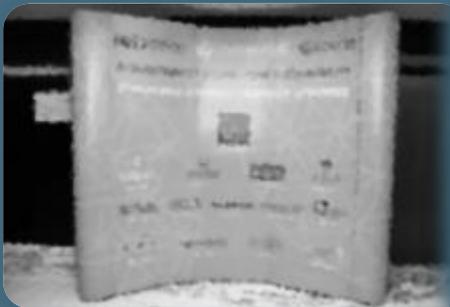


# 9<sup>TH</sup> HAWKAMAH ANNUAL CORPORATE GOVERNANCE CONFERENCE

## Creating Value through Governance – The Cases of State & Family Owned Enterprises

11 November 2015  
The Conrad Hotel, Dubai, UAE



# ANNUAL CONFERENCE

Annual conferences are high profile events attended by leading experts and practitioners from across the region. They offer a unique platform where leading experts, practitioners, influential business leaders, high-level regional and international policy-makers, regulators, and investors are invited to debate on agenda topics in an open and honest dialogue, addressing issues such as where the global regulation and practice is heading and the extent of corporate governance implementation in the region and setting the next steps for corporate governance reform.

Annual conferences are designed to promote knowledge transfer, peer-to-peer learning, and the development of sound and efficient markets and help shape the changing corporate governance landscape in the MENA region.

The background is a solid blue color. In the center, there is a faint, light blue graphic. It consists of a large gear with several smaller gears inside it, arranged in a circular pattern. Below the gear, there is a flowchart-like structure with several rounded rectangular boxes connected by lines, suggesting a process or organizational chart.

# **9<sup>TH</sup> HAWKAMAH ANNUAL CORPORATE GOVERNANCE CONFERENCE**

**11 November 2015, The Conrad Hotel, Dubai-UAE**

# Creating Value through Governance – The Cases of State & Family Owned Enterprises

## 9<sup>th</sup> Hawkamah Annual Corporate Governance Conference

### *Conference Overview*

It is widely recognised that good governance enhances the performance of companies by helping them make sound decisions and, in particular, to manage potentially damaging risks. While best practice has been elaborated at international level, it is harder to adapt this to groups, especially those where there is a controlling family or state shareholder.

The subsidiaries of such groups face a particular challenge which is frequently faced by regional companies. They need the independence and entrepreneurial freedom to generate value for their shareholders. Yet they must also remain accountable to the controlling state or family interest. The conference will explore how both sides can best respond.

This years' conference will address the following topics:

- Latest regulatory trends in corporate governance
- Subsidiary perspective
- Group governance in Family owned enterprises
- Group governance in State owned enterprises
- Role of nominee directors

# Creating Value through Governance – The Cases of State & Family Owned Enterprises

## 9<sup>th</sup> Hawkamah Annual Corporate Governance Conference

### Agenda

<b>8:30 – 9:00</b>	<b>Registration and Coffee</b>	<b>12:00 – 13:00</b>	<b>Boards &amp; Nominee Directors in Group Companies</b>
<b>9:00 – 9:05</b>	<b>Welcome Speech</b> H.E Hamad Buamim, Chairman, Hawkamah Institute for Corporate Governance; Director General, Dubai Chamber of Commerce and Industry	<b>Session Description:</b> This session will discuss the different board structures of group companies, who forms the boards and how? What are the key considerations to be taken into account when forming boards of the holding and subsidiary companies? The session will also address the dilemmas facing directors in group companies along with the legal considerations regarding directors' responsibilities and liabilities both on holding and subsidiary boards.	
<b>9:05 – 9:15</b>	<b>Keynote Address</b> H.E Mohammed Ahmed Bin Abdul Aziz Al Shehhi, Undersecretary for Economic Affairs – Ministry of Economy, UAE		
<b>9:15 – 10:30</b>	<b>Latest Regulatory Trends in Corporate Governance</b>  <b>Session Description:</b> This session will discuss the latest regulatory changes relating to corporate governance both regionally and globally. The session will explore how such changes will affect companies operating in the region.		
<b>10:30 – 10:45</b>	<b>Coffee Break</b>	<b>13:00 – 14:00</b>	<b>Lunch</b>
<b>10:45 – 12:00</b>	<b>The Dilemma of subsidiary governance: Challenges &amp; Alternatives</b> <b>Session Description:</b> The session will explore the business case for group companies and differences between company governance and group company governance. It will focus on the major issues facing group company governance and the different models that exist to tackle the challenge.	<b>14:00 – 15:00</b>	<b>Interview with a Family Owned Group Company</b> <b>Session Description:</b> In this session we will interview a member from a family owned group company with numerous subsidiaries. The idea is to explore the practical side of family governance as well as subsidiary governance in a regional company.
		<b>15:00 – 16:00</b>	<b>Risk Management in Group Companies</b> <b>Session Description:</b> This session will be looking into the challenges of ensuring effective risk management in group companies, the role of the risk manager, risk reporting and ensuring accountability.
		<b>16:00</b>	<b>Closing Remarks</b>

# **OVERVIEW OF PAST CONFERENCES**

# PAST CONFERENCES

Hawkamah's previous annual conferences focused on various key issues of corporate governance. This includes corporate governance for listed companies, challenges facing governance of family owned businesses, international trends on corporate governance for financial market stability and increased investor confidence, corporate governance in the MENA financial markets, such as emerging trends and opportunities, family governance and equity markets: institutionalizing the family and keeping the wealth and building the framework towards greater corporate governance practices.

# Long-term Profitability Through Accountability

## 8<sup>th</sup> Hawkamah Annual Corporate Governance Conference

### Conference Overview

This conference explored how listed companies, banks, group companies, state-owned enterprises, family businesses and their boards align their governance frameworks to face the twin challenge of profitability and accountability.

H.E Essa Kazim, the Governor of DIFC Authority delivered the keynote address at the opening conference. Over 150 top-level experts from the public and private sectors met and contributed in an exclusive network of the region’s most influential business leaders.

Some of the event’s Sponsors:



# Corporate Governance Is Leadership Excellence

## 7<sup>th</sup> Hawkamah Annual Corporate Governance Conference

### *Conference Overview*

Under the theme “**Corporate Governance is Leadership Excellence**” the conference focused on the impact of corporate governance on performance and sustainability of businesses, the wider economy and society.

Held under the patronage of H. E Eng. Sultan Al Mansouri, Minister of Economy UAE, at the Meydan Hotel in Dubai, the conference was attended by over 250 leading governance practitioners, prominent business leaders and standard setters from the region.

Some of the event’s Sponsors:



# Words To Action: The Next Regional Corporate Governance Challenge

## 6<sup>th</sup> Hawkamah Annual Corporate Governance Conference

### Conference Overview

Under the theme, “**Words to Action: The Next Regional Corporate Governance Challenge**” the conference reflected the improvements of corporate governance frameworks in the MENA region through regulatory updates and the development of corporate governance codes in almost all jurisdictions.

Held under the patronage of H. E Eng. Sultan Al Mansouri, Minister of Economy UAE, the conference assembled over 250 public and private participants from across the MENA region, including Algeria, Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Morocco, Oman, Palestinian Authority, Qatar, Saudi Arabia, Sudan, Tunisia, Turkey, UAE and their counterparts from Europe and the USA.

Some of the event’s Sponsors:



# A New Leaf: The Growth Of Corporate Governance In The Region

## 5<sup>th</sup> Hawkamah Annual Corporate Governance Conference – Muscat, Oman

### Conference Overview

Under the theme, “A New Leaf: The Growth Of Corporate Governance In The Region” the conference discussed how regulators, investors and companies across the world and the region have responded to the financial crisis reassessing the adequacy of their governance frameworks especially in areas of risk management, executive remuneration, and board and shareholder responsibilities.

Held under the patronage of the Oman Capital Market Authority at the Bustan Hotel in Muscat, the conference assembled over 350 public and private participants from across the MENA region.

Some of the event’s Sponsors:



# Emerging Middle East Markets and the Corporate Governance Imperative

## 4<sup>th</sup> Hawkamah Annual Corporate Governance Conference

### *Conference Overview*

The theme, of **'Emerging Middle East Markets and the Corporate Governance Imperatives'** had been specifically chosen to impart a sense of urgency regarding the adoption, strengthening and effective implementation of corporate governance frameworks in the region in the upcoming post-crisis era.

Held at the Dubai International Financial Centre, the conference assembled over 150 public and private participants from across the MENA region.

Some of the event's Sponsors:



**LATHAM & WATKINS** LLP



## Is the Region Becoming a Global Player?: Corporate Governance and the Financial Crisis

3<sup>rd</sup> Hawkamah Annual Corporate Governance Conference – Doha, Qatar

### *Conference Overview*

On November 9 to 10, 2008, Hawkamah's annual conference brought together corporate governance practitioners, regulators, and representatives of the public and private sectors to discuss the region's pressing corporate governance concerns under the theme: **"Corporate Governance: Is the Region Ready to Become a Global Player"**.

The Conference held at the Al Sharq, Ritz Carlton in Doha, highlighted the progressive measures taken by Qatar to advance corporate governance. Leading organisations in Qatar had taken significant steps to raise governance standards. The conference was attended by over 200 participants from the MENA region.

Some of the event's Sponsors:



## Financial Markets and Corporate Governance

### 2<sup>nd</sup> Hawkamah Annual Corporate Governance Conference

#### *Conference Overview*

Held on 21 November 2007 , “**Transparency in financial markets and in the regions family businesses**” was the theme of Hawkamah conference on corporate governance at the Dubai International Financial Centre (DIFC) as part of DIFC week

The Conference highlighted the importance of adopting the principles of management and structure in order to achieve a professional level of communication with international regulations, supporting the sustainable growth in the region. It was attended by over 400 participants from 15 countries.

Some of the event’s Sponsors:



# Towards Sound and Efficient Financial Markets and Banking Systems

## 1<sup>st</sup> Hawkamah Annual Corporate Governance Conference

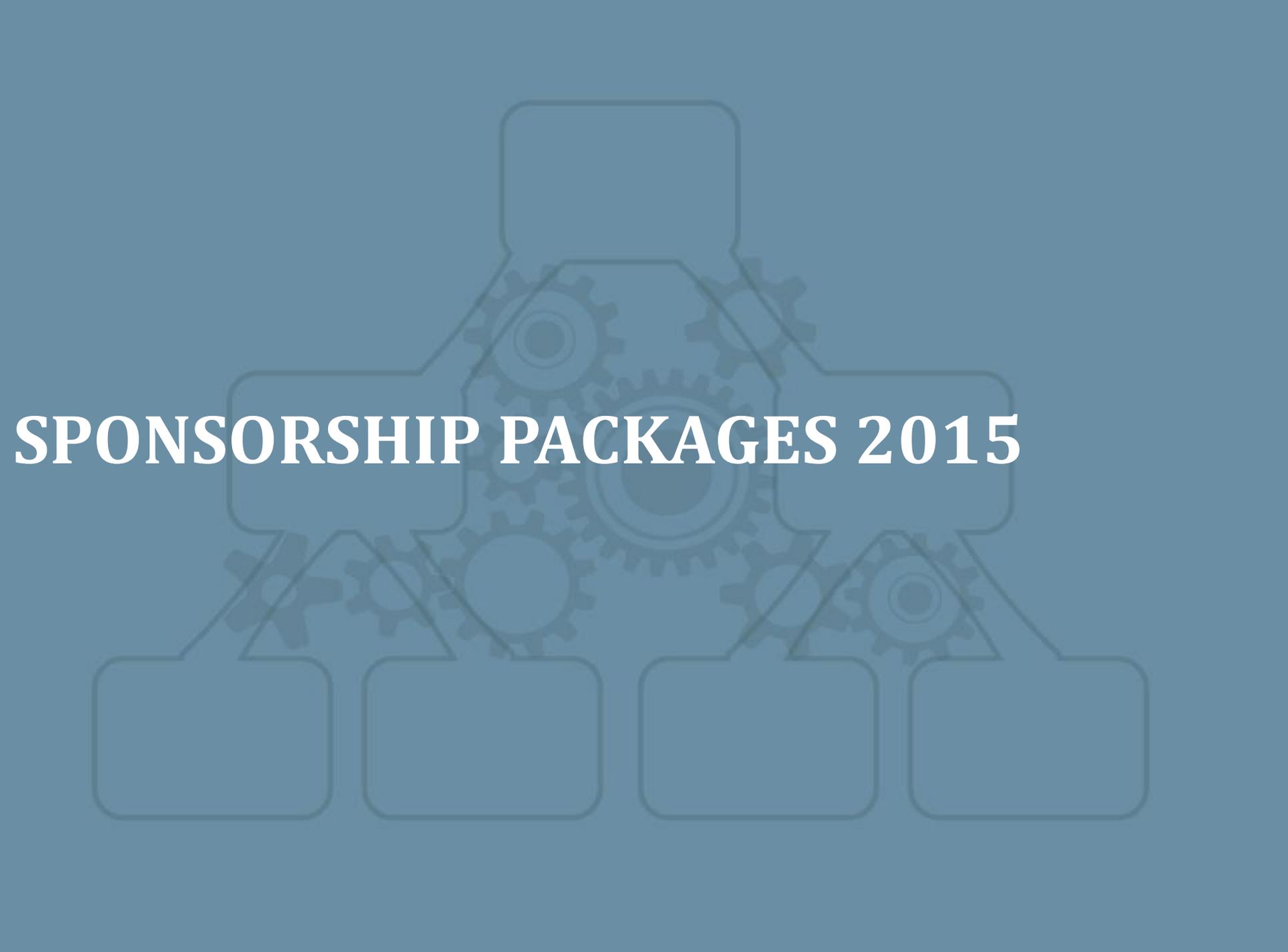
### *Conference Overview*

Hawkamah held the MENA region's first ever conference focusing on corporate governance at the Dubai International Financial Centre (DIFC) on 26<sup>th</sup> – 27<sup>th</sup> November 2006, as part of the DIFC's Finance Week.

Under the theme, “Towards Sound and Efficient Financial Markets and Banking Systems” Hawkamah's first conference were attended by over 150 participants from 15 countries and the conference highlighted the importance of building sound and efficient financial markets and banking systems within the MENA region.

Some of the event's Sponsors:





# **SPONSORSHIP PACKAGES 2015**

## Sponsorship Kit

	Diamond \$75,000	Platinum \$50,000	Gold \$25,000	Lunch \$20,000	Silver \$15,000	Live Voting \$15,000
<b>Number of Sponsors</b>	1	1	4	✓	5	1
<b>Registration</b>	25	15	10	4	4	3
<b>Lunch</b>	Yes	Yes	Yes	Yes	Yes	Yes
<b>Membership</b>	\$25,000	\$10,000	-	-	-	-
<b>Exhibition Area</b>	Yes	Yes	Yes	Yes	Yes	Yes
<b>Branding*</b>	Diamond	Platinum	Gold	Lunch	Silver	Live Voting
<b>Marketing Collaterals</b>	Yes	Yes	Yes	Yes <sup>1</sup>	Yes	Yes <sup>2</sup>
<b>Brochure Advert</b>	2 pages	1 page	1 page	1 page	1 page	None
<b>Website Advert</b>	Yes	Yes	Yes	Yes	Yes	Yes

\* Branding: includes recognition of sponsorship category throughout the conference and marketing collaterals including press releases, conference website, conference brochure, e-shots, rollups, and backdrop.

<sup>1</sup> Prominent display of logo during lunch.

<sup>2</sup> Prominent display of logo during live voting.



**THANK YOU!**  
**For more information, please visit**  
**[www.hawkamahconference.org](http://www.hawkamahconference.org)**

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