

World Economic Forum on the Middle East

Sharm El Sheikh, 20-22 May 2006

Acknowledgements

Acknowledgements

The World Economic Forum wishes to thank the following companies as Partners or Supporters of the World Economic Forum on the Middle East:

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Accenture is a global management consulting, technology services and outsourcing company. Committed to delivering innovation, Accenture collaborates with its clients to help them become high-performance businesses and governments. With deep industry and business process expertise, broad global resources and a proven track record, Accenture can mobilize the right people, skills and technologies to help clients improve their performance. With more than 100,000 people in 48 countries, the company generated net revenues of US\$ 13.67 billion for the fiscal year ended 31 August 2004. Its home page is www.accenture.com



Audi, based in Germany, is a leading developer and manufacturer of high-quality premium cars. The company is globally orientated with production facilities in Germany, Hungary and China, and importers in more than 100 countries worldwide.

In 2005, the company sold more than 820,000 cars and posted its twelfth year of

consecutive growth. The revenue totalled around 26 billion euros. The Audi Group has over 52,000 employees.

To continue on this successful path, Audi is planning a firework of new models for 2006. The market introductions will start with the S8, the Q7, A4 Cabriolet and the new all-road quattro. Audi will launch at least six new models over the next three years, which are not part of the current range. Audi plans to sell around one million cars per year by 2009.

Booz | Allen | Hamilton

Booz Allen Hamilton has been at the forefront of management consulting for businesses and governments for more than 90 years. Integrating the full range of consulting capabilities, Booz Allen is the one firm that helps clients solve their toughest problems, working by their side to help them achieve their missions. Booz Allen is committed to delivering results that endure.

With more than 17,000 employees on six continents, the firm generates annual sales of more than US\$ 3.3 billion. Booz Allen has been recognized as a consultant and employer of choice. In a recent independent study by Kennedy Information, Booz Allen was rated the industry leader in performance and favourable client perceptions among general management

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consulting firms. And in 2005, *Fortune* magazine named Booz Allen one of "The 100 Best Companies to Work For."

To learn more about the firm, visit its website at www.boozallen.com. To learn more about the best ideas in business, visit www.strategy-business.com, the website for *strategy+business*, a quarterly journal sponsored by Booz Allen.



Computer Associates®

CA believes in the power of management software to optimize and protect complex IT systems. In today's challenging economic environment, organizations of all kinds demand a quantifiable return on every investment they make. CA offers an attractive business proposition, because its complete, integrated and open solutions work with all products and platforms. CA calls its new approach Enterprise IT Management (EITM). EITM sees the management of IT as comprehensive, process-centric and secure. By using CA software and service solutions to securely unify and simplify complex IT environments, the company enables systems, processes and people to work in sync across the enterprise. That includes all applications,

systems, security, networks and databases. People can manage everything heterogeneously – across platforms and technologies from virtually any other company or partner. Now, CA offers such an approach for managing IT and the ability to begin applying it today.



Cisco Systems Inc., the worldwide leader in networking for the Internet, continues its more-than-20-year commitment to technology innovation, industry leadership and corporate social responsibility. Cisco strives to be a good corporate citizen. The company's culture is driven by high standards of business integrity and by giving back using Cisco's resources and the power of the Internet for positive and sustainable social impact. Through corporate philanthropy and public-private partnerships, Cisco is doing its part to build stronger and more productive global communities. Healthy, self-sustaining communities arise when every individual has the means to live, the opportunity to learn and the chance to share those gifts with others. All of these elements are essential to an enduring cycle of social development, economic growth and global stability. Information on Cisco can be found at www.cisco.com

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The Coca-Cola Company

The Coca-Cola Company is the world's largest non-alcoholic beverage company. Through an unparalleled distribution system and hundreds of trusted brands, consumers in 200 countries enjoy the company's products at a rate of more than a billion servings each day. The Coca-Cola Company's mission is to refresh people's bodies, minds and spirits; to inspire moments of optimism – through its brands and actions; and to create value and make a difference – everywhere the company engages.

Leaders of The Coca-Cola Company know these commitments go beyond producing and marketing beverages. The power of the company's partnerships, its brands and its economic value come with an equally powerful obligation to act responsibly as a corporation. To lead in the 21st Century, the company strives for sustained economic growth, focused business priorities, a dedication to integrity and progressive strategies that enhance the marketplace, workplace, environment and communities in which The Coca-Cola Company does business around the world. For more information visit coca-cola.com



Dubai Holding is a value-driven company that has been created with the goal of providing a better future for all – across the range of life-improving industries it is involved in. Each of the Dubai Holding operating companies focuses on key areas which will dynamically support the development of Dubai as a world leading hub for commerce, leisure and finance, in turn driving these companies to become leaders in their respective fields in the Middle East and beyond. Since its inception, Dubai Holding has constantly worked in tandem with these sectors towards a single goal, the good of tomorrow. With dedication, supported by knowledge and expertise, Dubai Holding vividly aims at demonstrating a success story, a story that will help shape young talents and skills.

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The Economic Development Board's vision is to be the catalyst for change that will transform Bahrain into a preferred global business destination. Its mission is to create sustainable growth in GDP, employment and investments that will provide opportunities for Bahraini talent to flourish on a global stage; to work in partnerships with other organizations to enhance the best of Bahraini capabilities; to achieve this by being passionate, by professional excellence and by responsiveness to all with whom the EDB works or is in contact.

The EDB plays an important role in formulating the economic development strategy of Bahrain, in coordination with public and private organizations, and creating an international corporate environment to attract direct investment into the Kingdom. Serving as the first point of contact for investors, the EDB provides key facilitation and information on setting up in Bahrain. The EDB focuses on promoting Bahrain internationally by adopting a strategic communication and marketing strategy to position Bahrain globally.

FLUOR®

As one of the world's leading engineering and construction companies, Fluor Corporation is dedicated to enabling economic growth and making socially responsible contributions to the global community. Over the past century, Fluor employees have safely built many of the world's most complex capital projects. Their achievements have stimulated economic expansion and improved the quality of life for millions of people around the world.

Fluor's values of integrity, excellence, teamwork and safety are central to all of its endeavours. Through its participation in the World Economic Forum, the company is actively involved in the design and implementation of an industrywide, zero-tolerance anti-corruption programme that will dramatically level the business playing field and spur economic development globally. Fluor celebrates the Forum at an extraordinary juncture to discuss the most important issues facing the global community. As a Forum member, Fluor is dedicated to creating a model of excellence in corporate governance and citizenship that can serve as a benchmark for global industry.

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For 66 years, HP has combined ingenuity with engineering to help people around the world use technology to enhance their businesses, personal lives and communities. HP applies new thinking and ideas to continuously improve the way people live and work by creating more simple, valuable and trusted experiences with technology – from the individual to the largest enterprise.

Contribution is as fundamental to HP as the technology on which the company has been based. HP leads collaboration across the industry, and with governments and NGOs to address important world issues such as economic development, environmental sustainability, and labour and human rights.

HP strives to be an economic, intellectual and social asset to each country and community in which it does business. HP believes the highest standards of honesty and integrity are critical to developing loyalty. The betterment of our society is not a job to be left to a few, but a responsibility to be shared by all. For more information, visit www.hp.com

INVESTCORP

Investcorp's mission is to be the company's clients' preferred choice in meeting their needs for alternative investment products: private equity, hedge funds, real estate and venture capital. Investcorp's most important asset is its reputation. Investcorp has distinguished itself through its reliability, transparency, business judgement, value creation, innovation and consistent superior results.

Investcorp will continue to be a management-driven organization, institutional in its practices and disciplines, while preserving its entrepreneurial environment and partnership mindset. Investcorp's determination to develop, retain and attract talented people, and to provide a distinctive culture in which they can thrive and excel, will remain unchanged.



The Kudelski Group (www.nagra.com) has been a technology pioneer for more than half a century. Today, its security technologies are used in a wide range of applications requiring access control and rights management, both for securing the exchange of information (digital television, broadband Internet, video on demand, etc.)

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and for controlling and managing physical access to sites and events.

The Kudelski Group's development is based on its ability to innovate, in particular the power to reshape markets by providing consumers with simplified access to a variety of increasingly high-quality and affordable services. This spirit of innovation involves constant entrepreneurial drive, a culture focused on talent and skills, and continued investments in research and development.

The Kudelski Group is headquartered in Cheseaux-sur-Lausanne, Switzerland, and its stock is listed on the Swiss Market Index.

McKinsey&Company

McKinsey & Company is a management consulting firm helping many of the world's leading organizations improve their strategies, organizations and operations. For nearly eight decades, the company's primary objective has remained constant: to serve as an organization's most trusted external adviser on critical issues facing senior management. McKinsey is dedicated to helping clients make distinctive, lasting and substantial improvements in their performance.

With more than 80 offices in over 40 countries worldwide, McKinsey's approximately 6,500 consultants are citizens of nearly one hundred countries. As an institution privately owned by its partners, McKinsey remains completely independent of the interests of outside shareholders, which ensures its objectivity. The company believes this delivers unique dividends to its clients in the form of superior knowledge, insight and performance.

MANPOWER®

Manpower Inc. (NYSE: MAN) is a world leader in the employment services industry, offering customers a continuum of services to meet their needs throughout the employment and business cycle. The company specializes in permanent, temporary and contract recruitment; employee assessment; training; career transition; organizational consulting; and professional financial services. Manpower's worldwide network of 4,300 offices in 72 countries and territories enables the company to meet the needs of its 400,000 customers per year, including small- and medium-size enterprises in all industry sectors, as well as the world's largest multinational corporations. The focus of Manpower's work is on raising productivity through improved quality, efficiency and cost-reduction, enabling customers to

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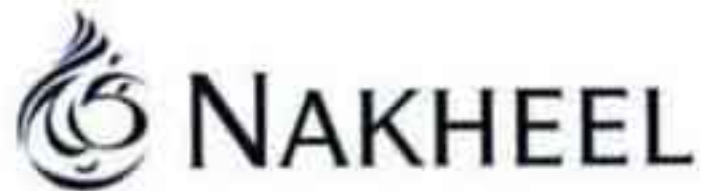
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concentrate on their core business activities. In addition to the Manpower brand, the company operates under the brand names of Right Management Consultants, Jefferson Wells and Elan. More information on Manpower is available at www.manpower.com



Merrill Lynch

Merrill Lynch is one of the world's leading wealth management, capital markets and advisory companies, with offices in 36 countries and territories and total client assets of approximately US\$ 1.7 trillion. As an investment bank, it is a leading global trader and underwriter of securities and derivatives across a broad range of asset classes and serves as a strategic adviser to corporations, governments, institutions and individuals worldwide. Through Merrill Lynch Investment Managers, the company is one of the world's largest managers of financial assets. Firmwide, assets under management total US\$ 524 billion. For more information on Merrill Lynch, visit www.ml.com



Nakheel is a Dubai-based property developer and the creators of iconic projects in the Middle East and the world. Nakheel provides world-class real estate infrastructure services that are considered top of the range as well as regionally and internationally competitive.

With properties worth over US\$ 25 billion currently under development, Nakheel provides direction to the sector's positive and sustainable growth in the Middle East. Nakheel's unique properties reflect the vibrancy that has driven Dubai into becoming the emerging international commercial and economic hub and a leading tourist destination.

Nakheel delivers quality, service and trust through each of its projects. It is driven by ambition, social consciousness and innovation.

Nakheel is incorporated under the umbrella of The Corporate Office (TCO), which manages and supervises a portfolio of businesses and a series of projects on behalf of the Government of Dubai, known as Ports, Customs and Free Zone Corporation (PCFC), Nakheel, Istithmar, Dubai Metals and Commodities Center (DMCC), Tejari and Dubai Maritime City (DMC).

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QATAR AIRWAYS القطرية

Qatar Airways is one of the fastest growing airlines in the world, currently operating scheduled flights from Doha, the capital of the State of Qatar, to over 65 destinations across Europe, the Middle East, Africa, the Indian subcontinent and the Far East.

The airline operates a fleet of 42 all-Airbus aircraft, which will almost triple in size to 110 aircraft by 2015. Qatar Airways recently signed a letter of intent to acquire up to 60 of the new generation Airbus A350s. The airline also plans to acquire 20 Boeing 777s, with a total value for both orders set to be worth US\$ 15.2 billion.

Qatar Airways is one of a select few airlines in the world ranked "Five Star" by Skytrax, the independent aviation industry monitoring agency. Skytrax also named Qatar Airways' cabin crew as "Best in the Middle East" for the third year running and fifth best in the world, following a survey of more than 12 million passengers worldwide.



SABIC's vision is to be a leading global manufacturer and marketer of hydrocarbon and metal products.

SABIC's mission is to provide distinctive, high-quality industrial products and services to its customers, meeting the expectations of its shareholders through optimum utilization of its available human and natural resources, together with the use of state-of-the-art technology – maintaining safe and environmentally sound practices.

SABIC products are well known throughout the Middle East and many other parts of the world. Crops grown with the company's fertilizers feed millions of people. Its steel operation has the highest productivity per employee and the best safety record in the world. Its polymers are used to make life-saving medical products, consumer packaging and construction materials, polyester fibres, water pipes and components for luxury automobiles.

In a much broader sense, SABIC products contribute to global sustainability by reducing automotive emissions, replacing forest products with recyclable materials, and by the efficient utilization of hydrocarbons that were previously burned or vented into the atmosphere.

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SIEMENS

Siemens is committed to maintaining its strong leadership position in business and society in general through: growing and delivering sustainable value for its customers; being one of the largest and most successful companies in the global electrical market with leading positions in all its business areas; staying at the forefront of technological progress; creating the greatest possible value for its shareholders; attracting the world's best and brightest with a high-performance culture; upholding an exacting set of values – informed by humanity, equality of opportunity and strict ethical standards – in all its business practices.

Based on its strong heritage, its solid commitment to reach its goals and its forward-looking orientation, Siemens believes it is uniquely positioned to be among those few companies built to last for today, tomorrow and far into the future.

VOLKSWAGEN AG

The Volkswagen Group carries on 100 years of automotive manufacturing tradition and unites seven brands under one roof. They all offer a remarkable range of vehicles, which extends from low-consumption vehicles such as the Fox to luxury class vehicles such as the Bugatti Veyron. As a result, the Volkswagen Group sold more than 5.2 million vehicles in 2005.

But Volkswagen offers more than unique products. With over 345,000 employees worldwide, the company is actively committed to social and environmental responsibilities. Volkswagen and its past progress stand for an approach to business which looks beyond the company's own products to take account of its social responsibility. "The topic of sustainable mobility extends well beyond the debate over motor vehicles and fuels. It is related to the far greater goal of sustainable development, which for us is the greatest challenge of the 21st Century," says Bernd Pischetsrieder, Chairman of the Board of Management, Volkswagen.
www.volkswagen.de

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Abraaj Capital Limited is a leading asset management firm based in Dubai. Its expertise is in private equity buyouts, strategic minority block positions in public enterprises and real estate investments within the region. Its geographical focus spans a vast footprint extending from Morocco to the far reaches of the Indian subcontinent. The firm is associated with some of the landmark private equity transactions in the region such as the acquisition of Aramex, Inchcape Middle East – the first and largest leverage transaction in the region – and JorAMCo, a privatization by the government of Jordan.

Abraaj Capital currently manages funds worth nearly US\$ 1 billion. Its investment strategy is to acquire controlling equity positions in stable, mature, profitable businesses and create value through the use of leverage, consolidation, financial restructuring, operational enhancements and granting management incentives.

Abraaj Capital currently has four funds under management: The ABRAAJ Buyout Fund I, The ABRAAJ Buyout Fund II, The ABRAAJ Real Estate Fund and The ABRAAJ Special Opportunities Fund II.



As a leading transnational investment company, Artoc is founded on and dedicated to a sustainable concept of interrelated value creation:

- Investment mission: to capitalize on its history and flexibility in creating and fostering economic opportunity through business development or direct equity investments. Ultimately, Artoc's investment philosophy realizes value through innovation;
- Social mission: to build on the core value of social corporate responsibility by proactively acknowledging the pivotal role private enterprise plays in society, initiating innovative ways to improve the quality of life, nationally, regionally and internationally;
- Economic mission: to operate on a sustainable financial basis of profitable growth and value creation. Artoc seeks to create, manage and foster an empowering environment for its employees, creating ample opportunity for development and career growth;
- People mission: to attract, develop and motivate top-calibre professionals by maintaining an organizational climate that is supportive of employees and that affirms their individuality, diversity and contribution to Artoc's core values and mission.

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EFG-Hermes is the Arab world's premier investment banking firm and the market leader in securities brokerage, asset management, investment banking and private equity.

EFG-Hermes was established in 1984. In July 1998, it went public and now boasts a market capitalization of nearly US\$ 2 billion. It is listed on the London and Cairo stock exchanges and employs over 400 employees.

EFG-Hermes is the number one securities broker on the CASE, trading around 40-50% of the daily traded value. The UAE brokerage arm, since launching its operations on DFM and ADSM around a year ago, has built around 6% share of value traded. It was also granted licences to conduct asset management, investment banking and brokerage activities from the Dubai International Financial Centre.

EFG-Hermes manages around US\$ 1.2 billion and also almost US\$ 500 million in private equity assets. Since 1997, it has raised equity of approximately US\$ 7 billion for its investment banking clients and advised over US\$ 13.2 billion worth of M&A transactions.



As Dubai grows and prospers, one company is at the forefront of the city's incredible development – Emaar Properties, the world's largest real estate developer. Emaar Properties is listed on the Dubai Financial Market and is part of the Dow Jones Arab Titans Index.

Emaar has witnessed tremendous growth since its inception in 1997 and has several ongoing real estate projects throughout Dubai. It has begun construction of the prestigious Burj Dubai Downtown development, which includes Burj Dubai tower; slated to become the world's tallest.

By effectively creating gated communities, Emaar offers a growing population cosmopolitan lifestyle options never seen before. With developments stretching from sea to the desert, from luxury penthouses to high-quality family villas, Emaar has responded to the needs and challenges of a growing city.

The reputation of the company's projects extends beyond the physical confines of Dubai with its international expansion strategy taking it to Saudi Arabia, Egypt, Syria, Jordan, Morocco, Tunisia, Turkey, India and Pakistan.

www.emaar.com

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Gulf Finance House's vision is to be a regional leader in Islamic banking and to participate in the economic infrastructure and social development programmes of GCC and MENA countries. It aims to maximize shareholders' value and clients' wealth in accordance with the principles of Islamic Sharia'a and to contribute to the global growth of Islamic banking.

Its mission is to originate a diverse range of innovative investment products; to provide high-quality advisory services to its clients; to build industry-leading fundraising capability; to forge enduring strategic partnerships to underpin its business; and to build institutional capacity while providing a challenging environment for its employees, in which they can realize their full potential.



HSBC's position as a strategic financial adviser to many countries in the Gulf enabled a sound understanding of the individual markets and enduring relationships to be formed. Today, as the most widely represented and longest established financial services organization in the Middle East, HSBC offers a full range of advisory, finance, risk management, treasury and capital markets, investment, custody and commercial banking services to large companies, institutions, governments and individuals. Additionally, HSBC Amanah is able to meet clients' fully Sharia compliant needs where required, through offering the full range of Islamic services.

Evidencing clients' continued trust in HSBC as a preferred strategic financial adviser, the bank again topped many league tables compiled by MEED in March 2006. HSBC was also named "Best Bank in the Middle East and North Africa", "Best Islamic Project Finance House" and "Best Islamic Private Banking Services" for 2005 by *Euromoney* magazine, and "Best Foreign Bank 2005" by *Banker Middle East*.

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National Bank of Kuwait (NBK) was founded in 1952 as the first indigenous local bank and the first joint stock company in Kuwait and the Gulf. It is by far the largest financial institution in Kuwait with effective market dominance in the commercial banking market. NBK stands out in Kuwait and among Arab banks in terms of its local and international network, which includes branches, subsidiaries and representative offices in London, New York, Paris, Geneva, Bahrain, Beirut, Qatar, KSA, Iraq, Jordan, Singapore, Vietnam and China, with other ambitious plans for regional expansion.

NBK has become Moody's highest-rated bank in emerging markets in terms of Financial Strength Rating (FSR). It has also received the highest all-round credit rating awarded to any bank in the Middle East by the other major rating agencies including Moody's, Standard & Poor's and Fitch.



Orascom Telecom's vision is to satisfy all the communication needs of the developing markets which it serves. The firm believes that there is a viable economic model to serve emerging markets while availing affordable quality. It races to serve the largest possible number of customers, covering the most populous countries in the world. By positioning itself as the primary provider of communication services, Orascom Telecom believes it is shaping the future of the markets it serves.

Orascom Telecom capitalizes on its ability to maintain an agile organization with a cost-efficient structure to drive service penetration in its markets to unanticipated levels. The company's role is to not only satisfy all the communication needs of its customers but also to drive the growth and development of the telecommunications sector. As a committed long-term player, it does not spare any investments or efforts to develop the industry, making its mark in the economies of the countries it serves.

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One major force behind the economic rise in the Palestinian Territories after the Peace Accords was an investment holding company called Palestine Development and Investment Ltd (PADICO). Established in 1993, PADICO, a company comprising of Palestinian expatriate investors, operates in conjunction with and as an umbrella organization for a number of subsidiary and affiliated shareholding investment companies. The priority sectors for PADICO's investments are tourism, real estate, industry and manufacturing, finance, industrial estates, power generation, telecommunications and information technology.

Last year, PADICO celebrated its tenth anniversary and, in a relatively short time, it has successfully built a number of large-scale projects in Palestine, thus putting itself deservedly on the economic map of Palestine.

PADICO affiliates include: Jerusalem Tourism Investment Co., Palestine Tourism Investment Co., Palestine Real Estate Investment Co., Palestine Industrial Investment Co., Palestine Poultry Co.,

Palestine Electrical & Electronics Co., Palestine Plastic Industries Co., Palestine Industrial Estates Development & Management Co., Palestine Securities Exchange Co. and PALTEL Group.



With a mission "to facilitate trade through innovative supply chain solutions" and vision to be "a new logistics leader meeting the challenges of global trade", PWC Logistics aims at evolving into the leading global provider of integrated supply chain solutions. Earlier this year, the enterprise management has developed and launched a three-year strategy geared towards positioning PWC Logistics amongst the top eight global logistics players.

The main pillar for the company's success has always been and will continue to be its commitment to consistently and proactively exceed its customers' diverse requirements by providing superior value on every engagement and every transaction. Going forward, PWC Logistics will leverage and enhance the elements that mostly contribute to its competitive advantage in order to support its strategy: global

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network; unique local insight; specialized logistics capabilities; agility and spirit of innovation; motivated, skilled and multicultural people supported by a vision to always develop a world-class workforce and foster a culture of innovation and diversity.



Telecom Egypt is committed to being the best source and total solution communication provider, while dedicating its resources to build a better tomorrow for its employees and community through responsive and honest business practices.

Telecom Egypt will never be complacent because of past achievements; rather, it will continue to meet the ever-growing needs and demands of its community, by providing the advancements in the communication industry at a price that is fair to all.

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M.H. Alshaya Co.

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The Alshaya Group operates in sectors such as hospitality, trading, the automotive industry, real estate and retail throughout the Middle East, Turkey and Russia.

Alshaya's retail division is the franchisee for 45 major US and European brands, including names such as Starbucks, Boots, The Body Shop, H&M, Debenhams, Next, Mothercare and Footlocker. The division operates over 1,000 stores across eight Middle Eastern countries – Saudi Arabia, Kuwait, United Arab Emirates, Bahrain, Qatar, Oman, Jordan and Lebanon – plus in Turkey, Cyprus and Russia, with more than 10,000 employees of 36 nationalities.

The group's mission is to be recognized as a leading international retailer, operating international brands to the highest standards. Through a spirit of trust, cooperation and best practice, it aims to build and maintain long-lasting, professional and mutually profitable business partnerships.



البنك العربي الافريقي الدولي

arab african international bank

Established 1964 by Special Law

Arab African International Bank has aggressively positioned itself among the top private banks in the Egyptian banking industry. Its growth-oriented strategy is testified by its outstanding growth rates exceeding the market's performance. Its acquisition of Misr America International Bank signifies the first acquisition and full merger among Egyptian private banks. AAIB has reconceptualized corporate social responsibility to "corporate patriotism". Under the umbrella of "We Owe It to Egypt," AAIB launched an initiative to lead corporates in developing Egyptian health and education. AAIB is the first bank in Egypt to join the UN Global Compact.

AAIB is the first Arab multinational bank in Egypt established by special law as a joint venture between the Central Bank of Egypt and Kuwait Investment Authority in 1964, with a regional presence in Egypt, UAE and Lebanon.

AAIB's business essence combines a strategy of growth, employee engagement, customer delight, and products and services innovation. Together, these business values have entitled AAIB to set new standards in the Egyptian banking industry.

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CIB is Egypt's leading financial services group offering a diversified product platform to corporate and retail customers through a network of 101 branches and banking units. CIB is Egypt's most profitable bank with EGP 610.1 million in net profits in 2005 as well as the largest Egyptian private sector bank with EGP 30.4 billion in assets. The bank has five strategic subsidiaries offering stock brokerage, life insurance, car financing, leasing and asset management services.

CIB was incorporated in 1975 under the name Chase National Bank of Egypt, as a joint venture between National Bank of Egypt (NBE) and Chase Manhattan OBC. Since Chase's exit in the mid-eighties as part of a global restructuring strategy, CIB has gone through a series of capital increases, which reduced NBE's stake in CIB to only 18.7% then. In late 2005, NBE sold its stake in CIB to a consortium of investors led by Ripplewood Holdings, Eton Park Capital Management, RHJ International and IFC.



The MTN Group is a multinational telecommunications group whose vision is to be the leader in telecommunications in developing markets. Established in South Africa in 1994, the JSE Securities Exchange-listed MTN has since expanded to 21 countries in Africa and the Middle East. Until recently, it operated in South Africa, Cameroon, Nigeria, Rwanda, Swaziland and Uganda.

In 2005, MTN accelerated its expansion programme, acquiring operations in Botswana, Congo Brazzaville, Côte d'Ivoire, Zambia and Iran, where it will launch in August 2006.

In May 2006, MTN announced a landmark deal to create the pre-eminent mobile operator in the emerging markets of Africa and the Middle East operating mobile networks in 21 countries and serving in excess of 28 million subscribers. MTN and London- and Dubai-listed Investcom LLC have reached agreement on a transaction through a recommended offer in which MTN will offer to acquire Investcom's entire issued share capital for a total consideration of US\$ 5.526 billion.

Acknowledgements

Service Provider



As imaging is revolutionizing the world, accurate processing and display of visual information is business-critical for many professionals worldwide. The inherent complexity therefore requires user-friendly solutions.

In line with this vision, Barco's mission is to excel in creating stakeholder value, by offering user-friendly imaging solutions to selected professional markets worldwide. Barco designs and manufactures innovative hard- and software visualization solutions, integrating all aspects of the imaging chain, from image acquisition and processing to image display and management.

Global presence, technological leadership and wide experience in B2B markets guarantee customers pioneering visualization that will optimize their productivity and business efficiency. Integrating the latest technologies, these "visual value" solutions answer specific customer needs in diverse markets.

Barco enters a partnership with professionals requiring visualization for intensive use, looking for pixel-perfect visual information, searching for the lowest total cost of ownership, ... professionals who know more.

Official Carrier



Egyptair was established in 1932 and now operates over 300 weekly flights covering 55 domestic and international destinations. It was restructured in 2002 as a holding company with eight subsidiaries. It has a fleet of 40 modern aircraft and is planning to reach 64 aircraft by 2010. In 2004 it obtained IATA Operational Safety Audit Certification.

The World Economic Forum would like to thank the Government of Egypt for hosting its meeting on the Middle East in Sharm El Sheikh. We are particularly grateful for the support of H.E. Rachid M. Rachid, Minister of Trade and Industry of Egypt.

Acknowledgements

The World Economic Forum would like to thank its Partners who are select member companies of the Foundation and strongly support the Forum's commitment to improve the state of the world. They are actively involved in the Foundation's endeavours at the global, regional and industry levels. They contribute their expertise and resources at the highest level in order to advance worldwide economic and social progress.

ABB	HP
Accel Partners	Infosys Technologies
Accenture	Intel Corporation
AMD	Investcorp
Apax Partners	JPMorgan Chase
Audi	KPMG
Avaya	Kudelski Group
Bain & Company	Lehman Brothers
Barclays	McKinsey & Company
Bombardier	Manpower
Booz Allen Hamilton	Marsh & McLennan Companies
BT	Merck & Co.
CA	Merrill Lynch
Cisco Systems	Microsoft Corporation
Citigroup	Nakheel
The Coca-Cola Company	NASDAQ
Credit Suisse	Nestlé
Deloitte	New York Stock Exchange
Deutsche Bank	Nike
Deutsche Post World Net	PepsiCo
Deutsche Telekom	Pfizer
Dubai Holding	PricewaterhouseCoopers
Economic Development Board of Bahrain	Qatar Airways
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Fluor Corporation	Siemens
Goldman Sachs	Swiss Re
Google	UBS
	Volkswagen
	WPP
	Zurich Financial Services

(as of 4 May)

Useful Information

Useful Information

Meeting Venue

Sharm El Sheikh International Congress Center (SHICC).

What's in the Programme?

Please consult the programme section for the daily schedule of sessions. The programme is divided into plenary sessions, interactive sessions, boardroom discussions, WorkSpace sessions and meals. We suggest that participants take the time to look carefully through the programme to choose the sessions in which they would like to participate. The meeting observes a free-seating policy and no sign-up is required. Information about meals is given below under "Meals".

Who Else Is Here?

The Participants Booklet (with photographs to facilitate finding someone you need to meet) contains the personal profiles (and corporate/institutional profiles where appropriate) of those taking part in the meeting. A final list of participants is available in each participant's bag handed out at Registration. Should you not find the profile of someone on the list, please consult the World Economic Forum's website (www.weforum.org).

Badges

The security badge with photograph indicates a participant's name, the name of his/her company/organization and its country of location.

Participants are asked to wear their badge visibly throughout the meeting to ensure access to all activities. It also facilitates contacts.

Badge Colours

- White with blue for participants
- White for spouses
- White with blue (and "Media" marked on top) for world media leaders, including editors of regional media and bureau chiefs or correspondents of key international media organizations
- Green for accompanying persons of public figures
- Orange for reporting press
- Dark blue for World Economic Forum staff
- Light blue for non-World Economic Forum staff

Cultural Tours

Cultural tours have been arranged for Sunday and Monday (21 and 22 May). For information and registration, please contact the Hospitality Services Desk.

Language

The official language of the meeting is English. Simultaneous interpretation (English–Arabic) is provided in the plenary sessions as well as in the "Nile Valley" room.

Meals and Special Events

Meals allow participants to meet with high-level government leaders to discuss business and political issues and also to

Useful Information

take a closer look at opportunities in certain countries, often with a high-level keynote speaker. They are excellent opportunities for participants to network in an informal setting.

Saturday 20 May

A light lunch will be served for participants at the Sharm El Sheikh Congress Center.

Sunday 21 May

Working Lunches in Parallel for participants take place at the Sharm El Sheikh Congress Center.

A reception followed by an **Egyptian Gala Dinner** is organized at Sofitel Sharm El Sheikh. Participants and their spouses are cordially invited. Casual business attire is appropriate for the dinner. Transportation is provided to and from the dinner location.

Monday 22 May

Working Lunches in Parallel for participants take place at the Sharm El Sheikh Congress Center.

In addition, the Sharm El Sheikh Congress Center restaurant is open to all participants during the three days of the meeting.

Meeting Services

The following special services are provided during the meeting:

Document Centre

Summaries of most sessions and press releases are available at this Centre, along with country-specific documents and

information on projects. Documents must be pre-approved by the World Economic Forum.

Egyptair

As the official carrier of the World Economic Forum on the Middle East, Egyptair has a travel desk to help participants make necessary travel arrangements or change flights.

Egypt Desk

Information and publications on Egypt's reform programme are available at this desk.

Electronic Message Service

The World Economic Forum's unique Electronic Message Service allows participants to contact each other or send electronic messages by using their Internet addresses, look up institutional and personal profiles of other participants and consult the programme.

Information Desk

An information desk is available in the Sharm El Sheikh International Congress Center hospitality services area.

Internet Corner

Internet facilities are available to all participants in the Sharm El Sheikh International Congress Center.

Members' Lounge

Full information on the World Economic Forum, its Members and constituents, forthcoming activities and services is available in this area. World Economic Forum staff is on hand to answer any

Useful Information

questions on membership and to facilitate contacts for Member companies.

Partners' Document Centre

Partner companies can display two corporate documents of relevance. Documents must be pre-approved by the World Economic Forum.

Partners' Open Lounge and Meeting Rooms

Participants from Partner and Supporter companies have exclusive access to the Partners' Open Lounge. In addition, closed meeting rooms are available to Partners and Supporters upon reservation, to conduct private meetings with business executives and/or public figures. The World Economic Forum's Partners Team assists these companies during the meeting to coordinate their participation.

Publicis Events Desk

Publicis Events staff is available to assist participants with accommodation.

Spouses

Spouses can attend the plenary sessions of the programme. They are also cordially invited to the Egyptian Gala Dinner on Sunday 21 May.

Time

Egypt is two hours ahead of GMT/UTC.

Transport

Bus Service

A bus service transports participants between Sharm El Sheikh airport, assigned hotels (Jolie Ville Mövenpick Golf & Resort, Savoy Sharm Hotel, Sheraton Sharm Hotel, Resort & Villas, Intercontinental Garden Reef Resort, Four Seasons Hotel and Crowne Plaza Resort) and Sharm El Sheikh International Congress Center (SHICC).

Useful Information

From Sharm El Sheikh airport to hotels

Friday 19 May	Saturday 20 May	Sunday 21 May
Upon each flight arrival	Upon each flight arrival	Upon each flight arrival

From hotels to the SHICC and back to the hotels

Friday 19 May	Saturday 20 May	Sunday 21 May	Monday 22 May
13.30 – 19.30 continuous service (for pre-registration)	07.30 – 22.30 continuous service	07.30 – 19.30 continuous service	07.30 – 16.30 continuous service

Gala Dinner on Sunday 21 May

Hotels to the Egyptian Gala Dinner	Egyptian Gala Dinner to hotels
19.45 – 20.30 continuous service	21.30 – 23.30 continuous service

To Sharm El Sheikh airport

Monday 22 May from the SHICC	Tuesday 23 May from hotels
1½ hours before each domestic flight departure	1½ hours before each domestic flight departure

Please be aware that check-in for your departure flight is no longer possible at your hotel.

We recommend you leave your luggage at the hotel on the day of your departure and pick it up from there on your way to the airport. **Please do not bring any luggage to the Congress Center.**

Website

Information on the programme, Partners and logistics as well as the list of participants are continuously updated in the private area of the World Economic Forum's website (<http://www.weforum.org/middleEastprivate>).

Summaries of sessions will also be available on the website after the meeting.

Management

From the World Economic Forum

The World Economic Forum on the Middle East is under the direct responsibility of **Sherif El Diwany**, Director, Middle East

with

Denise Burnet, Director, Events; Meeting Coordinator

Daniel Davies, Membership Manager, Middle East; Programme Development

Also present in Sharm El Sheikh

Klaus Schwab, Founder and Executive Chairman

Ged Davis, Managing Director, Centre for Strategic Insight

Michael Obermayer, Managing Director; Dean, Global Leadership Fellows Programme

André Schneider, Managing Director and Chief Operating Officer, Event and Resources Management

Peter Torreele, Managing Director, Regional Agenda Teams

Mark Adams, Director, Head of Communications

David Aikman, Director, Partnership

Guy-Serge Baer, Director, Security Affairs

Sean Cleary, Strategic Adviser and Director, Knowledge Integration and Global Risk Programme

Jean-Loup Denereaz, Director, General Services

Malte Godbersen, Senior Director, Information Technology

Julianne Jammers, Senior Director, Member Relations and Engagement

Alan P. Larson, Senior Strategic Adviser and Director, World Economic Forum; Senior Adviser, Covington and Burling, USA

Augusto Lopez-Claros, Chief Economist and Director, Global Competitiveness Network

Martha Stack, Director, Consumer Related Industries

Alexander Van de Putte, Director, Business Insight Programmes

Alex Wong, Director, Information, Communications and Entertainment Industries

Chantal Adamson, Senior Event Manager

Saman Ahsan, Global Leadership Fellow

Diana El Azar, Global Leadership Fellow

Sven Behrendt, Senior Project Manager, Global Risk Network

Mireille Bertolini Cabezas, Partnership Manager

Soren Bested, Global Leadership Fellow

Kukikila Bindanda, Finance Manager

Doris Borchardt, Event Manager

Nadia Boulifa, Manager, Middle East

Sebastian Bustos, Human Resources Assistant

Nancy Chazal, Senior Registration and Technology Manager

Théa Chiesa, Senior Community Manager, Aerospace, Travel and Tourism Industries

Kavita Choudhry, Senior Manager, India and South Asia

Johannah Christensen, Programme Manager, Design and Interaction

Antonio Corrales Rodriguez, Driver and Assistant, General Services

Pierre-Henri Filias, Computer Infrastructure

Ilaria Frau, Senior Programme Manager, Business Insight

Management

From the World Economic Forum

Floriane Freymond, Senior Badge Manager
Susanne Helmsley, Senior Partnership Manager
Maria Hermoso Zorrilla, Project Manager, Schwab Foundation for Social Entrepreneurship
Nour-Eddine Iguimdrane, Mailing and General Services Manager
George Jacovides, Registration Manager
Alia Karaouni, Associate Director, Business Insight
Kamal Kimaoui, Associate Director, Production and Design
Carine Kulloian, Associate Director, Information Technology
George Kumpera, Senior Event Operations Manager
Ludovic Levivier, Computer Infrastructure
Emma Loades, Senior Manager, Global Competitiveness Network
Sophie Lux, Registration Manager
Grant McKibbin, Senior Membership Manager, Europe
Francesca Martonffy, Global Leadership Fellow
Fon Mathuros, Associate Director, Media
Amal Mbarki, Member Relations Manager, Middle East
Vladimir Merkushev, Project Manager, Business Insight
Annabell Molnar, Hospitality and Event Manager
Fiona Paua, Senior Adviser to the Executive Chairman
Simon Perrin, Computer Infrastructure
Edward Quintanella, Badge and Registration Manager
Sushant Palakurthi Rao, Global Leadership Fellow

Sarah Saffar, Senior Programme Manager, Global Governance
Karim Sehnaoui, Global Leadership Fellow
Benita Sirone, Global Leadership Fellow
Jan Skrivervik, Computer Infrastructure
Logan Stanton, Global Leadership Fellow
Fabienne Stassen Fleming, Senior Editor
Anand Sunderji, Community Manager, Investors
Vidhi Tambiah, Associate Director, Business Insight
Jessica Thyssen, Partnership Coordinator
Mady Tissot, Associate Director, Partnership Development
Samantha Tonkin, Web Editor
Isabelle Tornare, Senior Media Manager
Uschi Trouilhet, Senior Database Manager, Europe
Carolina Windmeijer, Member Relations Manager, North America
Saadia Zahidi, Global Leadership Fellow
Yann Zopf, Media Manager

Management

From Publicis Events

The World Economic Forum's operations and logistics provider

Richard Attias, Overall Coordination and
Chairman and CEO, Publicis Events
Worldwide, USA

Christophe Amenc, Reservation Centre
Responsible

Alain Duchaussoy, Technical and
Production Manager

Agathe Gazagne, Decoration Responsible

Anthony Gazagne, Project Responsible
and COO Publicis Events, Switzerland

Bertrand Lavanchy, Operations
Responsible

Anne-Christine Lombardi, Private Events
Responsible



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IMPROVING THE STATE
OF THE WORLD

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Incorporated as a foundation in 1971, and based in Geneva, Switzerland, the World Economic Forum is impartial and not-for-profit; it is tied to no political, partisan or national interests. (www.weforum.org)