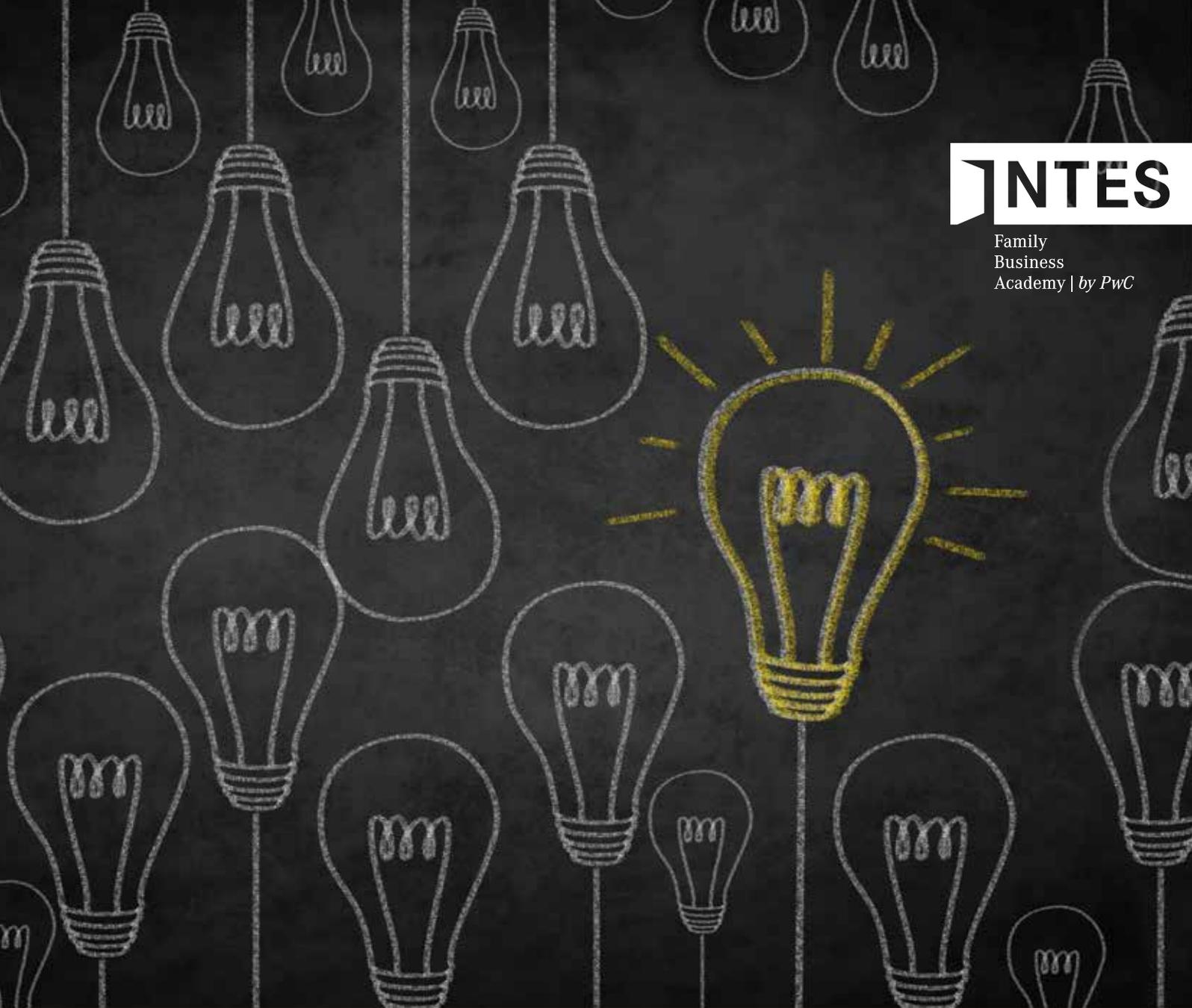




Family
Business
Academy | by PwC



Excellence and dedication

For owners, family members, shareholders,
successors and advisory boards

*To make
business-
owning
families
stronger
and family
businesses
better. This is
our claim.*

Preface



Family businesses aren't necessarily better than public corporations. They're simply different. Local roots, international operations. Traditional in their values, dynamic in their innovations. Flexible in their reaction to market changes, long-term in their view of future generations. Managed or controlled by families with a good sense of leadership. These basic characteristics of a family business cover everything needed to achieve long-term entrepreneurial success.

But success doesn't come by itself. Rapid changes in technologies and markets require strategic vision and the highest level of professionalism when it comes to business management. At the same time, as the strength of family bonds diminishes in an ever-growing business, there's a strong need for direction, internal structure and order. We're passionate about supporting family firms in those two areas, as well as their points of intersection – this is what INTES and PwC stand for.



Family – Consulting services for business-owning families: INTES has nearly 20 years of experience as a pioneer in family business consultancy. Methods and models developed by founder Prof. Dr. Peter May and INTES can be found in the family constitutions and governance structures of numerous leading family businesses globally.

Business – Services for organizations: PwC offers a range of world-class services including audit; strategy, management and implementation consulting; and legal and tax advisory services. PwC also provides support for family businesses in terms of growth strategy and how to protect their entrepreneurial independence.



Academy – Qualifications and networking for owners, CEOs, successors and advisory boards: INTES Family Business Academy is a market leader in practice-oriented courses for stakeholders in family businesses, and in helping to establish networks among companies.

INTES makes business-owning families stronger. PwC makes family businesses better. Benefit from this unique combination of ownership consultancy and business strategy consultancy!

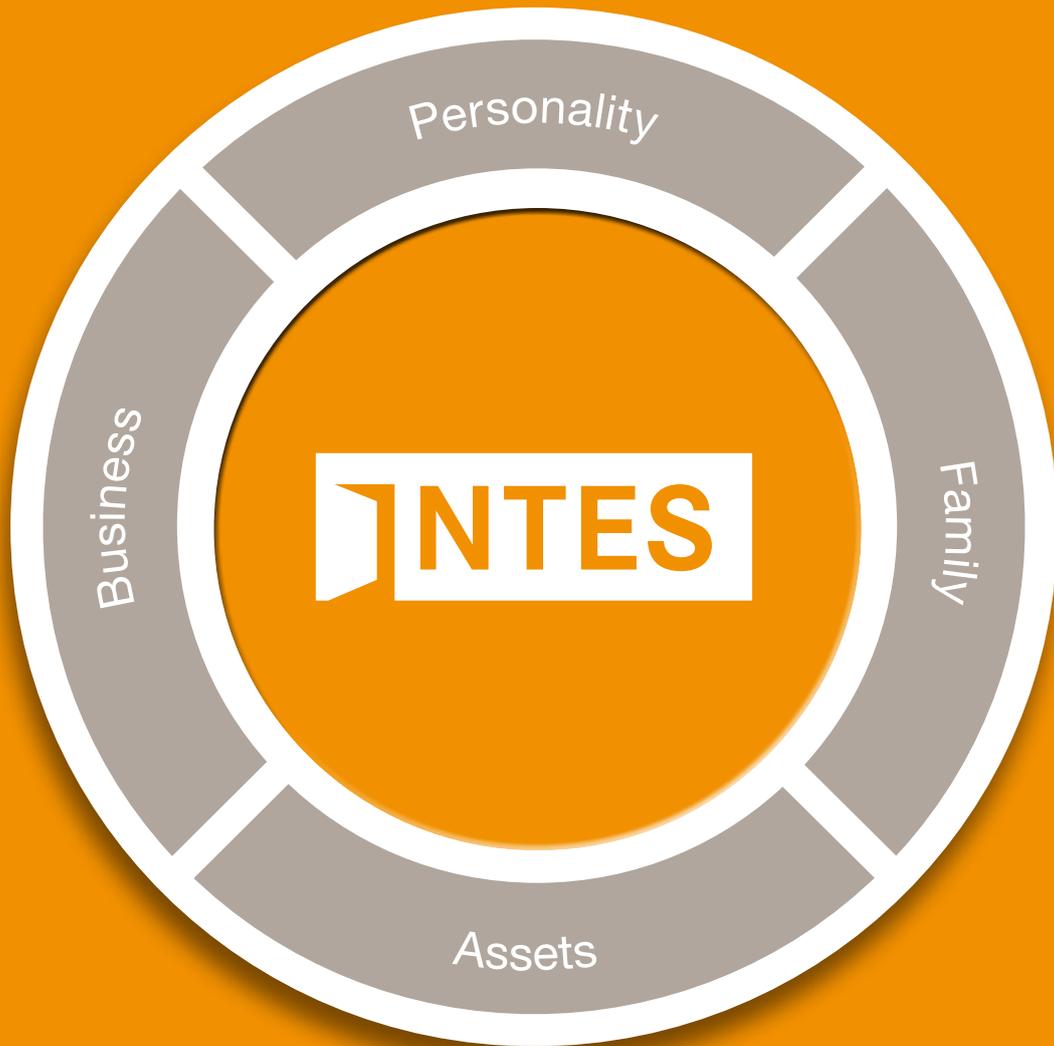
Yours,

Dr. Peter Bartels
Advisory Board,
Family Business Services,
PwC

Dr. Dominik von Au
CEO, INTES and
Partner, PwC

Gerold Rieder
CEO, INTES

Unique. Outstanding.



Stronger. Better.

It's our corporate philosophy and our goal to make business families stronger and family businesses better. We strive for excellence and are passionate about what we do.

As the market leader and first point of contact for family businesses and business-owning families, you can expect us to have a broad understanding of your interests and challenges, as well as a wealth of practical experience to deal with the issues you face.

The INTES Principle developed by founder Prof. Dr. Peter May, which is the basis of our work, combines components such as business, family, personality and wealth with a comprehensive owner strategy.

INTES Family Business Academy offers a wide range of services focused on cross-generational qualifications and networking, and gives you access to first-class consultancy regarding ownership and corporate strategy, as well as legal and tax issues.

Our long-time experience with family businesses and our deep understanding of their special requirements provide a foundation for excellent support during all phases of your business and family development.

Spanning generations. Individually tailored.

Families think and live in terms of generations. In order to offer you the best possible support during all phases of the family life cycle, we work across generations and focus on target groups – concentrating on your individual requirements.

We'll give you guidance on and knowledge of how to responsibly accomplish your tasks as an executive and business partner. We'll show you how to find your place as a successor within the structure of the family business. We'll prepare you for your responsibilities as a member of the advisory board within a family business. And we'll support you in dealing professionally with the special features of business management as a managing director in a family business.

Our service offering is built on three strong pillars

Qualification:

Learning from and being coached by the best

Networking:

Sharing knowledge and experience (for family business owners only)

Consultancy:

Access to first-class support regarding ownership, family and business strategy, as well as legal and tax issues

We support you in your role both within your business and your family, and help you meet the specific challenges you face.

Our service offering.
Personally for you.



Fulfilling roles. Learning from the best.

Qualifications

Knowledge is the foundation of successful actions. A business-owning family needs to know what makes owner families and family businesses unique, what opportunities should be taken, what challenges have to be met, how to make companies successful, and how to keep families together – and to act accordingly.

Based on the INTES principle, we offer you a wide range of seminars, modular qualification programs and in-house training sessions for business families, run by top-rated speakers. All in keeping with our claim: “learning from the best”.

Examples from our seminar offer

Business

- The business cockpit
- Negotiating with banks
- Digital marketing strategy

Family

- Succession solutions
- Siblings in management
- Raising children as a business (couple)

Personality

- Mental strengths
- Learning how to let it go
- A powerful speech

Assets

- Asset planning
- Donation and inheritance
- Charities as a succession solution
- Emergency plan for an entrepreneur

Target group-specific qualification programs for

- Successors
- Partners
- Advisory boards
- External managers

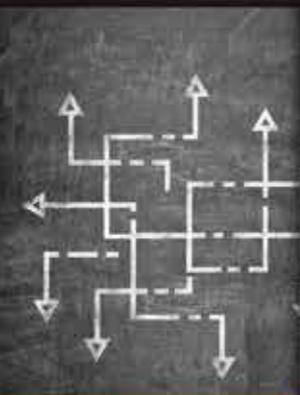
INTES
 Shareholder competence
 2017 qualification program for shareholders' competence
 FBN

INTES
 Advisory board competency
 2017/18 qualification program for advisory board members' board members' competence
 FBN

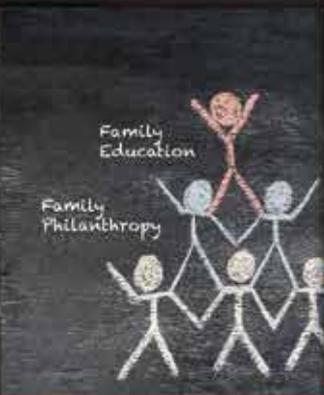
INTES
 INTES seminar schedule
 for the 2nd half of 2017
 For Corporate Finance and Shareholder Competence
 FBN and Leibniz Universität Hannover

INTES
 New Leaders Program
 Competency development
 for young business leaders
 FBN

*Our current program can be found at
www.intes-akademie.de*



Family business consulting provided by PwC Family Business Academy



Family Governance
The organization of the business for



International Institute for
TNTES
TUM
WHU
The University of Applied Sciences

Family governance in family businesses

pwc

A study on the use and impact of family governance mechanisms in family businesses

PETER MAY
THE OWNER STRATEGY
in a Family Business

pwc

Sharing knowledge.

Publications

Knowledge about characteristic success factors of family businesses is the basis of prosperity for family businesses and business-owning families. Our publications keep you abreast of all relevant trends and issues affecting family businesses and business families. In addition, they provide you with practical solutions to problem areas and conflict situations.

INTES *UnternehmerBrief* (Entrepreneur's Letter) is a quarterly magazine that covers relevant subjects related to organizations, family, personality and assets. Each edition includes detailed expert contributions as well as a comprehensive news section, entrepreneur profiles and practical tips.

Our studies make an important contribution to the debate about family businesses in German-speaking countries. They summarize the results of empirical research on family business-related topics, and highlight aspects relevant to executives and business-owning families.

A selection of our publications

Entrepreneur's Letter

- A quarterly magazine for family businesses and business-owning families

Books

Important questions for family businesses, presented in a practical manner:

- INTES guide / manual for family businesses
- Strategy manual for family businesses
- Family businesses as a success model
- Role models for Germany
- Advisory boards in family businesses
- Successors in family businesses
- Governance in family businesses

Studies

Robust research on topics such as:

- Family constitution – securing the future of family businesses
- Succession – lessons learned and experiences of two generations
- Advisory boards in family businesses
- The current financing situation for family businesses
- Growth patterns and internationalization of German family businesses and business-owning families
- Family governance in family businesses
- Internal and external executives in family businesses

INTES testimonials



“In addition to high levels of professionalism in its consulting work, INTES is particularly adept at addressing the complex situations of family businesses. One gets the sense that INTES was born with the family executive gene. Their understanding of the big picture makes individual analyses and proposals even better.”

Bernhard Simon, Dachser Group SE & Co. KG

“What does AA mean for car drivers, Booksellers Association for booksellers and publishers, PEN club for writers or the Nobel Committee for scientists? Surely a lot, in many ways. INTES is all that and more for family executives: a source of power and knowledge, an exchange forum, a friendship initiator, a conference organizer, a prize-awarding institution and much, much more.”

Dr. Florian Langenscheidt



“For more than 15 years now, INTES has been acting as an advisor and companion, as a driving force and a networking platform. Through its publications and educational offer, the Academy has become a focal point for transferring knowledge for family businesses. The enormous importance of family businesses as long-term players and value-driven employers, as innovators and as stabilizing factors for the economy and society of our country is reflected in the tremendous respect and reputation that INTES enjoys.”

Maria-Elisabeth Schaeffler, Schaeffler Holding

“INTES has repeatedly helped us with the appointment of our advisory board. All the people chosen through Gerold Rieder were, and are, without exception, a huge asset for us.”

Günter Albers, ELA Container GmbH





“INTES supported our Swiss business-owning family in establishing a family constitution. The cooperation between INTES and PwC was very productive and showed a high degree of empathy, expertise and passion for family businesses.”

Anna Aebischer-Imfeld, Westiform Holding AG (Lungern, Switzerland)

“Our medium-sized family business loves working with INTES! First and foremost we make use of the wide range of seminars offered by INTES, which clearly distinguishes itself from other well-known providers in terms of quality, and is tailor-made for family businesses and entrepreneurs.”

Andre Kuhn, Klaus Kuhn Edelmetallgießerei GmbH



“Thanks to INTES I acquired knowledge which I need at work, and through networking events, I met people who face similar challenges in their professional endeavors. This exchange has been very rewarding and has led to establishment of new friendships.”

Moritz Ritter, Renaissance GbR

“Speakers and experts from INTES events have been pushing my business forward for many years now, for which I would like to express my deepest gratitude.”

Dr. Daniel Arnold, Deutsche Reihenhaus AG

“Through its wide range of seminars and numerous networking options, INTES significantly contributes towards the development of German family businesses and provides many families with important ideas for thought and practical assistance in the development of sustainable and future-proof succession concepts.”

Dr. Tobias Rosenthal, Baerlocher GmbH

“INTES is a success story which helps write other success stories.”

Jörn Bielenberg, August Rüggeberg GmbH & Co. KG

Sharing experiences.

Networking

We know how important it is to learn from others' experiences, and to exchange knowledge with like-minded people. That's why we promote networking among business-owning families, and the exchange of their experiences. Through our flagship events and target group-specific round-table meetings, we bring everyone together and help establish contacts, for example when it comes to searching for the right advisory board member.

In keeping with our founding motto 'for family business owners only', which is as applicable today as it was 20 years ago, we put great value on exclusivity and confidentiality.

An overview of our networking events

Entrepreneur Success Forum

- The biggest event for family business entrepreneurs

Family Business Owner of the Year

- An award for outstanding achievements for family business entrepreneurs

Next Generation Network

- An event promoting the exclusive exchange of experiences among successors

INTES Advisory Board Network

- Round-table discussions for advisory board members in family businesses

Entrepreneur Round Table Meetings

- Executive discussions from different perspectives

Entrepreneur Success Forum

This event for family-run businesses is INTES' biggest. Attracting more than 250 people, it's considered the most important forum for family business owners in Germany. Every year, many of Germany's leading family businesses come together at Schloss Bensberg. Well-known entrepreneurs and hidden champions. Exciting conversations. Lectures and workshops. Lasting contacts. Unique in form and quality. A highlight of the event is the presentation of the 'Family Business Owner of the Year' award, the most prestigious prize for family businesses in Germany.



Family entrepreneur of the year



Success requires role models. Like a lighthouse beacon, they guide family entrepreneurs and show what an experienced family business should look like. This is why we launched a new award program, “Family Business Owner of the Year”, in 2004.

Award recipients to date

2004: Maria-Elisabeth Schaeffler
2005: Michael Stoschek
2006: Peter Alexander Wacker
2007: Jürgen Heraeus
2008: Bernhard Simon
2009: Markus Miele und Reinhard Zinkann
2010: Stefan Messer
2011: Heinz Gries und Andreas Land
2012: Heinrich Deichmann
2013: Familie Leibinger
2014: Stefan Fuchs
2015: Simone Bagel-Trah
2016: Martin Viessmann

Special networks

INTES Advisory Board Network

Establishing advisory board committees. Filling advisory board vacancies. Educating advisory board members.

We help family businesses fill vacancies on advisory boards by bringing them together with our network of advisory board members, consisting of several hundred entrepreneurs, external executives and experts who are ready to serve on an advisory board.

Additionally, we help family firms set up advisory boards, taking care of all legal requirements and formalities, and moderating the first session.

INTES Family Business Investment Network

We established the INTES Family Business Investment Network with the ethos of 'family business for family businesses'. Family businesses that want to invest in other businesses, in order to expand or diversify their operations, are brought together with entrepreneurs in search of capital to help achieve their entrepreneurial goals (e.g., growth, acquisition finance), or alternative successor models (e.g., change of shareholder, sale).

www.intes-akademie.de

Individual solutions. Owner strategies

INTES is a pioneer and market leader in owner (strategy) topics.

Numerous business-owning families and family businesses have established and implemented their successor, ownership or family strategies, and family governance and family constitution together with INTES experts. Our methods have become standard practice for developing solutions to strategic problems facing owners.



Our services

Anyone who wants to achieve cross-generational success as a family business needs to organize their firm and business-owning family in a professional way. From generation to generation. Over and over again.

With this in mind we work with you to develop and implement:

Owner strategies, family constitutions and governance concepts

Ownership requires an owner strategy: a strategy, developed by an owner, which sets guidelines for healthy business development. We help you develop an owner strategy, incorporate it into a family constitution and establish the right governance concepts.

Succession regulations for companies and family assets

A new generation in a family business is associated with both opportunities and risks. It's not only about who can, should and wants to take control of the business's operations. It's about successors becoming executives. It's about a smart, fair, tax-optimized solution for transferring assets. We'll work with you to develop a cohesive overall succession plan.

Establishing a new advisory board and optimizing an existing board

A professional and effective advisory board increases the value of your business. We help you establish an advisory board or optimize an existing one. On request, we search in our network for the right candidates for your advisory board.

Solutions to difficult strategic questions facing family business owners

The bigger and more international a business-owning family becomes, the more complex the issues of ownership strategy get. How should we deal with the risk of a stock split? Is a *tribe inheritance principle* right for us? What investment policy would we like to follow as a business-owning family? What tax and asset-related challenges arise if there are family members permanently living abroad? We work with you to answer these and other specific questions.

Germany's largest business journal described INTES as
“market-leading when it comes to family business consultancy”

(Handelsblatt, May 2013).

“Professionalism and empathy”:

this is our image and reputation among customers whom we've helped to establish family constitutions or succession guidelines.

“INTES touches the hearts of family entrepreneurs” –

how one brand study summarizes the essence of INTES' brand.



Our consulting methodology

Our longstanding, proven methodology is based on the INTES Principle, and combines our expertise in areas such as family and organization, assets and personality, creating an effective overall framework. It follows simple principles:

- We discuss our results with you – in a structured and moderated process.
- We understand our role as much more than just a mediator – we're a facilitator and an expert.
- We have different skills and personalities to provide you with the best possible guidance through your individual issues and challenges.

Our success

is built on trust. We see ourselves as “trusted advisors” to business-owning families and have a clear objective in mind: by working closely with you, we want to make you and your business-owning family even stronger and your family business even better. Maintaining family cohesion. Making entrepreneurial success possible. Sustainable in the long run.

www.intes-akademie.de

Maintaining success.

Partners of Excellence

INTES Academy's "Partners of Excellence in Family Business" shares our passion for family businesses and are leading experts in their field of competency.



PwC Family Business Services – for integrated legal, tax and business advice

Since 2001, PwC has had a dedicated business service for family and middle market businesses, with 21 offices in Germany. Our employees take part in a special training program, in order to understand the special requirements of family businesses and business-owning families.

In addition to industry expertise in classic audit and consulting services, we support you in specific areas such as:

- Legal and tax structures for family businesses and business-owning families, for example in succession processes, by optimizing the transfer of business and private assets for tax purposes, as well as designing contracts to deal with the business's legal and inheritance issues
- Controlling, structuring and financing business growth
- Risk management and compliance
- Process and cost optimization to increase efficiency
- Business and portfolio strategies for family businesses
- The concept of our consulting services for family businesses is substantially based on the INTES Principle.

www.pwc.de/familienunternehmen



***Rochus Mummert Executive Consultants –
for strong executives of family businesses***

Since our founding more than 40 years ago by Dr. Rochus Mummert, we've been committed to the values that have also made family businesses successful for generations: long-term business policy-making along with financial independence, professionalism and personal integrity.

More than 35,000 entrepreneurs, CEOs and executives have already profited from our advice regarding the choice of their advisory boards or establishment of their management systems. We combine the qualities of a highly experienced company with the individual experiences of our consultants.

We base our work on the same values as INTES, and promise to make business-owning families stronger and family businesses better. Our direct executive search, which is our core service, is complemented by:

- Leader Scouting – securing the best candidates for key future positions
- Design and optimization of leadership concepts
- Support in the establishment and evaluation of supervisory and advisory boards

www.RochusMummert.com

Comprehensive.

Our network

In order to diversify our service offering for family businesses and business families, we co-operate with leading organizations and scientific institutions. Of particular importance are alliances with:

- INTES Institute of Family Businesses at WHU
- WHU – Otto Beisheim School of Management
- Die Familienunternehmer – ASU
- F.B.N. Deutschland e.V.
- Ashoka

For information about the current extent of our network, please see our website: www.intes-akademie.de.

*When do we
talk about your
future?*

About INTES

INTES Family Business Academy, part of PwC, is the market leader and first point of contact for family businesses and business-owning families with regard to cross-generational qualifications, networking and consulting.

With our versatile service offering, we can support you in taking on your role as an owner professionally and responsibly, and in overcoming the specific challenges you face. It's our mission to make family businesses more successful, and business-owning families stronger, drawing on more than 20 years of experience.

We offer a wide range of seminars, modular qualification programs and onsite training sessions for owners, family members, shareholders, successors and advisory boards. Through our events we promote purposeful exchange of information and networking among business families, and discretely connect executives on a personal level. We also advise you on any strategic ownership challenges you might be facing, particularly in terms of drawing up your family constitution, organizing your governance structures and shaping your succession plans.

In keeping with our founding motto, 'for family businesses owners only', our offer exclusively addresses owners and their families, successors and advisory board members in family businesses.

www.intes-akademie.de

Contacts



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*We are passionate about helping
business-owning families set up
sustainable structures.*

*Take advantage of 20 years of
INTES experience to secure the
future of your family business.*

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