

FAMILY BUSINESS FORUM DUBAI

*Grow your business and strengthen your family relationships
Learn how from successful business families and leading experts*



*Now in its 15th year, the Forum is a friendly environment in which
to meet other families, discuss live cases and learn together
(speakers shown in order of appearance):*

Mr. Abdullah Ali Almajdouie, Almajdouie Holding Co. LLC. (Saudi Arabia)

Ms. Noor Sweid, ex-Depa Limited (United Arab Emirates)

Mr. Abdul Razak Dawood and Ms. Mehreen Dawood, Descon Engineering Ltd (Pakistan)

Mr. Alexander Scott, Sandaire Investment Office (United Kingdom)

*Ms. Nouf Al-Saedan and Ms. Luluwal Al-Saedan,
Al-Saedan Real Estate Company (Saudi Arabia)*

Mr. Roland Sfeir (United Arab Emirates)

*Prof. Ludo van der Heyden, Mubadala Chaired Professor of Corporate Governance and Strategy,
INSEAD Business School (France and Singapore)*

*Ms. Barbara Hauser, Barbara R. Hauser LLC; Author of "International Family Governance:
A Guide for Families & Their Advisors" (United States)*

*The Address Downtown Dubai
Monday – Wednesday, 16 – 18 November, 2015*

MONDAY
16 NOVEMBER, 2015

The Family Business Forum is designed exclusively for family members with major family firms or family offices. You will discover the solutions to your unresolved issues by hearing from and working with business families from every continent.

FAMILY, BUSINESS AND OWNERSHIP



Tensions and Challenges – An Introduction

Prof. Ludo van der Heyden (France and Singapore)

Mubadala Professor in Corporate Governance and Strategy,

First Holder of the Wendel Chair for the Large Family Firm, INSEAD Business School

Prof. Ludo Van der Heyden initiated INSEAD's activities in family business and governance. He has been Co-Dean of the Business School and is currently Director of the INSEAD Corporate Governance Initiative. Ludo will facilitate discussions on the first two days of the Forum, draw lessons from other speakers' experiences and contribute his own presentations, including on fair process and governance.

FAMILY AND BUSINESS GOVERNANCE



Lessons from One Family's Governance Journey

Mr. Abdullah Ali Almajdouie (Saudi Arabia)

Group President, Almajdouie Holding Co. LLC.

Since it was founded by Sheikh Ali Almajdouie 50 years ago, the Group has diversified into a regional leader in activities ranging from Logistics, Automotive, Manufacturing, Real Estate & Investment, Training and Education.

Abdullah will outline how the family created a comprehensive governance system, including a family office. With 5 family members in the business, but over 30 in the third generation, he will explain the training for this younger group, whether or not they will eventually join the business. He will stress the critical importance of company culture, illustrated by their award-winning "SPARK" employee innovation programme.

BALANCING BUSINESS GROWTH AND OWNERSHIP



Potential Solutions and their Implications

Ms. Noor Sweid (United Arab Emirates)

Former Head of Strategy, Depa Limited; Managing Partner, Leap Ventures

Depa Limited was started by Noor Sweid's father, Mohannad, in 1996, as a one-stop interior contractor for luxury buildings. With success on landmark projects such as Burj Al Arab, global leadership appeared achievable, but only if significant external capital was introduced.

Noor Sweid joined her father to lead business strategy from 2005-13. She will draw on her experience of the family's changing role with the introduction of new strategic shareholders, private placements and an IPO. Noor will particularly focus on the importance of transparent governance in supporting strategic flexibility.

LIVE CASE DISCUSSION IN TABLE-SIZED GROUPS



Learning from Difficulties

Mr. Abdul Razak Dawood (Pakistan)

Chairman, Descon Engineering Limited

After Razak joined the family textile and chemical companies, tensions between shareholders led to a break-up in a business started in the 1920's in India. In 1983, Razak founded Descon, today an international engineering firm with over 27,000 employees.

ABDUL RAZAK
DAWOOD

What could Razak and his family do differently at Descon, to avoid similar problems in the future? Participants will work in table-sized groups to suggest potential approaches to family governance.



Creating a Family Constitution

Ms. Mehreen Dawood (Pakistan)

Family Council Member

After hearing ideas from the groups, Razak will be joined by his daughter Mehreen, who, unlike her siblings, is not in the business day-to-day. They will explain how the family developed a new constitution.

MEHREEN DAWOOD

Next, Forum participants will discuss how a constitution needs to be created and updated with everyone's participation, so that each generation considers it as its own. Finally, Ludo will summarise how best to ensure a fair process in family decision-making.

EVENING PROGRAMME

Participants are invited to cocktails followed by dinner

MONDAY, 16 NOVEMBER – FIRST DAY

Today's sessions answer your toughest questions on family cohesion, next generation choices and business governance. You will also learn about how to manage the challenges of multiple ownership, such as by creating an ownership board.

**TUESDAY,
17 NOVEMBER, 2015**

KEEPING THE FAMILY TOGETHER

What Happens When a Family Sells its Main Business?

Mr. Alexander Scott (United Kingdom)

Former Chairman, Provincial Insurance Company; Chairman, Sandaire Investment Office

In 1994, Alex Scott took over as 5th generation Chairman of Provincial, then the UK's largest private insurer. Very quickly, he was confronted with significant strategic challenges which implied a troubled future for the 90-year old firm. Non-family directors advised the owners to realise their inherited business; would this previously coherent G3/G4 shareholder group survive such a dramatic change?



This case will explore the fundamental question of what holds a family together, besides its business. Participants will learn from the Scott family's difficult decision to sell their company and their subsequent initiatives to promote family unity, including investing together in a new financial business.

NEXT GENERATION CHOICES

To Join or Not to Join the Business?

Facilitator: Ms. Barbara Hauser (United States)

Barbara R. Hauser LLC and

Author of "International Family Governance: A Guide for Families & Their Advisors"

Ms. Nouf Al-Saedan (Saudi Arabia), Director of Women Section and
Ms. Luluwal Al-Saedan (Saudi Arabia), Third Generation Family Member
Al-Saedan Real Estate Company



BARBARA HAUSER



NOUF AL-SAEDAN

From its origins over 75 years ago, Al-Saedan Real Estate Company has become one of the leading real estate companies in Saudi Arabia and the region.

This session will consider the important choices that family members, particularly women, face on whether to join the family firm and, if so, when and in what role. Family business expert and author Barbara Hauser will discuss this question with two sisters from the Al-Saedan family who have made contrasting career choices. Nouf directs the Women Section within the family firm while Luluwal has trained as an architect, with a focus on making buildings that are both functional and serving their context.

INTERACTIVE CASE STUDY AND DISCUSSION

Roles and Responsibilities with Multiple Ownership

Mr. Roland Sfeir (United Arab Emirates)

Former Chief Financial Officer

Many family businesses are themselves co-owners in new companies or joint ventures, with other family branches or strategic partners. This raises specific governance and management challenges, particularly for minority partners.

In this interactive case, based on real-life situations in the region, Roland Sfeir will set Forum participants the task of suggesting a better way for a joint venture that has worked out badly, despite good initial backing and intentions, because of poorly-defined governance.



ROLAND SFEIR

Working in table-sized groups, participants will look into the board's roles and responsibilities in a multiple-ownership venture, including in key decisions such as CEO selection.

New Governance Approaches: The Case for a Family Ownership Board

After drawing broader learning points from the case, Ludo van der Heyden will consider the roots of tensions within family business governance. He will explain the differences between a business strategy and an ownership strategy, including how to govern them differently. Finally, he will suggest that, in some situations, there is a strong case for a separate family ownership board, in addition to the usual family council and business board.

EVENING PROGRAMME

Participants are invited to cocktails followed by dinner

TUESDAY, 17 NOVEMBER – SECOND DAY

The Family Business Forum is sponsored by (in alphabetical order):



Northern Trust

withersworldwide

Grow your business and strengthen your family relationships Learn from successful business families and leading experts



It is my great pleasure to invite you to our Family Business Forum in Dubai. Now in its 15th year, the Forum is a friendly and safe environment, exclusively for families that own large family firms and family offices from around the world.

Unique Live Family Case Discussions

What makes the Forum unique is its emphasis on live case discussions. Each afternoon is devoted to working in table-sized groups to discuss genuine situations, in-depth, to learn from other participants and the expert facilitators.

New – Complimentary Momentum Club Membership

We are delighted to announce a recent new benefit. Your Forum fee now *includes complimentary Business Momentum Club membership for one year*. Membership enables you to call for assistance at any time. Specific benefits include teleseminars, peer-to-peer mastermind calls, internship exchanges and one-on-one advice exchanges to learn from other families.

I look forward to welcoming you and your family to the Forum.

Ian Partridge Founder and Chairman, Loedstar S.A.



NEARBY
BURJ KHALIFA

WEDNESDAY, 18 NOVEMBER – MORNING: PEER-TO-PEER ADVICE AND DISCUSSION



Facilitator: Ms. Barbara Hauser (United States)

Barbara R. Hauser LLC and

Author of “International Family Governance: A Guide for Families & Their Advisors”

The final morning is devoted exclusively to peer-to-peer advice and discussion. In feedback each year, this workshop is rated as the most valuable part of the Forum.

It is the opportunity for participants to seek advice on whatever questions are on their minds by drawing on the hard-earned experience of the other families. The discussion topics are chosen together on the day.

Workshop facilitator Barbara Hauser is a leading advisor, teacher and writer, helping family owners around the world. Her work includes creating governance systems, building succession strategies and promoting effective approaches to wealth.

Throughout the morning, participants work in table-sized groups to explore their own challenges or opportunities. Barbara Hauser facilitates discussions and answers any outstanding questions so that participants return home with clear action steps.

The workshop lasts all morning, ending with a Farewell Luncheon for all participants.

WHY YOU SHOULD JOIN US AT THE ADDRESS DOWNTOWN DUBAI



FORUM
BALLROOM
OVERLOOKING
FOUNTAIN

The Forum venue is next to the Dubai Mall, lakeside restaurants and the downtown business district. Its outstanding facilities include a five-tiered outdoor infinity pool. The hotel Ballroom, where the Forum will be held, and many hotel guest rooms, overlook the Dubai Fountain and the emblematic Burj Khalifa tower. The two dinners will be held at outstanding local venues nearby.

What Previous Participants Have Said:

“All of us, having run family businesses, think our problems are unique, yet when we meet together through Loedstar we find that our issues are much more in common and by dialoguing problems become opportunities.”

Mr. Alan Hassenfeld, Chairman of Executive Committee, Hasbro, Inc., United States

“In this rather unique setting, participants, including myself and other members of my family who have attended, feel relaxed when sharing their own experiences, whether positive or negative.”

Mr. Abdullah Adib AlZamil, Family Member, Zamil Group, Saudi Arabia



FIVE-TIERED
OUTDOOR
INFINITY
POOL

Hold your place now on +41 22 548 3450 or info@loedstar.com

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IMMEDIATE RESERVATION

Family Business Forum, Dubai, November 16-18, 2015

To reserve your place right away, please call us on +41 22 548 3450, or preferably scan and e.mail this form to info@loedstar.com

I would like to reserve a place at the Family Business Forum, Dubai, November 16-18, 2015

(please tick one box on each line)

Monday, November 16

- Day Programme (*Family cases and group discussions*)
Dinner for all participants I will I will not be able to join

Tuesday, November 17

- Day Programme (*Family cases and group discussions*)
Dinner for all participants I will I will not be able to join

Wednesday, November 18

- Peer-to-Peer Discussion Workshop (*Interactive session*)

Fee Before Reductions (in Swiss Francs) including complimentary Momentum Club membership

I would like to attend the Forum, **including membership of the Business Momentum Club for one year, beginning immediately.** Please send full details of all the benefits including teleseminars, peer-to-peer mastermind calls and the opportunity to learn from other families' experiences in one-on-one advice exchanges.

I wish to take advantage of the "**Lowest Early Fee**" by reserving and making payment by *September 30, 2015*.
The lowest fee is 3,990 Francs (3 days) or 3,390 Francs (2 days) *less* any family/group reductions

I wish to take advantage of the "Early Bird Fee" by reserving and making payment by *October 15, 2015*.
The "Early Bird Fee" is 4,250 Francs (3 days) or 3,600 Francs (2 days) *less* any family/group reductions

I am paying on or after *October 16, 2015*.
I agree to pay the full fee of 4,400 Francs (3 days) or 3,750 Francs (2 days) *less* any family/group reductions

Fee Reductions for Families or Groups

There will be _____ (*write number of people*) attending in my family or group.

We understand that each person's fee will be reduced by _____ % (*write percentage from table below*)

Number of people in family or group attending Forum:	1	2	3-4	5+
Fee will be reduced for <i>each</i> person by:	0%	10%	15%	20%

Payment

I have arranged the payment of _____ Swiss Francs (*please insert amount*) to be settled by:

Bank transfer (*preferred method*): Please make the transfer to: Credit Suisse, 1211 Geneva 70, Switzerland
Name: Loedstar S.A. Account number: 331720-11-1 Swift: CRESCHZZ12B IBAN: CH03 0483 5033 1720 1100 1
Please include the words *Family Business Forum and your name* in the transmission details

Credit Card (*subject to 3% surcharge*): American Express (*preferred card*) MasterCard Visa
Card Number: _____ Expiry date: ____ / ____
Card Holder's Name: (*as shown on the card*) _____

Hotel Room Reservation (*please tick box*)

Please send details of bedrooms at The Address Downtown Dubai. I would be interested in reserving a room for the following dates:

Arrival date: ____ / ____ / 2015 Departure date: ____ / ____ / 2015 (*please insert dates*)

I do *not* need a room reservation and will make my own accommodation arrangements

Contact Details

Family name _____ First name _____ Mr. Mrs. Ms. Other _____

Mailing Address

Company (*if applicable*) _____ Job title (*if applicable*) _____
Building/Street _____ District _____
City _____ Country _____
Nationality _____ Any dietary preferences (*e.g. vegetarian*) _____

Mobile or Daytime telephone _____

E.mail _____

I am joining the Forum because of my family's business. I am *not* an advisor and will *not* be promoting products or services.

I agree to the conditions outlined above and overleaf. Please reserve a place for me immediately.

Signature _____

Name _____ Date _____

Family Business Forum
The Address Downtown Dubai
Monday–Wednesday, November 16–18, 2015

**BOOKING
CONDITIONS**

Forum Overview and Venue

The Family Business Forum is a unique opportunity for you to meet, learn from and exchange ideas with families that own leading family businesses and family offices from every continent in the world.

The Forum will be held at The Address Downtown Dubai, one of the city’s finest five star hotels located right next to the Dubai Mall, lakeside restaurants and close to the downtown business district. The Ballroom and many guest rooms overlook the Dubai Fountain, with unsurpassed views of the world’s tallest building, Burj Khalifa. The hotel offers outstanding leisure facilities including a five-tiered outdoor infinity pool, indoor spa and fitness centre.

Attendance

The Forum is designed exclusively for family members involved with family-controlled businesses or family offices. Attendance is limited to ensure that the Forum is genuinely a meeting for families.

What is Included in the Family Business Forum?

The Forum includes presentations, workshops and case studies from outstanding speakers, generally members of business-owning families or leading family business experts. The programme lasts for two-and-a-half days, ending after lunch, and includes two dinners.

Complimentary Momentum Club Membership

As soon as you reserve for the Forum, your fee now includes complimentary Business Momentum Club membership for one year. Membership benefits include peer-to-peer mastermind calls, internship exchanges and one-on-one advice exchanges to learn from other families.

Arrival and Departure

The Forum begins at 9:00 a.m. on Monday, November 16 and concludes at 2:30 p.m. on Wednesday, November 18, 2015.

Programme and Dinners

On the morning of the first day (*Monday*), family speakers will illustrate key challenges, and the whole afternoon will be spent on a genuine family business case, with participants working together in small groups.

The second day (*Tuesday*) will include plenary sessions, family business cases and working with other participants in table-sized groups.

The final day (*Wednesday*) is an interactive workshop session including peer-to-peer and next generation discussions with other business-owning families.

On both Monday and Tuesday evenings, participants are invited to memorable dinners in the vibrant Downtown area near the Dubai Fountain.

Confidentiality

You can expect the highest degree of confidentiality from us. The addresses of our clients and prospective clients are not released without their approval.

Fee for Forum and Momentum Club

The fee is for all two-and-a-half days of Forum meetings including lunches, refreshments and two dinners (on Monday and Tuesday). In addition, it *includes complimentary Business Momentum Club membership* for one year.

The fee does **not** cover flights, transfers, medical insurance, personal expenses or your hotel bill.

Fee Reduction for Booking and Paying Early

The fee is in Swiss Francs. If you book and pay early there is a reduced fee of:

3,990 Francs for fee payment by September 30, 2015 (“*Lowest Early Fee*”);

4,250 Francs for fee payment by October 15, 2015 (“*Early Bird Fee*”);

The full fee is 4,400 Francs on or after October 16, 2015.

Fee Reductions for Two Days Attendance

Most participants attend all two-and-a-half days. However, if you can only attend two days the fee reduces to 3,390 Francs for payment made by September 30, 2015 and 3,600 Francs for payment by October 15, 2015. It increases to 3,750 Francs for payments made on or after October 16, 2015.

Family and Group Fee Reductions

Whether you attend the Forum as an individual owner or as part of a family or a group, you are most welcome.

If you join us as part of a group, either with friends or other family members, we are delighted to reduce the fee for each member of the family or group.

The table shows how the fee reduces for each member of your party or family group, depending on how many attend:

<i>Number of people in your group attending the Forum:</i>	1	2	3-4	5+
<i>Fee will be reduced for each person by:</i>	0%	10%	15%	20%

Cancellation Policy

If you need to cancel, you may either arrange for someone else to take your place or you may join our next Forum or equivalent seminar, free of charge.

However, if you prefer a refund, there will be a cancellation charge based on the number of days before the programme:

Over 60 days:	0%
59-45 days:	30%
Under 45 days:	100%

Should we have to cancel the Forum for any reason, including events beyond our control, you will receive a 100% refund of any fees already paid by you.

(See overleaf for Reservation Form)