

20TH ANNIVERSARY FAMILY BUSINESS FORUM

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



Now in its 20th year, the Forum is a friendly environment in which to connect with other families and work together on real-life family cases

Family business speakers shown in order of appearance:

- Mr. Frédéric Banzet, Peugeot Family, FFP S.A. (France)
- Dr. Basma Sulaiman Al Zamil, Zamil Group (Saudi Arabia)
- Mr. Eddy Lee, Mr. Sammy Lee and Ms. Andrea Lee
Lee Kum Kee Co. Ltd (Hong Kong SAR, China)
- Mr. Andy Rubin, Pentland Brands PLC (United Kingdom)
- Mr. Jose Juan (JJ) Serra Paiz, Paiz Family (Guatemala)

Forum Facilitators and Family Business Experts:

- Mr. Peter Leach, Adjunct Professor in Family Business - Imperial College London
Founder and Chairman, Peter Leach Associates Ltd.
Author of “Family Enterprises, The Essentials” (United Kingdom)
- Prof. Denise Kenyon-Rouvinez, Formerly Wild Group Professor of Family Business,
Family Office, Governance - IMD Business School
Author of “Governance in Family Enterprises” (Switzerland)

The Ballroom, The Dorchester Hotel, London

Tuesday-Thursday, 9-11 June, now postponed to 24-26 November, 2020

TUESDAY
24 NOVEMBER, 2020

The Family Business Forum is designed exclusively for family members with family firms or family offices. In today's sessions, you will hear from and work with families from every continent, discussing real-life family cases in table-sized groups.
* Indicates provisional session description awaiting final speaker approval

FAMILY BUSINESS DYNAMICS



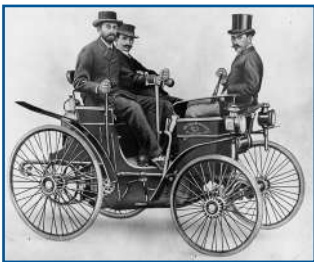
An Introduction

Mr. Peter Leach (United Kingdom)

Adjunct Professor in Family Business, Imperial College London
Founder and Chairman, Peter Leach Associates Ltd.
Author "Family Enterprises, The Essentials"

One of the world's leading teachers, writers and consultants on family business, Peter Leach has worked with hundreds of business families across the world. Each morning, Peter will facilitate discussions, draw conclusions and contribute his own presentations. His opening session will introduce several key concepts that will be addressed in more detail by the family speakers.

AN INDUSTRIAL FAMILY'S STORY



EARLY DAYS: 1890 PEUGEOT



FRÉDÉRIC BANZET

The Changing Relationship Between a Family and its Businesses

Mr. Frédéric Banzet (France)

Eighth Generation Peugeot Family Member; Senior Partner, FFP S.A. and Chairman and CEO of FFP UK

Beginning in 1810, the Peugeot family's industrial heritage started with coffee grinders, followed by bicycles and today PSA Group is Europe's second-biggest car manufacturer with brands including Peugeot, Citroën, DS, Opel and Vauxhall.

Frédéric Banzet will discuss how the family's business focus has evolved through its holding in FFP, a long-term investment company, majority-owned by Etablissements Peugeot Frères.

In 2014, the family gave up somewhat partial control of its car business, through an imposed restructuring of the capital. Over the last 20 years, it drew from its industrial experience to develop diversified assets. This move also helped support a successful turnaround. Frédéric will explain how their family governance has allowed different family points of view to coalesce into a common approach leading towards strategic renewal.

FAMILY TRAINING AND DEVELOPMENT



Developing Responsible, Self-Empowered Individuals

Dr. Basma Sulaiman Al Zamil (Saudi Arabia)

General Manager, Corporate Human Resources, Zamil Group

At Zamil, an international industrial and services Group, the second generation had long-recognized the need to empower the third and fourth generations effectively.

Third generation HR executive Dr. Basma Al Zamil will outline how world-class training for Zamil family executives has been expanded into a much broader mission: to help all fourth generation family members become responsible and self-empowered individuals through a comprehensive Generation-to-Generation (G2G) programme, which begins from age six.

LIVE CASE WITH TABLE-SIZED GROUP DISCUSSIONS – LEE KUM KEE, HONG KONG



EDDY LEE (G4)



SAMMY LEE (G4)



ANDREA LEE (G5)

Family Governance, Succession and Invisible Leadership

Mr. Eddy Lee, Chairman, Lee Kum Kee Family Investment

Mr. Sammy Lee, Chairman, Chief Invisible Officer & Chief Happiness Officer, LKK Health Products Group Limited

Ms. Andrea Lee, Head of Family Office, Lee Kum Kee Family

The Lee Kum Kee story began in 1888, when founder Lee Kum Sheung accidentally created oyster sauce when making soup. Today, Lee Kum Kee is a global brand leader in Asian sauces and healthcare products. In this interactive live case, you will learn how the fourth generation (G4) created a family governance system and, later, how G5 family members succeeded

them in key roles. Finally, the family will discuss strategic business innovations such as the *Autopilot Leadership Model* to provide direction (but not direct command) and a *Happiness Index* to monitor success.

What Would You Have Done? During the afternoon, you will work in table-sized groups to discuss key challenges that the Lee family faced during its governance journey, before hearing what the family actually did, drawing from Eddy, Sammy and Andrea's first-hand experiences.

EVENING PROGRAMME

Participants are invited to a rooftop reception overlooking St. James's Park and Buckingham Palace hosted by Edmond de Rothschild

TUESDAY, 24 NOVEMBER – FIRST DAY

Each session will answer your toughest questions on many critical family business challenges including: business diversification, family development, succession, family governance, values & culture, exiting from a family firm and responsible ownership.

**WEDNESDAY,
25 NOVEMBER, 2020**

BUSINESS VALUES AND CULTURE

Family Influence and Leadership

Mr. Andy Rubin (United Kingdom)
Chair, Pentland Brands plc

Founded in 1932 as a shoe business in Liverpool, the family later bought then sold Reebok, using the proceeds to help create a “family of brands”. Today, Pentland is a family-owned leader in sport and fashion with brands including Speedo, Ellesse, Canterbury, and a majority share in global retailer JD Sports.

Andy Rubin, member of the third generation and Chair of the brand division, will outline the company’s unique culture, recognised by awards including

“Best Corporate Workplace in the UK” and the “2017 IMD/FBN Global Family Business Award”.



ANDY RUBIN



EXITING FROM A FAMILY BUSINESS

The Decision Process and What Happens Next*

Mr. Jose Juan (JJ) Serra Paiz (Guatemala)
Third Generation Family Member, Paiz Family

JJ’s grandfather opened his first store in 1928. By 2009, Grupo Paiz was a large supermarket group employing over 30,000 people. After a sudden issue at a key partner, the family created a new joint venture with Wal-Mart de México, before later deciding to merge. The session will explore the difficult decision to exit a successful third generation business. JJ will bring perspectives from his time as a corporate board member and explain how the change has affected family members’ roles, family governance and philanthropy.



HIGH-ENERGY DISCUSSION GROUPS

Responsible Ownership; The Global Challenge

Prof. Denise Kenyon-Rouvinez (Switzerland)
Formerly Wild Group Professor of Family Business, Family Office, Governance
IMD Business School

Prof. Kenyon-Rouvinez has worked extensively with family firms around the world, including in her recent role at IMD. Author of many books, she is also a member of the World Economic Expert Network.

Denise will explain that family firms are best-positioned to respond to global challenges because families control the ownership, and hence, strategic business direction. Participants will consider four acute global challenges: 1. environmental; 2. political; 3. societal and 4. technological. Working in high-energy groups, participants will reflect on what could be done to address selected issues. Lastly, you will consider what you, and your firm, could do differently.



RESPONSIBLE OWNERSHIP CASE STUDIES

**Aligning Strategy, Culture and Practice
A Panel of Family Speakers Facilitated by
Prof. Denise Kenyon-Rouvinez** (Switzerland)

Building on the previous group discussions, Denise will be joined by a panel of family business speakers who will each share their ongoing journey towards better corporate responsibility and sustainability.

The families will discuss the practical challenges of aligning strategy, culture and practices in a family firm. The session will particularly focus on how to achieve the right balance between the family owners driving corporate responsibility and the employees really owning it.

EVENING PROGRAMME

Participants are invited to a networking reception with drinks and food choices

WEDNESDAY, 25 NOVEMBER – SECOND DAY

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



EDMOND
DE ROTHSCHILD



NORTHERN
TRUST



[SCHILLINGS]



THURSDAY, 26 NOVEMBER – PEER-TO-PEER DISCUSSION (MORNING ONLY)



Facilitator: Mr. Peter Leach (United Kingdom)
Adjunct Professor in Family Business, Imperial College London; Author “Family Enterprises, The Essentials”
Founder and Chairman, Peter Leach Associates Ltd.

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 and practical advice from the facilitator.

Workshop facilitator 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.

Participants will work in table-sized groups to explore their own challenges or opportunities. Peter will answer outstanding questions so that participants return home with clear next steps.

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

INVITATION: WHY YOU AND YOUR FAMILY SHOULD JOIN US



It is my great pleasure to invite you to our 20th Anniversary Family Business Forum in London. 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 in table-sized groups to discuss genuine situations with other families. The networking dimension is important too, with two dinners, as well as breaks and lunches to help you build new friendships and connections. The Forum itself will take place in the magnificent ballroom at The Dorchester hotel, situated in the heart of the West End of London and overlooking the vast expanses of Hyde Park.

Your Forum fee includes a complimentary Business Momentum Club membership, which includes year-round support and family-to-family connections.

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

Ian Partridge Founder and Chairman, Loedstar S.A.

TESTIMONIALS: 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 the Executive Committee, Hasbro, Inc., United States

“One of the greatest benefits of the seminars is to be **able to exchange ideas and experiences** with people from all over the world who are in a similar situation. This is of great value.”

Ms. Anneli Laurin Delmas, Laurin Family

“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

“In **Loedstar’s** intense training,
the company seems to have found a global niche.”

The Wall Street Journal Europe

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

Loedstar S.A. 36 avenue Cardinal-Mermillod • 1227 Carouge, Geneva • Switzerland
Enquiries and Reservations: +41 22 548 3450 • E.mail: info@loedstar.com • Internet: www.loedstar.com

The Loedstar logo and wording are trademarks. No reproduction, copy or transmission of any part of this publication may be made without prior permission. Ref. FBF20.
Please note that it may occasionally be necessary, for reasons beyond the control of Loedstar S.A., to alter the published programme, content and presenters.

IMMEDIATE RESERVATION

20th Anniversary Family Business Forum, November 24-26, 2020

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

PLEASE ENSURE YOU PROVIDE NAME AND E.MAIL ADDRESS FOR EACH PERSON IN YOUR FAMILY GROUP

I would like to reserve a place at the 20th Anniversary Family Business Forum, November 24-26, 2020

(please tick one box on each line)

- Tuesday, November 24 Day Programme (*Family cases and group discussions*)
Dinner event for all participants I will I will not be able to join
- Wednesday, November 25 Day Programme (*Family cases and group discussions*)
Dinner event for all participants I will I will not be able to join
- Thursday, November 26 Peer-to-Peer Discussion and Next Generation Workshop (*Interactive session*)

Fee before reductions including complimentary Momentum Club membership

- I would like to attend the Forum **including one year's membership of the exclusive Business Momentum Club, beginning immediately.** Please send full details of all the benefits including 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 making payment by **May 31, 2020.**
The "Lowest Early Fee" is £2,900 (3 days) or £2,500 (2 days) *less* any family/group reductions
- I wish to take advantage of the "Early Bird Fee" by making payment by September 30, 2020.
The "Early Bird Fee" is £3,100 (3 days) or £2,650 (2 days) *less* any family/group reductions
- If places are still available, I wish to reserve at the "Late Reservation Fee" by reserving and making payment on or after October 1, 2020. I agree to pay the full fee of £3,450 (3 days) or £2,950 (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.

The fee will reduce as follows: first person 0%, second person 30%, third, fourth and fifth person 50%. A special package can be arranged for groups with more than five family members or if you wish to reserve and pay for more than one event at the same time, such as combining a Forum and Mini-Forum booking. Please ask for a detailed proposal if you have a large group or are interested in multiple events or multiple dates.

Number order of people in family or group attending Forum:	1	2	3	4	5	6+
Fee reduction applied to <i>this person</i>	0%	30%	40%	50%	50%	Ask for details

Payment

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

- Bank transfer (*preferred method*): Please make the transfer to: Credit Suisse, CH-1211 Geneva 70
Name: Loedstar S.A. Account No.: 331720-12-1 Swift: CRESCHZZ80A IBAN: CH66 0483 5033 1720 1200 1
Please include the words *Family Business Forum* and *your name* in the transmission details
- Credit Card: American Express (*preferred card*) Visa Mastercard
Loedstar will contact you directly to obtain your credit card details

Hotel Room Reservation (*please tick box*)

- Please confirm the best price available and hold the following room at The Dorchester for the dates indicated below:
Arrival date: _____ / _____ / 2020 Departure date: _____ / _____ / 2020 (*please insert dates*)
 Superior Double Room: *single* or *double* occupancy Deluxe Double Room: *single* or *double* occupancy
- 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*) _____
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 _____

20th Anniversary Family Business Forum
The Dorchester, Mayfair, London
Tuesday-Thursday, November 24-26, 2020

BOOKING
CONDITIONS

Forum Overview and Venue

The 20th Anniversary 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.

In 2020, the 20th Anniversary Family Business Forum will take place in the magnificent ballroom at The Dorchester hotel, situated in the heart of the West End of London and overlooking the vast expanses of Hyde Park. Built in 1931 as the perfect grand hotel, The Dorchester provides unsurpassed levels of comfort, embodying the highest of traditional values.

Forum participants are guaranteed the lowest promotional room rates available at The Dorchester at the time of booking (*please see over*).

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 Tuesday, Nov 24 and concludes at 2:30 p.m. on Thursday, Nov 26, 2020.

Programme and Dinners

On the morning of the first day (*Tuesday*), 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 (*Wednesday*) will include plenary sessions, family business cases and working with other participants in table-sized groups.

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

On Tuesday and Wednesday evenings, participants and their partners are invited to dinner events.

Confidentiality

You can expect the highest degree of confidentiality from us. The contact details of our clients and prospective clients are not communicated without their prior 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 Tuesday and Wednesday).

In addition, the Forum fee *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 UK Pounds. If you book and pay early there is a reduced fee of:

£2,900 for making fee payment by May 31, 2020.
("Lowest Early Fee");

£3,100 for fee payment by September 30, 2020
("Early Bird Fee");

The late fee is £3,450 for payment on or after October 1, 2020.
("Late Reservation Fee").

Fee Reductions for Two Days Attendance

Most participants attend on the three days. However, if you can only attend two days the fee reduces to £2,500 for fee payment by May 31, 2020 and £2,650 for payment by September 30, 2020. The two-day fee increases to £2,950 for payment on or after October 1, 2020.

Group Fee Reductions and Special Packages

Often, families decide to have several family members join the Forum at the same time, in a shared learning experience, or are interested in more than one event.

If you join this Forum as part of a group, then the fee will reduce as follows: first person 0%, second person 30%, third person 40% and fourth or fifth person 50%.

A special package can be arranged for groups with more than five family members or if you wish to reserve and pay for more than one event at the same time, such as combining a Forum and Masterclass booking. Please ask for a detailed proposal if you have a large group or are interested in multiple events or dates.

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 any 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)

COMPLIMENTARY BUSINESS MOMENTUM CLUB MEMBERSHIP INCLUDED IN FORUM FEE – DETAILS OF BENEFITS

The Forum fees include complimentary Momentum Club membership for one year, either an Individual membership or a Family membership depending on the number of Forum places paid for:

- If one Forum place is paid for, the fee includes Individual Momentum Club membership (that is, for one family member)
- If two or more Forum places are paid for, the offer includes a Family Momentum Club membership (covering all family members and key family office executives)

The intention is that any family member can call on us for connections/assistance. Those who are interested can join more actively such as taking part in a monthly, six-family Mastermind Group. But the main point is that you can call on us to help answer any question on your mind related to family or business, often by connecting you to another family with hard-earned experience of exactly the challenge you are concerned with.

If you have *three or more* family members joining a Forum, please consider applying to become a Family Business Partner so that family places, branding and business support are included in one competitive package.

Benefits summary

Here is a summary of the specific, structured benefits of membership:

- **Forum places** (if you need to cancel, even last minute, these are credited to a future Forum in London or the Middle East)
- Unique, 75-minute **Mastermind call groups** to get confidential advice from other families. A group from six different families typically joins a call once a month or every two months (the group decides). Live meetings when requested.
- **One-on-one calls** with a key member of another family to help you address a specific question
- **Cost-saving initiatives** such as access to unsurpassed hotel rates around the world
- **Business profiling** for your company or companies in the participant folder at all Family Business Forums (this is optional and your approval is sought each time)
- **Private consultation** if needed with an expert
- **Market knowledge and business matchmaking:** connecting you to key local families for advice or linking you to potential partners
- **Next generation:** arranging internships, next generation calls and discussions
- **Learning and networking:** complimentary invitations to exclusive seminars, talks and workshops
- **Year-Round advice, support and connections with other families** to get advice from them to answer questions on your mind or to benefit from their experience