

TPF 10 SPECIAL EDITION

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# THE PAPER FUEL

B U S I N E S S M A G A Z I N E

## TPF 10

THE TIMELESS TITANS



BEYOND THE KNOWN

BILLION - DOLLARS INSIGHTS

## THE GOLDEN AGE OF INNOVATION

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# INSIDE THE MINDS THAT MOVE THE WORLD

Every era has its power players, the people who bend industries, shift markets and redefine what ambition looks like. This edition brings together ten giants who turned bold ideas into global empires and changed how the world lives, works and invests. Their journeys prove that scale is not built by luck, it is built by vision, obsession and the courage to bet on the future.

These leaders have shaped tech, retail, luxury, hardware and cloud. They built ecosystems that touch billions of lives. Their stories are a mix of intense focus, relentless hustle and a mindset that never settles. This list is not just about wealth. It is about influence, resilience and the ability to stay ahead when the world moves at lightning speed.

Here is a closer look at the ten forces driving the modern business landscape.







# TPF 10 ENTREPRENEURS



# ELON MUSK

## WHERE HIS WEALTH COMES FROM

- Major stakes in Tesla, Inc. and SpaceX.
- Holdings in AI, tunnelling/infrastructure, neurotechnology.

## PROFILE

- Real Name: Elon Reeve Musk
- Age: 54
- Nationality/residence: South African born, US resident
- Role: CEO/chief engineer at SpaceX, CEO at Tesla, founder of xAI.

## NET WORTH NOW

Around USD 500 billion (2025)

## BRANDS HE BUILT OR LEADS

- Zip2
- PayPal
- SpaceX
- Tesla
- Neuralink
- The Boring Company
- xAI
- Owner of X (formerly Twitter)

## KEY CAREER HIGHLIGHTS

- Sold Zip2 to Compaq
- PayPal sold to eBay
- Started SpaceX and grew it into a global space leader
- Scaled Tesla into the top EV brand
- Bought Twitter for USD 44 billion
- Launched xAI

## MAJOR DEALS AND BETS

- Tesla's SolarCity buyout
- Purchase of Twitter
- Investments in Neuralink, The Boring Company, SpaceX and xAI growth rounds.



## BREAKOUT MOMENT

Being the first person to reach a net worth of approximately US\$500 billion in 2025, driven by Tesla's valuation surge.

## HIS PLAYBOOK

Heavy focus on vertical integration and builds long-term, high-risk, high-impact projects. Uses cross-industry strategy across cars, space, AI and energy and strong personal branding to drive company visibility

## ROADBLOCKS FACED

Legal scrutiny over Tesla compensation and Twitter acquisition backlash. EV market competition and stock volatility. Faced regulatory hurdles in Neuralink and tunnelling projects.

## RECOGNITION

Widely recognised as one of the most influential tech entrepreneurs and the richest people globally. Named "Person of the Year" in various publications for innovation.

## GIVING BACK

Musk Foundation, focusing on renewable energy, space exploration, and human-AI symbiosis. Donated significant amounts to science, education and clean energy.

## QUICK BUSINESS FACTS

In November 2025, a Tesla pay package worth \$1 trillion for Musk was approved, which he is to receive over 10 years if he meets specific goals. SpaceX's Starlink network uses thousands of satellites and is part of Musk's plan for global connectivity. His multi-industry portfolio makes him unique among billionaires. His businesses often emphasise "first mover advantage" and vertical integration.

“Some people don't like change, but you need to embrace change if the alternative is disaster.”

- Elon Musk



# TPF 10 ENTREPRENEURS



# LARRY ELLISON

## PROFILE

- Real Name: Larry Joseph Ellison
- Age: 81
- Nationality: US
- Role: Co-founder, chair and CTO of Oracle.

## NET WORTH TODAY

Around USD 393 billion (2025 estimates)

## WHAT HE BUILT

- Co-founder of Oracle (1977)
- Former CEO for almost four decades
- Currently Executive Chairman and CTO

## CAREER HIGHLIGHTS

- Launched Oracle's relational database system
- Scaled Oracle into a global enterprise software leader
- Shifted Oracle into cloud infrastructure and AI services
- Pushed Oracle's value close to USD 1 trillion in 2025



surrounding Oracle's business practices and cloud transitions.

## RECOGNITION

Listed consistently among the world's richest people; briefly reached "richest person" status in 2025, and recognised for influence in the enterprise software and technology industry

## GIVING BACK

Pledged to give away the majority of wealth. Funded major projects, including the cancer research institute at USC: the Lawrence J. Ellison Institute for Transformative Medicine of USC.

## BUSINESS-ONLY TRIVIA

Owns roughly 41 % stake in Oracle, giving him outsized influence. Moves his residence to the Hawaiian island of Lānai, which he owns 98 % of, reflecting personal and business consolidation. His one-day wealth gain in September 2025 set a record for the largest single-day increase in the Bloomberg Billionaires Index.

## MAJOR DEALS

- Acquired NetSuite for about USD 9.3 billion
- Invested in Tesla and served on its board

## TURNING POINT

- Oracle's database is becoming an industry standard
- Stock boom in 2025 due to strong cloud and AI demand

## HIS PLAYBOOK

Focus on owning core enterprise software (databases) and then shifting to high-margin cloud infrastructure and AI services. Aggressive acquisition/integration strategy (buying rivals/cloud players) to maintain dominance. Strong personal stake in his company aligns his interests with Oracle's share performance.

## ROADBLOCKS FACED

Faced stiff competition from Microsoft, IBM, and open-source alternatives in the database market. Criticism and regulatory scrutiny

*“When you innovate, you've got to be prepared for people telling you that you are nuts.”*

- Larry Ellison





# TPF 10 ENTREPRENEURS



## JEFF BEZOS

### PROFILE

Real Name: Jeffrey Preston Bezos

Age: 61

Nationality: US

Role: Founder and executive chair of Amazon

### NET WORTH TODAY

Around USD 245.9 billion

### WHAT HE BUILT

- Founder, Amazon
- Founder, Blue Origin
- Owner, The Washington Post (via Nash Holdings)
- Investor through Bezos Expeditions

### CAREER HIGH POINTS

- Started Amazon in 1994
- Took Amazon public in 1997
- Bought The Washington Post in 2013
- Grew Amazon Web Services into a global cloud leader



## BIG BETS AND INVESTMENTS

- Early investment in Google LLC (US\$250k in 1998), which turned into a multibillion-dollar company.
- Through Bezos Expeditions: major stakes in companies such as Uber Technologies, Airbnb, Inc., Unity Biotechnology, among others.

## TURNING POINT

Transforming Amazon from an online bookseller into a global “everything store” and cloud-leader, dominating e-commerce and cloud computing marked his leap to massive wealth.

## SIGNATURE STYLE

Long-term vision; reinvesting profits into innovation and growth rather than short-term profitability; willingness to disrupt established industries (books, retail, cloud, space).



*“Life’s too short to hang out with people who aren’t resourceful.”*

- Jeff Bezos

## ROADBLOCKS FACED

Antitrust scrutiny and regulatory pressure on Amazon’s market dominance; criticism of Amazon’s labour practices; high-risk capital deployment in space business (Blue Origin), which has yet to dominate compared to rivals.

## RECOGNITION

Time Magazine’s Person of the Year, 1999

## GIVING BACK

Founded the Bezos Earth Fund (US\$10 billion pledge to fight climate change). Operates the Day 1 Fund (non-profit) focused on homelessness and early childhood education.

## QUICK BUSINESS NOTES

His original birth name was Jeffrey Preston Jorgensen. His investment arm has made over 120 investments as of end-2024 and he retains a significant stake in Amazon (around 10%), which underpins much of his wealth.





# TPF 10 ENTREPRENEURS



## LARRY PAGE

### PROFILE

Real Name: Lawrence Edward Page

Age: 52

Nationality: US

### NET WORTH NOW

About USD 178.3 billion (2025)

### MAIN MONEY SOURCE

Alphabet Inc holdings, Google stake, tech investments

### WHAT HE BUILT

- Co-founder, Google
- Co-founder, Alphabet Inc
- Investor in tech and future-mobility ventures

### BIG CAREER MOMENTS

- Created PageRank at Stanford
- Launched Google in 1998
- Google's IPO in 2004
- Formed Alphabet Inc. in 2015
- Stepped back from daily leadership in 2019

## NOTABLE BETS & ACQUISITIONS

- Motorola Mobility deal (USD 12.5 billion)
- Pushed Alphabet's "Other Bets" ventures
- Personal investments in flying-tech and clean-tech projects

## GAME-CHANGER

Creation and commercialisation of the Google search engine (via PageRank) transformed internet search into a scalable business.

## HOW HE THINKS

- Builds for 10x improvement, not small steps
- Uses the "toothbrush test" for acquisitions: ask "Will people use this once or twice a day, and does it make life better?"
- Focus on speed, scale and simple design

## ROADBLOCKS FACED

The Motorola acquisition was later sold at a loss (~\$2.9 billion sale in 2014 after \$12.5 billion purchase), indicating a challenge in hardware execution. Stepped aside as CEO in 2001 due to

pressures for experienced leadership and returned in 2011.

## HONOURS & RECOGNITION

- Marconi Prize (2004)
- Listed among the top young innovators by MIT
- Fellow, American Academy of Arts and Sciences

## GIVING BACK

Through entity Google.org and personal contributions, it has supported renewable energy, health and humanitarian projects. Donated ~\$15 million via family fund to Ebola relief in 2014.

## BUSINESS SIDE NOTES

While a grad student at Stanford, Page's project "BackRub" evolved into Google. He insisted on measuring page-load speed and reducing latency as a key strategy for Google's growth. Larry built a "moon-shot factory" mindset inside Alphabet to pursue long-term bets unrelated to immediate profitability.

*"Always work hard on something uncomfortably exciting."*

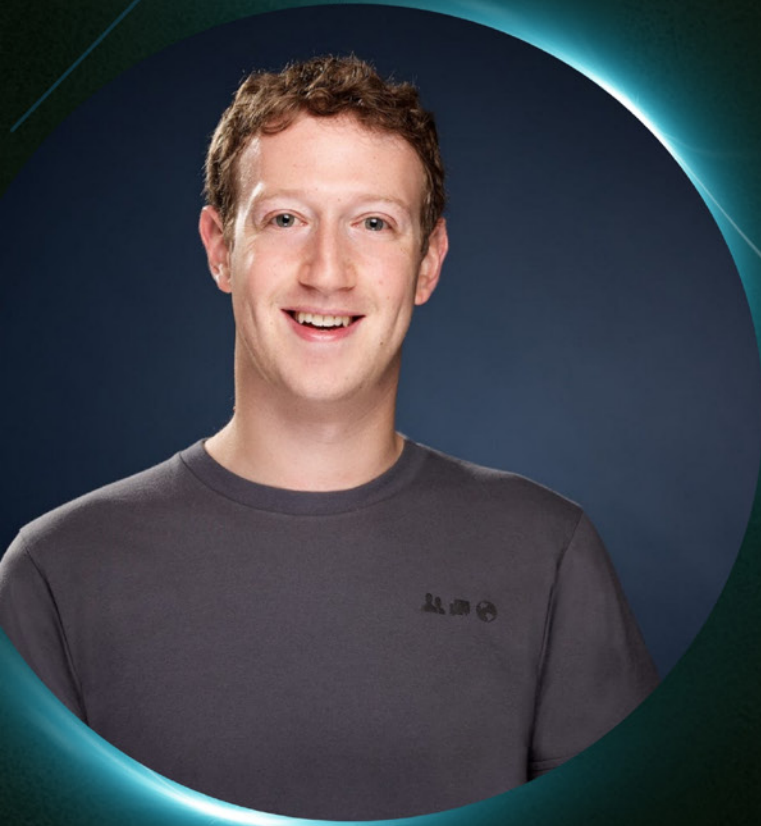
- Larry Page







# TPF 10 ENTREPRENEURS



## MARK ZUCKERBERG

### PROFILE

Real Name: Mark Elliot Zuckerberg

Age: 41

Nationality: US

Role: Chairman and CEO of Meta Platforms

### NET WORTH TODAY

Estimated at around USD 216–270 billion

### WHAT HE BUILT

- Co-founder of Facebook (2004)
- Leader of Meta Platforms
- Co-founder of Chan Zuckerberg Initiative (CZI)

### CAREER HIGH POINTS

- Launched Facebook from his Harvard dorm
- Took Facebook public in 2012
- Rebranded the company to Meta in 2021, signalling a long-term push into AR and VR



## BIG DEALS AND BETS

- Instagram acquisition in 2012
- WhatsApp acquisition in 2014
- Oculus VR acquisition in 2014
- Heavy investments in AI, VR and future computing platforms

## BREAKTHROUGH MOMENT

Facebook's 2012 IPO, which turned it into one of the world's most valuable tech companies.

## HIS SIGNATURE PLAY

Rapid acquisition of emerging platforms/messaging services (Instagram, WhatsApp) to build ecosystem dominance. Pivoting from pure social media to platform + metaverse + AR/VR – long-term investment in next-gen computing.



“  
*The biggest risk is not taking any risk.*”

- Mark Zuckerberg

## ROADBLOCKS HE FACED

He faced Regulatory scrutiny, data and privacy controversies tied to Facebook/Meta and Heavy investments in metaverse/VR with slower-than-expected returns; growth and profit pressures. Net worth and company value fluctuations due to market and business headwinds

## RECOGNITION

- Time Person of the Year, 2010
- Regularly featured among the world's most influential leaders.

## GIVING BACK

Through Chan Zuckerberg Initiative (CZI), they pledged a substantial portion of their wealth toward education, science, justice and health-care. CZI established the Chan Zuckerberg Biohub research network in 2016, focused on science collaboration.

## BUSINESS-ONLY FUN FACTS

He owns roughly 13% of Meta's shares, yet controls a majority of voting power through Class B shares. Zuckerberg's Salary as CEO is a nominal US\$1 per year (most of his value is in equity). He launched Facebook from his Harvard dorm room and dropped out to focus full-time on the company.





# TPF 10 ENTREPRENEURS



# SERGEY BRIN

## PROFILE

Real Name: Sergey Mikhailovich Brin

Age: 52

Nationality: US

Role: Major shareholder and co-founder of Google and Alphabet

## NET WORTH TODAY

Net worth: Around USD 211.7 billion

## WHAT HE BUILT

- Co-founder, Google
- Co-founder, Alphabet Inc.
- Founder, Bayshore Global Management

## KEY MILESTONES

- Created the PageRank algorithm at Stanford
- Launched Google in 1998
- Oversaw Google's IPO in 2004
- Led the Alphabet restructuring in 2015

## BIG DEALS

- Bought YouTube (USD 1.65 billion)
- Bought DoubleClick (USD 3.1 billion)
- Diversified investments through Bayshore Global into tech and alternative assets

## RECOGNITIONS

- Marconi Prize (2004)
- Frequently listed among the world's most powerful business leaders

## GIVING BACK

Founded the Sergey Brin Family Foundation and backed causes in medical research (especially Parkinson's disease) and climate technology. Via his office, he supports major charitable gifts and venture philanthropy.

## BUSINESS-FOCUSED TRIVIA

His family office, Bayshore Global Management, manages over US\$100 billion in assets. He migrated from the Soviet Union to the U.S. at age six; his early immigrant background contributed to his global outlook. Held the role of President of Technology at Google early on, focusing on engineering and indexing systems.

## BREAKTHROUGH MOMENT

The creation of Google from a Stanford research project into a publicly listed company in 2004, establishing a world-leading search and advertising platform.

## HIS BUSINESS PLAYBOOK

- Build strong platforms, then acquire growth engines
- Use data and scale to dominate global markets

## ROADBLOCKS

He manages antitrust and regulatory scrutiny facing Google/Alphabet globally. Transitioning from day-to-day operations to a more strategic / governance role.

*“Always deliver more than expected.”*

- Sergey Brin



## TPF 10 ENTREPRENEURS

BERNARD  
ARNAULT

## PROFILE

Real Name: Bernard Jean Étienne Arnault

Age: 76

Nationality: France

Role: Chair and CEO of LVMH

## NET WORTH TODAY

Around USD 180 billion plus (latest public estimates)

## WEALTH ENGINE

Majority stake in LVMH, the world's largest luxury group

## COMPANIES HE LEADS

- Chairman and CEO, LVMH
- Controls the group through the Arnault family holding company.

## CAREER HIGHLIGHTS

- 1984, Bought Boussac, owner of Christian Dior
- 1987, Key force behind the creation of LVMH
- Built LVMH into a global luxury powerhouse with 75+ brands.

## MAJOR ACQUISITIONS

- Bulgari (2011)
- Tiffany & Co. (2020)
- Media interests, including Les Échos

## GAME-CHANGING MOMENT

The 1984 acquisition of Dior and the subsequent 1987 formation of LVMH marked the pivot from real estate into global luxury empire building.

## SIGNATURE PLAYBOOK

Acquire heritage luxury brands with growth potential, preserve their identity while injecting global scale and operational excellence. Focusing on international expansion (especially Asia and China) and premium pricing/premium positioning.

## ROADBLOCKS FACED

The attempted takeover of Hermès in 2010 faced resistance, and the luxury market headwinds (e.g., China slowdown) are affecting growth.

## RECOGNITION

- Grand Cross of the Legion of Honour (France)
- Honorary Knight Commander of the Order of the British Empire (UK)
- Woodrow Wilson Award for Global Corporate Citizenship

*“A successful business requires one simple thing, passion.”*

- Bernard Arnault

## GIVING BACK

LVMH contributed €200 million to the restoration of Notre-Dame Cathedral in Paris. During COVID-19, LVMH shifted its production to hand-sanitiser and supported hospitals



## BUSINESS-SIDE FACTS

His five children hold leadership roles across LVMH brands, strengthening family succession. Known in the media as “the Wolf in Cashmere” for his aggressive acquisition style in luxury.





# TPF 10 ENTREPRENEURS



# STEVE BALLMER

## PROFILE

Real Name: Steve Anthony Ballmer

Age: 69

Nationality: US

Role: Former Microsoft CEO, owner of the LA Clippers

## NET WORTH TODAY

Around USD 160 billion (2025)

## LEADERSHIP & OWNERSHIP

- Ex-CEO, Microsoft
- Owner, Los Angeles Clippers of the National Basketball Association (NBA)
- Co-founder, Ballmer Group (philanthropy)

## CAREER HIGHLIGHTS

- Joined Microsoft in 1980 as employee no. 30
- Promoted to President in 1998
- Became CEO in 2000
- Helped grow Microsoft's revenue from roughly USD 25 billion to about USD 70 billion



## NOTABLE DEALS

- Led Microsoft's USD 8.5 billion acquisition of Skype
- Invested heavily in social-impact ventures after exiting Microsoft

## TURNING POINT

His appointment as Microsoft CEO in 2000 transitioned from internal executive to top leadership and positioning him as one of tech's most prominent figures.

## BUSINESS PLAYBOOK

Focused on scaling enterprise software and services at Microsoft (e.g., server tools, enterprise business) rather than purely consumer products. Under his tenure, the enterprise segment became a major revenue pillar.

## ROADBLOCKS

Microsoft's relative failure to capture the smartphone market and dominance in mobile/tablets during its tenure. Criticised for missing some major consumer tech transitions despite strong legacy businesses

## HONOURS & RECOGNITION

Featured in lists of the world's richest people; recognised for philanthropic leadership through high-profile gifts and social-impact initiatives.

## GIVING BACK

Co-founded Ballmer Group in 2015, focused on economic mobility for children and families. With his wife, he committed billions in philanthropic grants, including a US\$1 billion climate initiative launched in 2025.

“  
*The number one benefit of information technology is that it empowers people.*”

- Steve Ballmer

## QUICK BUSINESS FACTS

Steve achieved massive wealth despite not being a founder of Microsoft, joining early and rising through the ranks. Became Microsoft's largest individual shareholder after the founder reduced holdings. His signature high-energy style (on-stage antics, vocal leadership) became a memorable part of Microsoft's culture in his era.





# TPF 10 ENTREPRENEURS



# JENSEN HUANG

## PROFILE

Real Name: Jensen “Jen-Hsun” Huang

Age: 62

Nationality: US (born Taiwan)

Role: Co-founder and CEO of NVIDIA

## WHERE HIS WEALTH COMES FROM

Equity in NVIDIA, the GPU and AI-chip giant he co-founded

## FOUNDER AND LEADERSHIP ROLES

- Co-founder of NVIDIA (1993)
- CEO, President and Board Member since day one

## NET WORTH TODAY

Around USD 179 billion (2025 estimate)



## KEY CAREER HIGHLIGHTS

- Took NVIDIA public in 1999
- Shifted the company from gaming chips to AI and data-centre leadership
- Built NVIDIA into a multi-trillion-dollar company during the global AI boom

## IMPORTANT BETS AND INVESTMENTS

- Big push into CUDA software ecosystem
- Heavy investment in data-centre GPUs and accelerated computing

## TURNING POINT

Launch of the first GPU (graphics processing unit) and gaining leadership in the discrete GPU market for gaming and later AI workloads.

## SIGNATURE PLAYBOOK

Focus on high-performance computing (HPC) and leveraging GPU architecture for AI/data-centre beyond gaming. Maintaining long-term leadership and vision in a fast-moving industry (over 30 years as CEO).

*“If you don’t fail, you’re not trying hard enough.”*

- Jensen Huang

## TOUGH PHASES

The early years of NVIDIA were near-bankrupt; the company nearly ran out of payroll before the breakthrough. The fast pace of the AI market creates risk of competition and disruption (e.g., newer architectures, export controls), though specific losses tied to Huang are cited in the news.

## AWARDS AND GLOBAL SPOTLIGHT

- IEEE Founders Medal
- Featured in Time 100 (multiple years)
- Member, US National Academy of Engineering

## GIVING BACK

Jen-Hsun & Lori Huang Foundation was established in 2007; its assets are in Nvidia stock, focuses on STEM education, higher-ed research centres. Major gifts: US\$50 million to Oregon State University for AI/Materials/Robotics research; US\$30 million to Stanford Engineering.

## BUSINESS-ONLY FUN FACTS

He owns approx. 3.5-3.6% of NVIDIA's shares. Founded a GPU company at age 30 and has remained CEO since 1993, a tenure rare in Silicon Valley. His company's GPUs now power the majority of large-scale AI model training globally.





# TPF 10 ENTREPRENEURS



# MICHAEL DELL

## PROFILE

Real Name: Michael Saul Dell

Age: 60

Nationality: US

Role: Founder and CEO of Dell Technologies

## NET WORTH TODAY

Net worth: About USD 138 billion (2025)

## WHERE HIS MONEY COMES FROM

Major stake in Dell Technologies and long-term tech investments, including VMware.

## BUSINESSES HE BUILT

- Dell Technologies (founded as PC's Limited in 1984)
- DFO Management (family investment firm)

## KEY CAREER HIGH POINTS

- Started PC's Limited at 19 while in college
- Became the youngest Fortune 500 CEO in 1992
- Dell became the world's biggest PC maker by 2001
- Took Dell private in a USD 24–25 billion buyout (2013)
- Led the USD 67 billion EMC deal (2016), creating Dell Technologies



## MAJOR DEALS AND BETS

- EMC acquisition, one of the biggest tech deals ever
- Strategic stake in VMware
- Wide investment portfolio through DFO Management

## TURNING POINT

Executing the EMC acquisition (US \$67 billion) in 2016 to pivot from a PC maker into enterprise IT services

## HIS BUSINESS PLAYBOOK

Direct-to-customer sales model (cutting out retailers) early on to reduce costs and offer customisation. Leveraging large acquisitions to move up the value chain (PCs servers/storage enterprise IT).

Focus on transformation: shifting from hardware to full IT infrastructure & services.

## ROADBLOCKS FACED

In 2010, the company settled SEC charges relating to disclosure and accounting practices. The traditional PC market declined; Dell had to reposition the business to maintain growth.

## RECOGNITION

- Inc. Magazine's Entrepreneur of the Year at 24
- Honoured by top business and leadership platforms worldwide

## GIVING BACK

Co-founded the Michael & Susan Dell Foundation (1999) — focuses on education, health and economic opportunities for children. DFO/DFO Management also invests in social impact via the family office structure.

## GOOD TO KNOW

Michael started his business with just US \$1,000 in 1984 when he was 19. As a teenager, he sold Houston Post newspaper subscriptions, earning about US \$18,000 in a year. The direct-sales model he pioneered disrupted the PC industry by offering custom systems and minimising inventory.



*“You don’t have to be a genius or a visionary to succeed. You just need a framework and a dream.”*

- Michael Dell



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TPF 10 global entrepreneurs

