

THE EUROPEAN FAMILIES IN BUSINESS CONFERENCE

21 & 22 June 2016

Hotel de Rome • Berlin, Germany

Leadership for Sustained Growth



*The 13th annual European private conference and awards
for family business leaders, owners and next generation family members*

THE 5TH EUROPEAN FAMILIES IN BUSINESS AWARDS

21 June 2016 - Hotel de Rome • Berlin, Germany

In association with Societe Generale Private Banking



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Leadership for Sustained Growth



CAMPDEN CLUB MEMBERSHIP

The Campden Club, incorporating the Institute for Private Investors (IPI), is the pre-eminent wealth membership club for multi-generational business owning families, families of substantial wealth and their family offices and private investors.

By joining the Campden Club, you become part of our global community of over 1400 ultra-high net worth family members and family offices from over 30 countries.

Campden Club Membership provides networking opportunities and unrivalled support to families and their next generation through global and regional family wealth events, online communication with members, co-investment workshops, member profiling and facilitated introductions, research reports & intelligence and multi-generational education programmes.

To apply or for more information, contact Henry Samuelson at henrysamuelson@campdenwealth.com or call +44 (0) 20 3763 2800. Visit www.campdenclub.com

HIGHLIGHTS OF THE CONFERENCE INCLUDE:

- Private closed-door roundtable sessions for family members of prestigious business-owning families – in the afternoon of 20th June 2016 – for ice-breaking confidential & candid conversations with your peers
- Keynote sessions on Heritage with Dr. Hubertine Underberg-Ruder, on Leadership with Baron Hans-Martin von Tucher, and on Valuations with Uri Levine
- Engaging case studies on Turbulent Family Times, Family Governance, Succession Planning, Brand and Story Telling, Sustainability & Innovation
- Highly active panel discussions on Europe's Prosperity, Education & Entrepreneurship, Opportunities in Difficult Times, Best Practice Governance, Structuring Generational Transfer, Resilient Eastern European Families and on Financial Families
- Group work session on the Interface of Family & Corporate Governance, Family Conflict, Reputation, Expectations & Failure
- All conference participants are warmly invited to join us for The 5th European Families in Business Awards and Gala Evening on Day One

Campden Wealth's flagship family business platform exclusively designed for ultra-affluent families in Europe and beyond, now in its 13th year, will once again offer a compelling combination of private peer-to-peer learning and networking activities for senior and next generation members of illustrious multi-generational family businesses.

THE CAMPDEN WEALTH DIFFERENCE

Bringing together prominent family speakers, in-depth research and a wealth of industry experience has allowed us to produce global conferences that are intuitive, informative and timely for more than a decade. Campden Wealth, publisher of the widely acclaimed CampdenFB (formerly Families in Business) and CampdenFO (Family Office) is proud to bring you the flagship European Families in Business Conference and Awards exclusively for families business leaders, owners, next generation family members and their board members.

The conference will convene speakers representing some of the most innovative and successful privately-held family businesses and family business experts to share their insights and wealth of experience.

ADDED VALUE:

Take advantage of the special family packages:

- **Family Group Ticket** – for four family members
- **Dual Family Ticket** – for a senior and a next generation family member OR board member and a next generation family member
- **One Day Ticket** – for a family member

FOUR WAYS TO REGISTER:

1. Phone: +44 (0) 203 763 2818 or +44 (0) 203 763 2800
2. E-mail: simidhillon@campdenwealth.com
3. Online: www.campdenconferences/berlin
4. Complete and return the enclosed booking form either by fax/scan or post (see enclosed booking form for details)

CONFERENCE CHAIRMEN:

MANFREDI LEFEBVRE D'OVIDIO • *Chairman, Silversea Group, Italy/Monaco*

Mr. Lefebvre is a 2nd generation family member of Silversea Group which is an ultra-luxury cruise line with seven vessels based in Monaco. He is also the Chairman of Heritage Group SA (CH), Lugano-based holding company in charge of the assets and companies belonging to trusts established by the Lefebvre Family. Mr. Lefebvre is a board member of many prestigious organisations, a successful businessman who has been able to invest in different sectors, ranging from transportation to real-estate, energy, travel, cruising and hospitality, financial investments and venture capital. Mr. Lefebvre has been awarded with the following distinctions: Chevalier de l'Ordre de Saint-Charles et des Grimaldi from H.H. Prince Albert of Monaco and Honorary citizenship of the city of Saint-Jean Cap Ferrat.

JEAN MANE • *President & CEO, Mane, France*

Mr. Mane, 4th generation member of the Mane family, transformed the family business into an international group joining Mane in 1988 as CEO & President after his father. His focus on innovation and globalisation led the company to extensive growth and made them as one of the worldwide leaders in the fragrance, flavour design and ingredients industry – the 6th-ranked globally and 1st in France. The multigenerational family business was founded in 1871, and now has 4750 employees in 34 countries with EUR 947.6M sales and 25 manufacturing sites. The business runs 43 R&D centres and invests 9% of its annual revenues in Research & Development. They are renowned for natural flavours and fragrances using both biotechnologies and new synthetic molecules to enhance their ingredients palette.

PROFILE OF CONFERENCE SPEAKERS:

DR. HUBERTINE UNDERBERG-RUDER • *Chairperson of the Board, Underberg, Germany*

Dr. Underberg-Ruder is a 5th generation member of the Underberg family and joined the family business in 1991 at the head office in Dietlikon, Switzerland. Today Dr. Underberg-Ruder is the president of the board of the Swiss parent company of the Underberg group - Underberg AG., and is also the chair and member of supervisory board at Gurktaler AG, listed in the Vienna Stock exchange. Dr. Underberg-Ruder served as Director at Zwack Unicum and currently is the Chair of the Supervisory Board of Zwack Unicum Nyrt. listed in the Budapest stock exchange. She is member of the owners committee of GfK e.V. and member of the Advisory Board of the German food retail group tegut..., Fulda.

CATHARINA PRYM • *15th Generation Member, Prym Group, Germany*

The Prym Family is one of the oldest entrepreneurial families in the world. Ms. Prym has been closely involved in the family business from a young age and has been a member of several boards over the past decade. During an existential crisis of the company she acted as a key player working towards the salvation of family ownership. Due to her contributions she was honored with the Top Family Business "Rising Star Award" at the European Families in Business Awards 2015.

FELIX FIEGE • *Executive Board, Fiege Logistik Holding Stiftung, Germany*

Fiege was founded in 1873 and is currently one of the ten most powerful contract logistics providers in the European core market. In 2014 the business' turnover was EUR1.4b and is now managed by the 5th generation, including Felix Fiege, who joined the management of the Fiege Group in 2008 as managing director of FIEGE Engineering and became a member of the Executive Board of Fiege Logistik Holding Stiftung & Co. KG in 2012. Fiege provides individualised supply chain solutions for customers within a dense network of high-performance branches in Asia and Europe.

MARTIN LOOSER • *Family Member, Secretary, Family Council, Looser Holding, Switzerland*

Mr. Looser, an attorney, is a 3rd generation member of the multigenerational family business mainly investing in Looser Holding AG, an international industrial holding company with three business divisions (Coatings, Doors, Industrial Services). The registered shares are listed on SIX. As the secretary of their Family Council and the chairman of the Family Office he is in charge of organising and managing the family and its interests in relation to their common entrepreneurial activities and operations.

BARON HANS-MARTIN VON TUCHER • *Deputy Chairman, Dr. Lorenz Tucher'sche Stiftung, Germany*

Baron von Tucher, a 23rd generation member, was educated in Germany, South Africa, UK, and in the US. He retired in 2001 after 37 years in banking, having held various executive positions at Citibank, Wells Fargo Bank, Bank of Montreal, and finally as co-chief executive of Bankhaus Woelbern & Co. (ABSA Group), Germany/Hamburg. Since retiring, Baron von Tucher has been active as deputy chairman of the Dr. Lorenz Tucher'sche Stiftung, a family foundation founded in 1503, with activities in property development, forestry, agriculture and wealth management.

MARIELLA BOTTIGLIERI • *Managing Director, Giuseppe Bottigliero Shipping Company, Italy*

Mrs. Bottigliero is a 6th generation member of a family active in the shipping business since 1850. Mrs. Bottigliero spent most of her childhood in Athens, where her father had moved his shipping company since 1976. First Mrs. Bottigliero worked outside of the family business at H. Clarksons Ltd, London as a tanker broker in the clean petroleum products department. Then she joined the family company as the Managing Director and Chartering Manager, becoming one of the youngest female top managers in the Italian shipping industry. Mrs. Bottigliero has been on the board of many important national and international associations.

ANDY RUBIN • *Chairman, Pentland Brands Limited, UK*

Mr. Rubin is the 3rd generation to lead the family's business, Pentland Brands Limited, which is a family-owned brand management company operating in sports, outdoor and fashion. Pentland owns global brands Speedo, Canterbury, Berghaus, Ellesse and Mitre and is the global footwear licensee for Lacoste and Ted Baker. The Group is the majority shareholder in JD Sports Fashion plc, a European retailer in sports and fashion operating over 800 stores and numerous online businesses. Pentland employs 19,000 people and sells its products in over 190 countries. Mr. Rubin read Law at Trinity College, Cambridge and received an MBA from Harvard Business School. He is Vice President of the World Federation of the Sporting Goods Industry.

PATRICK KERN • *Founder, cor Juliett, Germany*

Mr. Kern is a next generation member of a prestigious multigenerational family, who, after his studies in the UK lived and worked in Asia for three years, then moved to Munich to work for an auditing company. After this Mr. Kern set up cor Juliett, a social catering business, which employs prisoners in order to integrate them back into society. He is on the board of the Peter Möhrle Stiftung which aids early childhood, medical and refugee-related issues. At Active Philanthropy Mr. Kern co-ordinates the development of the "Active Impact Journey", a personal learning journey on how one's charitable and financial resources can create a positive impact.

CAMERON SAUL • *Co-Founder, Bottletop, UK*

During a gap year spent teaching health education in rural Uganda, 2nd generation member Mr. Saul discovered a handbag made from recycled bottle tops. He redesigned it by adding a lining made from leather off-cuts and launched the 'Bottletop' bag in collaboration with Mulberry. The best-selling design was heralded as a sensation by the international fashion press, generating local employment and raising vital funds for health education projects in Africa. He co-founded the Bottletop Foundation with his father, Roger (founder of Mulberry) in 2002 and launched the Bottletop social enterprise with his Co-Director Oliver Wayman in 2012. Today, Bottletop is a leading sustainable luxury lifestyle brand with a collection of fashion accessories.

URI LEVINE • *Co-Founder & Chairman, FeeX, USA*

Mr. Levine is a passionate serial entrepreneur and mentor to young entrepreneurs, cofounder of Waze, one of the world's largest community-based traffic and navigation apps, which was acquired by Google on June 2013 for the more than \$1B. Mr. Levine is co-founder and board member in half a dozen startups. His focus after Waze' exit is on doing good AND doing well, bringing value to consumers, solving real problems in the areas of: drivers and transportation, money thrown to the garbage (sharing economy) and inefficiencies in large markets (a lot of money left on the table). Mr. Levine is co-founder, active chairman and first investor at FeeX, a startup that helps find and reduce hidden fees on financial services and addresses a problem in the size of \$600 billion in the US alone. Mr. Levine is Chairman and investor at: Zeek, Engie, FairFly, FeeX and board member at Moovit and Roomer.

CONFERENCE PROGRAMME

Monday, 20 June 2016

17.00 – 18.45

PRIVATE CLOSED-DOOR ROUNDTABLE SESSIONS:

Don't miss this unique opportunity to talk with your peers and address concerns and critical decisions and gain direct, personal insight and solutions. These sessions are highly sought after and form the basis of both top quality relationships as well as providing a mechanism to ensure you get the most from the following two days.

- I) Family principals and family members only
- II) Next generation members under 40

Tuesday, 21 June 2016

CHAIRMAN: **MANFREDI LEFEBVRE D'OVIDIO** • *Chairman, Silversea Group, Italy/Monaco*

08.30 – 09.00

Registration and Refreshments

09.00 – 09.15

Introductions and Chairman's Opening Remarks

09.15 – 10.00

PANEL: THE KEY TO EUROPE'S PROSPERITY – EMBRACING CHANGE

- Developing new markets, growth opportunities in Europe and beyond
- Entrepreneurship and innovation
- Acquisitions and joint ventures
- Research and development investment
- Digitisation, disruption and new business models

Jean-François Mazaud • *Global Head of Societe Generale Private Banking, France***Felix Fiege** • *Executive Board, Fiege Logistik Holding Stiftung, Germany***Jesús Casado** • *Secretary General, European Family Businesses, Belgium**Moderator: Adrian Wooldridge* • *Management Editor, The Economist, UK*

10.00 – 10.30

PRESENTATION: LEADERSHIP AND SUCCESSION IN A VUCA WORLD

- Designing the best frameworks for your business
- Building culture
- Preparing next generations

Andy Rubin • *Chairman, Pentland Brands Limited, UK*

10.30 – 11.00

Morning Networking Refreshments

11.00 – 11.45

PANEL: WHICH PATH TO CHOOSE? EDUCATION AND ENTREPRENEURSHIP

- Demographics – workforce planning for the future with a large employee base
- Internal factors – what happens when there is no longer a family business?

Jussi Suominen • *Member of the Family Council, Raute, Finland***Julian Marwitz** • *Founder, Arineos, Germany***Manfredi Lefebvre d'Ovidio** • *Chairman, Silversea Group, Italy/Monaco***Ethan Koh** • *Director, Ethan-K, UK**Moderator: Nicholas Moody* • *Editor, CampdenFB, UK*

11.45 – 12.30

PANEL: FAMILY MEMBERS OPERATING OUTSIDE OF THE FAMILY BUSINESS – ALTERNATIVE OPPORTUNITIES AND RISKS

Explore various partnering models in between next generation, senior family member, private investor and an advisor.

Dr. Leo Rokeach • *Owner, Lankwitzer, Amano Group, Germany***Yoram Roth** • *Family Member, Roth Holdings, Germany***Michael Brehm** • *Founding Partner, Redstone Digital, Germany**Moderator: Eran Davidson* • *CEO & President, Davidson Capital, Germany*

12.30 – 13.30

Networking Lunch

13.30 – 14.00

INTERVIEW: THE ENDURING FAMILY BUSINESS – LEADERSHIP EXEMPLIFIED

Authenticity through multi-generations: same values, different styles.

Baron Hans-Martin von Tucher • *Deputy Chairman, Dr. Lorenz Tucher'sche Stiftung, Germany**Interviewer: Nicholas Moody* • *Editor, CampdenFB, UK*

14.00 – 14.30

CASE STUDY: THE RELATIONSHIP BETWEEN THE FAMILY AND THE BUSINESS THROUGH THE 3RD GENERATION**Carlo Ferrari Ardicini** • *4th Generation Member, De Agostini S.p.A., Italy*

14.30 – 15.00

CASE STUDY: WILLIAM PRYM – OVERCOMING A CRISIS AND STRENGTHENING FAMILY TIES

- Reflections and insight into the process and how the family managed through turbulent times
- Leadership for sustained growth & debating the idea of sustained growth for family businesses

Catharina Prym • *15th Generation Member, Prym Group, Germany***Michael-Dominic Prym** • *15th Generation Member, Prym Group, Germany*

15.00 – 15.50

PANEL: BEST PRACTICE GOVERNANCE FOR FAMILY BUSINESSES

- Compare and contrast – real case examples
- Building-in flexibility, reviewing what works best
- Communications within the family, family council, family business and family office
- Raising finance: diluting ownership, alternative funding provision for growth
- Families at various stages of family and corporate governance

Martin Looser • *3rd Generation Member, Secretary & Family Council, Looser Holding, Switzerland***Lana Zaher** • *2nd Generation Member, Alarz, Israel***Jean Mane** • *President & CEO, Mane, France***Baron Rainer von Echlin** • *Principal, Echlin AG, Switzerland**Moderator: Dr. Denise Kenyon-Rouvinez* • *The Wild Group Professor & Co-Director, IMD Global Family Business Center, Switzerland*

15.50 – 16.15

Afternoon Networking Refreshments

16.15 – 16.45

CASE STUDY: SUCCESSFUL SUCCESSION PLANNING – LEADING BY DEPARTING?

- When to relinquish the reins and how? What if these belong to reluctant seniors?
- Identifying and nurturing talent from within the family and beyond, interim solutions and benefits from external executives

- Professionalization: can this impact your family business bottom line?
- Role of the board, role of women, role of next generation, role of non-family
- Do family businesses need to pass to the next generation?

Mariella Bottiglieri • *Managing Director, Giuseppe Bottiglieri Shipping Company, Italy*

16.45 – 17.30

PANEL: STRUCTURING GENERATIONAL TRANSFER WITHIN FAMILY BUSINESSES

This session will highlight some of the most pressing issues around structuring generational transfer by looking into tax opportunities, challenges caused by recently introduced tax and legal regulations, how complex this process is for international families, and the interface in between governance issues and drafting wills. You will hear specific examples and practical solutions from top lawyers and insights from family principals on their experience.

Dr. Andreas Richter • *Partner, P+P, Germany*

Dr. Natalie Peter • *Partner, Staiger, Schwald & Partner, Switzerland*

Moderator: Prof. Guglielmo Maisto • *Founding Partner, Maisto & Associati, Milan – Rome – London*

17.30 – 18.00

CASE STUDY: BRAND AND COMMUNICATION VIA STORYTELLING

Cameron Saul • *Co-Founder, Bottletop, UK*

18.00 – 18.30

KEYNOTE: SUSTAINABILITY – NATURE AND HERITAGE – THE SECRET RECIPE BEHIND UNDERBERG

Including the history of strong women within the family business and the story behind the first generation fighting for IP rights.

Dr. Hubertine Underberg-Ruder • *Chairperson of the Board, Underberg, Germany*

18.30 – 18.45

Chairman's Closing Remarks for Day One

19.00 – 23.00

GALA EVENING IN CELEBRATION OF THE EUROPEAN FAMILIES IN BUSINESS AWARDS 2016

We warmly invite all conference participants to join us to celebrate the excellence of some of the most successful family businesses in Europe. **During the dinner there will be a chance to taste the famous herbal Underberg.**

Wednesday, 22 June 2016

CHAIRMAN: JEAN MANE • *President & CEO, Mane, France*

08.15 – 08.30

Networking Breakfast

08.30 – 09.15

BREAKFAST BRIEFING ON REPUTATION – WHAT IS IN A NAME?

As family businesses are passed down through the generations, the reputation and allure of the business grows with it. The reputation of a family name can determine a business' wealth, share value, appeal and ultimate success. In today's digital era, how can family owned businesses protect their brand value from reputational attacks posed by online communities?

Jonathan Raven • *Head of Private Client EMEA, ReputationDefender, UK*

09.20 – 10.00

CHAIRMAN'S OPENING REMARKS AND BUSINESS SHOWCASE

Jean Mane • *President & CEO, Mane, France*

10.00 – 10.45

GROUPWORK SESSION: THE INTERFACE OF FAMILY AND CORPORATE GOVERNANCE

Professor Sabine Rau • *Family Member & Professor of Entrepreneurship and Family Business, Kings College, UK*

10.45 – 11.15

Morning Networking Refreshments

11.15 – 11.45

PRESENTATION: INNOVATION IN INDUSTRIAL ENGINEERING

Corneliu Bodea • *Co-Founder, Adrem Invest, Romania*

11.45 – 12.30

PANEL: RESILIENT BUSINESSES IN EASTERN EUROPE

Learn how family businesses are shaping the local economies in Eastern Europe and beyond.

Miroslava Paskova • *Member of the Supervisory Board, Gallery Nedbalka, Slovakia*

Dr. Stefan Rosina • *President, Matador, Slovakia*

Tamás Kürti • *Vice President, Kürt Information Security Group, Hungary*

Jakub Kolodziej • *Non-family Senior Executive, Roleski Sp. J., Poland*

Moderator: Lenka Beinhoff • *Founder & CEO, Beinhoff & Co, Switzerland*

12.30 – 13.00

CASE STUDY: KEEPING THE ENTREPRENEURIAL SPIRIT ALIVE – ENSURING INNOVATION AND AGILITY

Jan Olszewski • *Family Member, Solaris Bus & Coach, Poland*

13.00 – 14.00

Networking Lunch

14.00 – 14.30

DIALOGUE: PURPOSE AND WEALTH – SUSTAINABLE NEXT-GEN ENTREPRENEURS

Patrick Kern • *Founder, cor Juliett, Germany*

Silja Nyboe Andersen • *Associate, Active Philanthropy, Denmark*

14.30 – 15.00

KEYNOTE: VALUATIONS AND SELLING WAZE

A serial entrepreneur will offer insights into setting up, running and selling start-ups.

Uri Levine • *Co-Founder & Chairman, FeeX, USA*

15.00 – 16.00

PANEL: OPERATING OR FINANCIAL FAMILIES?

- View from a USA family office investor on investing in family businesses, experience in the USA and perspective on Europe
- Keeping it in the family and when it's best to evolve to owner status
- Moving to investments and/or family investing in family businesses
- Alternative financing sources and models

Martin Looser • *3rd Generation Member, Secretary & Family Council, Looser Holding, Switzerland*

Jussi Suominen • *Member of the Family Council, Raute, Finland*

Yousef Zaher • *Next Generation Member, Alarz, Israel*

David Lifschultz • *Chairman & CEO, Genoil, USA*

Moderator: Nicholas Moody • *Editor, CampdenFB, UK*

16.00 – 16.20

Afternoon Networking Refreshments

16.20 – 17.20

GROUPWORK SESSIONS: SELECT YOURS TO CONTINUE THE CONVERSATIONS

1. Pre-empting family conflict – building strong, stable and resilient families

Kathleen O'Hara, MA LPC • *Family Specialist Counsellor, UK*

2. Acquisitions & Valuations – exploring long-term purpose

Uri Levine • *Co-Founder & Chairman, FeeX, USA*

3. Reputation

4. How to deal with failure – expectations and governance

Franziska Müller Tiberini • *Managing Director, Familienunternehmen, Switzerland*

17.20 – 17.25

Chairman's Closing Remarks

17.25

Close of Conference



THE EUROPEAN FAMILIES IN BUSINESS AWARDS

European
**Families in
Business**
Awards
2016

Tuesday, 21 June 2016
19.00-23.00 hrs

In association with Societe Generale Private Banking

Delegates at the conference are invited to participate, together with their partners and children, in a gala evening to celebrate excellence in family business.

- Top Family Business of the Year
- Top Family Business Leader of the Year
- Top Family Business Rising Star of the Year
- Top Next Generation Entrepreneur of the Year
- Top Non-Family Director of the Year
- Top Sustainable Family Business of the Year

Guests will enjoy a welcome reception on arrival before sitting down to enjoy a dinner and the award ceremony.

By registering for the conference you will have **complimentary** access to the Awards Gala Evening, should you wish to enquire about additional places for the awards please contact **Simi Dhillon** on +44 020 3763 2800 or email simidhillon@campdenwealth.com for further details.

www.campdenfb.com/fibaward-2016

FEEDBACK FROM PREVIOUS CONFERENCES

"It was one of the best conferences I've ever attended, very helpful and put its fingers right into the wound."

Chairman, Family Business, Germany

"My family and I attended The European Families in Business Conference and we intend to make it the destination of our annual trip/family meeting for the years to come."

CEO, Family Business, Italy

"Excellent organisation, great atmosphere and impressive speakers."

Chairman, Family Business, France

"I enjoyed enormously spending two days surrounded by like-minded family business owners."

Owner, Family Business, Spain

Main Partner:



SOCIETE GENERALE
Private Banking

This event is CPD certified:

The CPD Standards Office
CPD PROVIDER: 41035
2015 - 2017
www.cpdstandards.com



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