



JAPAN

KEIKO ERIKAWA

Executive chairman, Koei Tecmo

AGE: 72

Erikawa and her husband Yoichi, who is CEO, founded Koei Tecmo and built it into one of Japan's largest video-game developers over four decades. The publicly-listed company now has a market capitalization of \$8.5 billion. Koei Tecmo has reported 11 straight years of record net profit, with profits of \$271 million on sales of \$554 million for the fiscal year ended March 2021. Its 40% operating-profit margin bests rivals such as Electronic Arts (19%) and Nintendo (36%). Over the next three years, the firm is targeting revenue of \$796 million and \$266 million in operating profit by continuing to develop new console and mobile games and collaborate with other firms.

Koei Tecmo has also been licensing its intellectual property since 2017, and is becoming a bigger part of its business. For example, China's Lingxi Interactive, a gaming company that is part of Alibaba, developed a hit mobile game based on Koei Tecmo's bestselling Romance of the Three Kingdoms franchise. In June, Erikawa became an outside director—and the only woman on the board—of SoftBank, and has had a longtime friendship with Masayoshi Son. She may be able to put her investment know-how to use there, as she manages Koei Tecmo's \$1.1 billion in assets across Japan, Hong Kong and the U.S. —*J.S.*



MALAYSIA

NADIAH WAN

Group CEO, TMC Life Sciences

AGE: 37

Wan holds two CEO titles, as group CEO and executive director of TMC Life Sciences, a role she took in 2019. She is also CEO of TMC Life Sciences' Thomson Hospital Kota Damansara, a position she's held since 2017. Wan introduced a Covid Crisis Task Force at the hospital and launched its online and mobile app, providing remote, end-to-end patient care from appointments, screening and assessment to rehab and medication delivery. In maintaining staff morale, Wan explains that daily communication and empathy was key. "It is important for people to understand what the goal is," she says. "In a race we tend to look at the person running beside us. Instead we must look forward to where we are going." Border closures impacted medical tourism and a fertility division which accounts for 20% of TMC's revenue. However, the Malaysia-listed company, which has a \$240 million market cap, recorded a revenue of 201 million ringgit (\$48 million), up 6% for the year ended in June. Profit after tax was 20 million ringgit, up 86% year on year, mainly due to deferred tax liability. Profit, excluding the tax liability impact, was up 12%. TMC anticipates growth in 2022 with the opening of the hospital's expansion wing—adding 600 more beds to its existing 205, two catheterization labs, 154 outpatient clinics, 11 delivery suites and ten operating theaters. —*Karsha Green*