Dear Colleague,

It is our pleasure to once again extend a personal invitation to you to join us and our global community of senior executives on the next phase of our Journey to Visionary Innovation, “Convergence”.

In our seventh consecutive year, GIL 2015: Germany continues to bring together a global network of today’s best thinkers, visionaries and thought leaders, learning how to leverage innovation as a resource to address global challenges.

We are inspired and even more enthused about the unlimited potential that exists in our quest for excellence driven by all the monumental and innovative visionary perspectives shared around the globe, in more than twenty countries that comprise our GIL community.

This year, as we continue sharing, engaging and inspiring one another, we are proud to welcome Frost & Sullivan’s Best Practices Award recipients and their management teams to our community. These distinguished guests – visionaries, innovators and leaders – represent Frost & Sullivan’s 2015 “Best-in-Class” organisations and are a key driver fuelling our community’s thought leadership and global think tanks. The positive impact of these superlative performers’ innovative solutions and services across a diverse range of markets will be formally recognised during our prestigious Growth Excellence Awards Banquet.

Reinforce your commitment to Growth, Innovation and Leadership and join our 2015 Journey to Visionary Innovation today.

We look forward to seeing you at GIL 2015: Germany.

Sincerely,

Dorman Followwill
Senior Partner
Frost & Sullivan

Klaus Huhn
Vice President of Consulting,
Head of German Operations
Frost & Sullivan
About Frost & Sullivan: Frost & Sullivan, the Growth Partnership Company, works in collaboration with clients to leverage visionary innovation that addresses the global challenges and related growth opportunities that will make or break today’s market participants. For more than 50 years, we have been developing growth strategies for the Global 1000, emerging businesses, the public sector and the investment community. Is your organisation prepared for the next profound wave of industry convergence, disruptive technologies, increasing competitive intensity, Mega Trends, breakthrough best practices, changing customer dynamics and emerging economies? Click here to contact us: start the discussion

Why is this a 'MUST-ATTEND' Event?

- Frost & Sullivan’s global community of Growth, Innovation and Leadership focuses on sharing, engaging and inspiring a continuous flow of new ideas and fresh perspectives which leverage innovation as a resource to help address global challenges.
- Year after year, CEOs and members of their Growth Team invest their time to experience a GIL event, renewing their passion, fueling their creativity and gaining access to best practices, tools and strategies that will drive growth and inspire innovation.
- Industry Think Tank sessions afford participants the opportunity to examine a unique 360 Degree Perspective of their industry, global trends and critical factors influencing market growth. These sessions allow interactive exchanges with Frost & Sullivan’s analyst community and leading industry experts.
- Benchmark and strengthen your company’s growth strategy against proven best-practice tools and strategies.
- Gain access to a wealth of best-practice tools and strategies to support you in critical decision making as a member of your company’s Growth Team.

The Six Platforms of Growth, Innovation and Leadership

- Visions & Benchmarks
- Corporate Enlightenment
- 360 Degree Visionary Perspective
- Inspiring Innovation
- Implementation
- The GIL Community
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>08:30</td>
<td>REGISTRATION AND CONTINENTAL BREAKFAST</td>
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<tr>
<td>09:00</td>
<td>WELCOME TO THE GIL JOURNEY</td>
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<tr>
<td>09:10</td>
<td>KEYNOTE: NEW BUSINESS MODELS</td>
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<tr>
<td></td>
<td>Dorman Followwill, Senior Partner, Frost &amp; Sullivan</td>
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<tr>
<td></td>
<td>Executive managers have to strategise and execute today amid</td>
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<td>unprecedented uncertainty. This keynote explores how to navigate</td>
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<td>these choppy waters by understanding the new convergence-driven</td>
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<td>business models, partnership platforms and service models that are</td>
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<td>enabling companies to continue to win amid the disruptions, collapses,</td>
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<td>and transformations we are seeing across geographies, markets,</td>
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<td>industries and companies today.</td>
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<tr>
<td>09:35</td>
<td>KEYNOTE: GUEST PRESENTATION</td>
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<tr>
<td>10:00</td>
<td>KEYNOTE: CONNECTIVITY AND CONVERGENCE</td>
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<tr>
<td></td>
<td>Sarwant Singh, Senior Partner, Head of Automotive &amp; Transportation</td>
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<td>and Visionary Innovation Group, Frost &amp; Sullivan</td>
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<td>This presentation provides visionary insights into the impact of</td>
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<td>Connectivity and Convergence on our future lives, and impact on new</td>
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<td>business models driven by the rapid proliferation of connected devices</td>
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<td>and services. As connectivity will push innovative and convergent</td>
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<td>applications, seamless access and ubiquitous connectivity will be</td>
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<td>enabled in the main sectors of home, work, and city. The entire gamut</td>
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<td>of connected living and smart city applications is expected to reach</td>
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<td>a market potential of over a trillion dollars by 2020, led by the</td>
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<td>convergence of products, technologies, industries and even competition.</td>
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<td>10:25</td>
<td>NETWORKING BREAK</td>
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<td>10:45</td>
<td>NEW BUSINESS MODELS: WORKSHOP</td>
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<td></td>
<td>Dorman Followwill, Senior Partner, Frost &amp; Sullivan</td>
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<td>This is your opportunity to collaborate and work with colleagues</td>
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<td>around your table to envision how to become a billionaire! By</td>
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<td>developing a specific convergence-driven opportunity and associated</td>
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<td>business plan elements that could enable you to leverage new business</td>
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<td>models and connectivity &amp; convergence factors, identify a specific</td>
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<td>opportunity for you and your table to win in the marketplace of 2015!</td>
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<tr>
<td>12:00</td>
<td>NETWORKING LUNCH</td>
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<tr>
<td>13:00</td>
<td>NEW BUSINESS MODELS: TEAM PRESENTATIONS</td>
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<tr>
<td>13:30</td>
<td>INTERNET OF INDUSTRIAL THINGS: VISION ROADMAP</td>
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<td>Muthukumar Viswanathan, Practice Head, Frost &amp; Sullivan</td>
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<td>13:50</td>
<td>INDUSTRIE 4.0: GUEST PRESENTATION</td>
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<td>14:10</td>
<td>INDUSTRIE 4.0: WORKSHOP</td>
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<tr>
<td>14:45</td>
<td>NETWORKING BREAK</td>
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<td>15:05</td>
<td>360 DEGREE INDUSTRY PERSPECTIVES</td>
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<td>Changing Forces Driving Healthcare</td>
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<td>Dorman Followwill, Senior Partner, Frost &amp; Sullivan</td>
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<td></td>
<td>Energy &amp; Environment: Challenges and Opportunities in the</td>
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<td>new Wave of cheaper Energy</td>
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<td>John Raspin, Partner, Energy &amp; Environment, Frost &amp; Sullivan</td>
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<tr>
<td>16:25</td>
<td>GIL 2015: GERMANY CLOSING COMMENTS AND NETWORKING RECEPTION</td>
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Ankit A. Shukla is responsible for designing, managing and delivering the Technical Insights value proposition across industries in Europe, Israel and Africa. He foresees the evaluation and application of thought leadership platforms and any projects like T echnology Vision 2020, Wave of Innovation and Diffusion of Innovation – to name a few. His particular expertise and interest lie in deciphering the complexities of innovation as a process and understanding how to apply related strategies to achieve growth for clients. Ankit's career highlights include managing and executing over 75 projects across technology clusters, establishing regional research groups and expanding the business unit’s horizon. He holds a Master’s degree in Control Engineering from the University of Sheffield, UK.

Dorman Followwill’s inspirational leadership and contributions to the global Frost & Sullivan team have accounted for outstanding performance in regional EIA sales and profit. As a Partner, Director and Executive Committee member for the Europe, Israel, and Africa region, in 2008 and 2009, as well as record profitability in the Healthcare business unit in North America from 2002-2005. Dorman has played a leading role in some of the largest consulting engagements in the history of the firm, including ongoing projects with Bayer Biologics and Philips, and key projects with Merck Chemicals, Montagu Private Equity, and Novartis. He also supports several key sales and new business development initiatives in EIA. Dorman has a B.A. in The Management of Organisations from Stanford University and currently resides in Oxford, U.K., with his family.

Gary Jeffery is the Senior Partner and Director of the European Operations at Frost & Sullivan. Gary joined the organisation in 1997 and since then has built and developed teams that have accounted for much of the company’s growth in the region. In particular, Gary established Frost & Sullivan’s first consulting practice as the company diversified away from purely published research content. Gary also managed the largest vertically aligned business unit - the Industrial Group, from which a number of successful business units and leaders have evolved. Gary actively retains a close link to Frost & Sullivan’s client base, most notably through applying his deep understanding of project methodologies to complex multi-region consulting assignments. Gary holds a First Class degree from Stirling University in French and Business Studies.

John Raspin is a partner and directs and manages all activities from the Energy & Environment team to drive growth in the EMEA region and has considerable experience in both technologies and services within the environment and renewable energy sectors. Coming from the Environment sector where he has managed and led consulting engagements with many tier 1 players, including Veolia Environment, Degremont, Siemens and Schneider Electric. John provides the vision and leadership for Frost & Sullivan’s business in the energy and environment industry. Prior to joining Frost & Sullivan in 1997, John worked for the Ministry of Agriculture, Forestry and Fisheries (MAFF).

Muthukumar’s functional expertise spans 20+ years of multi-cultural exposure across Europe and Asia in Strategy Consulting, Industrial B2B Market Research and General Management. His industry experience covers a broad range of sectors in the Industrial domain, including Industrial Automation, Process Control, Sensors & Instrumentation, Test & Measurement and Semiconductors. He also possesses emerging market experience gathered in India and Asia and holds an MBA from the University of Chicago, Booth School of Business. Muthukumar is Practice Director of the Industrial team at Frost & Sullivan working with key clients on developing market strategies and implementation plans for growth.

Sarwant Singh joined Frost & Sullivan in March 1999 and has managed over 250 strategic consulting projects across diverse industry sectors during this time. He heads up two teams in Frost & Sullivan: the Automotive and Transportation Practice and the Visionary Innovation Research group which works on Mega Trends. Sarwant is responsible for managing the global team and for developing and implementing business strategies and fulfilling high-value consulting projects. Sarwant is the author of a book titled, “New Mega Trends: Implications to our Future Lives.” The book has been sold in over 30 countries since its launch in Sept. 2012. Sarwant combines his engineering acumen with strong commercial and business awareness.

The GIL Community Newsletter (GCN)
Stay informed about the latest market trends, developments, tools and strategies driving the future of your business. Each month, a customised GCN issue will be delivered to you via email; this is a road map that will lead you closer to achieving your growth goals and objectives. Each issue is full of new ideas and fresh perspectives being discussed and shared with more than 400,000 senior executives of our GIL community in more than 40 countries around the world. Visit www.frost.com/gcn to subscribe.
Wirtschaftskurier is the leading public platform and as a channel for communication between experts in the automation sector within only a few years − a trusted asset in the field. Our range of topics has increased constantly over the years. The single categories structure the magazine topically and allow readers an easy access to specific information. SPS-MAGAZIN offers a complete and up-to-date knowledge with professionals all over the globe through the online event technologies BrightTalk has created. www.brighttalk.com

SPS-MAGAZIN presents the ‘entire world of automation’ and allows a systematic overview. www.sps-magazin.de

Within the space of a single volume, SPS-MAGAZIN informs extensively about all topics concerning the automation sector. SPS-MAGAZIN is known for high quality in its editorial section and for picking up new trends and innovations as well as their practical presentation. Thereby SPS- MAGAZIN has become the most popular automation magazine among operators, marketing heads and experts in the automation sector within only a few years − a trusted asset in the field. Our range of topics has increased constantly over the years. The single categories structure the magazine topically and allow readers an easy access to specific information. SPS-MAGAZIN offers a complete and up-to-date overview of product innovations, concepts, events and trends. Altogether SPS-MAGAZIN presents the ‘entire world of automation’ and allows a systematic overview. www.sps-magazin.de

The newspaper Wirtschaftskurier was founded in 1958. The financial paper is the obligatory publication of Munich’s stock exchange and considers itself an important voice of the German enterprise community. The Wirtschaftskurier picks up important topics and innovations in industrial electronics and computing, sensors, and automation. Polyscope reports every two weeks about current trends, applications, products, and companies. Editorial topics cover electronic components, test and measurement, sensors, power supplies, industrial software for production, control engineering, telecommunication, and embedded computing. www.polyscope.ch

GoingPublic Magazin is a modern capital market publication for securities issuers and investment professionals. The monthly magazine (together with 10-15 special issues) gives issuers an insight into being up-to-date knowledge with professionals all over the globe through the online event technologies BrightTalk has created. www.brighttalk.com

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Dynamic Signal redefines how companies communicate with the world. Our proven Employee Advocacy platform lets employees receive and post company-approved content to their social networks, transforming them into experts, advocates and contributors. Founded in 2010, Dynamic Signal helps hundreds of organizations of all sizes including IBM, Salesforce, GameStop, DocuSign, SurveyMonkey and Bloomberg.

Eloqua is the category-defining marketing automation leader and provider of best-practices expertise for marketers around the world. The company’s mission is to make its customers the best marketers on earth. Thousands of customers, including Aon, Apple, Fifth Third Bank, Dow Jones, Fidelity and Sysco, rely on Eloqua to execute, automate and measure programmes that generate revenue. www.eloqua.com

The Manufacturing Leadership Council’s mission is to help senior executives define and shape a better future for themselves, their organizations, and the industry at large. The Council produces an extensive portfolio of leadership networking, information, and professional development products, programs, and services—including the Manufacturing Executive Website, an online global business network with over 5,000 members around the world; the Manufacturing Leadership Council, an invitation-only executive organization of over 100 members; the annual Manufacturing Leadership Summit—(June 3-5, 2014, at The Breakers, Palm Beach, FL); the Manufacturing Leadership 100 Awards, celebrating industry achievement; and the thought-leading Manufacturing Leadership Journal. www.manufacturingleadershipcouncil.com

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Frost & Sullivan Institute (FSI) is a non-profit organisation dedicated to leveraging innovation to address global challenges. Our world is facing serious challenges, which in the coming years could have result in catastrophic impacts on our lives if nothing is done to shape the future. The institute leverages Frost & Sullivan research, its staff, clients and partners to work in collaboration to leverage technology innovation and ideas to address these challenges. The institute also provides research support and marketing services to other non-profits around the globe whose missions are aligned with ours. The mission of Frost & Sullivan Institute is to support the leveraging of emerging innovation to address global challenges. Together with the support of Frost & Sullivan — the Growth Partnership Company — and members of its Global Partnership Alliance, FSI works in collaboration with its partners to inspire and evolve technology innovations and ideas to address global challenges.

AGILE’s unique contribution to the world is leveraging executives who are experienced in and passionate about growth, innovation and leadership to address the globe’s big 7 challenges by forming visionary perspectives on each challenge and exploring new and innovative approaches for transforming challenges into opportunities. AGILE members leverage their entrepreneurial skills, capital and leadership abilities working toward creating “The Next Big Thing” and solving some of the planet’s most complex and overwhelming challenges of our time.

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With a qualified directory of more than 2,000 Venture Capital and Mid-Market/LBO private equity firms, BoogarLists is an excellent place for entrepreneurs to begin their search for investment capital. Whether starting a new company or striving to take an early stage company to the next level, CEOs and CFOs will invariably want to seek out new sources of capital or other financial services. BoogarLists provides an extensive directory of financial, operations and marketing services, as well as a comprehensive directory of conferences and associations, across the technology, media and communications industries. www.boogar.com

CEOWORLD Magazine

CEOWORLD Magazine is the only magazine written strictly for chief executive officers (C-level or C-suite) and business leaders — the senior executives, corporate manager, entrepreneurs, venture capitalists, researchers and their peers. As an authority on the future of Business, Finance & Technology, it is a leading source for reliable news, review and updated analysis for people who create and fund the innovations that drive the global economy. With more than 12 million monthly page views, it is now one of the most widely read and respected magazines in the world. An invaluable source of intelligence for and about CEOs, it provides ideas, strategies and tactics for top executive leaders seeking to build more effective organizations. www.ceoworld.biz
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The Connect-World series of magazines is a forum where the highest-level decision-makers in the ICT industry can air their views regarding the impact these technologies have upon regional and global development. Connect-World publishes editions for each of the world’s major regions: Africa and the Middle East, Asia-Pacific, EMEA, Europe, India, Latin America and North America. [www.connect-world.com](http://www.connect-world.com)

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AGILE – the Association of Growth, Innovation and Leadership Executives:
• Is a 501(c)(3) non-profit association designed and governed by its members.
• Has regional chapters, programs and annual events which span more than 20 countries around the globe.
• Supports an executive member base of over 1 million followers, 33 industries and 10 career functions.
• Leverages the skills, talents and assets of its members to make significant strides in addressing the “Big 7” global challenges that face our world today.
• Programs promote the acceleration and development of its members’ careers inclusive of collaboration, career coaching, certification, networking, smart investing, and access to best practices.
• Provides the ultimate serendipity engine that supports their members’ Journey to Visionary Innovation.

Visit [http://agile.frost.com](http://agile.frost.com) for more information or to join AGILE today.
Register online!  www.frost.com/GILGermany

Registration for GIL 2015: Germany is ‘By Invitation Only’. Delegate Fee indicated herewith would be applicable for interested delegates. The same will be subject to confirmation on the basis of seat availability, which would be allocated on first-come, first-served basis. For information on partnership options, please contact, Birgitta Cederstrom at birgitta.cederstrom@frost.com.

VENUE INFORMATION  
Jumeirah Hotel, Frankfurt, Germany

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gilglobal@frost.com

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+44 (0) 20 7343 8383

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Registration Fees: A full invoice will be forwarded on receipt of registration. Fees must be paid in full prior to the event. The fee includes refreshments, lunch and full documentation. Cheques/Demand Drafts should be made payable to Frost & Sullivan International. Please note: If full payment is not received prior to the event start date then admission to the event may be refused.

Change of Terms: It may be necessary for reasons beyond our control to alter the venue, timetable or content of the event. Fees will be refunded should the event be cancelled by Frost & Sullivan. We accept no liability for any other cost.

About Frost & Sullivan
Frost & Sullivan, the Growth Partnership Company, works in collaboration with clients to leverage visionary innovation that addresses the global challenges and related growth opportunities that will make or break today’s market participants.

Our “Growth Partnership” supports clients by addressing these opportunities and incorporating two key elements driving visionary innovation: The Integrated Value Proposition and The Partnership Infrastructure.

- The Integrated Value Proposition provides support to our clients throughout all phases of their journey to visionary innovation including: research, analysis, strategy, vision, innovation and implementation.

- The Partnership Infrastructure is entirely unique as it constructs the foundation upon which visionary innovation becomes possible. This includes our 360 degree research, comprehensive industry coverage, career best practices as well as our global footprint of more than 40 offices.

For more than 50 years, we have been developing growth strategies for the global 1000, emerging businesses, the public sector and the investment community.

Is your organisation prepared for the next profound wave of industry convergence, disruptive technologies, increasing competitive intensity, Mega Trends, breakthrough best practices, changing customer dynamics and emerging economies?

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Start the discussion

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REGISTER:  
Gain access to visionary innovation