

Wednesday
09th December, 2026
3:30 PM - 8:30 PM

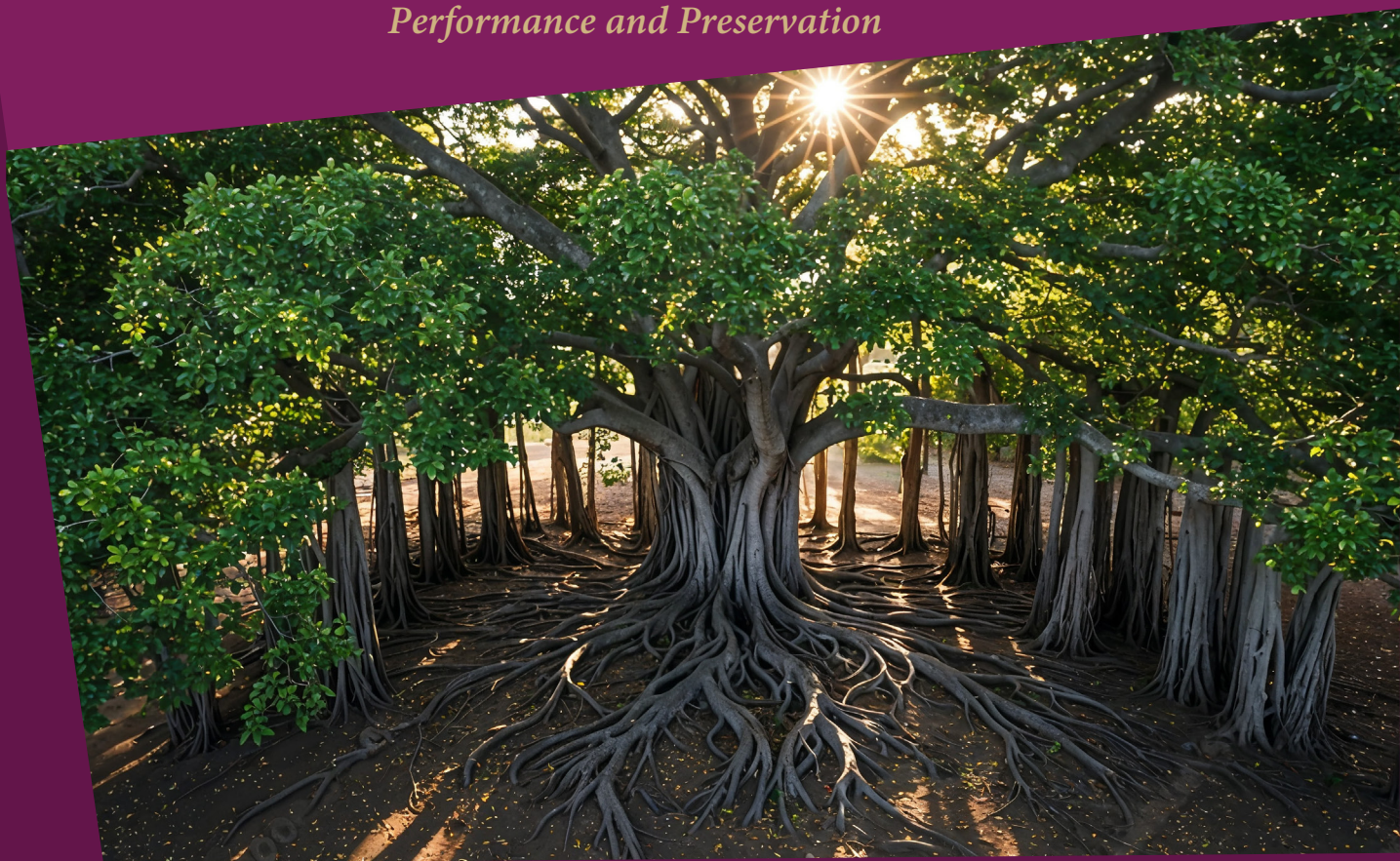
Co-Investment Workshop &
Pre-Forum Reception
(exclusively for Campden members)
St. Regis, Mumbai

Thursday
10th December, 2026
9 AM - 8 PM

Main Forum
St. Regis, Mumbai

THE 11TH INDIAN FAMILY OFFICE FORUM

*Investment Convictions that Lead to Value Creation,
Performance and Preservation*



The 11th Indian Family Office Forum brings together India's leading families and family offices for an in-depth exchange on the decisions shaping the next chapter of family capital. Designed as a closed-door platform where families learn from the real-world experiences of their peers, this year's edition explores where families are placing their biggest bets, how they are accessing differentiated private-market opportunities, and what it takes to build family offices that are resilient, high-performing, and built to last. Across emerging investment opportunities, private markets, family-office structures, governance, succession, next-generation readiness and portfolio resilience, the agenda reflects the evolving choices families are making as they navigate opportunity, complexity and change.

SOME OF THE KEY DISCUSSIONS

WHERE FAMILY CAPITAL IS MOVING: THE INVESTMENT CONVICTIONS SHAPING FAMILY OFFICES

As India enters its next phase of economic growth, family offices are re-evaluating where to deploy capital to generate long-term value. They are increasingly looking at where structural growth can create long-term investment conviction. Will explore where leading families are finding investment opportunities over the next decade, how they differentiate enduring structural themes from short-term market cycles, and how diverse perspectives within family enterprises are shaping investment decisions. The Session will focus on how different generations bring new ideas and perspectives into the investment conversation, while keeping decisions grounded in discipline and long-term family objectives.

REDEFINING PRIVATE MARKETS: THE EVOLVING FAMILY OFFICE INVESTMENT PLAYBOOK

Private markets have evolved well beyond traditional private equity. As family offices become increasingly sophisticated, they are adopting a broader and more nuanced approach to capital deployment, leveraging multiple investment strategies to enhance diversification, access differentiated opportunities, and generate long-term returns. This session explores how leading family offices are constructing their private markets portfolios, evaluating the role of private equity, venture capital, private credit, co-investments, pre-IPO opportunities, direct investments, and secondary transactions. The discussion will provide practical insights into how experienced investors determine the right mix of strategies, balance liquidity with long-term value creation, and continuously evolve their investment playbook in an increasingly competitive private markets landscape.

THE INVISIBLE ENGINE: BUILDING A HIGH-PERFORMING FAMILY OFFICE

As family wealth and investment portfolios grow, Family Offices are becoming more complex institutions to manage. Strong governance, clear decision-making frameworks, and the right balance between in-house capabilities and external expertise are increasingly critical to their effectiveness. Technology and data are also changing how Family Offices manage information, assess opportunities and support investment decisions. At the same time, attracting and retaining the right talent is becoming essential to building institutional capability. The challenge is to professionalise the Family Office without losing the family's long-term philosophy and values. The strongest Family Offices are building operating models that can adapt as capital, responsibilities and complexity evolve.

BREAKOUT / ROUNDTABLE

BEYOND WEALTH: MANAGING FAMILY DYNAMICS & SUCCESSION

Family wealth is shaped not only by investment decisions, but also by the relationships and alignment within the family. Differences in expectations, communication styles, and individual aspirations can become significant challenges as wealth and responsibility pass between generations. As Next Gens build independent careers and identities, families need to find the right balance between autonomy and collective responsibility. Open communication and early alignment can help prevent disagreements from becoming deeper conflicts at critical moments of succession and leadership transition. Strong family governance is ultimately about preparing the family, not just the wealth, for the next generation.

Philippe Weil, Founder, P J Weil Ltd.

BUILDING RESILIENT PORTFOLIOS: HOW FAMILY OFFICES ARE INVESTING THROUGH UNCERTAINTY

With portfolios becoming more diversified and often more illiquid, Family Offices are reassessing how they manage risk, liquidity, and long-term capital preservation. Balancing public and private markets, managing concentration from operating businesses, and maintaining sufficient liquidity are becoming increasingly important. Market volatility also raises the question of how often portfolios should be reassessed and where flexibility should be built into asset allocation. While investment opportunities and market conditions change, the principles of diversification, liquidity, and disciplined risk management remain central. The focus is shifting from simply pursuing returns to building portfolios that can remain resilient through different market cycles.

REASONS TO ATTEND

1 Find Investment Conviction & Identify where family capital is moving.

2 Access New Private Market Opportunities.

3 Exchange perspectives on governance, talent, technology and decision-making with fellow families.

4 Navigate family dynamics, succession and the transition of responsibility across generations.

5 Gain practical perspectives on risk, liquidity, diversification and long-term capital preservation.

6 Discover exclusive co-investment deals shared by fellow families.

REGISTRATION

For further information please contact:

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