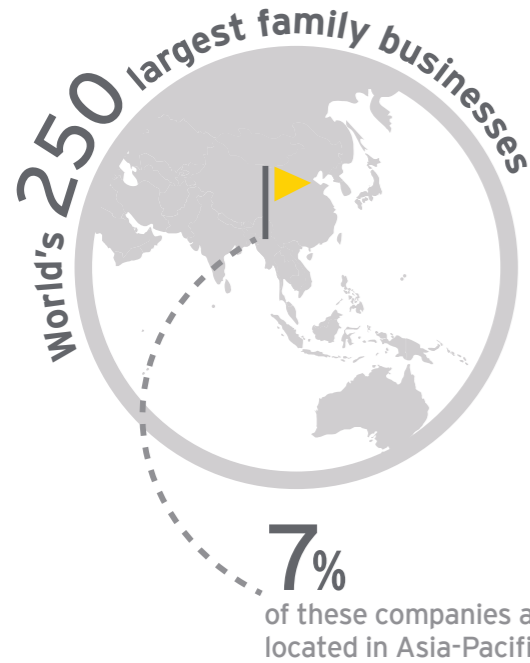


Family business in Asia-Pacific | Facts and figures

Introduction

Family businesses are an integral part of most economies in the Asia-Pacific region. Indeed, Japan has some of the oldest recorded family businesses in the world, making the country especially important in the evolution of the sector. Family businesses across the region have developed differently,

depending on the economic and political conditions that exist in each country. China is relatively new to the family business experience, whereas in many other parts of the region, such as Hong Kong, Singapore, South Korea and Australia, the sector is well developed.



The importance of family businesses in Asia-Pacific



of the companies in Asia-Pacific are family-owned businesses.

Employ	57%	of employees of listed companies in South Asia
	32%	of employees of listed companies in North Asia
Generate	32%	of total market capitalization
	34%	of total nominal Asian GDP

Source: Family Business Magazine.

Some of the oldest family businesses in Asia-Pacific

Company	Hoshi Ryokan	Toraya	Enshu Sado School	Takenaka Corporation	Kikkoman Corporation	Sumitomo Corporation
Founded	718	1600	1602	1610	1630	1630
Family	Houshi	Kurokawa	Kobori	Takenaka	Mogi	Sumitomo
Industry	Innkeeping	Confectioners	Ceremonial tea school	Construction	Soy sauce	Conglomerate
Headquartered Country	Komatsu Japan	Tokyo Japan	Tokyo Japan	Osaka Japan	Noda Japan	Tokyo Japan

Source: EY research, based on Dun & Bradstreet data.



Some recent M&A deals involving Asia-Pacific family businesses

August 2013, Thailand CP ALL PCL

The retail group increased its interest in Siam Makro. CP ALL is controlled by the Chearavanont family.

March 2013, Singapore First Pacific Company Limited

and Manila Electric Company agreed to acquire 70% of GMR Energy (Singapore) via a jointly held subsidiary. Investment management company First Pacific, which is controlled by the Salim family, paid US\$488m in cash and US\$49m in equity for its stake.

February 2013, China Charoen Pokphand Group Co. Ltd.

agreed to acquire a 15.57% stake in Ping AN Insurance (Group) Company of China Ltd. from HSBC Insurance Holdings Ltd and The Hong Kong and Shanghai Banking Corporation Limited for HKD72.73b (US\$9.39b).

Sources: ThomsonOne.com; Mergermarket.

Changes in leadership

February 2014, Cheung Kong's Li

Guessing game continues on succession: "I am ready to retire, but have no immediate plans to do so," said Hong Kong tycoon Li Ka-shing in a late November interview with the Nanfang Media Group. Li is the Chairman of property developer Cheung Kong (Holdings) and conglomerate Hutchison Whampoa. His elder son Victor Li, who is currently Vice Chairman of the two companies, has already been confirmed as his successor.

Source: EY research, based on Factiva.

July 2013, Hopson Development

Hopson Development founder makes daughter his deputy: Chu Kat Yung has been named Deputy Chairman at Hopson Development. She is the daughter of Chu Meng Yee, the billionaire founder of the Chinese real estate business.

Some interesting anniversaries

Anniversary	Company	Family	Industry	Headquarters	Country
190 1824-2014	Gunn Family Farm	Gunn	Farm	Tea Tree	Australia
190 1824-2014	Archer Family Farm	Archer	Farm	Longford	Australia
130 1884-2014	Dabur Group	Burman	FMCG, health care	Ghaziabad	India
50 1964-2014	Sing Holdings Ltd	Huang	Real estate	Singapore	Singapore
40 1974-2014	Armstrong Industrial Corp Ltd	Ong	Machinery	Singapore	Singapore

Source: EY research, based on Dun & Bradstreet data.

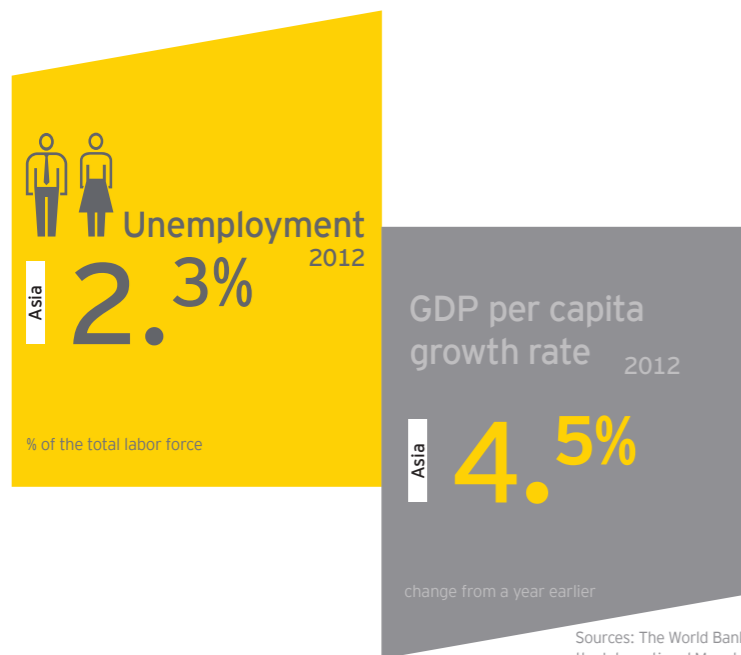
The largest family businesses in Asia-Pacific

The top 10 generated approximately US\$375b out of Asia's US\$12.6t GDP in 2012 and employ more than 944,000 people. The largest family business by revenue and by number of employees is Tata Group.

Rank	1	2	3	4	5	6	7	8	9	10
Company name	Tata Group	Reliance Industries Ltd.	Aditya Birla Group	Hutchison Whampoa Ltd.	Formosa Petrochemical Corporation	Lotte Shopping Company Limited	Suntory Group	Doosan Heavy Industries & Cnstn Co Ltd.	CJ Corporation	Lotte Chemical Corp.
Revenues (2012) in US\$m	100,090	73,042	40,000	33,034	30,238	25,766	22,620	17,543	17,217	15,014
Number of employees (2012)	450,000	23,519	136,000	261,074	6,507	27,126	28,532	8,412	51	2,460
Family	Tata	Ambani	Birla	Li	Wang	Shing Dong	Suntory	Seung-jik Park	Lee	Shin
Family shareholding or voting rights (latter indicated by *)	66%	47.2%*	100%	52.5%	> 35%	69%	59.5%	49%	42.3%	53.3%
Publicly listed company	No	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Country	India	India	India	Hong Kong	Taiwan	Korea	Japan	Korea	Korea	Korea

Source: EY research, based on Dun & Bradstreet, dnb.com. Note: We define companies as family businesses when they are either public companies with a minimum shareholding or voting power of the owner family of 32% or private companies with a minimum shareholding of the owner family of 50%.

Key economic numbers – Asia-Pacific



Selected obituaries

We take this opportunity to remember some of the famous family entrepreneurs who died in the last year:

25 January 2013

Shri Balvantray Kalyanji Parek died aged 88. He was the founder of Indian family-controlled glue company Pidilite Industries.

20 August 2013

Loti Smorgon died aged 94. She was a celebrated philanthropist and the wife of Victor Smorgon, the Smorgon Consolidated Industries founder, who died in 2009.

Source: EY research, based on Factiva.

17 September 2013

Eiji Toyoda died aged 100. Toyoda served as the President of Toyota Motor Corporation from 1967 to 1981 and as its Chairman until 1994. He was the cousin of the founder of the Japanese automaker.

16 October 2013

Khunying Phornthip Narongdej died aged 67. He was the second-generation head of the Thai automotive company Siam Motors Group.