ASIAN FAMILY OFFICE FORUM 2009

Asian Family Office 2009 presents an exclusive offering of over thirty five business families and family office leaders who will share their valuable perspectives and strategies in today's challenging environment. Featuring a dynamic combination of quality content and unprecedented speakers faculty, the forum will address the most pertinent issues facing wealthy families and their long term investment decisions.

FOREWORD

s families face the ever daunting challenges of managing risks in complex, uncertain and volatile times, they continually review their investment decisions and business models amid a proliferation of increasingly difficult choices.

What are the new realities of the heightened financial downturn and how can families and their investment office navigate the perils of the economic woes? Do the decisions made by the family reflect the value system and vision of its founders and members? How should wealth creators and inheritors retain and pass their values, visions and legacy to the future generations? Quintessentially, are Asian families ready to embrace the family office model yet? Ultimately, whether it is a decision to invest in private equity or its philanthropic choices, a family can influence future generations dramatically

In an attempt to identify and transform today's challenges for tomorrow opportunities, Asian Family Office 2009 presents a gathering of 35 industry leaders from around the world to share their valuable perspectives and strategies in today's challenging environment.

Featuring a dynamic combination of quality content, unprecedented speakers' faculty of powerful business leaders, Asian Family Office 2009 addresses the most pertinent issues concerning business families and their investment decisions.

This is your chance to gain proprietary insights from formidable like minded families as they offer sensible suggestions, thought provoking debates and discussions on critical issues that matter!

Join us in this exclusive exchange - a fulfilling and rewarding experience awaits you at Asian Family Office 2009!

Yours sincerely,

Valerie Reena Su Project Director Asian Family Office

Preetha Reddy
Managing Director
Apollo Hospitals Group,
India



SOME OF OUR

Kelfan Belhoul
Executive Director
Belhoul Investment
Office, Dubai



Mario Kozma
Chief Investment Officer
Belhoul Investment
Office, Dubai



Professor K Ramachandran
Associate Dean
Thomas Schmidheiny
Fellow of Family Business &
Wealth Management
Indian School of Business, India



Rina Lopez Bautista
President &
Executive Director
Knowledge Channel
Foundation Inc.,
Philippines



Charles A. Lowenhaupt Chairman, President & Chief Executive Officer Lowenhaupt & Chasnoff, LLC, USA



Dr. Charles Saerang President Director PT Nyonya Meneer, Indonesia



Ron Perkinson
President
Putera Sampoerna
Foundation, Indonesia



Shanti Poesposoetjipto Chairman PT Samudera Indonesia Tbk



Eric Teng
Chief Executive Officer
Tan Chin Tuan
Foundation, Singapore



Stephen Riady
President
The Lippo Group of
Companies, Hong Kong



Mohan Murjani Chairman The Murjani Group, India

TARS



Michael Moquette
Managing Partner
Equinoxe Investments
SA. Switzerland



Constantin Salameh
Chief Operating Officer
Emirates International
Investments, Abu Dhabi



Lucy Sutro
Managing Director
Fleming Family &
Partners, Hong Kong



M V Subbiah Advisor and Former Chairman of the Board Murugappa Group, India



Prakash Parthasarathy Chief Investment Officer Premji Invest, India



Carol Pepper
Chief Executive Officer
& Founder
Pepper International
LLC, USA



Alexander Scott Executive Chairman Sand Aire Ltd, UK



Bonny Landers
Chief Executive Officer
Sterling Private
Management Ltd,
Hong Kong



Jocelyn Chng Managing Director Sin Hwa Dee, Singapore



Dr. Raphael Amit, PhD
The Robert B. Goergen Professor of
Entrepreneurship Academic Director and
Chairman of the Executive Committee
The Wharton Global Family Alliance,
The Wharton School, University of
Pennsylvania, USA



Sunil Dalal Managing Director Unidel Advisors, India



Cheong Wing Kiat
Business Development
Director
Wen Ken, Singapore

SPEAKERS FACULTY

Yeoh Choo San, Head of Due Diligence, Asia Pacific, Albourne Partners, Hong Kong

Preetha Reddy, Managing Director, Apollo Hospitals Group, India
Kelfan Belhoul, Executive Director, Belhoul Investment Office, Dubai
Mario Kozma, Chief Investment Officer, Belhoul Investment Office, Dubai
Michael Moquette, Managing Partner, Equinoxe Investments SA, Switzerland
Constantin Salameh, Chief Operating Officer, Emirates International Investments,

Abu Dhabi
Lucy Sutro, Managing Director, Fleming Family & Partners, Hong Kong
Roy Chen, Chairman & Chief Executive, Grace Financial, Hong Kong
Chandran Nair, Chairman, Global Institute for Tomorrow, Hong Kong
Michael Pompian, Director of Private Wealth Practice, Principal Consultant,
Hammond Associates

P. Ming Wong, Managing Director, IMC Investments, Singapore Professor K Ramachandran, Associate Dean, Thomas Schmidheiny, Fellow of

Family Business & Wealth Management, Indian School of Business, India Rina Lopez Bautista, President & Executive Director, Knowledge Channel Foundation Inc., Philippines

Charles A. Lowenhaupt, Chairman, President & Chief Executive Officer, Lowenhaupt & Chasnoff, LLC, USA

Anthony Abraham, Executive Director, Macquarie Funds Group

M V Subbiah, Advisor and Former Chairman of the Board, Murugappa Group, India

Sin Tho Wee, Vice-President, Endowment and Institutional Development, National University of Singapore (Founding Chief Investment Officer, NUS Investment Office), Singapore

Suren Keshawa Hendry, Managing Director, P. H. Henry, Malaysia Prakash Parthasarathy, Chief Investment Officer, Premji Invest, India Carol Pepper, Chief Executive Officer & Founder, Pepper International LLC, USA

Dr. Charles Saerang, President Director, **PT Nyonya Meneer, Indonesia Ron Perkinson,** President, **Putera Sampoerna Foundation, Indonesia**

Shanti Poesposoetjipto, Chairman, PT Samudera Indonesia Tbk

Alexander Scott, Executive Chairman, Sand Aire Limited, UK

Bonny Landers, Chief Executive Officer, Sterling Private Management Limited, Hong Kong

Jocelyn Chng, Managing Director, Sin Hwa Dee, Singapore

Annie Koh, Associate Professor of Finance, Dean, Office of Executive and Professional Education, Associate Dean, Lee Kong Chian School of Business, Academic Director, International Trading Institute @ SMU

Eric Teng, Chief Executive Officer, Tan Chin Tuan Foundation, Singapore

Leo Chen Ian, Executive Director, The Centre for Asian Philanthropy, Singapore

Stephen Riady, President, The Lippo Group of Companies, Hong Kong Mohan Murjani, Chairman, The Murjani Group, India

Dr. Raphael Amit, PhD, The Robert B. Goergen Professor of Entrepreneurship Academic Director and Chairman of the Executive Committee, **The Wharton Global Family Alliance**, The Wharton School, **University of Pennsylvania, USA**

Sunil Dalal, Managing Director, Unidel Advisors, India

Cheong Wing Kiat, Business Development Director, Wen Ken, Singapore

Joseph Field, Senior International Partner, Withers World Wide

Rozanna Wozniak, Investment Research Manager, World Gold Council

TUESDAY 24 MARCH 2009 **CONFERENCE DAY**

08.00 Registration & Breakfast

Chairman's Opening & Welcome Address



The Robert B. Goergen Professor of Entrepreneurship Academic Director and Chairman of the Executive Committee The Wharton Global Family Alliance,

The Wharton School, University of Pennsylvania, USA

NAGIVATING ECONOMIC TURMOIL: DEVELOPING STRATEGIES FOR MANAGING FAMILY'S CAPITAL IN TURBULENT CLIMATES

The new realities of the continued volatile global financial markets and its impacts on outlook and long time investment strategies

- Assessing and updating strategic asset allocation strategies for families, foundations & endowments in highly uncertain times. What lessons have we learnt?
- Manager's selection, portfolio design and construction: Dealing with issues on lack of transparency on investment portfolios
- Applying endowments strategy to family capital Can the endowments strategy be replicated for family office?
- Looking into the future trends and hidden risks for better investments decisions

Sin Tho Wee

Vice-President, Endowment and Institutional Development

National University of Singapore

(Founding Chief Investment Officer, NUS Investment Office)



Roy Chen

Chairman & Chief Executive

Grace Financial



Michael Pompian

Director of Private Wealth Practice

Hammond Associates

Moderator:



Dr. Raphael Amit, PhD

The Robert B. Goergen Professor of Entrepreneurship Academic Director and Chairman of the Executive Committee

The Wharton Global Family Alliance, The Wharton School University of Pennsylvania

CHANGING PARADIGMS OF SUCCESSFUL ASIAN BUSINESS FAMILY

09.45 PANEL Asian business families round table: Examining the drivers of successful business families. In this session, the area of discussion focus on values, family unity, sustainability, growth and challenges within the family and its business in volatile

Understanding the importance of values, cultures, heritage, tradition and innovation in the successful business family

- Overcoming conflicts and exploring the imperative role of unity in family to promote business' survival and growth particularly in challenging times and climates
- Insights into the approaches of successful families who sustain their entrepreneurship splendor from one generation to the next
- The challenges of maintaining profitable and growing family business for several generations



Stephen Riady

President

The Lippo Group of Companies



Mohan Murjani

Chairman

The Murjani Group Dr. Charles Saerang

PT Nyonya Meneer, Indonesia

10.30 **Morning Refreshments** Moderator:

Dr. Raphael Amit, PhD

The Robert B. Goergen Professor of Entrepreneurship Academic Director, and Chairman of the **Executive Committee**

The Wharton Global Family Alliance, The Wharton School University of Pennsylvania

CREATING A CLIENT CENTRIC STRUCTURE FOR MANAGEMENT OF FAMILY INVESTMENTS & WEALTH

- Moving On: Leading a family through a transition from family business to family office to multi-family office
 - Insights to the pathway of the strategic sale of a 4th generation business
 - Creating a strategy for the family to pursue following its sale
 - Developing a MFO strategy
 - Examining the perspectives and outlooks twelve years after the sale



Alexander Scott

Executive Chairman

Sand Aire Ltd

11.30 Freedom from wealth and the modern global family

- What do families of substantial wealth really want from a family office today?
- Examining the psychology of the modern global family and the growing importance of freedom from wealth management
- Assessing the challenges on meeting the global needs of the modern multi jurisdictions family



Charles A. Lowenhaupt

Chairman, President & Chief Executive Officer

Lowenhaupt & Chasnoff, LLC

12 00

The holygrail of the trusted Family Office and their evolving role for the present day Asian family

- What are the critical issues and challenges facing Family Office today and how would it shape the future?
- Evaluating the structures and economics of different family office models: Comparative study of the American, European & UK
- Aligning the FO model to the Asian family
- Are Asian families ready for the Family Offices structure? Insights into the growth of FO in Asian's landscape



Sunil Dalal Managing Director

Unidel Advisors



P. Ming Wong Managing Director **IMC Investments**



Bonny Landers Chief Executive Officer **Sterling Private** Management Ltd



Moderator: Joseph Field Senior International Partner Withers World Wide

Transformation of family enterprises into family offices at the heart of GCC economies

- Role of family conglomerates in the GCC economy
- Overcoming obstacles to succession, governance, transparency and pragmatism
- Asset allocation strategies: IVY League model classes, geography and risk management
- Setting the foundation and framework in Asia-GCC family office partnerships





Belhoul Investment Office

Networking Lunch Reception

REVAMPING PORTFOLIOS FOR WEALTH PRESERVATION IN VOLATILE TIMES

2.30 Discover how the global macro demand trends would influence your investments and returns in agricultural funds?

- Understanding the potential risks and benefits of investing in agriculture as an asset class
- Understanding the correlation of agribusiness to traditional asset classes and the diverse range of available vehicles for gaining exposure from agricultural funds
- Insights on the key drivers behind their performance?



Anthony Abraham Executive Director

Macquarie Funds Group

Gold - The investment case

World Gold Council

- Exploring the investment characteristics of gold and the recent price trends
- How does gold fit into the overall investment portfolio?
- The outlook, demand and supply Rozanna Wozniak

Investment Research Manager



3.10 Moving ahead: Global real estate investments for the Family Office

- Assessing the risks and return spectrum of real estate as an asset class following the global credit crunch
- The property portfolio as part of diversification strategy What seaments to target?
- What are the timeframes and outlook for investor performance
- Fit of strategy to the personal goals of the Family members



Michael Moquette

Managing Partner **Equinoxe Investments SA**

The Growing Importance of private equity investments for Family Office

- What is the current state of the private equity in volatile times? Where are the opportunities?
- How do family offices gain access to best managers?
- With the increasing convergence of hedge funds, real estate and private equity, what does this mean for managers and investors?
- Market conditions and the trends of the current private equity in emerging markets - India, China, Vietnam & beyond



Prakash Parthasarathy Chief Investment Officer Premji Invest



Mario Kozma Chief Investment Officer **Belhoul Investment** Office

Moderator:

Dr. Raphael Amit. PhD The Robert B. Goergen Professor of Entrepreneurship Academic Director, and Chairman of the Executive Committee

The Wharton Global Family Alliance, The Wharton School University of Pennsylvania

4.15 Afternoon Refreshments

SETTING UP RISKS MANAGEMENT & GOVERNANCE PRACTICES

4.30 Keeping it in the family: Designing an effective governance system for wealth preservation

- Developing and improving formal family governance practices to ensure accountability and avoidance of conflicts and disputes
- Involving the family in the implementation of structures, values, frameworks for better risk management
- Using cost effective reporting and consolidated reports for risk managements and performance checks



Lucy Sutro

Managing Director

Fleming Family & Partners

IGNITING PHILANTHROPY FOR FAMILY LEGACY

5.00 PANEL

Building an optimal structure to strengthen private philanthropy

- What's in it for the family? The growing role of philanthropy and how its affects the entire family structure
- Exploring best practices and approach to philanthropy: Is setting up the private foundation an optimal solution for the family?
- Achieving impact and creating a roadmap for giving
- Engaging the next generation in philanthropy Moderator:



Chief Executive Officer

Rina Lopez Bautista

Tan Chin Tuan Foundation:



Leo Chen Ian Executive Director The Centre for Asian

Philanthropy



President & Executive Director **Knowledge Channel Foundation Inc**

Ron Perkinson President

Putera Sampoerna Foundation

5.45 End of conference for day one

6.00 Networking Cocktail Reception (exclusive for AFO attendees only)

WEDNESDAY 25 MARCH 2009 **CONFERENCE DAY**

08.30 Registration & Breakfast



Chairman's Opening Remark

Professor K Ramachandran, Associate Dean,

Thomas Schmidheiny, Fellow of Family Business & Wealth Management, Indian School of Business, India

PREPARING EFFECTIVE SUCCESSION PLANNING & WEALTH TRANSFER FOR GENERATION NEXT

9.00

Passing the baton: Preparing for next generation leader

- Gain unique insights into how the various families took over leadership from the previous generations
- Crafting the high impact succession planning pathway: Allocation of control and ownership, whom do we pick and when do we
- Examining how business families can survive beyond the third generation by instilling emotional ownership on the successor - the critical pathway between the next generation and the business
- How do families maintain the goals and visions of the founders with non-family professionals?



M V Subbiah

Advisor and Former Chairman of the Board





Cheong Wing Kiat

Business Development Director

Wen Ken

Suren Keshawa Hendry

Managing Director

P. H. Henry



Moderator: Annie Koh

Associate Professor of Finance

Dean, Office of Executive and Professional Education Associate Dean, Lee Kong Chian School of Business Academic Director, International Trading Institute @ SMU

9.45

In conversation: The dynamics of women's leadership in family business

- A special interview on how daughters finds their place and calling in the business family
- Assessing the unique challenges for women leaders in today's family business and the impact of female leadership on family values and business
- Crafting the roadmap for women as effective, dynamic future leaders for continuity of multi generation family business and



Shanti Poesposoetjipto

PT Samudera Indonesia Tbk



Jocelyn Chng Managing Director

Sin Hwa Dee, Singapore



Preetha Reddy

Managing Director

Apollo Hospitals Group





Professor K Ramachandran

Associate Dean, Thomas Schmidheiny

Fellow of Family Business & Wealth Management, Indian School of **Business**

10.15 Morning Refreshments

STRENGTHENING FAMILY OFFICE'S PERFORMANCE

Cross border tax planning for the international family: Managing a global exposure

- What are the challenges facing the multi-jurisdiction families in tax planning?
- Managing succession planning in a tax efficient way
- Cross border tax planning and strategies
- How can insurance be used to minimize exposures



Joseph Field

Senior International Partner

Withers World Wide

From Liquidity operators to investors: planning entrepreneurs

- Assessing the opportunities and threats to the family business from the current climate - expansion, acquisition and liquidity
- Evaluating the option of recapitalization to unlock value in family
- How can families fund expansion from outside capital without diluting family control?
- Guiding your family through a liquidity event: How could setting up a family office help in preserving and growing family wealth?



Carol Pepper

Chief Executive Officer & Founder

Pepper International LLC

Operational Benchmarking for Family Offices

- What is Operational Benchmarking and how best to apply it with Family Offices?
- What are the benefits of FO Operational Benchmarking
- The Family Office Leadership Model
- Operational best practices with Family Offices



Constantin Salameh

Chief Operating Officer

Emirates International Investments

Family Office benchmarking – Insights and issues

Dr. Amit would also be sharing his comprehensive research and survey on the benchmark of Family Office's performance in a broad range of activities



Dr. Raphael Amit, PhD

The Robert B. Goergen Professor of Entrepreneurship Academic Director and Chairman of the Executive Committee

The Wharton Global Family Alliance, The Wharton School, University of Pennsylvania

Networking Lunch Reception

(Delegates may choose to attend either workshops)

2 00 Workshop 1: Looking Beyond Returns

- Understanding inherent risk of the strategy instruments and valuations
- Identifying potential conflicts in organisational structure and staffing
- Performing essential checks on service providers and background reference
- The importance of Financial Statements the window to the internal workings of the fund
- Developing systems, processes, custody arrangements and controls over asset and cash transfers

Yeoh Choo San

Head of Due Diligence, Asia Pacific

Albourne Partners

Workshop 2: Managing Challenges of Professionalism in Family **Business**



Professor Ramachandran K

Associate Dean Thomas Schmidheiny

Fellow of Family Business & Wealth Management, Indian School of

3.30 Afternoon Refreshments

Workshop 3: Beyond Philanthropy - Investment opportunities in 4.00 the new business landscape of the future

- Understanding the sustainable development challenges facing Asia
- Connecting the dots: Economic development, resource constraints, social costs and climate change
- What can your family do beyond philanthropy and charity?
- How to get involved in the opportunities at "the bottom of the pvramid"?
- Case studies with an auction to "invest now" in worthy projects



Chandran Nair

Founder & CEO

Global Institute for Tomorrow

End of conference

6.00 **Networking Cocktail Reception**

Platinum sponsors:



the world.

Macquarie Group (Macquarie) is a global provider of banking, financial, advisory, investment and funds management services.

Macquarie's main business focus is making returns by providing a diversified range of services to clients. Macquarie acts on behalf of institutional, corporate and retail clients and counterparties around

Macquarie Group Limited is listed in Australia (ASX:MQG) and is regulated by APRA, the Australian banking regulator, as the owner of Macquarie Bank Limited, an authorised deposit taker. Macquarie also owns a bank in the UK, Macquarie Bank International, which is regulated by the FSA. Macquarie's activities are subject to regulation by over 100 agencies around the world.

Macquarie's approach to risk management is long-standing. Strong risk management practices are embedded in business unit management with central oversight of credit, market, funding, compliance and operational risk. These, together with committed, quality staff are key drivers of Macquarie's success.

Macquarie has been active in Asia for over a decade, establishing an office in Hong Kong in 1994. Today, Macquarie has more than 2,000 professionals in 11 markets across Asia. This team forms part of Macquarie's global network which operates in more than 60 office locations in 27 countries, employs more than 13,800 people and has assets under management of \$A239 billion (as at 30 September 2008).

WORLD GOLD COUNCIL Founded in 1987, the World Gold Council, the marketing

organisation formed and funded by the world's leading gold mining companies, represents 23 companies and more than 40% of private sector production. The World Gold Council is an international, not for profit organisation, with offices in India, China, Japan, the Middle East, Turkey, Western Europe and North America. As the gold industry's key marketing body, we work closely with jewellery retailers, manufacturers, wholesalers, banks, investment companies and distribution specialists to promote the use of gold in all its forms, be it jewellery, investment or industrial applications.

Our work in the investment sector focuses on three core areas: research. communication and facilitating gold investment by improving the ease of access. The World Gold Council does extensive work on communicating the investment case for gold to investors. We have built up a body of research that is highly regarded and used by pension fund advisors, fund managers, precious metals analysts, private client advisors and central banks.

Our website, www.gold.org is the prime medium for publishing this research and statistics, as well as providing exhaustive information about gold.

Supporting partner:





TUESDAY 1800hrs 2100hrs

LE DAZZLING SUN-DOWN BUBBLY

Indulge in the sizzling sun-set with a glass of bubbly and hors d'oeuvres with fellow delegates of the Asian Family Office. The evening continues with a networking dinner reception.

(For Asian Family Office delegates & invited guests only)

25 MARCH 2009 WEDNESDAY 1800hrs 2000hrs

MEN IN BLACK

The launch cocktail party for Private Banking Asia 2009. A matrimony of fine entertainment, unrivalled company in

blacks, selections of intoxicating cocktails and hors d'oeuvres awaits you.

(Asian Family Office delegates are welcome to attend.) DE DONIN END A DAVI

Wednesday & Thursday, 25 & 26 March

Not for the faint hearted. Aston Martin is offering a select few an exclusive opportunity to be Bond for a day. Asian Family Office (AFO) and Private Banking Asia

An extension from the opening cocktail

reception, the soiree continues with the industry dinner.

(Asian Family office delegates are welcome to attend.)

(PBA) opens the doors for six lucky delegates to drive the Aston Martin themselves, then buckle up extra tight for a super drive with an Aston Martin driver at the wheel. The six lucky winners will be chosen in a prize draw at the Private Banking Asia conference on March 25 & 26, 2009. This draw is open to all AFO and PBA speakers and delegates. For the car enthusiasts, the DB series would also be on display at the conference venue. Bond femme fatale not included!



Not for the faint

ASIAN FAMILY OFFICE

FORUM 2009

24 - 25 THE RITZ CARLTON MILLENIA, SINGAPORE

Asian Family Office Forum 2009					
Package	Regular fee	How many	Calculate your ticket		
2 day Forum 24 - 25 March 2009 (Note that registration is only open to family office & members of the business family. To qualify as an attendee, please contact Valerie Su at (65) 6322 2721 or email: valerie.su@terrapinn.com)	S\$3,395.00				
	Total				

Family Business Network members enjoy 15% off the regular fee for individual bookings and 20% off the regular fee for 2 or more bookings.

- All tickets include refreshments, lunch and full conference documentation. The fee does not include hotel accommodation.
- Networking dinner is open to conference delegates only.
- 7% GST applicable to all local delegates
- * Only 1 discount scheme applies

Your details	
Delegate name	
Job title	Organization
Address	
Post code	Country
Tel	.Fax
Email	
Authorizing manager	Authorizing manager signature

By signing and returning this form, you are accepting our terms and conditions.

Payment details		
Payment is due in 7 days. By signing and returning this form you are accepting our terms and conditions. Bank transfer Crossed cheque payable to Terrapinn Pte Ltd Mastercard Visa American Express JCB		
Card number Expiry date:/		
Card holder's name		
Bank Transfers: Payment by bank transfer must quote the delegate name and reference 171411. Transfers should be made to Standard Chartered Bank, 6 Battery Road, Singapore 049909. Account No. 01-008-9045-8		

How to book your ticket

Online

It's quicker and easier to book and pay online go to www.terrapinn.com/2009/afof and click on register now

Offline

Complete this form and fax it back to +65 6223 3554 or call +65 6322 2701 and we'll take your booking over the phone. For registration enquiries, you can also call +65 6322 2701 or email us at yeelim.tan@terrapinn.com

Group bookings

Why not send your team and save more. Send 3 delegates and save 10%* Send 6 delegates and save 20% Call +65 6322 2701 or go online and register www.terrapinn.com/2009/afof

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- Terrapinn does not provide refunds for cancellations. Invoiced sums are payable in full, except in cases where Terrapinn has been able to mitigate loss;
- Terrapinn will make available course documentation to a delegate who is unable to attend and who has paid;
- Terrapinn reserves the right to alter the programme without notice including the substitution, alteration or cancellation of speakers and / or topics and / or the alteration of the dates of the event:
- Terrapinn is not responsible for any loss or damage as a result of a substitution, alteration, postponement or cancellation of an event.

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