

FAMILY BUSINESS FORUM MIDDLE EAST

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



*Now in its 16th year, the Forum is a friendly environment in which
to meet other families, discuss live cases and learn together
(family business speakers shown in order of appearance):*

Mr. Ghassan Nuqul, Nuqul Group (Jordan)

Mr. Muhammad Alagil, Jarir Investment (Saudi Arabia)

Ms. Alhanoof Nass, Sarens Nass (Bahrain)

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

Eng. Osama Al Zamil and Mr. Abdulrahman Al Zamil, Zamil Group (Saudi Arabia)

Mr. Stuart Musgrave, Musgrave Group (Ireland)

Mr. Peter Leach, Imperial College London

Author of "Family Enterprises, The Essentials" (United Kingdom)

Dr. Clare Beckett-McInroy (Bahrain), BMC

YBA Kanoo (Holdings) W.L.L. (Bahrain)

*Al Faisaliah Hotel, Riyadh, Saudi Arabia
Tuesday – Thursday, 15 – 17 November, 2016*

TUESDAY AFTERNOON 15 NOVEMBER, 2016

The Family Business Forum is designed exclusively for family members with major family firms or family offices. You hear from and work with a wide range of business families. **Today's session will be taught in English.**

ALTERNATIVE I – FAMILY, BUSINESS AND OWNERSHIP



Challenges and Potential Solutions – An Introduction

Mr. Peter Leach (United Kingdom)
Adjunct Professor in Family Business, Imperial College London
Author “Family Businesses, The Essentials”
Partner, Deloitte Global Leader – Family Enterprise Consulting, Deloitte LLP

One of the world's leading teachers, writers and consultants on family business, Peter Leach has worked with hundreds of business families all over the world. Each day, Peter will facilitate discussions, draw conclusions and contribute his own presentations. His opening session will introduce key concepts that will be addressed during the Forum.

FAMILY FIRMS IN THE MIDDLE EAST

Challenges and Potential Solutions

This session will explore the most common and pressing challenges for family businesses in the Middle East and elsewhere. Peter Leach will facilitate a discussion to draw on the deep experience of leaders from two highly-respected Middle Eastern family firms.



Mr. Muhammad Alagil* (Saudi Arabia)
Chairman, Jarir Group
CEO, Jarir Investment

Muhammad Alagil conceptualized and co-founded Jarir Marketing and the Jarir Bookstore chain, today a leader in books and consumer electronics. Muhammad will bring the perspective of a first generation family leader whose interests

include a major publicly-quoted subsidiary and a family office.



Mr Ghassan Nuqul (Jordan)
Vice Chairman, Nuqul Group

In 1952, Ghassan's father, Elia, founded a Jordanian trade and import company. This modest operation has grown into a worldwide corporation of 30 businesses. As a second generation leader, Ghassan has introduced non-family general management and has started the family's

transition to the third generation.

ALTERNATIVE II – WOMEN IN FAMILY BUSINESS



Considering All the Options

Dr. Clare Beckett-McInroy (Bahrain)
Learning and Development Advisor, BMC and YBA Kanoo (Holdings) W.L.L.

An organisation and executive coach, Clare works both for her own company BMC, and Kanoo, one of Bahrain's leading family firms. In these roles she advises numerous family executives and the next generation members on their personal and professional development. Clare will suggest that family members often have more ways of contributing than they initially realise, particularly in developing the family governance dimension.

DISCOVERING WHAT IS RIGHT FOR YOU

To Join or Not to Join the Business?

The session will consider the choices that female family members face, including whether to join the family firm and, if so, when and in what role? We will hear from women from two leading Saudi and Bahraini family firms with contrasting career experiences.

Ms. Alhanoof Nass (Bahrain)
Third Generation Family Member
Director, Sarens Nass

From Bahrain, Nass companies have extended across the Middle East in construction, manufacturing, services, marine, trading and marketing activities.

Alhanoof started new companies in the US and Dubai, building external experience, before joining the family's heavy lifting solutions joint venture as a board director in an operational role.



Ms. Luluwal Bin-Saedan (Saudi Arabia)
Third Generation Family Member
Al-Saedan Real Estate Company

From its origins over seventy-five years ago, Al-Saedan has become a significant Saudi and regional real estate group. With male and female siblings working within the business, Luluwal has chosen to practice as an architect outside the family firm, while being a source of external expertise.

EVENING PROGRAMME

Participants are invited to a reception followed by dinner

** Mr. Muhammad Alagil is provisional for this session and is fully confirmed for the second day's case study*

Today's sessions answer your toughest questions on family cohesion, next generation choices, governance, succession and how to interact with your business.
Sessions are in English with simultaneous Arabic translation.

**WEDNESDAY,
16 NOVEMBER, 2016**

FAMILY GOVERNANCE, SUCCESSION AND CONTINUITY

An Introduction

In the opening session, Peter Leach will consider family business dynamics and the key challenges for family owners at different stages in a firm's development.

LIVE FAMILY CASE DISCUSSION IN TABLE-SIZED GROUPS

Rethinking How Family and Business Should Interact

Mr. Ghassan Nuqul (Jordan)
Vice Chairman, Nuqul Group



We will hear from Ghassan Nuqul how, by the late 1980s, the hands-on role taken by the family was creating bottlenecks in this leading industrial conglomerate of over 30 companies. What should Nuqul have done? In this interactive case, you will work in table-sized groups to identify the key issues and potential solutions. After the break, you will hear what Ghassan and his family actually did and how they are now involving the next (G3) generation.

SECOND TO THIRD GENERATION TRANSITION

Preparing Cousins for Family Executive and Ownership Roles

Eng. Osama Al Zamil and Mr. Abdulrahman Al Zamil (Saudi Arabia)
Third Generation Family Executives, Zamil Group

As leadership transitions from "sibling partners" to a larger group of cousins, new structures are needed. Two third-generation Zamil family members will explain the development programmes for the 30+ family members who will be future owners, whether or not they work in the business.



**OSAMA
AL ZAMIL**



**ABDULRAHMAN
AL ZAMIL**

In discussion with Peter Leach, Osama Al Zamil will bring the perspective of a family executive leading a major subsidiary and his cousin Abdulrahman Al Zamil the view of a family manager earlier on his career path. Each has benefitted from individual career development planning and training.

INTERACTIVE CASE STUDY AND DISCUSSION

Family Protocols and Guidelines

Mr. Muhammad Alagil (Saudi Arabia)
Chairman, Jarir Group; Chief Executive Officer, Jarir Investment



Muhammad Alagil co-founded Jarir Marketing and the Jarir Bookstore chain, today a leader in books and consumer electronics. The family office, Jarir Investment, which he leads, has successfully focused on private investment.

This interactive case will explore family protocols and rules, particularly how to give the next generation the opportunity to test themselves in business and investment. Working in table-sized groups, participants will discuss potential solutions to a challenge in the case, before hearing from Muhammad what actually happened.

WHEN FAMILY MEMBERS WORK OUTSIDE THE BUSINESS

How Can You Ensure Family and Business Stay Connected?

Mr. Stuart Musgrave (Ireland)
Musgrave Group



Over time, as family members increasingly follow careers outside the business, how do you help family members to engage positively with the family firm?

Founded in 1876 in Cork, Musgrave Group, is Ireland's leading food retail/wholesale company and private employer, with over 45,000 people, including retail partners. Interviewed by Peter Leach, fifth-generation (G5) family member Stuart Musgrave will discuss the family's 15-year process to maintain family and business cohesion. Initiatives have included a family governance system, family council and constitution, along with programmes to educate and engage with the 50+ G5 family members who work outside the business today.

EVENING PROGRAMME

Participants are invited to a reception followed by dinner hosted by Northern Trust

WEDNESDAY, 16 NOVEMBER – SECOND DAY

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



withersworldwide

INVITATION AND OVERVIEW



It is my great pleasure to invite you to our Family Business Forum in Riyadh. Now in its 16th year, the Forum is a friendly and safe environment, exclusively for families that own large family firms and family offices. What makes the Forum unique is its emphasis on live case discussions where you work together in table-sized groups to discuss genuine situations. Furthermore, your Forum fee includes complimentary Business Momentum Club membership; you can call on us, year-round, to connect you with other families for advice.

I look forward to welcoming you and your family to the Forum.
Ian Partridge Founder and Chairman, Loedstar S.A.

THURSDAY, 17 NOVEMBER – MORNING: PEER-TO-PEER WORKSHOP CHOICES

The final morning is devoted exclusively to peer-to-peer advice and discussion. In feedback each year, this session 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 and practical advice from the facilitators.

Participants will work in table-sized groups to explore their own challenges or opportunities. The facilitators will answer outstanding questions so that participants return home with clear next steps. **There are two alternative parallel sessions taught in English:**



Alternative I – Peer-to-Peer Workshop
Facilitator: Mr. Peter Leach (United Kingdom)
Adjunct Professor in Family Business, Imperial College London; Author “Family Enterprises, The Essentials”; Partner, Deloitte Global Leader – Family Enterprise Consulting, Deloitte LLP

Peter Leach is a leading advisor, teacher and writer, helping family owners around the world. His work includes creating governance structures, facilitating next generation participation and drafting family constitutions.



Alternative II – Women’s Peer-to-Peer Workshop
Facilitator: Dr. Clare Beckett-McInroy (Bahrain)
Learning and Development Advisor, BMC and YBA Kanoo (Holdings) W.L.L.

An organisation and executive coach, Clare works both for her own company, BMC and Kanoo, one of Bahrain’s leading family firms. In these roles she helps numerous family executives with their personal and professional development.

The workshops each last all morning, ending with a Farewell Luncheon for all participants.

WHY YOU SHOULD JOIN US AT THE AL FAISALIAH HOTEL, RIYADH



AL OMSIAT
BALLROOM
VENUE

The Forum will be held at the luxurious Al Faisaliah Hotel, voted in 2015 as “Saudi Arabia’s Leading Hotel”. Located in central Riyadh, the hotel offers outstanding leisure facilities including indoor pools, spa, restaurants and fitness centre. The Forum will be held in the pillared Al Omsiat Ballroom and its adjacent meeting rooms. Two memorable 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



ADJOINING
AL FAISALIAH
TOWER

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

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The Family Business Forum is held in co-operation with:



IMMEDIATE RESERVATION

Family Business Forum, Riyadh, November 15–17, 2016

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, Riyadh, November 15–17, 2016

(please tick one box on each line)

Tuesday, November 15

- Alternative I – Challenges and Solutions for Family Firms (*Sessions taught in English*)
 Alternative II – Women in Family Business (*Sessions taught in English*)

Wednesday, November 16

- Day Programme (*Sessions in English with simultaneous Arabic translation*)
Dinner for all participants I will I will not be able to join

Thursday, November 17

- Alternative I – Peer-to-Peer Discussion Workshop (*Sessions facilitated in English*)
 Alternative II – Women’s Peer-to-Peer Discussion Workshop (*Sessions facilitated in English*)

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 family-to-family connections, peer-to-peer mastermind calls and the opportunity to learn from other families’ experiences in one-on-one advice exchanges.

I wish to pay on or after *October 16, 2016.*

I agree to pay the full fee of 4,400 Francs (3 days) or 3,750 Francs (2 days) *less* any family/group reductions

I wish to take advantage of the “Early Bird Fee” by making payment by *October 15, 2016.*

The “Early Bird Fee” is 4,250 Francs (3 days) or 3,600 Francs (2 days) *less* any family/group reductions

I wish to take advantage of the “**Lowest Early Fee**” by making payment by **September 30, 2016.**

The “Lowest Early Fee” is 3,990 Francs (3 days) or 3,390 Francs (2 days) *less* any family/group reductions

Fee Reductions for Family Groups of Different Sizes including Larger 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+
Fee will be reduced for each person by:	0%	10%	15%	See below

If your family or group is larger, with 4 or more attendees, you will benefit from additional benefits including *bigger reductions, special status and promotion of your company* at the Forum. Please let us know and we will provide details for larger groups.

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*) Visa

Card Number: _____ Expiry date: ____ / ____

Card Holder’s Name: (*as shown on the card*) _____

Hotel Room Reservation (*please tick box*)

Please send accommodation details for the Al Faisaliah Hotel (Ultra Luxury 5 star) and Hotel Al Khozama (Deluxe 4 Star partner hotel).

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

Contact Details

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

Company (*if applicable*) _____ Job title (*if applicable*) _____

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 _____

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 around the world.

The Forum will be held at the Al Faisaliah Hotel, voted in 2015 as “Saudi Arabia’s Leading Hotel”, it is connected to the iconic “curved pyramid” Al Faisaliah tower. Located in central Riyadh’s Olaya business district, the hotel offers outstanding leisure facilities including pools, spa, restaurants and fitness centre. The Al Faisaliah shopping mall, Riyadh’s luxury brand destination, is also attached to the hotel. The Forum meetings will be held in the pillared Al Omsiat Ballroom and its adjacent Najid and Yannbu meeting rooms.

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 extends over three 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 3:00 p.m. on Tuesday, November 15 and concludes at 2:00 p.m. on Thursday, November 17, 2016.

Programme, Session Language and Dinners

On the afternoon of the first day (*Tuesday*), in a choice of two alternative programmes, family speakers will illustrate key challenges with discussions facilitated by two leading experts. *Sessions will be taught in English.*

The second day (*Wednesday*) will include plenary sessions, family business cases and working in table-sized groups. *Sessions in English with simultaneous Arabic translation.*

The final morning (*Thursday*) is a choice of two interactive peer-to-peer discussion workshops with other business-owning families. *Sessions facilitated in English.*

On both Tuesday and Wednesday evenings, participants are invited to memorable dinners.

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 the Forum meetings over three days including lunches, refreshments and two dinners (on Tuesday and Wednesday). In addition, it *includes complimentary Business Momentum Club membership* for one year.

The fee does **not** cover flights, transfers, visas, 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, 2016. (*“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, 2016.

Fee Reductions for Two Days Attendance

Most participants attend for the three days. However, if you can only attend two days the fee reduces to 3,390 Francs for payment made by September 30, 2016 and 3,600 Francs for payment by October 15, 2016. It increases to 3,750 Francs for payments made on or after October 16, 2016.

Fee Reduction for Small and Large Groups

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+
<i>Fee will be reduced for each person by:</i>	0%	10%	15%	See below

If your family or group has 4 or more attendees you will benefit from *bigger reductions, special status and promotion of your company* – please ask for larger group booking details.

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)