



**EY World Entrepreneur
Of The Year™**

Finger on the pulse

**Congratulations,
Murad Al-Katib,
AGT Food and Ingredients**

EY World Entrepreneur Of The Year™
2017 Award winner

The EY logo, consisting of the letters 'EY' in a bold, white, sans-serif font, with a yellow chevron shape pointing upwards and to the right above the 'Y'.

EY

**Building a better
working world**



Murad Al-Katib

Canada

Murad Al-Katib knows the value of a hill of beans, and the world is a better place for it.

Al-Katib knew that pulse crops – lentils, chickpeas and peas – offered a sustainable source of protein that could be grown with a low-carbon, low-water footprint. And he knew that the world would need that protein in the years to come. Pulse crops would be good for farmers, good for the soil and good for the world.

“It was just good business sense,” Al-Katib said. He left what could have been a government job for life to instead persuade farmers to set aside their traditional wheat and grow pulse crops instead.

Since its founding in 2003, AGT Food and Ingredients has become the world’s largest vertically integrated supply chain for lentils, chickpeas and peas. With current revenues of US\$1.49 billion, it has more than 2,000 employees on five continents and holds about 23% of the world trade in lentils.

“Social entrepreneurship is a great concept. It’s now become essential for all businesses to have a social purpose.”

But starting the company was more than good business sense. It was the right thing to do. The world’s population is spiraling toward 10 billion, and crops that provide protein in what could be considered extreme environments will be life-savers.

While Al-Katib and AGT have clearly prospered, his sense of purpose remains a constant. Entrepreneurship can, and should, do good while doing well.

“Social entrepreneurship is a great concept,” but it’s far more than simply a label, Al-Katib said. “It’s now become essential for all businesses to have a social purpose.”

It’s essential to maintain market share: millennials demand environmental sustainability; they demand clean-label food; they demand supply chain accountability. And it’s essential to attract and keep the right employees, too.

Being an entrepreneur today brings with it responsibility, he said. And for social entrepreneurs, there’s plenty of ground left to cover. Making the world a better place is a mission with no end in sight.

“It’s my responsibility to inspire others and to communicate” a vision of saving the world, Al-Katib said. “We need a better strategy to communicate that vision.”

For navigating today’s uncertainty, they’re the experts

Finding the best opportunity for growth? They’ve been there and they’ve done that. That’s why we asked these seven longtime entrepreneurs to select the EY World Entrepreneur Of The Year 2017 – because it takes one to know one.

We offer our sincere thank-you for their hard work and dedication assessing each of our finalists. We couldn’t have done this without you!



EY World Entrepreneur Of The Year 2017 Judging Panel

Front: Judy Chan, Grace Vineyard, China; Rosario Bazán, DanPer, Peru; Diane Foreman, Chelsea Group Ltd., New Zealand; Rosemary Squire, Trafalgar Entertainment Group, United Kingdom

Back: Ilkka Paananen, Supercell, Finland; Jim Nixon, Nixon Energy Investments, United States; Manny Stul, Moose Enterprise Holdings & Controlled Entities, Australia

EY Entrepreneur Of The Year™ country winners

Argentina



Marcelo Mindlin
Pampa Energía

Australia



Dr. Andrew Walker
Aspen Medical

Australia



Glenn Keys
Aspen Medical

Austria



Andreas Prinz
Croma-Pharma
Gesellschaft m.b.H.

Austria



Martin Prinz
Croma-Pharma
Gesellschaft m.b.H.

Belarus



Valentin Baiko
Conte Spa

Belgium



Peter Vyncke
VYNCKE

Belgium



Dieter Vyncke
VYNCKE

Brazil



Edgard Corona
Bio Ritmo

Canada



Murad Al-Katib
AGT Food and Ingredients Inc.

Chile



Víctor Moller
Hortifrut S.A.

China - Hong Kong



Girish Jhunjhnuwala
Ovolo Group

China - Mainland



Li Ruigang
CMC Group

Colombia



Georges Bougaud
Recamier S.A.

Croatia



Marko Pipunić
Žito d.o.o.

Czech Republic



Petr Chmela
TESCOMA s.r.o.

Denmark



Søren K. Vilby
Micro Matic A/S

Estonia



Arno Kütt
Cleveron AS / ON24 AS

Estonia



Peep Kuld
Cleveron AS / ON24 AS

Finland



Juha Vidgrén
Ponsse Plc

France



Jacques-Antoine Granjon
vente-privee.com

Germany



Dieter Müller
Motel One Group

Germany



Ursula Schelle-Müller
Motel One Group

India



Vivek Chaand Sehgal
Samvardhana Motherson
Group

Indonesia



Irawati Setiady
PT. Kalbe Farma Tbk

Ireland



Brendan Mooney
Kainos Group PLC

Israel



Sami Sagol
Keter Group

Japan



Motokuni Takaoka
airweave inc.

Jordan



Khaled Miqdadi
Agrimatco Ltd.

Liechtenstein



Dr. Lorenz Risch
Labormedizinisches Zentrum
Dr. Risch Anstalt

Liechtenstein



Dr. Martin Risch
Labormedizinisches Zentrum
Dr. Risch Anstalt

Luxembourg



Claude Wagner
Groupe CWA

Malaysia



MK Goh
Karex Berhad

Malta



Alfred Pisani
Corinthia Group

Mexico



Frank Devlyn
Grupo Devlyn

The Netherlands



Pieter Zwart
Coolblue

New Zealand



Peter Beck
Rocket Lab

Norway



Jørgen Evensen
Betonmast AS

Norway



Peter Sandrup
Betonmast AS

Peru



James Valenzuela
Resemin

EY Entrepreneur Of The Year™ country winners

Poland



Marcin Grzymkowski
eobuwie.pl S.A.

Romania



Cristian Covaciu
IPEC SA

Russia



Natalya Kaspersky
InfoWatch Group

Serbia



Radojko Janić
Radijator-Inženjering

Singapore



David Low
Futuristic Store Fixtures
Pte Ltd

Slovak Republic



Jozef Klein
Asseco Central Europe

South Africa



Peter Mountford
Super Group Ltd.

South Korea



Hong-kuk Kim
Harim Group

Spain



Alba Tous Oriol
TOUS

Spain



Rosa Tous Oriol
TOUS

Spain



Marta Tous Oriol
TOUS

Spain



Laura Tous Oriol
TOUS

Sweden



Dr. Johan Löf
RaySearch Laboratories

Switzerland



Willi Miesch
Medartis AG

Taiwan



Chih Young Chu
Fair Friend Group

Trinidad and Tobago



**Satyakama "Kama"
Maharaj**
Sacha Cosmetics Limited

United Kingdom



Ambarish Mitra
Blippar

United States



J.W. "Bill" Marriott, Jr.
Marriott International, Inc.

Uruguay



Marcos Guigou
Agronegocios del Plata

We welcomed some of the biggest names in business to the EY World Entrepreneur Of The Year Forum.

Here's what they had to say:



Vivienne Ming

Co-founder and Managing Partner, Socos

"In the future there will be one single job description: adaptive, creative problem-solvers."



Yasmina Zaidman

Chief Partnerships Officer, Acumen

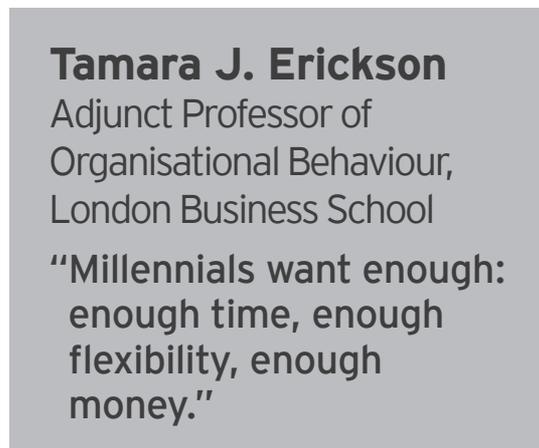
"Entrepreneurs solve problems. They may just be missing the ingredients to break through."



Tan Sri Dr. Francis Yeoh Sock Ping CBE

Managing Director, YTL Group

"The future belongs to whoever can win the battle for two letters: the binary code of the digital world."



Tamara J. Erickson

Adjunct Professor of Organisational Behaviour, London Business School

"Millennials want enough: enough time, enough flexibility, enough money."



Mark Cuban

Serial entrepreneur, investor and owner of the Dallas Mavericks

"Nice is way underrated."



Dr. Vishal Sikka

Chief Executive Officer, Infosys

"What is the human frontier? ... It's about looking around this room and seeing what is not here."



Could uncertainty be your best opportunity for growth?

It was a week to remember as we heard from business luminaries, leading executives and rising entrepreneurial stars at the EY World Entrepreneur Of The Year Forum. No one claims they can predict the future, but we can be confident that the spirit of purpose and energy we felt in Monaco will lead to great rewards for everyone. And we capped it all off with the black-tie EY World Entrepreneur Of The Year gala. *Want to be inspired? Read on!*



Mark A. Weinberger, EY Global Chairman and CEO

Family Business Summit

Family businesses face rapidly changing world

“We’re running up a downwards escalator: if we stop we’ll be going backwards, so we have to compete for the consumer’s attention.”

That’s the challenge for William P. Lauder, the third-generation Executive Chairman of The Estée Lauder Companies Inc. With technology and globalization shortening product life cycles, the 70-year-old beauty business is future-proofing by doing what it’s always done: staying close to its customers and focusing on innovating the customer experience.

But for Lauder, innovation isn’t isolated to product development and the customer experience. He recognizes the nature of humanity is changing, affecting the needs of future talent.



William P. Lauder, Executive Chairman of The Estée Lauder Companies Inc.

“I can’t brainwash the fourth generation to come into the business,” Lauder said. “It comes back to if we can stimulate them and excite them to feel a sense of possession about the brand, a sense of pride that will motivate them to get involved in some form.”



Uschi Schreiber, EY Global Vice Chair – Markets and Chair, Global Accounts Committee, with William P. Lauder, Executive Chairman of The Estée Lauder Companies Inc.

Family business leadership, from the outside in

It’s a critical challenge faced by all family businesses: what happens if the next generation doesn’t want to join the business? A panel of family business leaders discussed the drivers behind the decision to integrate non-family managers into family businesses – and the changes this brings.

For non-family managers to succeed, they must understand the culture and values of the business. “You need the right individual in the seat, whether they have the right genes or not,” said Mohsen Sohi, the non-family-member CEO of Freudenberg Group. “It was a long period getting to know each other before making the next move.”



Charles Kittredge, Chairman of the Board at Crane & Co.; Mohsen Sohi, CEO of Freudenberg Group; Guido Vanherpe, CEO of La Lorraine Bakery Group; and Andreas von Specht, Founding Partner of AvS-International Trusted Advisors

“The best way to prepare a company for the future is prepare it for non-family succession and management,” said La Lorraine Bakery Group CEO Guido Vanherpe. “You don’t put unnecessary pressure on the family, and you don’t give limitations to your company.”



Annette Kimmitt, EY Global Growth Markets Leader

One customer is all you need



Mark Cuban, Serial entrepreneur, investor and owner of the Dallas Mavericks

It all started with garbage bags.

A young Mark Cuban, who would grow up to become a serial entrepreneur, investor and owner of the Dallas Mavericks basketball team, wanted a pair of sneakers. Dad was not inclined to play the role of a bank: when you have your job, he told his son, you can buy whatever you want.

Cuban's plea – “Dad, I'm 12 years old” – went unanswered. So he set about raising the necessary funds. The answer: garbage bags. He bought them for US\$3 a box and sold them for US\$6 on “the world's first and only garbage bag route.”

That restless, relentless entrepreneurial spirit was still very much in evidence more than four decades later during Cuban's appearance at the EY World Entrepreneur Of The Year Forum. But his focus has shifted a bit. Now, as a star of the US television show *Shark Tank*, he helps future entrepreneurs find their footing, dispensing what might be called candid advice along with funds.

“Some people like shoes. Some people like cars. I like entrepreneurs,” Cuban joked, noting that he has developed quite a collection over his time with *Shark Tank*.

Down-to-earth approach helps deal with disruption

For Academy Award-winning actress Kate Winslet, acting is a dream job. But like any other job today, it involves dealing with disruption, assessing risks and making trade-offs.

A down-to-earth approach helps. Winslet knew from an early age that she wanted to be an actress; achieving that goal required a bit of luck and a great deal of determination. With Winslet as a last name, she was at or near the end of many an audition line, and the wait was often fruitless.

But of course the break did arrive – in the form of *Heavenly Creatures*, directed by Peter Jackson. And from there, it was like learning to drive: it's all about on-the-job learning. And she proved a quick study.



Kate Winslet, Academy Award-winning actress

Now, the entertainment industry landscape is changing. Winslet is intrigued by the streaming model – it's very different, she noted, but it could end up being quite fun. But she worries that the marketplace for small, quirky films could get smaller and smaller.

Winslet admits that she enjoys taking such roles because she likes taking risks. Playing difficult roles is terrifying, she said, but that's why she does it. The down-to-earth approach ties it all together and may very well be the secret of her success.

Winslet worries that the marketplace for small, quirky films could get smaller and smaller.

People, passion are the heart of technology



Dr. Vishal Sikka, CEO of Infosys

Vishal Sikka joined Infosys as its first-ever non-founder CEO at a time when the company had seemingly lost its spark. Attrition was at an all-time high and profitability was dropping; employees were anxious about what the future held. He knew that Infosys needed more than a plan – it needed a purpose.

Sikka sought to infuse purpose across the organization by empowering his employees through a “zero distance” strategy, removing the barriers between employees and their projects and between the company and its clients. This meant training tens of thousands of employees to become better project managers. That level of organizational change isn't easy. Sikka said he had to be harsh at times with his managers to make it work. But the result has empowered them to listen, innovate and come up with thousands of new ideas.

Sikka has changed the way the company recruits, placing passion at the heart of the required skill set. “A process can follow rules,” he said, “but to be a leader you have to have passion. Finding that passion is extremely important.”

Overall, Sikka believes that leadership – aligning to a purpose – and an ability to innovate are the most important skills, trumping the ability to code or program software. Having a purpose can drive that innovation and build better companies and communities. “It's not simply about growing the top and bottom line,” he said.

Forum highlights

In world of geopolitics, it pays to keep eyes open



Kevin Kajiwara, Co-President of Teneo Intelligence

Geopolitical risks across economics, business and society pose both challenges and opportunities for entrepreneurs in an increasingly global world.

“Geopolitics is in play, but it’s not obvious who the winners will be,” said Kevin Kajiwara of Teneo Intelligence. And although it can sound daunting, geopolitics is part of the risk landscape and here to stay, according to Dr. Pippa Malmgren of DPRM Group and H Robotics.

“Instead of worrying about geopolitics – accept it,” Malmgren said. “When you see geopolitics happening, you have to think: what does it mean for opportunity? Having uncertainty creates opportunities.”

She is optimistic that a global inflow of global capital will create opportunities for entrepreneurs: “I see central banks pushing US\$18 trillion into the world economy. It has to go somewhere. Where? Entrepreneurs.”

What’s coming next for “the company”?



Sir Peter Bonfield CBE, Chairman of NXP Semiconductors, and Alison Kay, EY Global Vice Chair - Industry

A debate between Tan Sri Dr. Francis Yeoh Sock Ping CBE, Managing Director of YTL Group, and Sir Peter Bonfield CBE, Chairman of NXP Semiconductors, offered rich, contrasting visions of the future.

Yeoh set the scene. “Ancient China dominated the world with their thousand written characters. Western Europe grew in affluence with 26 letters in its alphabet. The future belongs to whoever can win the battle for two letters: the binary code of the digital world.”

Bonfield argued that we can’t predict exactly what businesses are going to be successful, but if today’s companies do not have clear goals, a mission or passion for success, they won’t survive.

“Technology and new sciences will be the disrupters,” he said. Success will depend on a long-term view and appetite to take risks.

Achieving growth in uncertain times



Kara Goldin, Founder and CEO of hint inc., and Linda Hasenfratz, Chief Executive Officer of Linamar Corporation

How entrepreneurs can find opportunities despite a world rife with confused markets and geopolitical challenges was at the top of the agenda as panelists explored strategies for managing uncertainty and keeping an entrepreneurial mindset.

Kara Goldin, Founder and CEO of hint inc., believed thinking outside the box and being innovative are vital. “Great entrepreneurs will always ask: what problem am I solving, and how will I get there?” she said.

According to Tom Meredith, Senior Partner at Brightstar Capital Partners, geopolitical uncertainty is causing significant anxiety for investors, but he believes letting things run their course is an effective strategy for managing that.

“If you’re in business, whenever a competitor announces something, wait 48 hours before doing anything. Continue to operate like you won’t be affected and let things play out,” Meredith said.

“Great entrepreneurs will always ask: what problem am I solving, and how will I get there?”





 **EY World Entrepreneur Of The Year™**

Join us!

Don't miss
 EY World Entrepreneur Of The Year 2018
 in Monaco, 13-17 June.

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