

**THE ALBERTA BUSINESS FAMILY INSTITUTE
SIGNATURE EVENT**

AN EVENING WITH

THE FULLER FAMILY

NOVEMBER 3 2009 **NOVEMBER 5**
CALGARY **EDMONTON**



UNIVERSITY OF ALBERTA
SCHOOL *of* BUSINESS

Alberta Business Family Institute

WELCOME



Welcome to the Alberta Business Family Institute's 7th annual Signature Event! We are proud to support family enterprise by offering unique and customized programs and services to business families and their advisors. A key component of that role is to highlight a leading Canadian business family – from the Honourable Paul Martin and family last year, to the Asper, Shaw, Melton, Ganong and Richardson families in previous years. As each family shared their journey with us, we learned how they developed a proud legacy of values and visionary leadership that enriched our community.

This year we celebrate the history and success of another outstanding multi-generational business family – the Fullers. Today, we know them best as the family that brought us Earls, Joeys and Saltlik Steakhouse and, prior to that, the Fuller Family Restaurant, Corkscrew and A&W. We wish to thank Bus Fuller and his sons Stan, Jeff, Stewart and Clay for sharing their family story with us.

Thank you for supporting our event through your attendance and sponsorship. Your support makes it possible for the Alberta Business Family Institute to continue serving the unique needs of business families and their advisors.

*Grant Lovig, Board of Directors Chair
Alberta Business Family Institute*



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THE EVENING'S PROGRAM

RECEPTION AND REGISTRATION

MASTER OF CEREMONIES: GRANT LOVIG

OFFICIAL WELCOMES

DINNER

MODERATOR: MARK BARRY

FULLER FAMILY VIDEO

FULLER FAMILY PRESENTATION

QUESTION & ANSWER PERIOD

CLOSING REMARKS

LEROY EARL ‘BUS’ FULLER FOUNDER & CHAIRMAN, EARLS



Bus Fuller is a legend in the restaurant business in Western Canada. In an industry where the average restaurant concept lasts five years, Bus founded the enormously popular Earls restaurant, which, after more than 20 years, continues to grow and expand into new markets, winning accolades from new and loyal customers alike with an innovative yet unpretentious menu, and unfailingly cheerful service.

An entrepreneur in the truest sense, Bus was raised in the small refinery town of Sunburst, Montana. After graduating from high school, Bus—like many of his classmates—went straight to work at the Texaco plant. However, Bus’s ambition and determination spurred him and his wife to build and operate their own drive-in restaurant, which they dubbed the Green & White. In 1957 Bus was given the opportunity to acquire the franchise rights for A&W restaurants in Edmonton.

Indeed, it is a testament to Earls’— and Bus Fuller’s — success that Earls has spun into three concepts; with Joeys and Saltlik Steakhouse growing into formidable restaurant concepts in their own right. Together, Earls, Joeys and Saltlik operate 70 restaurants throughout Western Canada. Earls has also successfully expanded into Denver and Scottsdale. Earls was ranked one of Canada’s 50 Best Employers in 2008 and 2009!

STAN FULLER PRESIDENT, EARLS



To say Stan has spent his life in the restaurant business would be an understatement. The restaurant business has been a family business for the Fullers and Stan's apprenticeship in the business began early. At age 12, he started as a dishwasher in one of his father's steakhouses. Over the years, he learned every aspect of the business and eventually took the reins as President of Earls.

It has been Stan's own passion for good food and premium ingredients that drives Earls forward. In the early years, he took an 18-month, worldwide culinary sabbatical. Upon his return, Earls began serving imported olive oil and balsamic vinegar to their customers. Employees tested canned tomatoes from around the world to find the best flavour, real Parmigiano Reggiano became standard and wood-fired forno ovens were installed. Good, affordable wine lists were developed and a microbrewer was hired to produce an Earls signature beer.

Stan's vast store of hands-on restaurant experience, along with his incisive mind and talent as a communicator was largely responsible for creating and codifying the many philosophies that have come to define Earls' corporate culture. Stan continues to safeguard those standards and values as he leads the concept into new markets.

JEFF FULLER PRESIDENT, JOEY RESTAURANT GROUP



With more than 20 years' experience in the premium casual dining business, Jeff has tried his hand at every kitchen and front-of-the-house position. From prep cook to expeditor, server to shift leader, Jeff has learned firsthand the strategies essential to succeed in the competitive restaurant business. Jeff brings business savvy and a forward-thinking, inventive approach to his role as President of the Joey Restaurant Group.

With 19 locations throughout BC, Alberta, Manitoba, Ontario and Washington State the Joey Restaurant Group is committed to providing an exceptional dining experience to their customers; offering a globally inspired menu and engaging service in a fun, lively setting. Other business ventures pioneered by Jeff include Joey Restaurants' first foray into the U.S. market in 2005, OPM Asian Bistro & Lounge - a wok and cocktail bar that opened in Edmonton in 2004, and a beer-centric concept opening this fall at Kits Beach in Vancouver.

Jeff was chosen as Newsmaker of the Year by the Canadian Association of Food Service Professionals and Pacific Prairie Magazine. In the fall of 2006, Jeff Fuller won the Ernst & Young Pacific Entrepreneur of the Year award in the Hospitality/Tourism category.

STEWART FULLER PRESIDENT, SALTNIK STEAKHOUSE



Stewart started working in the restaurant business while a student at UBC. After working in various restaurants around the lower mainland, he eventually joined the family business – the Richmond Earls – and quickly became familiar with every station in the kitchen from washing dishes to prep. By 1985 Stewart led the kitchen at Earls in North Vancouver where he revamped both stock and training systems.

In 1987 Stewart and his brother Jeff opened and managed an A&W franchise in Bellingham, Washington. Two years later, Stewart and his brother Clay opened the first Earls in the U.S., in San Francisco, where Stewart became enriched by the culinary talent of the local operators and chefs in the Bay area. Stewart received his Red Seal chef papers in 1990 and in 1992 moved home to Vancouver to manage the Earls Fir Street location where he more than doubled sales and successfully produced multiple managers for a depleted region.

Stewart then took over the culinary operations at Earls and implemented the guest chef program, featuring chefs from around the world. Earls won the coveted Best Casual Dining award in Vancouver from 1993 to 2007. By 2001 Stewart launched Saltnik a Rare Steakhouse in Banff. To date there are three Saltnik Steakhouses – in Banff, Calgary and Vancouver.

CLAY FULLER



Clay entered the restaurant industry at the very first “Fullers” located on Jasper and 124th in Edmonton in 1969. Like his brothers, Clay started out in the dish area, moving to bussing tables then eventually moving to the kitchen. He stayed in the family’s restaurant ventures for the next 20 years, and was involved in Corkscrew, Mother’s Pizza and Earls.

In 1989 Clay moved to San Francisco. One week before opening the new Earls, the largest earthquake to hit San Francisco (since 1906) collapsed bridges and expressways that would have brought business in. Despite this setback, in 1991 Clay opened what became the hottest bar in San Francisco - Johnny Loves. With live music performed by artists such as ZZ Top, Van Morrison, Black Crows and the E Street Band, Johnny Loves entertained famous athletes, movie stars, politicians and locals alike. Even the Fuller brothers frequented Johnny Loves! Clay bought and sold other bar concepts - The Bluelight and Paragon. These bars are sprinkled from Seattle to San Diego.

In between the restaurant and bar business, Clay’s love for hunting brought him to own and operate the Canadian Pheasant Farm in Brooks, Alberta. He is an avid fisherman and bird hunter, leading many others each season on exciting expeditions. In 2005 he was pleased to come home to Vancouver and rejoin his family as a partner and shareholder in the amazing adventures of the Bus Fuller Legacy.

ALBERTA BUSINESS FAMILY INSTITUTE

Family businesses employ over six million Canadians and account for over half of Canada's gross domestic product. Yet 70% of family-owned businesses fail before they are passed to the second generation. That figure jumps to 90% of third-generation successions. The Alberta Business Family Institute can help.

Built on the principle that family enterprise is at the heart of the economy, the Alberta Business Family Institute (ABFI) offers innovative programs and services to business families. We are closely affiliated with the Centre for Entrepreneurship and Family Enterprise (CEFE) at the University of Alberta School of Business. CEFE is internationally recognized for its excellence in research and university-based teaching programs.

ABFI's rural office in Camrose runs the Creating Pathways for Entrepreneurial Families project, ensuring ABFI's resources are accessible to rural business families.

As part of one of the world's leading universities offering degrees in Family Enterprise and through alliances with family business organizations worldwide, ABFI is uniquely positioned to provide direct access to essential tools, resources, support and research-based outreach programs for business families and their advisors across Alberta.

For more information, contact abfi@ualberta.ca or call 780.492.0234.

ABFI LEADERSHIP

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PROGRAMS

ABFI assembles teams of experts that are dedicated and skilled in assisting business families address the unique challenges and opportunities they face. We constantly strive to meet the needs of business families by offering customized programming in the following areas:

- Succession, retirement and estate planning
- Corporate governance
- Family councils
- Managing shared assets
- Leadership development
- Financial literacy for youth
- Planning for the exceptional needs child
- Conflict management
- and more ...

ROADMAP

A hallmark ABFI program, RoadMap is designed to enhance the ability to blend family needs with business issues. It teaches participants how to communicate more effectively and to understand the different perspectives of those involved in the business, the family and the ownership. RoadMap is regularly scheduled as needed to accommodate the participating families.

2009/2010 PREVIEW

For a full description of our current programs, and to register, please visit www.abfi.ca.

- Setting up a Family Council
- Accelerate Your Business with Donald Cooper
- The ABCs of Making Money for Teens
- Planning for the Exceptional Needs Child
- The 12 Steps of Succession Planning
- Meaningful Retirement for Family Business Succession
- Attracting and Retaining Key Non-Family Employees into the Family Business
- The Family Values - Family Foundations, Philanthropy and Legacy
- Creating an Outside Board of Directors
- The Rights of Passage: Test, Trials and Tribulations -
Assessing Leadership and the Business Sector
- What Your Banker Wishes the Next Generation would Think, Do and Say
- Preventing Advisor/Business Owner Barriers
- Facilitator 101 Series:
 - › Generations and Genograms
 - › Setting Up A Family Council
 - › Family Systems
 - › Understanding Accounting and Legal Terminology
 - › SWOT Analysis and Parallel Planning for Family Business

SCULPTURE

GOOD COMPANY - BORIS KRAMER, SCULPTOR

Through his father Richard, the traditional blacksmith craft was passed on to Boris; at home, art and metal were part of daily life. After completing a degree in Fine Arts at McMaster University in 1995, Boris committed his artistic future to metal and joined his father at the forge.



Good Company

*What rare and special joy it is
To see and meet good company
Where all unite through common vision,
A vision unattainable alone.
Where each has learned to share
A special gift with gladness.
When mutual respect has led
To mutual acceptance
Group support surrounds
The leadership
And leaders say without regret
Your company is worth the effort.*

- Richard Kramer, blacksmith and poet

NOTES



THANK YOU TO OUR SPONSORS

