



NEWS RELEASE

Contact: Deirdre M. Coyle, Jr
Turkish #: +90 534 072 98 31
Email: dcoylejr@allworldlive.com

ARABIA500 GDP GREATER THAN 80 COUNTRIES

29 November 2011...AllWorld Network today announced part of the Arabia500+Turkey, a ranking of the fastest growing young companies in the Middle East and North Africa Region (MENA), Turkey and Pakistan. The entrepreneurs of the Arabia500, spanning from Morocco to Pakistan are succeeding against the odds, growing at 40 percent yearly in the toughest downturn in 80 years, and two-thirds reporting stronger profitability compared to a year ago.

Today, AllWorld released the GCC winners of the Arabia 500, with subsequent daily announcement of the winners from North Africa, the Levant, Pakistan and Turkey. These announcements are in anticipation of the Arabia500 gathering on December 3rds for the Global Summit on Entrepreneurship in Istanbul.

“The Arabia500 companies, led by dynamic men and women, represent the leading edge of a new approach to competitiveness,” said AllWorld co-founder Harvard Business School Professor Michael Porter. Joining AllWorld to create the Arabia500 were TEPAV and TOBB (the Federation of Turkish Chambers), private equity giant Arcapita, and consulting firm Monitor Group. In January, Arcapita will host the GCC100 winners of the Arabia500 for an Awards Ceremony & Summit. The Mohammed Bin Rashid Establishment for SME Development also partnered with AllWorld and the DubaiSME100 are today being announced as part of the Arabia500.

While the companies of the Arabia500+Turkey are largely unknown, their combined GDP is greater than 80 countries. Collectively, the Arabia500+Turkey represent \$15 billion in sales and 100,000 employees, equal to two times the size of Apple Inc. Each entrepreneur on the ranking has created an average of 200 jobs, in industries from web technology to transportation, energy to education,



and construction to consumer goods. An average of only 42 years old, nearly all of them plan to found another company in the next two years.

The Arabia500 winners will gather for the 2011 Prime Minister's Global Summit on Entrepreneurship in Istanbul, Turkey, December 3-5. Turkish Prime Minister Erdogan and US Vice President Biden will attend the event. The winners will spend three days with AllWorld's Capital Partners Arcapita, RED/Abraaj, Eastgate Group, NCB Capital, Cyan and celebrated investors Dr. Ghassan Sulaiman of Saudi Arabia and Samad Dawood of Pakistan.

“From the Arab Street to Wall Street, the need is for bold economic action and immediate job creation. Investing in the entrepreneurs of the Arabia500 is the surest bet to unleashing economic opportunities,” says economist Anne Habiby, co-founder of AllWorld Network. “We congratulate each of the Arabia500 winners and their teams on their outstanding achievements, and we know thousands will take inspiration from them. “

Any private, non-listed, company was invited to compete for a spot on the inaugural Arabia500 by having rapid sales growth and demonstrating results with audited financial statements. “Many assumed the region only had small and unsophisticated entrepreneurs. The Arabia500 crushes that assumption. The Arabia500 are some of the most sophisticated entrepreneurs in the world, many with operations spanning the Middle East, Africa, and Asia, and with deep ties to Silicon Valley and universities around the world,” said Deirdre Coyle, co-founder of AllWorld Network. “As the winners of the Arabia500, we look forward to working with them to become the largest entrepreneurial collaboration and force for good.”

AllWorld co-founders Anne Habiby, Deirdre Coyle and Professor Porter mounted a 15-country effort with 40 organizations to find growth entrepreneurs, including Zawya, Cisco, chambers, business associations and many leading NGOs working with entrepreneurs. Companies had to complete an application, show audited statements to verify their sales, and be strenuously vetted. The Arabia500 winners represent 15 countries, with the most number of winners coming from Turkey and the UAE, followed by Pakistan, Saudi Arabia, Jordan and Tunisia.

“Millions of entrepreneurs across the world challenge the status quo, finding solutions every day and improving the lives of many around them,” said Shadi Banna, founder of Potential and the SME

Evolution Program. “If they can be brought into the spotlight and empowered to do what they do well, we have a chance to enhance the world. And that's what the AllWorld is doing. “

AllWorld’s mission is to make visible the emerging companies of the world, so that thousands of players can invest in them, buy from them and work for them. By making companies visible, AllWorld is increasing their odds of success and spurring innovation – what AllWorld calls Visibility Economics™.

AllWorld is releasing a series of market insight reports on the Arabia500 based on real time operating and financial performance information. Last week, AllWorld released *Now*, calling for a bold new economic agenda centered around the Arabia 500. The Arabia500 findings and company profiles available at AllWorldLive.com, and Habiby and Coyle 2010 article “The High-Intensity Entrepreneur,” can be found at the Harvard Business Review at HBR.org.

Attachments: GCC winners of Arabia500 Ranking, Top Company Profiles, Arabia500 Report

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About AllWorld Network (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.



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.

Country Rank	Company Name	Industry	2008-2010 Standard Growth Rate	2010 Revenue Range (\$)	2010 Employees
BAHRAIN					
1	Six Stars International Trading Company	Import/Export Trade	321%	0-1 Million	11
2	Gulf Strategic Partners W.L.L.	Construction & Engineering	10%	10-50 Million	52
Start Up	AutoSpa Bahrain W.L.L.	Automotive		0-1 Million	9
Start Up	Avenue Car Rental & Leasing	Transportation & Aviation		1-5 Million	37
Start Up	The K Hotel	Travel & Tourism		1-5 Million	135
Company to Watch	Transworld Information Technology	Hardware Services & Products		5-10 Million	70
QATAR					
1	Sidra Agriculture Company	Environmental Services	209%	1-5 Million	126
2	Etimaad Qatar	Construction & Engineering	62%	1-5 Million	400
3	Spanco Golden Key Solutions	High Tech & Telecommunications	27%	10-50 Million	500
Start Up	Coreo	Real Estate, Rental & Leasing		0-1 Million	3
Start Up	Yalla Transportation	Transportation & Aviation		0-1 Million	15
Company to Watch	Construction Development Contracting and Trading	Construction & Engineering		1-5 Million	238
SAUDI ARABIA					
1	Zonik (Digital & Electronic Solutions Development Company)	High Tech & Telecommunications	1665%	200-500 Million	495
2	Futurelab	Health & HealthCare	390%	1-5 Million	87
3	Tejoury ltd	Professional & Consulting Services	328%	1-5 Million	85
4	EXPO Logistic Services	Travel & Tourism	231%	1-5 Million	33



5	Visualizit	Public Relations, Media & Publishing	215%	5-10 Million	16
6	Bussma Real Estates Managment Co	Real Estate, Rental & Leasing	158%	1-5 Million	75
7	Waseel ASP Ltd.	Health & HealthCare	119%	1-5 Million	30
8	Rumman Company	Public Relations, Media & Publishing	113%	1-5 Million	18
9	Eker Company Ltd.	High-Tech & Telecommunications	111%	1-5 Million	40
10	Tamkeen Industrial & Trading Co. Ltd	Professional, Scientific & Tech Services	100%	5-10 Million	100
11	GTMedical	Health & HealthCare	82%	1-5 Million	38
12	HANCO Rent-A-Car	Transportation & Aviation	72%	50-200 Million	
13	Al Farrad Car Rental Company	Transportation & Aviation	65%	1-5 Million	150
14	InterContinental Travel Co	Travel & Tourism	61%	10-50 Million	33
15	Elixir	Advertising & Marketing	59%	1-5 Million	20
16	Omrania & Associates	Professional & Consulting Services	55%	5-10 Million	227
17	IT Security Training and Solutuions-I(TS)2	High-Tech & Telecommunications	55%	10-50 Million	140
18	Femi9	Textiles & Fashion	54%	10-50 Million	280
19	Trans Arabian Creative Communications - TRACCS	Public Relations, Media & Publishing	41%	5-10 Million	55
20	UEC-United Electronics	Consumer Goods	41%	200-500 Million	2554
21	NABA Water Factory	Water	39%	1-5 Million	120
22	Ahmed Omar Bahlaiwa Sons Co. Ltd	Building Materials	37%	5-10 Million	80
23	Al Ghassan Motors	Automotive	35%	50-200 Million	79
24	M.O.K Trading Establishment - Universal Cars	Automotive	34%	10-50 Million	125
25	Al-Yusr Installment	Finance & Insurance	34%	50-200 Million	
26	Adaptive TechSoft (ATS)	High-Tech & Telecommunications	33%	5-10 Million	82
27	Arabian Oud	Retail Store	31%	50-200 Million	1250
28	Shawarmer Restaurant	Food Industries	27%	5-10 Million	310
29	International Company for Water & Power Projects (ACWA Power)	Energy & Power, Water	24%	50-200 Million	72





30	Kindasa Water Services Co	Water	12%	10-50 Million	150
31	Advanced Communications Electronics Systems Co, Ltd-ACES.	High-Tech & Telecommunications	10%	50-200 Million	750
32	AlSale Eastern Company	Construction & Engineering	10%	50-200 Million	125
33	Saudi Readymix Concrete Company	Construction & Engineering	10%	200-500 Million	?
Start Up	Ala'a Hariri's Interiors	Art & Design		0-1 Million	8
Start Up	Food Way	Accommodation & Food Service		0-1 Million	14
Start Up	Reach Holdings Ltd	E-commerce & web services		0-1 Million	6
Start Up	TecnoShift Saudi Arabia	Professional & Consulting Services		0-1 Million	4
Company to Watch	Luxury Goods Trading Co. (Baby Fitaihi)	Retail Store		1-5 Million	27
Company to Watch	National Talents Co. for Training and Education	Education & Training		1-5 Million	21
Company to Watch	Sukoon International Company	Health & HealthCare		1-5 Million	160

UNITED ARAB EMIRATES

1	DUPLAYS	Entertainment & Recreation	339%	0-1 Million	16
2	FRIENDi GROUP	Telecommunications	170%	1-5 Million	85
3	Tasc Outsourcing (License name: Tasc Labour Services)	Recruitment & Training	143%	10-50 Million	700
4	German Imaging Technologies (GIT) Dubai LLC	Manufacturing & Packaging	100%	1-5 Million	50
5	MCI Middle East LLC	Professional & Consulting	97%	5-10 Million	37
6	Recycle Emirates	Environmental Services	65%	10-50 Million	35
7	Mosaica Education Abu Dhabi LLC	Education & Training	63%	10-50 Million	92
8	Merlin Digital	Import/Export Trade	53%	5-10 Million	52
9	3W Networks FZE	Telecommunications	45%	10-50 Million	142
10	O2 Network	Marketing & Events	25%	10-50 Million	60
11	Radiant Engineering FZC	Construction & Engineering	18%	5-10 Million	11
12	Wanasa Land Entertainment L.L.C.	Entertainment &	11%	1-5	42



		Recreation		Million	
Start Up	Agha & Co	Professional & Consulting Services		0-1 Million	17
Start Up	Gulf Communications	Software Services & Products		1-5 Million	12
Start Up	REIDIN.com - Emerging Markets Real Estate Information	Real Estate, Rental & Leasing		0-1 Million	17
Company to Watch	Fast Rent a Car	Transportation & Aviation		10-50 Million	910
YEMEN					
Company to Watch	Aqarmap.com	E-commerce & web services		0-1 Million	20

مؤسسة محمد بن راشد للتنمية
المشاريع الصغيرة والمتوسطة
DUBAI SME



إحدى مؤسسات دائرة التنمية الاقتصادية - حكومة دبي
An Agency of the Department of Economic Development - Government of Dubai

Dubai SME100	Company Name	Sector	Industry
Dubai SME100	3W NETWORKS FZCO	Services	Information Technology (Hardware and Software)
Dubai SME100	5 CAPITALS ENVIRONMENTAL AND MANAGEMENT CONSULTANCIES	Services	Professional Services – management consulting, advertising
Dubai SME100	AAA ROADSIDE ASSISTANCE	Services	Logistics
Dubai SME100	AL BADR & AL MUAINI GENERAL TRADING L.L.C	Trading	Other
Dubai SME100	AL FAHIM CARPET & CURTAINS	Trading	Wood Products including furniture
Dubai SME100	AL JOWDER INTERNATIONAL GENERAL TRADING	Trading	Other
Dubai SME100	AL SHAMI SUGAR & GRAINS PACKING	Manufacturing	Food and Beverage
Dubai SME100	AL WEGDANIYAH Transport Solutions	Services	Logistics



Dubai SME100	AL ZUBAIDI MODERN DECORATIVE SYSTEMS(LLC)	Services	Construction & contracting companies
Dubai SME100	AMERICAN ACADEMY OF COSMETIC SURGERY HOSPITAL	Services	Healthcare (hospitals, clinics, pharmacies, labs)
Dubai SME100	Appetite Catering services LLC	Manufacturing	Food and Beverage
Dubai SME100	ART INDIA TEXTILES	Trading	Textile, Wearing Apparel & Leather
Dubai SME100	BIOLITE AESTHETIC CLINIC	Services	Other
Dubai SME100	BIZ-GROUP FZ LLC	Services	Professional Services – management consulting, advertising
Dubai SME100	Bizxchange	Trading	Professional Services – management consulting, advertising
Dubai SME100	BLUE BEETLE FZ LLC	Services	Professional Services – management consulting, advertising
Dubai SME100	CAISTOR ASSOCIATES	Services	Construction & contracting companies
Dubai SME100	CONNECT4 DIGITAL PRINTING	Services	Paper products, printing &
Dubai SME100	CREEK CASTLE CONTRACTING	Services	Construction & contracting companies
Dubai SME100	Crowe Horwath	Services	Professional Services – management consulting, advertising
Dubai SME100	DC PRO ENGINEERING	Services	Professional Services – management consulting, advertising
Dubai SME100	DGT LLC	Trading	Food and Beverage
Dubai SME100	DIMARA INTERNATIONAL	Trading	Tourism & Hospitality (hotels/ restaurants and services included)
Dubai SME100	DIMENSIONS HEALTHCARE FZ LLC	Services	Information Technology (Hardware and Software)
Dubai SME100	DIVA MODELLING & EVENTS	Services	Media
Dubai SME100	DOLPHIN DIVING SERVICES	Services	Other





Dubai SME100	DUBAI TECHNOLOGIESS	Trading	Information Technology (Hardware and Software)
Dubai SME100	DYNAMIC LEARNING - SIX SECONDS FZ LLC	Services	Education (Education service provider)
Dubai SME100	EASTERN BIOTECH & LIFE SCIENCES FZ LLC	Services	Healthcare (hospitals, clinics, pharmacies, labs)
Dubai SME100	Ecobility Energy Solutions	Trading	Other
Dubai SME100	E-Home Automation	Services	Information Technology (Hardware and Software)
Dubai SME100	EISA TRAVELS	Services	Tourism & Hospitality (hotels/ restaurants and services included)
Dubai SME100	ELCOMME INTERNATIONAL LLC	Services	Other
Dubai SME100	EMIRATES INTEGRATED MEDICAL CENTRE FZ-LLC	Services	Healthcare (hospitals, clinics, pharmacies, labs)
Dubai SME100	EMIRATES PEARL GENERAL TRADING L.L.C.	Trading	Other
Dubai SME100	EMIRATES TRANS GRAPHICS (L.L.C)	Trading	Other
Dubai SME100	ENERPLASTICS LLC	Manufacturing	Plastic products
Dubai SME100	ETHOS CONSULTANCY	Services	Professional Services – management consulting, advertising
Dubai SME100	FIRST LIGHT FZ LLC	Services	Information Technology (Hardware and Software)
Dubai SME100	FUTURELINK	Services	Other
Dubai SME100	GERMAN IMAGING TECHNOLOGIES DUBAI LLC	Manufacturing	Other
Dubai SME100	GOLDEN MOTOR TELEPHONE	Trading	Other
Dubai SME100	GULF PUMPS (L.L.C)	Trading	Construction & contracting companies
Dubai SME100	GULF SEAFOOD LLC	Manufacturing	Food and Beverage
Dubai SME100	HALLEY's COMET TOURISM (L.L.C)	Services	Tourism & Hospitality (hotels/ restaurants and services included)





Dubai SME100	HAPPY YUMMY	Trading	Food and Beverage
Dubai SME100	HARLEQUIN MARQUEES & EVENT SERVICES	Services	Other
Dubai SME100	HELP AG MIDDLE EAST FZ LLC	Services	Information Technology (Hardware and Software)
Dubai SME100	HERITAGE FOR HENNA	Services	Other
Dubai SME100	HIMA MIDDLE EAST FZE	Services	Professional Services – management consulting, advertising
Dubai SME100	HiPHONE TELECOM	Trading	Other
Dubai SME100	HORIZON SATELLITE SERVICES FZ LLC	Services	Information Technology (Hardware and Software)
Dubai SME100	INCON INFRASTRUCTURE CONTRACTING LLC	Services	Construction & contracting companies
Dubai SME100	INNOVATIVE HR SOLUTIONS FZ LLC	Services	Professional Services – management consulting, advertising
Dubai SME100	INTERCOIL INTERNATIONAL CO. LLC	Manufacturing	Other
Dubai SME100	INTERNATIONAL BUSINESS CONSULT	Services	Other
Dubai SME100	JUST FALAFEL	Services	Food and Beverage
Dubai SME100	KIMOHA ENTREPRENEURS LIMITED	Manufacturing	Paper products, printing &
Dubai SME100	Lemongrass Thai Restaurant llc	Services	Food and Beverage
Dubai SME100	Levenbert	Services	Professional Services – management consulting, advertising
Dubai SME100	LINKS GROUP LIMITED	Services	Professional Services – management consulting, advertising
Dubai SME100	Mani Foods Ind. LLC	Manufacturing	Food and Beverage
Dubai SME100	MD INTERIOR DESIGN	Services	Services – Security, manpower, facilities



Dubai SME100	MEPCO Gulf co	Trading	Paper products, printing &
Dubai SME100	MERLIN DIGITAL GENERAL TRDG LLC	Trading	Information Technology (Hardware and Software)
Dubai SME100	Micro Automation industries	Manufacturing	Other
Dubai SME100	MIDDLE EAST PRESTRESSING LLC	Services	Construction & contracting companies
Dubai SME100	O2 NETWORK	Services	Professional Services – management consulting, advertising
Dubai SME100	ON TIME	Services	Services – Security, manpower, facilities etc
Dubai SME100	Orbis Foods	Manufacturing	Food and Beverage
Dubai SME100	OTAL LLC	Trading	Other
Dubai SME100	OZON TECHNO COMMERCIAL FZCO	Trading	Other
Dubai SME100	PALACE ENGINEERING CONSULTANTS	Services	Construction & contracting companies
Dubai SME100	PARAMOUNT COMPUTER SYSTEMS	Services	Information Technology (Hardware and Software)
Dubai SME100	PRINTPAC ME	Manufacturing	Paper products, printing &
Dubai SME100	PRO-DESIGN ADVERTISING (LLC)	Services	Media
Dubai SME100	propertyfinder.ae	Services	Media
Dubai SME100	Radiant Engineering FZC	Services	Fabricated Metal & equipment
Dubai SME100	RELAYS ENGINEERING CONSULTANTS	Services	Professional Services – management consulting, advertising
Dubai SME100	RITMO FURNITURE	Trading	Wood Products including furniture
Dubai SME100	ROYAL CITY CONTRACTING L.L.C	Services	Construction & contracting companies
Dubai SME100	SAMTECH MIDDLE EAST	Services	Information Technology (Hardware and Software)
Dubai SME100	SAT INSULATION MATERIALS LLC	Manufacturing	Construction & contracting companies
Dubai SME100	SNTTA Travel &Tours llc.	Services	Other



Dubai SME100	SPANTEC SOLUTIONS LLC	Services	Information Technology (Hardware and Software)
Dubai SME100	SUKAD FZ LLC	Services	Professional Services – management consulting, advertising
Dubai SME100	SUNTRON ELECTRONICS	Trading	Other
Dubai SME100	THE HUNDRED PILATES STUDIO FZ-LLC	Services	Healthcare (hospitals, clinics, pharmacies, labs)
Dubai SME100	THE JAM JAR LLC	Services	Other
Dubai SME100	The Number 1 General Trading	Trading	Other
Dubai SME100	Think Software Servicess	Services	Information Technology (Hardware and Software)
Dubai SME100	TONNIT DESIGN & ADVERTISING LLC	Services	Professional Services – management consulting, advertising
Dubai SME100	TRINITY INFOTECH LLC	Trading	Information Technology (Hardware and Software)
Dubai SME100	TRIPLE CROWN SHIPPING AND LOGISTICS LLC	Services	Logistics
Dubai SME100	Vitavision Medical Supplies	Trading	Healthcare (hospitals, clinics, pharmacies, labs)
Dubai SME100	W S I NET POWER	Services	Other
Dubai SME100	Wilson Learning FZ LLC	Services	Professional Services – management consulting, advertising etc
Dubai SME100	WMS Metal industries llc	Manufacturing	Fabricated Metal & equipment
Dubai SME100	XPERTLEARNING	Services	Other
Dubai SME100	ZAMS INTERNATIONAL FZCO	Trading	Food and Beverage





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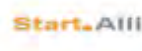
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BAHRAIN

Six Stars International Trading Company, Bahrain

Country Rank: 1

CEO/MD: Mrs. Sabina Amir Ali

2008-2010 Standard Growth Rate: 321%

2010 Revenue Range (\$): 0-1 Million

2010 Number of Employees: 11

Industry: Import/Export Trade

Year Founded: 2006

Established in 2006, Six Stars International Trading Company is a foodstuff importer-exporter and distributor based in Bahrain. Among other products, Six Stars imports soft drinks, bottled water, and soap. Since 2008, they have run and managed a retail and wholesale business that sells most foodstuffs, cleaning products, sweets, beverages, and other consumer goods.

The company faced challenges early in its life. “The biggest difficulty was the lack of capital,” says Executive and Administrative Manager Sabina Amir Ali. Without credit from banks, the company and its founders struggled to make ends meet. Yet as a burgeoning SME, Six Stars finally found capital through a microloan from Ebdaa Bank for Microfinance. The microloan enabled Six Stars to continue on its growth trajectory.

Sabina Amir Ali is always looking for ways to make Six Stars shine brighter. “I hope that this company will become one of the biggest companies in Bahrain. I greatly hope that it will be a successful company, have a bigger and better position, and be able to offer more products.” Sabina herself intends to share her experience and skills with other entrepreneurs, and to help them confront the same challenges that Six Stars has had to overcome in its meteoric growth.

QATAR

Sidra Agriculture Company, Qatar

Country Rank: 1

CEO/MD: Eng. Hassan Al-Jaajaa

2008-2010 Standard Growth Rate: 209%

2010 Revenue Range (\$): 1-5 Million

2010 Number of Employees: 126

Industry: Environmental Services

Year Founded: 2005

Sidra Agriculture offers gardening, landscaping, and interior decoration services to customers in Qatar. Their clients include residential and commercial offices, and focuses on construction and



ARABIA
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maintenance of large projects, as well as landscaping of public parks, streets, villas, homes, and outdoor areas. They provide interior-scaping, design, and both hardscape and softscape landscaping services.

Intense competition has meant that Sidra has had to seek out and maintain a strong customer base to keep their edge. “The quality of the product and [our] know-how places us well in the market,” says Sidra General Partner and Manager Hassan Al-Jaajaa. “Clients don’t always recognize the quality of the product, and don’t recognize the sustainability. They are driven by low cost instead of fair cost.” Sidra has also faced hurdles from Qatar’s heavily bureaucratic regulatory regime, which has made expansion significantly more challenging.

In spite of these challenges, Sidra continues to expand its offerings and break new ground. This year, Sidra launched a 4.5 hectare plant nursery, which cultivates indoor and outdoor plants for other companies. They are also introducing “eco-walls” to the Qatari market, which are large vertical installations with built-in vegetation. Sustainability has also become the core of Sidra’s model which uses native and low-water plant species whenever possible for conservation and durability. Currently, Sidra is constructing their first retail greenhouse. The new garden center will allow the company to deal directly with customers and will offer indoor and outdoor plants, flower arrangements, irrigation accessories, and garden supplies. The company is also planning a strategic entry into neighboring markets, most significantly Saudi Arabia.

Spanco Golden Key Solutions, Qatar

Country Rank: 3

CEO/MD: Dr. Tejinder Singh

2008-2010 Standard Growth Rate: 27%

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

2010 Number of Employees: 500

Industry: High Tech & Telecommunications

Year Founded: 2005

Spanco GKS is a business services company based in Doha, Qatar, with offices in Oman. The company operates in several closely related fields, including call centers, business process outsourcing, and IT. As a major regional player, they have provided services for most major banks, telecommunications, media, and FMCG companies in the country.

Spanco GKS was truly built from the ground up. When founder and CEO Dr. Tejinder Singh Bhatia established his first call center in Qatar in 2006, he had a long career in business services in India behind him. Spanco GKS started with only 10 employees. Today it has over 500. Since then, Tejinder and Spanco GKS have won numerous awards, including CEO of the Year from *CEO Middle East* magazine in 2010, and the Best Call Centre OSP award.





ARABIA
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500
+TURKEY



CEO Tejinder has faced his fair share of challenges. One of the biggest has been getting potential customers to understand how BPO services work, and why they can be of benefit. “By outsourcing, you reduce operations cost,” says Tejinder. “You increase customer satisfaction. Our customers were never worried about reducing cost, since there is no competition. Outsourcing had no place.” In this environment, Tejinder’s dedication and shrewd understanding of the marketplace paid off, and through extensive client outreach, he was able to land contracts with major businesses in the region.

“Entrepreneurship is creativity,” says Tejinder. “You create vision, and you create jobs. You create value for everyone in the system.” The future for Spanco GKS includes building an e-platform for education, where cloud computing and the company's core competencies can be leveraged to create private and social value.

SAUDI ARABIA

Zonik (Digital & Electronic Solutions Development Company), Saudi Arabia

Country Rank: 1

CEO/MD: Mr. Anis Dayya

2008-2010 Standard Growth Rate: 1665%

2010 Revenue Range (\$): 200-500 Million

2010 Number of Employees: 495

Industry: High Tech & Telecommunications

Year Founded: 2007

Established in 2007, Saudi Arabia’s #1 company on the Arabia 500 is “Zonik” of Digital Electronics Solutions. In just a few years, Zonik has become a well-known brand in the Kingdom drawing the tech-focused youth to its 110 entertainment-themed stores. Zonik’s motto “the pulse of life” is on vivid display in its stores where customers access the latest technologies at kiosk stations, wii play areas and gaming rooms in a colorful ambiance that has won many interior design and display awards.

Zonik’s innovative layout and display systems allow visitors to try out every gadget, device and even game before making a purchase. Another features that set Zonik apart is their digital content. Zonik is the only store in the Kingdom (as well as Middle East) where you can download licensed music or movies in a digital format on your memory stick, computer or phone.

Zonik has also partnered with GSM operator Zain of Saudi Arabia to operate their retail and distribution business.





ARABIA
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500
+TURKEY



Futurelab, Saudi Arabia

Country Rank: 2

CEO/MD: Dr. Fayad Dandashi

2008-2010 Standard Growth Rate: 390%

2010 Revenue Range (\$): 1-5 Million

2010 Number of Employees: 87

Industry: Health & HealthCare

Year Founded: 2008

Founded in 2008, FutureLab was established as a state-of-the-art medical laboratory service provider in Saudi Arabia. Initially a subsidiary of FutureMed, FutureLab became a fully independent company in 2009. One of the fastest growing healthcare companies in Saudi Arabia, FutureLab provides its comprehensive services primarily to clinics, hospitals, dispensaries and to walk-in as well as at-home patients. It currently has 11 branches in Riyadh, Jeddah and Makkah.

“I want to build a portfolio of healthcare companies in Saudi Arabia that are also capable of expanding in the region,” says FutureLab, founder Dr. Fayad Dandashi, who notes that one of the keys to his success is his passion for healthcare. “I recognized there was a void in Saudi Arabia which we were able to fill,” he comments. Several key factors - increasing expenditures in healthcare, population growth and rising GDP per capita - have made Saudi Arabia one of the largest markets in the MENA region for medical laboratory services.

Finding and retaining good employees is also one of Dandashi’s critical factors for success. FutureLab has a turnover rate of less than seven percent among its 177 pan-Arab and international employees “One of our key assets is our employees,” he explains. “Start with good leadership and that attracts talented employees. Add honesty and transparency to that mixture and you will have an organization built on faith and trust,” Dandashi emphasizes.

InterContinental Travel Co, Saudi Arabia

Country Rank: 14

CEO/MD: Mr. Khaled Abdullah Alfadl

2008-2010 Standard Growth Rate: 61%

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

2010 Number of Employees: 33

Industry: Travel & Tourism

Year Founded: 1979

When Khaled Alfadl bought Intercontinental Travel Company (ITC) in 2005, it was a struggling travel agency with one branch, three employees, one messenger and less than \$2 million in sales. It also had more than \$150,000 in bad debts. Today, ITC is a thriving company



headquartered in Jeddah. It has five branches with two more planned for Al Khobar and Riyadh within the next two years, 35 employees and approximately \$20 million in sales.

Alfadl quickly diversified ITC's revenue base once he acquired the company. Retail sales today focus more on high-end clients (VIP, first and business class). Corporate travel is a separate branch of the business and its online travel booking website was one of the first to be established in Saudi Arabia. ITC also arranges tours, group bookings, cruises, wedding and honeymoon trips, and educational travel.

Despite fierce competition, ITC continues to grow at an annual rate of 20 to 30 percent. Alfadl attributes ITC's success to several key factors –his key staff, a long-lasting and diversified business model, and excellent relations with prestigious airlines, suppliers and companies such as Lufthansa, Amadeus and Glion Institute.

Excellent communication is another key factor. "You need to be able to react quickly and always be accessible to the client," emphasizes Alfadl. Most ITC travel consultants have Blackberry phones and laptops and are available 24/7 to their clients.

UNITED ARAB EMIRATES

DUPLAYS, UAE

Country Rank: 1

CEO/MD: Mr. Ravi Bhusari

2008-2010 Standard Growth Rate: 339%

2010 Revenue Range (\$): 0-1 Million

2010 Number of Employees: 16

Industry: Entertainment & Recreation

Year Founded: 2008

DUPLAYS is a sports group co-founded in 2007 by Ravi Bhusari and Davinder "Derv" Rao. Unable to easily meet other people looking to engage in sports, Ravi, an engineer with a business background, saw the possibility for a new market.

Today, DUPLAYS organizes sports leagues and events for adults in the UAE, matching up amateur athletes and offering logistical support. DUPLAYS' mission is to create accessible, inclusive and social sport experiences for their members, while innovating and adapting to the sporting community's needs.

DUPLAYS' competitive advantage comes from its simple yet effective service. The DUPLAYS' team knows their focus needs to be on the customer experience. Their website is easy to use and attractive and the company uses social media to attract online and word-of-mouth attention.



ARABIA
FAST GROWTH
500
+TURKEY



Sharp attention to operational and organizational efficiency makes DUPLAYS a true powerhouse on the Gulf's league sports scene.

DUPLAYS has filled a market niche and it may help to redefine the way young adults approach sport in the UAE. , DUPLAYS' future plans are focused on redefining and expanding its services. Integration of an online shop and plans for interactive forums and social media applications will go a long way in making DUPLAYS the ultimate haven for the weekend—or weekday—warrior.

FRIENDi GROUP, UAE

Country Rank: 2

CEO/MD: Mr. Mikkel Vinter

2008-2010 Standard Growth Rate: 170%

2010 Revenue Range (\$): 1-5 Million

2010 Number of Employees: 85

Industry: Telecommunications

Year Founded: 2006

Established in 2006, and headquartered in Dubai Internet City, FRIENDi GROUP is a Mobile Virtual Network Operator (MVNO) and Mobile Virtual Network Enabler (MVNE) across South Asia, the Middle East and Africa. FRIENDi mobile's philosophy is to empower people from multi-cultural backgrounds to stay connected to their circle, locally and internationally, by offering the lowest international call and SMS rates.

Only four years old, in 2010 FRIENDi GROUP won the prestigious Best MVNO of the Telecoms World Middle East Awards, and again secured the top spot in 2011. FRIENDi GROUP was the first to introduce the Mobile Virtual Network Operator concept in the Middle East, and has now firmly positioned itself as the market leader in the region.

FRIENDi GROUP has mobile operations in Jordan, where it was the first MVNO to launch, Oman where an impressive market share of 4% was achieved within one year of launch, and the Kingdom of Saudi Arabia where it has made an impressive start. With over 700,000 subscribers enjoying the FRIENDi Mobile service. In April, 2011, FRIENDi GROUP secured USD 25 million of new funding to further accelerate expansion plans across the Middle East, Africa and Asia region.

Tasc Outsourcing (License name: Tasc Labour Services), UAE

Country Rank: 3

CEO/MD: Mr. Mahesh Shahdarpuri

2008-2010 Standard Growth Rate: 143%

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

2010 Number of Employees: 700





ARABIA
FAST GROWTH
500
+TURKEY



Industry: Recruitment & Training

Year Founded: 2007

Tasc Outsourcing is a staffing solutions company based in the UAE that offers comprehensive human resources services to some of the most prominent blue-chip companies in the region. Tasc provides staff for short- and long-term contracts across 37 job areas and also finds qualified applicants domestically and abroad, acquires visas and permits, and provides day-to-day management and general HR support for their clients. Since Tasc was established in 2007 by Mahesh Shahdadpuri it has grown from a tiny firm to a company with over 1000 contracted workers.

Outsourcing in the UAE three years ago was a fragmented industry with many players, some operating in the gray- and black-markets. Competition was tough, but Tasc found a niche: offer high-quality outsourcing at a reasonable price, while providing a holistic support package to employees and employers.

Dubai's market presents many challenges. "In order to remain profitable, there is pressure to reduce pricing," explains Shahdadpuri.. "The other challenge is to recruit talent. The challenge for the industry is that it needs to bring higher quality service. There is no common body or association to address joint concerns." He focuses on cutting costs and implementing high-tech solutions for managing staff. Tasc uses a sophisticated system of metrics and key performance indicators (KPI's) to track and evaluate their work, and to regularly benchmark their performance.

People are what make Tasc's success according to Shahdadpuri.. "I come to work and see 60-70 percent of the team is new, because we recruit new people." This is the spirit of entrepreneurship that pervades Tasc, and has made it such a successful member of the Arabia 500.

Mosaica Education Abu Dhabi LLC, UAE

Country Rank: 7

CEO/MD: Mr. Kinny Griffith

2008-2010 Standard Growth Rate: 63%

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

2010 Number of Employees: 92

Industry: Education & Training

Year Founded: 2006

Mosaica was established in 1997 as a private Education Management Organization that starts, turns around and runs schools. It provides comprehensive educational services such as professional development, curriculum, and recruitment to support school management. Recognized today as a leader in the operation of innovative charter schools in the United States,



Mosaica entered the international arena in 2004 at the invitation of the Rand Corporation, which was hired to complete an education reform effort in Qatar. This led to a public-private partnership between Mosaica and the Abu Dhabi Education Council in 2006 to help reform the country's education system. Mosaica established a subsidiary, Mosaica Education International, in 2006 to manage their growing operations in the Middle East. "This is a truly global operation," says Connelly. "It is a UAE-based subsidiary of an American company run by a British director in the Middle East."

Along with their operations in the Gulf Cooperation Council (GCC) countries, Mosaica Education International now has subsidiaries in Turkey and India and is working on projects in Saudi Arabia, Jordan, Egypt and China. It has taken over the management of private schools in Dubai and plans to open new private schools in Abu Dhabi.

Mosaica's expertise in professional development in the education sector has been instrumental to its success in the region. "One of the biggest focuses in the Middle East is on professional development," emphasizes Connelly. "We spend a lot of time training teachers and principals in 21st century pedagogical techniques. E-learning in schools was non-existent before we got there."





**AFRICA 500 • ARABIA 500
ASIA 500 • EURASIA 500**

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

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 \$6 million a year in sales (this is the median and the average is much larger) and employ over 100 employees each. Collectively they are an economic powerhouse, with \$5 billion in combined sales, 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 focus 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

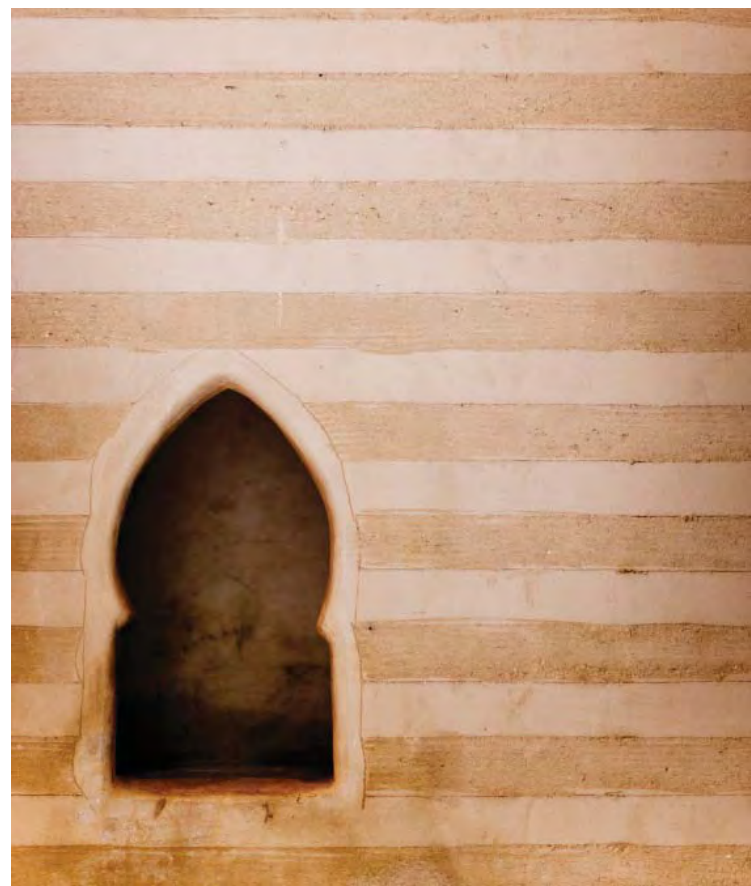
cloud we saw was growing accounts receivables, as customers pay with greater delay.

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™

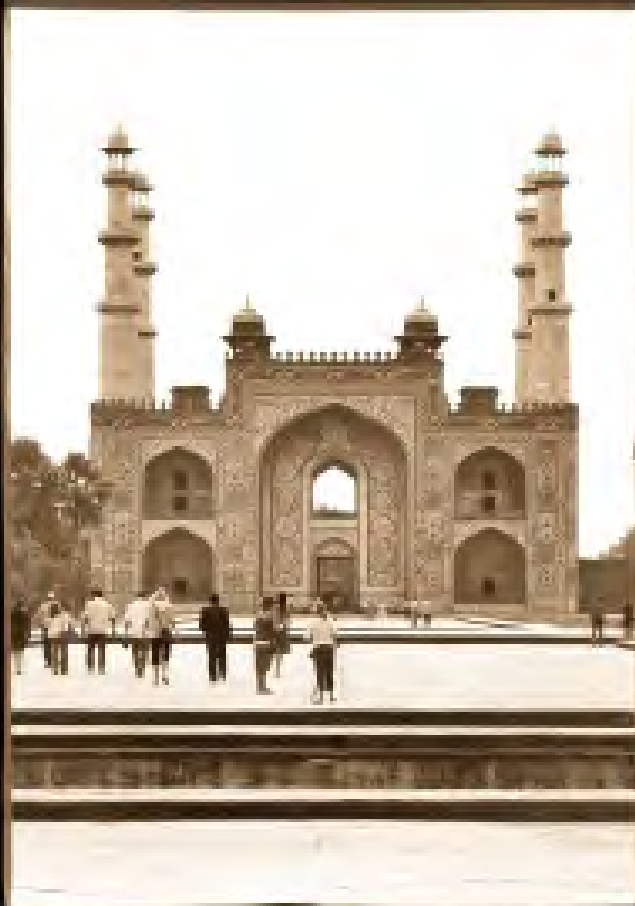
What is holding them back is that they are not visible to the market. The media is not there to document them, financial institutions are absent, and in many cases the government is not there to support them. When companies are off the economic map, investors and customers are not looking for them, talented 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."

Contacts

Anne Habiby	Co-CEO and Co-Founder	ahabiby@allworldlive.com
Deirdre Coyle	Co-CEO and Co-Founder	dcoylejr@allworldlive.com
Dereje Bereta	Director of Rankings	dbereta@allworldlive.com
Piney Kesting	AllWorld Journalist	pkesting@allworldlive.com
Malik Ahmad Jalal	Director of the Pakistan 100	ajalal@allworldlive.com
Ozan Acar	Director of the Turkey 100	oacar@allworldlive.com
Manjari Sharda	Director of the India 100	msharda@allworldlive.com