Entrepreneurship, December 3-5. They will meet with winners from 14 other countries and will be recognized by the Turkish Prime Minister Erdogan and US Vice President Biden, and spend three days with AllWorld's Capital Partners Arcapita, RED/Abraaj, Eastgate Group, NCB Capital, and Cyan Limited.

AllWorld is releasing a series of market insight reports on the Arabia500 to share their successes and make their stories visible. Last week, AllWorld released *Now*, calling for a bold new economic agenda centered around the Arabia 500. To apply for the Pakistan 100 and learn about prior winners, please visit [www.allworldlive.com](http://www.allworldlive.com)

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***About AllWorld Network ([www.allworldlive.com](http://www.allworldlive.com))***

AllWorld was co-founded by Deirdre Coyle, Anne Habiby and Harvard Business School Professor Michael Porter. AllWorld systematically identifies private growth companies and ranks the fastest growing for the Arabia 500, Africa 500, Asia 500, Eurasia 500, and Latin America 500. Being on an AllWorld ranking puts companies on the world map, drawing the market to them - what we call Visibility Economics™. Ranked companies “go public,” attracting new investors, customers, joint venture partners and talent to increase their odds of success.

***About Cyan Limited ([www.cyanlimited.com](http://www.cyanlimited.com))***

Cyan Limited (formerly known as Central Insurance Company Limited) is a public listed company focused on making equity investments in high potential companies. Cyan recognizes that entrepreneurs are the leaders behind innovation and employment creation. Cyan believes that by combining the spirit of entrepreneurship with The Dawood Group’s social, intellectual and financial resources, a platform can be created where long term relationships are established and growth opportunities are nurtured.

The Cyan platform will bring together high potential entrepreneurs, industry professionals and providers of capital. By facilitating interaction between stakeholders, Cyan aims to cultivate investment opportunities as opposed to simply evaluating them.



**The Arabia500 companies are divided into three categories:**

- Ranked Companies — those with at least three years of operating history and a minimum of \$500,000 in sales
- Start-ups — usually just a year or two old and growing rapidly
- Companies to Watch, those with terrific growth until 2008 that managed to sustain sales through the downturn.

**Pakistan Arabia500**

Country Rank	Company Name	Industry	2008-2010 Standard Growth Rate	2010 Revenue Range (\$)	2010 Employees
1	E2E Supply Chain Management (Pvt) Ltd.	Transportation & Aviation	1918%	50-200 Million	297
2	Exceed Private Limited	Construction & Engineering	1320%	10-50 Million	90
3	Fund Marketing International	Import/Export Trade	954%	1-5 Million	55
4	Almoiz Industries	Agriculture & Mining	477%	10-50 Million	1400
5	Innovative Technologies Pvt. Ltd (Luscious Cosmetics)	Consumer Goods	392%	0-1 Million	82
6	Etimaad Engineering (Pvt) Limited	Construction & Engineering	388%	10-50 Million	3200
7	Arbisoft (Pvt.) Ltd.	Software Services & Products	385%	0-1 Million	80
8	Umer Trading Company	Import/Export Trade	337%	0-1 Million	12
9	Rozee.pk	Recruitment & Training	304%	0-1 Million	120
10	Taneez (Pvt) Ltd	Construction & Engineering	271%	0-1 Million	25
11	Student Shelter In Computers	Education	229%	0-1 Million	30
12	i2c Inc	High-Tech & Telecommunications	217%	5-10 Million	400
13	Empowerment thru Creative Integration (ECI) Pvt Ltd	Professional & Consulting	194%	0-1 Million	89
14	KBK Electronics (Pvt.) Ltd.	Consumer Goods	186%	10-50 Million	269
15	Naya Tel Private limited	High-Tech & Telecommunications	173%	5-10 Million	500
16	Dawood Family Takaful Limited	Finance & Insurance	171%	1-5 Million	209
17	Sonya Travels (Pvt) Ltd	Travel & Tourism	157%	10-50 Million	65
18	Folio3	Professional, Scientific & Tech Services	149%	1-5 Million	137
19	Medialogic Pakistan	Professional & Consulting	146%	1-5 Million	100
20	Seagold Private Limited	Transportation & Aviation	143%	10-50 Million	105
21	Tradekey Private Limited	Professional, Scientific & Tech Services	136%	1-5 Million	430
22	Karma Enterprises Private Ltd	Textiles & Fashion	127%	1-5 Million	331
23	Frontier Foundry Private Ltd (FF STEEL)	Manufacturing & Packaging	122%	10-50 Million	136
24	Meskey & Femtee Trading	Agriculture & Mining	119%	50-200 Million	75
25	Roshan Packages Pvt.Ltd	Manufacturing & Packaging	116%	10-50 Million	212



26	Sofizar Private Limited	High-Tech & Telecommunications	109%	1-5 Million	78
27	SPEL - Synthetic Products Enterprises Limited	Manufacturing & Packaging	105%	5-10 Million	325
28	ExpressPac Private LTD	Consumer Goods	98%	1-5 Million	60
29	Abacus Consulting Technology (Pvt) Ltd.	Professional & Consulting Services	83%	10-50 Million	1888
30	Shaigan Pharmaceuticals Private Ltd.	Health & HealthCare	79%	5-10 Million	775
31	S. K. Stones Pvt Ltd./Amish Marble	Construction & Engineering	78%	1-5 Million	180
32	Iqra National University-Iqra Trust	Education	75%	1-5 Million	140
33	iTextiles	Textiles & Fashion	75%	5-10 Million	21
34	City University of Science and Information Technology	Education	71%	1-5 Million	300
35	Cotton Web(pvt) Ltd	Textiles & Fashion	64%	10-50 Million	1250
36	Interwood Mobel	Construction & Engineering	52%	10-50 Million	
37	Southern Travels (Pvt) Ltd	Travel & Tourism	49%	10-50 Million	163
38	Egas Pvt. Ltd	Energy & Power, Water	47%	0-1 Million	127
39	Riaz Textile Mills (PVT) Limited	Textiles & Fashion	45%	50-200 Million	1048
40	Descon Engineering Limited	Construction & Engineering	41%	200-500 Million	4200
41	International Trading Corporation	Import/Export Trade	36%	0-1 Million	10
42	Malang Gas Link	Conventional Energy	36%	10-50 Million	275
43	Inbox Business Technologies	Software Services & Products	28%	10-50 Million	459
44	Mustang Security Services (Pvt) Limited	Computer Networking & Software	28%	5-10 Million	4200
45	City University & Peshawar Model Degree College(Boys)	Education	27%	0-1 Million	300
46	Rawalpindi Flour & General Mills Ltd	Agriculture & Mining	27%	1-5 Million	21
47	Vita Pakistan Limited	Food Industries	27%	10-50 Million	2109
48	Techlogix Pakistan Pvt. Ltd.	Software Services & Products	26%	10-50 Million	244
49	Multilynx	High-Tech & Telecommunications	25%	10-50 Million	157
50	Remington Pharmaceutical Industries (Pvt) Ltd.	Manufacturing & Packaging	15%	5-10 Million	275
51	Kestral Trading	Professional & Consulting Services	14%	1-5 Million	130
52	Corvit Networks	High-Tech & Telecommunications	14%	1-5 Million	180
53	Faysal Asset Management Limited	Finance & Insurance	12%	1-5 Million	72
54	The Hobnob Group	Food Industries	10%	0-1 Million	35
55	Creative Chaos (Private) Limited	Software Services & Products	10%	1-5 Million	116
56	Ideal Distribution Line	Computer Networking & Software	10%	1-5 Million	12
57	Royal Group	Import/Export Trade	10%	1-5 Million	80



ARABIA  
FAST GROWTH  
**500**  
+TURKEY



Start Up	A2Z Creatorz	E-commerce & Web services	0-1 Million	15
Start Up	Bramerz (Pvt) Ltd	E-commerce & Web services	0-1 Million	44
Start Up	Gizelle Communications	Media, Publishing & Printing	0-1 Million	15
Start Up	Hillcrest Solutions (Private) Limited	Professional & Consulting Services	1-5 Million	10
Start Up	Mint Consulting Group (MCG)	Professional & Consulting Services	1-5 Million	37
Start Up	Moftak Solutions	Software Services & Products	0-1 Million	42
Start Up	Mustang HRMS (Pvt) Limited	Professional & Consulting Services	1-5 Million	350
Start Up	Optimedia Pvt. Ltd.	Media, Publishing & Printing	1-5 Million	35
Start Up	Ovex Tech	Professional & Consulting	1-5 Million	308
CTW	LOGIX College	Education	0-1 Million	24
CTW	M/s. Saiduddin & Co.	Professional & Consulting	0-1 Million	18
CTW	Onstyle Sports	Textiles & Fashion	0-1 Million	25
CTW	Smartek	Construction & Engineering	0-1 Million	16





## PAKISTAN

### RANK #1

**E2E Supply Chain Management (Pvt) Ltd., Pakistan**<sup>1</sup>

**CEO/MD:** Mr. Abid Butt

**2008-2010 Standard Growth Rate:** 1918%

**2010 Revenue Range (\$):** 50-200 Million

**2010 Number of Employees:** 297

**Industry:** Transportation & Aviation

**Year Founded:** 2006

In 2005, Abid Butt launched e2e, now one of Pakistan's leading providers of end- to- end logistics services, specializing in international and local Air/ Ocean freight. Relying on his international industry expertise and an MBA from INSEAD, Butt founded e2e to tap a growing global market of movement of goods. "What I love about logistics," says Abid "is that you always have to be at the edge of your seat. It is always exciting."

Abid's mission is to make e2e not only the number one logistics company in Pakistan and in South and Central Asia, but to also solve the biggest agricultural problem in Pakistan. Currently 40 percent of Pakistan's agricultural produce is lost because of bad logistics. This places a tremendous burden on a country that depends on agricultural produce to feed its population- the sixth largest in the world - and to generate much needed export revenue. The e2e team is experimenting with a system to get produce from farms to markets with only three to four percentage of wastage.

One of e2e's most challenging projects is in Afghanistan. Almost all the needs of the people and NGOs in Afghanistan have to be trucked in across some of the roughest terrain in the world - food, construction equipment, medicines, tents, and refrigerated cargo. The route from Pakistan to Afghanistan is the largest refrigerated cargo route in the world.

In early 2010, e2e achieved the number 4 spot on the Pakistan 25 as the only logistics company. "We were inspired to push ourselves and our ideas further by being a Pakistan25 winner. Having an independent organization appreciate what we have achieved means a lot to our team."

### RANK #2

**Exceed Private Limited, Pakistan**

**CEO/MD:** Mr. Sardar Hayaat Muhammed Khan Mandokhel

**2008-2010 Standard Growth Rate:** 1320%

**2010 Revenue Range (\$):** 10-50 Million

**2010 Number of Employees:** 90



**Industry:** Construction & Engineering

**Year Founded:** 2004

Sardar Manokhel is not just the founder of Exceed, the number one Pakistan 25 company, he is the youngest entrepreneur on the Pakistan 25 list. And he also happens to be the tribal leader of the Manokhel tribe.

Manokhel found Exceed, an IT company in early 2001 when he was just 24 years old. In the aftermath of 9-11, when many IT companies in Pakistan lost their international customers overnight, leveraging his business degree and background in IT, Sardar repositioned Exceed to focus on construction, but with a new twist. Exceed uses IT systems to create highly efficient turnkey construction projects. In less than a decade, Exceed has developed the capacity to design and build some of the largest infrastructure projects in roads, bridges, dams and housing all while completing the project on schedule. Exceed is best known for Saidpur Model Village, the historic redevelopment of an 18<sup>th</sup> Century Moghul city that today is as an open-air museum, as well as home to 5,000 residents.

2011 has been a busy year for Manokhel. Exceed opened offices in Dubai and London and launched Exceed schools in major cities of Pakistan. The software/engineering side of the business has been reactivated and Manokhel is waiting for final government approval to launch a satellite TV station. Apart from business, he founded the “United Pakistan Party,” a countrywide political party “of which he is the President and Chairman. In his spare time, he launched a daily Urdu and English Newspaper and assumed the role of Editor-in-Chief.



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**Presents**

# THE ARABIA500

**December 5, 2011, Istanbul**

*“The Arabia500 companies, led by dynamic men and women,  
represent the leading edge of a new approach to competitiveness”*  
– Harvard Business School professor Michael E. Porter, AllWorld Chairman

AllWorld would like to express our deep appreciation to the Monitor Group whose collaboration made this paper possible and whose members have been our valued thought partners for 14 years

MONITOR GROUP

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# Enter the Arabia500

Amidst a global economic recession, political turbulence, and local business hurdles, being a fast growing company is a stunning achievement. Companies that managed to achieve sales growth between 2008 and 2010 were invited to apply to the Arabia Fast Growth 500. Applicants had to be transparent, providing audited statements to document their performance and demonstrating high standards of corporate governance and ethics. Companies also filled out a business survey on their strategy, operations and finances. Each company's survey, financials and reputation were heavily vetted. Any private, non-listed company up to the challenge could apply. Those who were transparent, willing to test themselves against others, and posted the fastest growth rates became the inaugural Arabia500.

The Arabia500 men and women are educated, experienced, tech-savvy, globally tuned, and driven. They have a "no-quit" attitude, and, as one entrepreneur said, they are "unputdownable." An average of 45 years old, they have come of age in a globally transparent and connected world. In building their companies, they believe in collaboration, transparency and good governance. Many did not hesitate to open up their books and were proud of their results.

The Arabia500 defy the odds of economic gravity. They are growing an astonishing 40 percent yearly and expanding employment at 10 times the rate of growth of private sector employment in the fastest growing countries. They are succeeding in industries ranging from Web Technology to Eco Tourism, Transportation to Telecommunications, Education to Engineering, Healthcare to Human Resources, and Manufacturing to Mobile Technology.

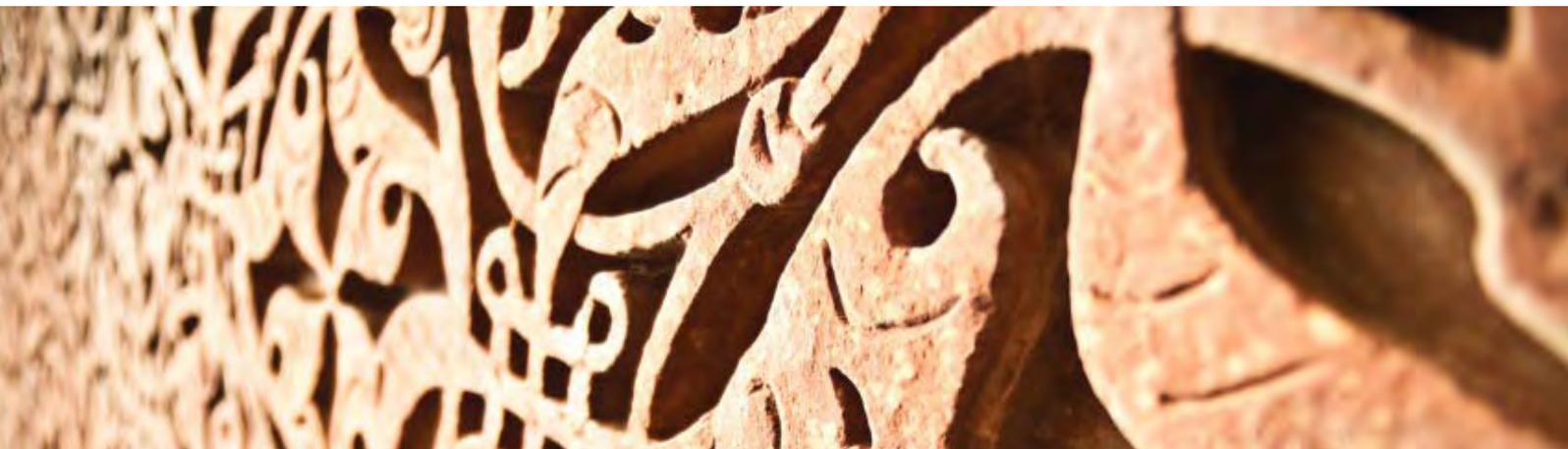
Predictably, the countries with the most number of companies on the Arabia500 are Turkey, Pakistan, Saudi Arabia and the UAE — the economic engines of the region — followed by the rising gazelles of Jordan and Tunisia. Against nearly insurmountable odds, a few companies made the Arabia500 from Syria, Palestine and Yemen, with 15 countries represented in total.

## The Ranked and the Start Ups

The Arabia500 companies are divided into three categories: Ranked Companies — those with at least three years of operating history and a minimum of \$500,000 in sales; and Start-ups — usually just a year or two old, but bursting onto the scene. Fifty of the Arabia500 qualified as Start Ups to Watch, and another 50 under Companies to Watch, those with terrific growth until 2008 that managed to sustain sales through the downturn.

Contrary to the popular perception that entrepreneurs in the region are small, uncompetitive and unsophisticated, the Ranked Companies are highly competitive with one third of their sales coming from international markets. They generate \$15 billion a year in sales making them larger than the GDP of 80 countries and each entrepreneur has already generated 200 jobs. Two thirds report their profitability has increased in the last year, successfully competing in a wide range of industries driven by Construction, Engineering, High Tech, Telecommunications and Transport. If they can sustain their growth, this group of companies could double in size in two years.

The Start Up companies, many only a year or two old, are in super high-growth mode, with some already





exceeding revenues of \$1 million. They are leading the new economy charge in Web/Mobile/Gaming, Education, Environment, Recruitment and Communications. Best known among the Start Ups is D1G.com, which exploded onto the scene with over 13 million users, and after Facebook and Twitter was the most popular Arab social media site during the recent Egyptian revolution.

### Private Sector Champions

One of our most interesting findings is that if you strip away national identity, growth entrepreneurs from the Middle East, Africa, Asia, and the US look much the same. What the Arabia500 entrepreneurs have in common with each other, as well as with the US Inc. 500 and with AllWorld entrepreneurs from India and South Africa, is **experience**. Most have graduate degrees and have worked several

years for multinationals such as Unilever, Proctor and Gamble, HSBC, McDonald Douglas, Texas Instruments and Cisco. Often working for one or more of such companies in other countries, they established global networks of colleagues, customers and suppliers, and were trained in world-class systems from HR to product development. Without knowing it, they were acquiring the training and building the networks to grow companies. And in the process, many of them met the person with whom they would co-found their Arabia500 company.

### Born Globally Competitive

Many of the Arabia500 are “born global,” leveraging multiple country strengths, such as Pakistan’s Arbisoft. Co-founder Yaser Bahsir worked early on at a successful 3D technology start up that grew from 20 to 900 people in three years. With a successful start up experience, a Stanford MS and a role on Stanford’s Virtual Solider Project, Yaser returned to Pakistan establishing Arbisoft in 2007 as a center of excellence in mobile, web and cloud technologies. Stanford University and several American companies are his main clients and collaborators. Arbisoft is one of a number of technology companies that has established offices in places like Silicon Valley or Boston to leverage ties to capital providers, universities and technology firms.

Others take foreign concepts and deploy them on a grand scale in developing markets. Dr. Amjad Aryan completed college in Florida while working part-time at one of the largest pharmacy chains in the US (CVS) with the goal to establish his own pharmacy chain. He started Pharmacy 1 by purchasing a US drug store and later returned to Jordan to establish Pharmacy 1 as the first pharmacy chain. Not content with the transformative effect his 48 stores had on Jordan, he is expanding throughout the Middle East, and has put in place technologies to improve the productivity of the Jordanian government’s health procurement and initiatives.

The Arabia500 consistently see them themselves going global over the next five years, expanding to adjacent markets and beyond.

## Reaping the Demographic Dividend

Many of the ventures we uncovered are building essential jobs infrastructure. They include companies like the UAE's Bayt.com and Pakistan's Rozee. PK, two leading jobs web sites that reach thousands of employers and jobs seekers throughout the Middle East and Pakistan. Their function is to close the distance between employers and job seekers — a vital service given the challenge of youth unemployment. And there is Palestinian Souktel that created a text-based market place that connects youth with



information about the job market and enables aid agencies to keep in touch with their staff and clients. Souktel now operates in 14 countries from their headquarters in Palestine, reaching over 15,000 youth and serving 20 global humanitarian organizations.

There is also a growing group of education and training companies. One of the stand-outs is Mosaica Education, the first company to be listed both on the US Inner City 100 (ranking #1 in 2005) and now on the Arabia500. In the US, Mosaica is known for its high levels of student achievement at the schools that it operates. Mosaica's track record of academic success, its expertise in the professional development of teachers, and its ability to bring e-learning systems into schools has been instrumental to its success in the region, where it now has nine schools under management. In 2006, Mosaica established Mosaica Education International to expand in the Middle East. It also has subsidiaries in Turkey and India, and is working on developing school projects in Saudi Arabia, Qatar, China and the U.K.

As a group, the Arabia500 create dynamic work environments that nurture talent and inspire high performance. Fully two-thirds of these companies offer performance-based financial bonuses, on-going skills training and flexible work schedules. Twenty percent even offer home ownership benefits in addition to salary, and equity in the company. Every founder has made it their business to focused on job training and giving encouragement to their staff, and they are hiring women in increasing numbers. All of this translates into companies growing at 40 percent a year. When asked their #1 constraint to growth, it is not capital, but finding qualified managers and employees. Because of the poor education systems, many of these companies fill the gap and grow talent from within.

### On Site VCs

The Arabia500 not only create great work and active learning environments, they also act as "on site VCs" incubating other entrepreneurs. The majority of the Arabia500 support employees in creating new firms, with already more than 300 employee firms spun off. Most notable is Moncef Sellami of Tunisia who has no less than six industrial companies on the Arabia500.



Believing that Tunisia has a great pool of engineers and technicians with entrepreneurial talent, he spins off companies with his employees in industrial manufacturing from circuits to cables. More than being an industrialist, Moncef views creating jobs and entrepreneurship as his mission, and many of the Arabia500 founders feel the same way, giving employees encouragement and contracts, and often being their first investors.

And the Arabia500 founders are themselves incubating new ventures. Nearly all, 88 percent, expect to start another company in the next 2 years. This is significant for two important reasons. First, it signals confidence in the markets where they operate, at a time when the international community is reluctant to invest in the region. For all the challenges, they are deepening their investments. Second, research shows that entrepreneurs get successively better at identifying market opportunities and scaling companies. For the Arabia500, this means that the next crop of companies might be even more successful.

## Who Needs Capital?

Permeating the discussion of entrepreneurship is the issue of capital — specifically the lack of it. Indeed, only 20 percent of the companies have received outside investment capital, and as a group they carry very little bank debt. **While the market fixation is on the need for start-up capital, these companies have excelled with little, and this may have played to their success.** From the start, they have had to be focused on sales to succeed. With a strong sales and little debt, they were particularly well prepared to weather the downturn, with most reporting profitability increasing over the past year. As we looked at the financial statements, the only

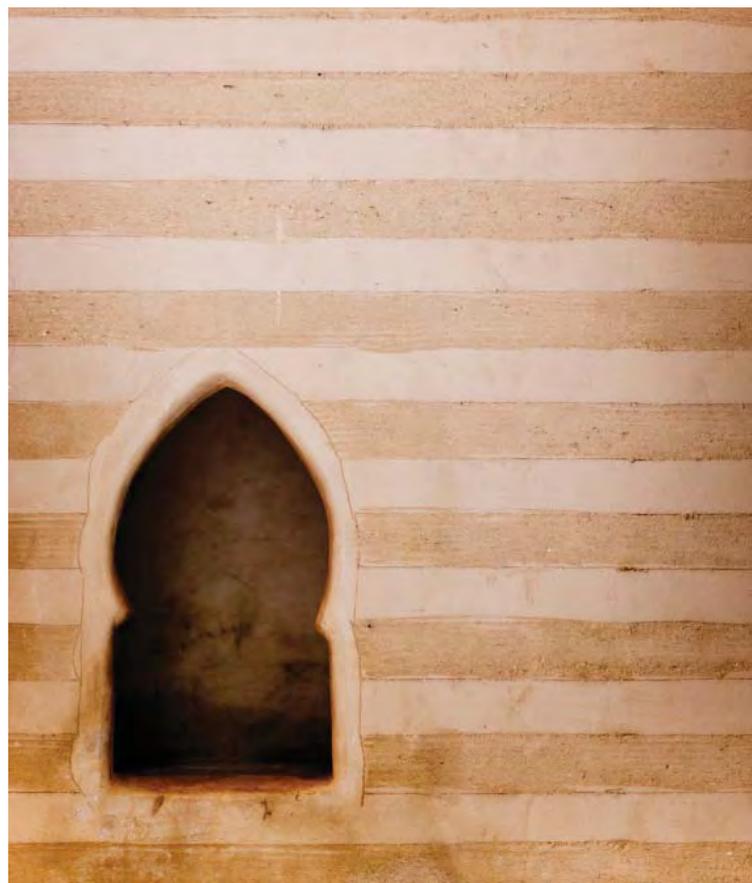
cloud we saw was growing accounts receivables, as customers pay with greater delay.

Going forward, nearly all the companies say they will look for external capital. Many want to expand their existing activities, expand internationally, and a significant number want to acquire other companies in their industry. As the region opens itself up economically and politically, it is hard to imagine a better set of companies to lend to or to invest in.

## Giving Innovation a Chance

Because of the markets they operate in, the Arabia500 are developing unique capabilities. Christine Sfeir is the founder of Arabia500 company Semsom, a restaurant hot spot in Lebanon and Saudi Arabia, and is also the wife of Carlos Sfeir, CEO of Arabia500 Sfeir Industries, a provider of industrial kitchen equipment.

What Christine did not know is that fifteen years ago when she was 22 and opened the first Dunkin' Donuts store in Beirut, she would become a pioneer in food services and emergency management. Operating in the fiercely competitive Lebanese food market, Christine introduced a trendy Dunkin' store design, and food and coffee products that were adopted by Dunkin' Donuts in other countries. When the 2006 war hit, several of her then 30 stores were in dangerous locations. As a cash business, she would either have to shut down and let her employees go or immediately relocate. She and her team developed expertise in rapid store set up. They





were able to be up and running in a new location in days, with supply systems uninterrupted, and using the stores in the new safe locations as dormitories. Many of the Lebanese Arabia500 companies similarly had to “redeploy,” such as film house Firehorse, whose two women founders managed to keep the cameras rolling during civil war and the Israeli invasion.

Managing in complex environments is a daily challenge for Nayatel of Pakistan, but one weekend became a defining moment. Nayatel was the first company to establish reliable broadband services to households, companies and the government in Islamabad. When the 2008 bombing of the Islamabad Marriott Hotel took out the infrastructure of the neighboring technology park which houses global IT tenants, Nayatel had the companies up and running in 48 hours.

In 2008, Dr. Atmeh and his sons co-founded Keenwash, the first waterless car wash in Jordan, the 4th most water constrained country in the world. Educated as a chemist, Dr. Atmeh spent three years testing combinations for a biodegradable spray that wipes off car grime with a cloth without ruining the paint finish, and that works well in the hot and sandy Jordanian environment. Today, Keenwash has cleaned approximately 35,000 cars and saved Jordan more than 8 million liters of water. Keenwash has launched franchises in five Middle Eastern countries, more are being negotiated in the region and they have plans for international expansion.

## Downturn Resistant Enterprises

Many of the Arabia500, particularly in construction and engineering, had to act quickly to survive the bursting of the real estate bubble. In 2006, Pankaj Jain, an Indian entrepreneur who had previously worked in Europe for Ingersoll Rand and S&P, established Radiant Engineering in the UAE when the country’s infrastructure growth was one of the highest in the world. Radiant provides stand-by power systems for use in large buildings, drilling wells, factories and construction sites. Radiant competes against global players such as Caterpillar and Cummins by providing purpose-built systems that are rapidly designed and installed, and responding instantaneously when the power goes out. Nimbleness is their competitive edge.

When the UAE market went into a tail-spin in 2008, and several of its customers went out of business, Radiant used its speed and adaptability to survive. In three years Radiant went from being in four countries to being in 28 countries across the Middle East, Africa and Asia. Beyond economic downturns, the entrepreneurs of the Arabia500 have also had to weather political downturns including civil wars, and after 9-11 the IT companies of Pakistan lost most of their international clients.

The Arabia500 companies, with lightning reflexes and fast adaptability skills, constantly have to find new channels for growth, and in the process they become stronger. Countries that want to compete through the ups and downs need companies like these.



## The Next Innovators

The Arabia500 are like gleaming speedboats running circles around lumbering oil tankers.

Not only have the companies grown against the odds, their projections for the next six months look even stronger. This suggests that they may be uniquely designed to thrive in a new global economy that favors lean and adaptable companies.

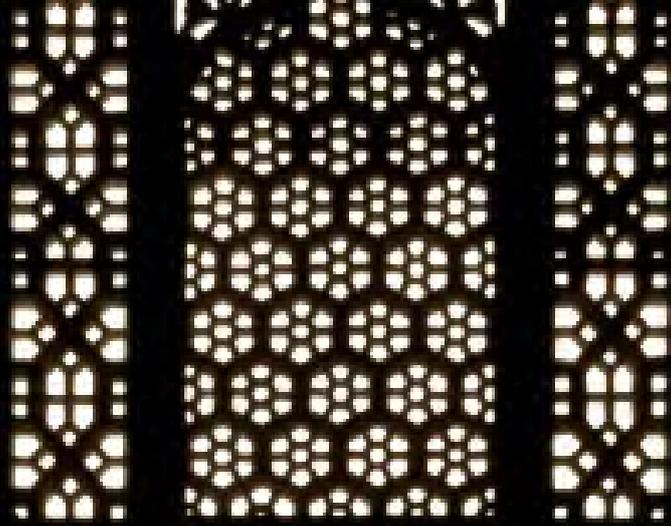
Their IP is how they do business, creating unique product market combinations and adapting in real time. They fuse ideas and capabilities between countries, energizing their teams to high performance, and run agile operations adapted to rugged environments. This is their innovative strength.

On their own, the Arabia500 are a sure bet. As a group, they are a global force. The reason we are called the AllWorld Network is to combine the immense capabilities and network strength of these entrepreneurs for a new era of innovation. The Arabia500 are just getting warmed up.



***What can you do today?***

*Call an Arabia500 company and  
invite them to compete, or send  
them your resume.*



These are the “High-Intensity Entrepreneurs” who can lead the region forward.

### **Visibility Economics™**

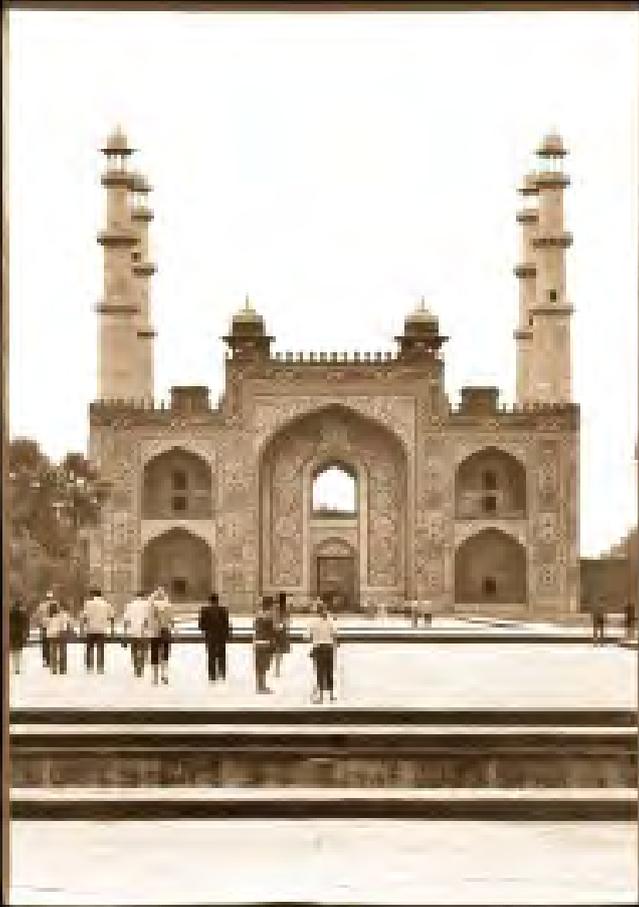
What is holding them back is that they are not visible to the market. The media is not there to document them, financial institutions are absent, and in many cases the government is not there to support them. When companies are off the economic map, investors and customers are not looking for them, talented college graduates have never heard of them, and companies don't get to scale. Lack of market visibility creates massive investment and economic inefficiency. Without information, investors chase the same few deals, stifling potential and prolonging global job stagnation. With visibility, capital can reach world-class companies to unlock immediate potential.

AllWorld's mission is to find and make visible all emerging growth entrepreneurs by 2015, increasing their odds of success and enabling thousands of market actors to expand economies. We call this Visibility Economics™. Creating global systems to find hundreds of growth companies, analyze them and take them “public” closes the distance between them and the markets. In the digitized world economy, listings of private companies have the power to speed and coordinate new value creation at unprecedented levels. And we know there is immense value to be created, because we know the entrepreneurs are there. We found them.

More than 1,000 companies have already applied for an AllWorld ranking in the Middle East, North Africa, South Asia and South Africa. AllWorld is on its way to creating the largest information system of private emerging market companies, and to establishing an unprecedented collaboration between entrepreneurs. We are creating the annual Africa 500, Asia 500, Eurasia 500 and the Latin America 500, with the first 500 being the Arabia500 + Turkey.

***Three years, 15 countries  
and 40 partners later . . .***

***AllWorld presents  
the Arabia500+Turkey  
December 5, Istanbul***



## *AllWorldLive.com*

The front door to AllWorld is our web site that provides extensive data on entrepreneurial companies and countries, featuring country research, searchable information on hundreds of AllWorld winners, as well as articles, blogs, and videos. The full ranking and details of the Arabia500 can be found on AllWorldLive.com.

## *The AllWorld application process*

Thousands of e-mails are sent out by our partners (Chambers, Universities, NGOs, Government Agencies, Companies etc.) to growing companies.

Companies complete a 20-minute on-line application at AllWorldLive.com that includes information about the history of the company and business model, numbers of employees and benefits, financing needs, and why they became an entrepreneur. Applicants from any country complete the same survey.

In order to ensure the integrity of AllWorld rankings, there is a rigorous vetting process whereby each company submits audited financial statements for the past three years, and is interviewed and their reputation vetted.

## *AllWorld qualifying criteria*

### Fully Ranked Companies

- Be an private, for-profit, corporation or partnership, or proprietorship.
- Cannot be a non-profit, holding company, franchise, bank or utility company. Private companies established by the government or in which government is a majority stakeholder are also not eligible.
- Have a minimum 3-year operating history, and sales of at least \$100,000 in 2008 and \$500,000 in 2010.

### Start Ups to Watch

- Younger or smaller growth companies with at least \$100,000 in revenue for the past twelve months can qualify as "Start Ups to Watch."

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