

WARREN BUFFETT GOES ALL IN • THE SEAFOOD BILLIONAIRE

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# Forbes

BRAZILIAN PRESIDENT  
DILMA ROUSSEFF

A FORMER MARXIST STOKES  
AN ENTREPRENEURIAL ENGINE

## THE 100 MOST POWERFUL WOMEN

FROM IBM TO YAHOO, GERMANY TO BRAZIL,  
GLOBAL LEADERSHIP HAS A NEW LOOK.





## THE 100 MOST POWERFUL WOMEN

**11. Oprah Winfrey**

MEDIA MOGUL, U.S.

**AGE: 58**

The queen of media has upped her on-air presence on 24-hour cable channel OWN, bringing in the network's biggest audiences with exclusives on Whitney Houston's family and Lady Gaga.

**12. Indra Nooyi**

CEO, PEPSICO, U.S.

**AGE: 56**

Last year this superstar CEO returned \$5.6 billion to shareholders, and net revenue grew 14% to \$66 billion. But activist investors are lobbying for a company split—something she opposes.

**13. Irene Rosenfeld**

CEO, KRAFT FOODS, U.S.

**AGE: 59**

Busy orchestrating a corporate split of Kraft's North American grocery business and its global snacks business into 2 public companies, with the \$35 billion snacks company to be called Mondelez.

**14. Lady Gaga**

ENTERTAINER, ADVOCATE, U.S.

**AGE: 26**

Holds court over some 28 million Little Monsters and raked in \$52 million this year. She also launched her own nonprofit, the Born This Way Foundation.

**15. Virginia Rometty**

CEO, IBM, U.S.

**AGE: 54**

Tapped as CEO, becoming the first woman to head the century-old tech giant. "Ginni" is implementing a 5-year strategy to use new markets such as cloud computing and business analytics software.

**16. Cristina Fernandez de Kirchner**

PRESIDENT, ARGENTINA

**AGE: 59**

She's driving a booming economy in her second term: GDP is up 37% since 2007 at \$725 billion.

**17. Ursula Burns**

CEO, XEROX, U.S.

**AGE: 53**

Is reframing Xerox as a services business rather than a seller of printers and copiers. Burns sees continued growth through small acquisitions of health care and processing technologies.

**18. Meg Whitman**

CEO, HP, U.S.

**AGE: 56**

Struck out in election for California governor, but it might have been an easier job. Whitman has said it might take "4 or 5 years" to fix the tech giant.

**19. Aung San Suu Kyi**

GENERAL SECRETARY, NATIONAL LEAGUE FOR DEMOCRACY, BURMA

**AGE: 67**

Less than 2 years after being released from nearly 2 decades under house arrest, she was elected to Burma's parliament and in June accepted her 1991 Nobel Peace Prize.

**20. Maria das Gracas Silva Foster**

CEO, PETROBRAS, BRAZIL

**AGE: 59**

Presides over mammoth Petrobras, which produces 91% of Brazil's oil and 90% of its natural gas.

**21. Marissa Mayer**

CEO, YAHOO, U.S.

**AGE: 37**

Google's 20th employee stunned the tech world when she announced she was leaving to become the new CEO of Yahoo. On the same day Mayer revealed she's expecting her first child this fall.

**22. Anne Sweeney**

COCHAIR, DISNEY MEDIA NETWORKS, PRESIDENT, DISNEY/ABC TELEVISION GROUP, U.S.

**AGE: 54**

Oversees a portfolio of over 100 channels that reach 600 million viewers in 169 countries and has secured a deal with Univision to create an English-language channel targeting Hispanics.

**23. Diane Sawyer**

NEWS ANCHOR, ABC NEWS, U.S.

**AGE: 66**

Has anchored *World News* since 2009, which averages 7.6 million viewers a night, and is coanchoring ABC's presidential election coverage.

**24. Angela Braly**

CEO, WELLPOINT, U.S.

**AGE: 51**

Runs the second-largest health insurer in the U.S., affecting the health care of one in 9 Americans.

**25. Susan Wojcicki**

SENIOR V.P., ADVERTISING, GOOGLE, U.S.

**AGE: 44**

The brains behind all of Google's ad products and responsible for 96% of the company's nearly \$40 billion in revenue in 2011.

**26. Queen Elizabeth II**

MONARCH, U.K.

**AGE: 86**

Busy commemorating her 60th Jubilee anniversary, including shaking hands with a former IRA commander. HRH is on track to become the longest-reigning British monarch in over 1,200 years.

**27. Julia Gillard**

PRIME MINISTER, AUSTRALIA

**AGE: 50**

With 2 years under her belt as the first female prime minister of Australia, oversees a population of 22 million and a GDP of \$926 billion. This year the Labor Party leader has struggled with rising energy bills and illegal immigration.

**28. Nancy Pelosi**

MINORITY LEADER, HOUSE OF REPRESENTATIVES, U.S.

**AGE: 72**

The sole female voice at the table when top congressional leaders meet with President Obama.

**29. Arianna Huffington**

EDITOR-IN-CHIEF, HUFFINGTON POST MEDIA GROUP, U.S.

**AGE: 62**

The media maven's online newspaper won its first Pulitzer Prize this year in national reporting, solidifying its place in an evolving news landscape.

**30. Yingluck Shinawatra**

PRIME MINISTER, THAILAND

**AGE: 45**

Oversees a country of 67 million and the second-largest economy in Southeast Asia. One year into her term Shinawatra's ruling party has already been accused of plotting to overthrow the monarchy.

**31. Kathleen Sebelius**

SECRETARY OF HEALTH &amp; HUMAN SERVICES, U.S.

**AGE: 64**

Her most pressing concern continues to be implementing ObamaCare.



**50. Rosalind Brewer**

CEO, SAM'S CLUB, U.S.

**AGE: 49**

In January was appointed chief of Sam's Club, making history as the first woman and first African-American to become CEO of a Wal-Mart unit.

**51. Anna Wintour**

EDITOR-IN-CHIEF, VOGUE, U.S.

**AGE: 62**

The fashion powerhouse continues to use her sway in politics. This year the Obama bundler teamed up with actress Sarah Jessica Parker to cohost a \$40,000-a-plate dinner with the President, attended by a glittering array of designers and Hollywood icons. Some speculate she's after an ambassadorship in London, but she denies it.

**52. Helene Gayle**

CEO, CARE USA, U.S.

**AGE: 57**

Last year the Horn of Africa was experiencing a famine that left millions on the brink of starvation, and Dr. Gayle was leading CARE on the ground. She oversees a budget of \$626 million to aid over 122 million people in 84 countries.

**53. Christiane Amanpour**

NEWS ANCHOR, CNN AND ABC NEWS, U.S.

**AGE: 54**

On a mission to bring meaningful, serious news to the U.S. audience, reporting from global hot spots and landing interviews with major world leaders.

**54. Rosalia Mera**

BILLIONAIRE, PHILANTHROPIST, SPAIN

**AGE: 68**

The richest woman in Spain, cofounder of the parent company of Zara stores, has used her fortune to contribute to causes dear to her heart: farm fishing, cancer treatments and fingerprinting for newborns.

**55. Cynthia Carroll**

CEO, ANGLO AMERICAN, U.K.

**AGE: 55**

Profits are soaring at the mining behemoth, thanks to rising demand in emerging markets like China and India. She also upped Anglo's share in De Beers, which produces 35% of the globe's diamonds.

**56. Cher Wang**

CHAIR, HTC, TAIWAN

**AGE: 53**

The smartphone doyenne has had a rough year, taking a financial hit amid bruising competition and patent wars with Apple and Samsung.

**57. Abigail Johnson**

PRESIDENT, PERSONAL, WORKPLACE &amp; INSTITUTIONAL SERVICES, FIDELITY INVESTMENTS, U.S.

**AGE: 50**

One of the highest-placed executives at Fidelity, the billionaire became even more influential after her father, "Ned," 82, passed her the chairmanship of the firm's flagship mutual fund business in 2011.



## Finding the Balance: Reflections Upon Career and Family Life

AUDREY BOONE TILLMAN  
EXECUTIVE VICE PRESIDENT,  
CORPORATE SERVICES  
AFLAC

When Audrey Boone Tillman, fresh out of law school, began working at a high-powered law firm in Greensboro, NC, she dove headlong into the legendary demands of legal work. "It was great," recalls Tillman, "but in that environment it wasn't necessarily a positive thing that you started a family or that you had obligations outside of work." That assumption—that more time at the office means more value for the firm, and that family concerns are somehow slacker concerns—still pervades much of corporate life in America. It's an assumption that Tillman has done a great deal to change in her 12-year tenure as head of Corporate Services at Aflac. And lately, it's an assumption that is being critically reexamined.

In a much-publicized *Atlantic* article, "Why Women Still Can't Have It All," author Anne-Marie Slaughter calls the "relentless competition to work harder, stay later, pull more all-nighters" the culture of "time-macho." This culture, with its impact on working life, may actually be counter-productive for everyone. Indeed, over the last decade a growing body of evidence suggests that companies offering greater time flexibility have happier employees who do their jobs better, stay in their careers longer and are generally

healthier than they would be otherwise—all concerns that Tillman has given a top priority.

"It has been important to me that the things Aflac does for employees are things that support the whole person, not just the employee," she says. Her efforts, which include allowing flexible schedules for parents, address the very things that many have called for to help improve work-life balance and have helped make Aflac a great place to work.

But as an extraordinarily successful career woman and mother of three teenage children—and a daughter of a career civil servant mother—Tillman also offers a key suggestion for others striving to strike the balance between work and professional life.

"Balance isn't just going to happen," she says. "You've got to make it happen." This includes asking someone to hold you accountable for maintaining your boundaries, for example, or taking a potential mentor to lunch. "Find somebody that you think is doing it well in terms of balance and don't be afraid to ask them about it." Above all, avoid comparing yourself to other people. "Finding what works for you," says Tillman, "will make for a happier personal life, a happier professional life, and a happier family life."

**"It's important to support the whole person, not just the employee."**

AUDREY BOONE TILLMAN  
EXECUTIVE VICE PRESIDENT,  
CORPORATE SERVICES  
AFLAC



## THE 100 MOST POWERFUL WOMEN

**58. Padmasree Warrior**

CTO, CSO, CISCO SYSTEMS, U.S.

**AGE: 51**

Is responsible for all deals activity at one of the most acquisitive firms in technology. She took on an expanded role in June, after 5 years as CTO, and insiders say she's being groomed for the top spot.

**59. Chanda Kochhar**

CEO, MANAGING DIRECTOR, ICICI BANK, INDIA

**AGE: 50**

Runs the second-largest lender in India. She oversees assets of \$93 billion, 2,763 branches in India and the bank's presence in 19 countries.

**60. Gail Kelly**

CEO, WESTPAC GROUP, AUSTRALIA

**AGE: 56**

Oversees \$631 billion in assets, over 1,500 bank branches and 36,000 employees. She is actively working to improve gender equality at Westpac, with women in 37.5% of leadership roles.

**61. Margaret Hamburg**

COMMISSIONER, FOOD &amp; DRUG ADMINISTRATION, U.S.

**AGE: 57**

In charge of the oversight of nearly a quarter of the U.S. economy, she's taken a hard-line approach on the FDA's manufacturing standards, a move many blame for drug shortages.

**62. Ellen Kullman**

CEO, DUPONT, U.S.

**AGE: 56**

Led an acquisition of Danish food-enzyme company Danisco and is out to improve global food security by 2020, including a \$10 billion investment in the R&D of products that help agriculture sustainability.

**63. Drew Gilpin Faust**

PRESIDENT, HARVARD UNIVERSITY, U.S.

**AGE: 64**

Has greatly increased financial aid for middle-income students, testified before Congress for increased scientific research funding and is an outspoken supporter of immigration reform.

**64. Shari Arison**

BILLIONAIRE, PHILANTHROPIST, ISRAEL

**AGE: 55**

Israel's richest woman inherited stakes in Carnival Cruises, owns Israel's largest salt manufacturer and founded global water efficiency company Miya. Last year she launched social platform Goodnet.org to support volunteerism and community service.

**65. Mary Schapiro**

CHAIR, SECURITIES &amp; EXCHANGE COMMISSION, U.S.

**AGE: 57**

Is one of the world's most powerful female regulators. This year she's been fighting to revamp the \$2.5 trillion money market fund industry, which she believes remains vulnerable to market panics.

**66. Angelina Jolie**

ACTRESS, PHILANTHROPIST, U.S.

**AGE: 37**

An Academy Award-winning actress, a first-time director, a UN Goodwill Ambassador and as of April 2012 a special envoy of the High Commissioner of the UNHCR, the UN's special agency for refugees.

**67. Miuccia Prada**

FASHION DESIGNER, OWNER, PRADA, ITALY

**AGE: 63**

Her clothing company, Prada, went public last year, landing her on FORBES' list of billionaires. Her work headlines an exhibit at the Metropolitan Museum of Art: "Schiaparelli and Prada: Impossible Conversations."

**68. Carol Meyrowitz**

CEO, TJX COMPANIES, U.S.

**AGE: 58**

Meyrowitz runs over 2,900 discount retail stores in the U.S. and abroad, including T.J. Maxx and Marshalls, and is looking to increase that number to 4,500 stores and enter the online retail space.

**69. Ertharin Cousin**

EXECUTIVE DIRECTOR, UN WORLD FOOD PROGRAMME, ITALY

**AGE: 55**

Has been involved in food and hunger issues through nonprofit, government and corporate means for 25 years. In April she became director of the world's largest humanitarian organization.

**70. Sue Gardner**

EXECUTIVE DIRECTOR, WIKIMEDIA FOUNDATION, U.S.

**AGE: 45**

Leads the sixth-most-visited website in the world and has had great success increasing donations and expanding access for readers and contributors.

**71. Joyce Banda**

PRESIDENT, MALAWI

**AGE: 62**

This April, became Malawi's first female president.

**72. Sri Mulyani Indrawati**

MANAGING DIRECTOR, WORLD BANK, U.S.

**AGE: 50**

Has served as the most senior woman at the World Bank since May 2010.

**73. Bonnie Hammer**

CHAIR, CABLE ENTERTAINMENT &amp; CABLE STUDIOS, NBCUNIVERSAL, U.S.

**AGE: 62**

Credited with taking the USA Network to the No. 1 spot in cable for the past 6 years and the Syfy channel into the top 5.

**74. Chua Sock Koong**

GROUP CEO, SINGAPORE TELECOM, SINGAPORE

**AGE: 53**

With a customer base of 445 million, SingTel spans 26 countries and employs 23,000.

**75. Sofia Vergara**

ACTRESS, ENTREPRENEUR, U.S.

**AGE: 40**

The highest-paid actress on TV and a mega-watt indicator of the \$1 trillion Hispanic market.

**76. Ho Ching**

CEO, TEMASEK, SINGAPORE

**AGE: 59**

Focusing the investment house's portfolio on the twin transformations of Asia and Singapore, and extending into non-Asian international investments.

**77. Tina Brown**EDITOR-IN-CHIEF, *NEWSWEEK*, THE DAILY BEAST, U.S.**AGE: 58**

Runs both *Newsweek* and the Daily Beast, and is a major supporter of women's rights and leadership.

**78. J.K. Rowling**

BILLIONAIRE, AUTHOR, U.K.

**AGE: 47**

The *Harry Potter* series finally became available in digital form in 2012 via the website Pottermore, with Rowling pocketing much of the sale price. The site's store sold over \$4 million in its first month.

FROM LEFT: NEWSCOM; STEPHANIE DE SAMUTIN / AFP / GETTY IMAGES; MUNSHI AHMED / BLOOMBERG



## THE 100 MOST POWERFUL WOMEN

**79. Chan Laiwa**

CHAIR, FU WAH INTERNATIONAL GROUP, CHINA

**AGE: 71**

One of China's most influential businesswomen and cultural diplomats. She is now focused on the China Red Sandalwood Museum in Beijing.

**80. Kiran Mazumdar-Shaw**

CHAIR, BIOCON, INDIA

**AGE: 59**

Close to partnering in development and commercialization of oral insulin with Bristol-Myers Squibb.

**81. Ngozi Okonjo-Iweala**

FINANCE MINISTER, NIGERIA

**AGE: 58**

Left the World Bank in 2011 for a second run as Nigerian finance minister.

**82. Ellen Johnson Sirleaf**

PRESIDENT, LIBERIA

**AGE: 73**

Elected to her second term just weeks after she was awarded the Nobel Peace Prize for her efforts to promote women's rights and peace.

**83. Gisele Bündchen**

SUPERMODEL, ENTREPRENEUR, BRAZIL

**AGE: 32**

The world's most powerful supermodel is an endorsement queen. Last year she pulled in an estimated \$45 million and still had time to act as an ambassador for the UN Environmental Programme.

**84. Mary Meeker**

PARTNER, KLEINER, PERKINS, CAUFIELD &amp; BYERS, U.S.

**AGE: 52**

In 2011 the famed "Queen of the Net" became a partner at KPCB, and her annual "Internet Report" holds particular sway over the tech industry.

**85. Shaikha Khalid Al-Bahar**

CEO-KUWAIT, NATIONAL BANK OF KUWAIT, KUWAIT

**AGE: 57**

While the National Bank of Kuwait operates 176 branches worldwide, she oversees the bank's core: Kuwait and assets of more than \$48 billion.

**86. Marjorie Scardino**

CEO, PEARSON, U.K.

**AGE: 65**

She is guiding the 168-year-old publishing business, which owns the *Financial Times* and publisher Penguin Group, through a digital transformation.

**87. Solina Chau**

DIRECTOR, LI KA SHING FOUNDATION, HONG KONG

**AGE: 50**

Through the \$8.2 billion foundation's moneymaking unit, Horizons Ventures, she's been instrumental in driving high-tech deals and investments in companies such as Facebook, Skype, Spotify and Siri.

**88. Jan Fields**

PRESIDENT, MCDONALD'S USA, U.S.

**AGE: 57**

Has turned a health-conscious new leaf: McDonald's is cutting its calorie counts, adding fruit for Happy Meal desserts and reducing french fry portion sizes.

**89. Weili Dai**

COFOUNDER, MARVELL TECH. GROUP, U.S.

**AGE: 51**

Cofounder of one of the world's leading producers of "fabless" semiconductors, with a client roster that includes Apple, Samsung and Toshiba.

**90. Risa Lavizzo-Mourey**

CEO, ROBERT WOOD JOHNSON FOUNDATION, U.S.

**AGE: 57**

Oversees an estimated 700 grants that dedicate up to \$400 million per year toward improving health and health care, including assisting states with the implementation of the Affordable Care Act.

**91. Sun Yafang**

CHAIR, HUAWEI TECHNOLOGIES, CHINA

**AGE: 56**

Credited with turning Huawei into the world's No. 2 maker of telecom equipment, with 2011 revenues topping \$32 billion.

**92. Sheikha Lubna Al Qasimi**

MINISTER OF FOREIGN TRADE, U.A.E.

**AGE: 53**

This year she has been using her post to strengthen exports to Arab markets.

**93. Guler Sabanci**

CHAIR, SABANCI HOLDING, TURKEY

**AGE: 57**

The third-generation leader of the second-largest company in Turkey, which has a controlling interest in companies in the financial services, energy, cement and retail sectors.

**94. Greta Van Susteren**

NEWS ANCHOR, FOX NEWS, U.S.

**AGE: 58**

Currently the longest-serving cable news anchor—male or female—on television.

**95. Mary Callahan Erdoes**

CEO, ASSET MANAGEMENT, JPMORGAN CHASE, U.S.

**AGE: 45**

One of the most powerful women on Wall Street is also one of the few high-ranking women left. When JPMorgan Chase made trades in 2012 that resulted in billions in losses, Erdoes' unit took the opposite bet.

**96. Mindy Grossman**

CEO, HSN, U.S.

**AGE: 55**

Continues to find creative ways to broaden audience base, adding an online videogame channel to tap into the growing population of female gamers.

**97. Patricia Woertz**

CEO, ARCHER DANIELS MIDLAND, U.S.

**AGE: 59**

Oversees massive agribusiness ADM, which converts corn, oil seeds, wheat and cocoa into products used for food, animal feed and energy and which operates in over 75 countries around the world.

**98. Judith Rodin**

PRESIDENT, THE ROCKEFELLER FOUNDATION, U.S.

**AGE: 68**

In the last year she has overseen the distribution of \$141 million to solving global problems.

**99. Beth Brooke**

GLOBAL VICE CHAIR, ERNST &amp; YOUNG, U.S.

**AGE: 53**

Has public policy responsibility for the firm's operations in 140 countries.

**100. Sheikha Al Mayassa Al-Thani**

CHAIR, QATAR MUSEUMS AUTHORITY, QATAR

**AGE: 29**

Arguably the most powerful woman in the art world today. Last year she paid \$250 million for Paul Cézanne's "The Card Players," setting a record for the highest price paid for a painting ever.

**METHODOLOGY:**

We selected the 100 most influential women from 7 categories or power bases: billionaires, business, lifestyle (including entertainment and fashion), media, nonprofits/NGOs, politics and technology. To determine the rank within each category, as well as overall rank on the list of 100, we applied three metrics: money, media presence and impact.

For the money metric we looked at 2011 company revenue and market value (where available) for business, media and tech; for lifestyle we looked at salary, using the FORBES 2012 Celebrity 100; for GDP, politics and net worth from the FORBES 2012 World's Billionaires list for those with 10-figure bank accounts. Women from nonprofits/NGOs were rated on dollars spent fulfilling the organization's mission.

The media component accounts for news hits (Factiva) and TV and radio appearances (Nexis) from the past 12 months, plus social media: Facebook fans, Twitter followers and YouTube channel subscribers, all as of July 2012. Finally we scored our candidates on their impact. This includes the extent of their reach across industries, cultures and countries, the number of spheres of influence and people they affect and how actively they wield their power.

FOR EXCLUSIVE POWER WOMEN PHOTOS, VIDEO AND ARTICLES GO TO [FORBES.COM/POWERWOMEN](http://FORBES.COM/POWERWOMEN).



## THE 100 MOST POWERFUL WOMEN

**32. Beyoncé Knowles**

ENTERTAINER, ENTREPRENEUR, U.S.

**AGE: 31**

After giving birth to daughter Blue Ivy Carter (with rapper Jay-Z), Knowles was "Back to Business" performing, earning \$40 million this past year.

**33. Diane von Furstenberg**

FASHION DESIGNER, U.S.

**AGE: 65**

It's been a year of interesting—and mass-market—collaborations for the veteran fashion designer. In June she entered her fourth term as president of the Council of Fashion Designers of America. She is also teaming up with lifestyle brand ROXY for a line of swimwear that will hit stores in spring 2013.

**34. Helen Clark**

ADMINISTRATOR, UN DEVELOPMENT PROGRAMME, U.S.

**AGE: 62**

In her fourth year she has continued her persistent dedication to the Millennium Development Goals: eradicate extreme hunger, universal education and improve maternal health by 2015.

**35. Georgina Rinehart**

BILLIONAIRE, ACTIVIST, AUSTRALIA

**AGE: 58**

The richest woman in Asia-Pacific is publicly lobbying against mining and carbon taxes and pushing to relax Australia's immigration policies. Now fighting legal action launched by 3 of her 4 children over the operation of a family trust.

**36. Amy Pascal**

COCHAIR, SONY PICTURES ENTERTAINMENT, U.S.

**AGE: 54**

A Hollywood tastemaker behind many of this year's biggest blockbusters: *21 Jump Street*, *Men in Black 3*, *The Amazing Spider-Man*, *Total Recall* and *Skyfall* (the next James Bond film), to name a few. Also behind acclaimed TV drama *Breaking Bad*.

**37. Margaret Chan**

DIRECTOR-GENERAL, WORLD HEALTH ORGANIZATION, SWITZERLAND

**AGE: 65**

Starting her second 5-year term as the world's most influential proselytizer for strengthening health care systems and single disease initiatives.

**38. Jennifer Lopez**

ENTERTAINER, ENTREPRENEUR, U.S.

**AGE: 43**

May be the most successful entertainer on the planet, raking in an estimated \$52 million last year with projects in almost every corner of the industry.

**39. Sheri McCoy**

CEO, AVON, U.S.

**AGE: 53**

Edged out of the top job at J&J, she took the CEO seat at Avon, the world's largest direct seller of beauty products, with sales reps in 100 countries.

**40. Shakira**

ENTERTAINER, PHILANTHROPIST, COLOMBIA

**AGE: 35**

Has sold more than 70 million albums worldwide and is reportedly nearing a \$60 million deal for her next 3 albums and tours. Also founder of the Barefoot Foundation, which works with early education systems around the world.

**41. Mary Barra**

SENIOR V.P., GLOBAL PRODUCT DEV., GM, U.S.

**AGE: 50**

The highest-ranking woman at GM, she oversees 36,000 people and leads the design, engineering and quality of the automaker's 11 global brands. Current GM CEO Dan Akerson, who appointed her head of global product development in early 2011, has publicly named her as a possible successor.

**42. Zhang Xin**

CEO, SOHO CHINA, CHINA

**AGE: 47**

The billionaire CEO leads Soho China, the nation's largest property developer, with her husband, Pan Shiyi, to form the power couple of China's real estate industry.

**43. Alice Walton**

BILLIONAIRE, PHILANTHROPIST, U.S.

**AGE: 63**

On 11/11/11 opened Crystal Bridges Museum of American Art in Wal-Mart hometown of Bentonville, Ark. Her estimated net worth rose by \$2 billion this year, and she's putting that money to work for a Mitt Romney-backing super-PAC.

**44. Laura Lang**

CEO, TIME INC., U.S.

**AGE: 56**

As the first CEO from outside the industry, she's focusing on the evolving digital market. Her first major deal on the job was with Apple to sell iPad subscriptions for 20 magazines.

**45. Angela Ahrendts**

CEO, BURBERRY, U.K.

**AGE: 52**

CEO of one of the world's most iconic brands, she is the power behind \$2.9 billion in annual revenues and is reinvigorating the century-old British fashion house with Silicon Valley savvy.

**46. Sue Naegel**

PRESIDENT, HBO ENTERTAINMENT, U.S.

**AGE: 43**

Oversees all series programming and specials, juggling \$100 million budgets on huge global successes such as *Game of Thrones*, *Boardwalk Empire* and Aaron Sorkin's *The Newsroom*.

**47. Ellen DeGeneres**

ENTERTAINER, ADVOCATE, U.S.

**AGE: 54**

The star and executive producer of the daytime talk show hit *The Ellen DeGeneres Show* (now in its tenth season and averaging 3 million viewers per episode) is rumored to be paid \$20 million for a 2-year J.C. Penney ad campaign. She is also a fierce antibullying advocate.

**48. Safra Catz**

CFO, ORACLE, U.S.

**AGE: 50**

Has been bullish on the software giant's future and said the company could this year post the highest operating margins in its history. In June launched its cloud computing service, a growth driver that could bring in \$1 billion in revenue in its first year.

**49. Laurene Powell Jobs**

BILLIONAIRE, PHILANTHROPIST, U.S.

**AGE: 48**

Became the richest woman in Silicon Valley this year, with an estimated net worth of \$9 billion. She maintains control of living trusts under her late husband's name, among them the Steven P. Jobs Trust, which is the largest Disney shareholder. She is also the founder and chair of the Emerson Collective, a nonprofit that focuses on using entrepreneurship to advance social reform and help underresourced public school students.

FROM LEFT: JASON MERRITT / GETTY IMAGES; JEROME FAVRE / BLOOMBERG; SIMON DAWSON / BLOOMBERG