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ACTIVITY
REPORT



23

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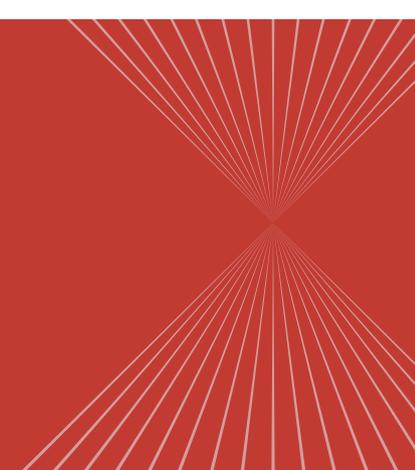
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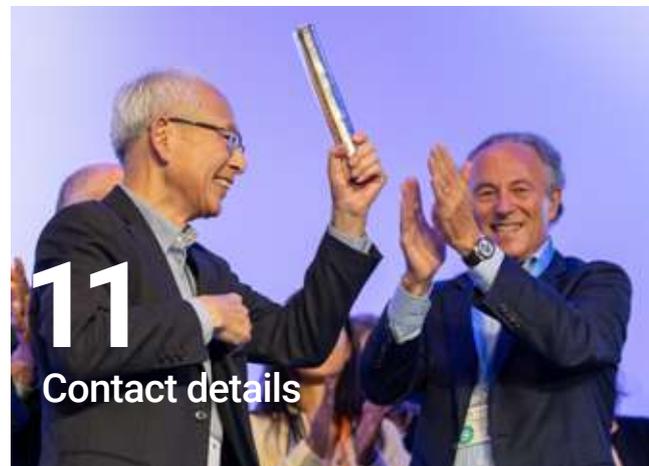
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01 | Foreword

I am both grateful and optimistic as we reflect on the development of our FBN community. 2023 was marked by growth, innovation, and a steadfast commitment to our mission.

Farhad
Forbes
Chairman



While we were sorry to see our UK Chapter choose to leave our association, we welcomed two new associations, Chile and Panama, and more than 100 business families into our global family. It is deeply satisfying to see the FBN network expand its reach. The interest of Family Business associations in FBN is testament to the inclusive and diverse nature of FBN and the value it delivers to its members.

The Global Summit in Paris, co-hosted by FBN France under the leadership of Philippe Grodner, brought together 600 members from 50 countries across generations to reflect on the theme of transparency – making the invisible visible. The feedback was very positive, with the highest rating for content relevance in more than a decade, which is testimony to the work of the Program Committee under the stewardship of Professor Christine Blondel.

Our six communities flourished during the year, offering invaluable support and resources for members at various stages of their family business journey. It is particularly inspiring to see the NowGen community's growing representation. The NxG and Entrepreneurs' communities have been a source of innovation and excellence, exemplified by the 15th edition of the FBN Lombard Odier Award.

Polaris, our sustainability community, will celebrate its 10th anniversary in 2024. To mark this milestone, we relaunched Polaris as our new Impact community, focusing on accelerating the systemic impact of business families through four drivers of change: business, investment, philanthropy, and advocacy. [Learn more here.](#)

As part of our evolution over the past few years we have transitioned from Networking to Learning to Impact. The quality of our activities and summits has greatly improved, catering to a broader audience and covering diverse themes and topics. The NxG and Entrepreneurs online series, the Large Families insights, and our presence at partner events like the SDG Tent in Davos and the World Investment Forum in Abu Dhabi have all contributed to raising awareness about the importance of family businesses in society.

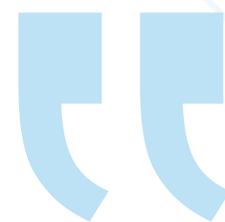
Our chapters have demonstrated their competence, passion, and commitment by hosting numerous regional and local activities that showcase the unique challenges and triumphs of family businesses in their regions. These experiences have enriched our global network and provided valuable insights into resilience, entrepreneurship, innovation, and the impact family-owned businesses make on their communities.

Today, FBN is more than just great Summits; it is a vibrant ecosystem of targeted activities, annual conferences, retreats, community meetings, and family visits with thought-leading content, catering to our members' diverse needs in a truly global context.

As I close, I wish to emphasize that given the significant role family businesses play in the global economy, our actions on ESG and sustainability can profoundly impact the environment and the world's social issues. By transparently measuring and reporting our efforts, we can shape a positive narrative for our community. This work is now supported by the generosity of members - particularly the Hoffmann and Tsao families - who have donated considerable financial resources to FBN to deliver on its advocacy and impact mission.

All the many achievements I have mentioned have only been possible because of the hard work and dedication of the FBN Central Team, the chapter executives worldwide, and the hundreds of members volunteering their time, resources, and energy to contribute to our FBN community. I must also acknowledge the leadership provided by our various chapter board members. At the FBN International level, I am immensely grateful to my fellow board members for their ideas, advice, and unflagging commitment to FBN and all it stands for.

Finally, a special thank you to our loyal partners, who are also part of the FBN family. These include Chopard, Egon Zehnder, IMD, InTent, Lombard Odier, Octave Institute, PwC, and UNC-TAD. Thank you for being an integral part of our family and contributing to this wonderful community.



Our six communities flourished during the year, offering invaluable support and resources for members at various stages of their family business journey.



02 | FBN briefly



Counting

6

global communities



Bringing together
4.500
business families

Representing
more than

65

countries on 5 continents



A vibrant
network of



32 Member
Associations

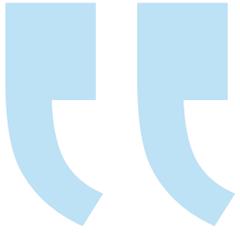


Including
8.000
Next Generation

Equalling
more than



20.000
individuals



"I love FBN because it's where we can really create friendships that motivate us to move forward and give us strength during tough times. We can have a deep connection with other associates.

I also love FBN for the way that everyone is available to come up with different agendas, themes and events. Whenever something is asked of the associates, it is delivered. What has been catching my attention the most lately is the amount of groups, webinars and other connection spaces where people can choose where they would like to be and really get into that subject.

I'm a fan of FBN and want it to have more and more associates. I also love being a volunteer, it's a job that fills my heart with love and makes me really proud."

Cristina Baumgart,
FBN Brazil

03 | 2023: The year of transparency



Transparency is a concept that is now used extensively in our world, often to fight unethical behaviours, and as a way to foster or even restore trust.

What does it mean for Family Businesses when many promote discretion and live by the motto: “To live happily, let’s hide away”? When should we “make the invisible visible”, and when not?

We have explored this fascinating contemporary theme globally and locally throughout the

year, across communities and generations, examining three different settings for transparency and visibility: the business family, the individual, and society.

In the Business Family (“We” or “Group”), we know that shareholders who are not active in the enterprises or their governance often ask for more transparency and may be frustrated by its lack.

This is why we have learned how to communicate about wealth, succession, family careers, and compensation and how to improve governance—which can include explicitly stating the values and rules needed for the success of a non-family executive.

Being transparent can also mean bringing family secrets to the light in a non-destructive manner and being able to handle conflicts.

For the individual (“I”, or “Self”), being transparent with oneself means knowing oneself better and developing oneself in order to: be able to assume being “the son of”, “the daughter of”, “the parent of” or “the former leader”; live with wealth; find one’s role and have a constructive interaction with others, whether as a “Next Gen”, “Now Gen”, or “Wise Gen” (those who have passed or are about to pass the baton).

In Society (“The World around us”), we need to address how to find the balance between too much and too little information, how to handle technology, whether to stay fully private or have investors, including the stock market, how to avoid “greenwashing” in our communication and focus on actual sustainability, and how to handle public crises in an increasingly polarized world.

As FBN continues to deliver on its mission to raise the awareness and importance of family business in society, we have pledged to track our progress and assess our impact transparently, using a common set of performance indicators. We invite members to act now and join us in creating shared prosperity, building a sustainable future, and defining success across generations.

Partners in Impact

"Coming together is a beginning. Keeping together is progress. Working together is a success."

—Henry Ford

One of the critical strategies we implemented successfully this year was to amplify the voice of family businesses with the help of our mission-aligned partners, InTent and UNCTAD. With their support, Polaris represented the contributions made by family businesses to the Sustainable Development Goals (SDGs) at several global forums throughout the year. Collectively addressing thousands of participants worldwide, FBN members from all regions gave voice to the role family businesses play in influencing more sustainable business practices.

SDG Tent, World Economic Forum, Davos

The World Economic Forum brings together government, businesses, and civil society to improve the state of the world. We were excited to partner with InTent for our first-ever sessions in Davos at the SDG Tent, the highlight being “Capital for Impact & Nature: Why Family Business Ownership Matters,” featuring five FBN members.

Building Bridges, Geneva

Building Bridges is a collaborative effort that aims to advance sustainable finance around the globe. In partnership with InTent, we hosted a panel discussion on “Measuring the Impact of the Family Business Ecosystem” at the summit in Geneva. Five FBN members shared what success in impact means to each of their families.

The World Investment Forum, Abu Dhabi

The World Investment is the pre-eminent platform for investment and development. With our partners at UNCTAD, we hosted a day-long family business conference with four-panel discussions that included ten FBN members.

04 | Making the Invisible, Visible: Global Summit



GLOBAL SUMMIT | 8-11 NOV 2023 | PARIS | FRANCE | FAMILY BUSINESS IN THE AGE OF TRANSPARENCY

MAKING THE INVISIBLE



Paris,
France

8-11 **NOV**
2024



Info bites



About

The 2023 Global Summit brought together nearly 550 people from 30 Chapters across the globe and from all types of family businesses. The program contained more than 40 sessions, with Plenaries, Community Labs, Small Groups, and Case Studies – all centered around the common theme of Transparency. The participant's post-summit evaluation results showed the highest rating for "overall relevance to own situation," with 83% scoring excellent and reasonable.

The Summit started with 4 Learning Journeys to different regions of France with intimate journeys into wine, champagne, perfumes, and the infamous French "savoir vivre."

With another 10 Family Visits during the Summit, more than 300 attendees could get a closer look at some of France's most well-known family businesses.

The NxG presence in every Global Summit is vital. In Paris, we were so lucky to count such a fantastic community of French NxGs who owned the NxG Spirit and put together great

activities throughout the event. They made us feel welcome and well cared for from the first night, even before anything started, to the after-party and lunchtime. Thank you to all who made it possible under the outstanding leadership of Louis Riou and Louis Steyert.

Finally, three exceptional social evenings rounded out the event, ending in a roaring 20th-themed closing party with unmatched views of the Eiffel Tower from the Théâtre National de Chaillot. Summit attendees all returned home with many memories, new friends, and new ideas to bring to their family business.

Community Labs

Summit held the Community Labs sessions, allowing for participants for facilitated networking and highly focused discussions.

NxG

Dealing with the Elephant in the Room

Dominique Otten-Pappas | Cecilia Davalos | Michele Jaffe

In this session, the NxG participants discussed which topics are always present but never talked about in the context of the family business. The session aimed at equipping participants with tools and knowledge on how to handle the Elephant in the room:



- Being able to start a communication channel to deal with certain problems and tackle different challenges in the family dynamics.
- Without solving the conflict being aware of it and setting the necessary boundaries that sometimes are much needed to have a better relationship.
- Understandings: the difference between privacy and secrecy
- Understandings: the elephant in room serves a purpose in the Family system
- Tools: beginning to question if and how the elephant in room can be addressed and with whom



Impact

Jason Jay | Frederic Tsao
Andrew Bryson | Jenaan Lilani

In this lab, participants explored how Business Families can increase their impact by embedding responsible actions in any of the four drivers of change: business, investments, philanthropy, and advocacy. During this session, participants:

- Explored how to create synergies and leverage the power of systemic investing via inspiring examples from the FBN community and research on systems change investing by the MIT Sloan School of Management.
- Shared their journey and advanced efforts to increase impact and create systems change.



**Four drivers of change:
business, investments,
philanthropy, and advocacy**

Family Office

Navigate your Family Office journey.

Susana Gallardo |
Wouter van Oord-Jansen
Peter Vogel |
Marie-Christine von Pezold

This session was designed for both Aspiring and Established family offices.

During the lab, participants embarked on setting up a family office, reflecting on the why, what, who, and how. Participants were guided by the “Family Office Navigator” from IMD, a properly structured and guided process to ensure that the FO can serve the family purpose across generations. Amongst the key learnings::

- There is no recipe to set up a FO
- Each family has to make its journey; the navigator can help with its tools
- Defining the family office's purpose is key
- Asset management is the starting point, and the focus on the core family first
- Legacy preservation first, renewal after
- The FO team needs to work with the entire family and avoid conflicts of interest
- Determining KPIs for non-financial initiatives, e.g. trust?





Large Families

Alexis du Roy de Blicquy | Priscilla de Moustier | Sach Chandaria

To continue the conversation, Priscilla de Moustier and Sach Chandaria have shared more about their stories and personal reflections. Participants from large families were invited to reflect on their own situations: are there any signals pointing to possible issues due to a lack of communication and transparency? Which actions could they contribute to initiate in order to improve communication and transparency? Some of the key learnings:



Tradition is not the worship of ashes but the preservation of fire"

- Family culture can prevent weak signals from emerging -> It is essential to institutionalize mechanisms for active listening of weak and diverse voices in the family.
- Family surveys are a way to give voice and let ideas and frustrations be expressed.
- Strategic watch: consider the family a separate organization with its own strategic needs and identify critical issues impacting ownership strategy in the next 15 years.
- Be strategic about family financial planning, in the first instance, independently from the business.
- Be strategic about identifying skill gaps in the family and nurturing and developing a talent pool.
- Be strategic about LT family vision, involving family members in developing a visioning framework, including key factors that will impact the family.

Now Generation

Transformation, Transparency, Transgression, Transmission... are you ready to lead?

Émilie De Lombarès

Vladimir Moshnyager | Alexis Lombard

In this Lab, Now Generations discussed how to deal with shifting frontlines, governance & boards, transform themselves and their businesses, and manage challenging cross-generational communication. Some of the learnings which emerged:



- The journey from NxG to NowGen is multifaceted, requiring adaptability and understanding of personal and business evolution.
- While transparency is crucial, it has its limits. It's essential to discern when to be transparent and when to exercise discretion, especially in family business dynamics.
- Embracing change personally and professionally and displaying resilience in the face of challenges is a cornerstone of the Now-Gen journey.
- Sometimes, breaking away from long-held family or company norms is necessary for growth and innovation.
- Understand why and when it's beneficial to transgress.
- Whether it's questioning board decisions, considering a change in market direction, or even pondering the sale of the business, it's healthy to challenge established thinking periodically.



Entrepreneurs

Unveiling the unseen: learning from and celebrating failure

Rouven Dresselhaus | Edouard
Thijssen | Max Parmentier
Selin Yigitbasi-Ducker |
Oliver Laiho

Entrepreneurs discovered the art of making the invisible visible, seeing the unseen, learning from adversity, and seizing new opportunities. During this highly interactive workshop, participants could gain valuable tips for their entrepreneurial journeys:

- Gain inspiration from real-life stories of overcoming adversity, motivating you to persevere through challenges.
- Acquire hands-on risk assessment and mitigation skills to identify hidden threats and opportunities in your ventures.

Expand your professional network and explore potential collaborations with fellow family businesses, both next-generation and now-generation.

05 | Creating Connections

Network building

Annual Chapter Directors Meeting, Geneva 2023

The Annual Chapter Directors' Meeting held in Geneva from January 25 to 27, 2023, brought together Directors and Executives from across the globe, representing 25 Chapters. The agenda focused on training, knowledge exchange, and insightful discussions, fostering a collaborative spirit among the Chapters on a global scale.

Our Global Partner, UNCTAD, hosted a day at the United Nations in Geneva. Guided by the theme "Mobilizing Family Business Contribution to the SDGs," sessions spanned topics from demystifying the United Nations to delving into opportunities and challenges for family businesses in aligning with the Sustainable Development Goals (SDGs). The sessions

addressed critical issues such as sustainability, wealth inequality, climate change, and sustainable energy. The meeting also featured sessions on ownership in family businesses, facilitation and moderation skill development, and fundraising and resource building. The event concluded with a Solution Room where participants explored spectrographs, identified and solved challenges, and shared experiences.



Miami Hub

A safe space beyond borders

- Created opportunities for members across chapters to meet and learn in Miami, engaging 140+ business families from over a dozen countries.
- Hosted the NxG leaders retreat, followed by SuRF, our Sustainability and Responsibility Forum, which gathered 60+ NxGs worldwide.
- Gave Latam prospects a chance to experience FBN close to home, leading to the incorporation of Chile as a new chapter.
- Inspired the creation of a second Hub in London, another great city that attracts diverse members from chapters globally.
- Will continue to raise awareness about FBN and expand our impact in the Americas.



We aim to enhance FBN's distinct ability to connect business families globally by creating opportunities to meet, exchange, and learn in a city widely recognized as a regional Hub. As such, the Miami Hub enriches the offering of local chapters by giving members a safe space to share experiences across borders and network with a diverse group of families.

Since its launch in September 2021, the Hub has engaged 195+ individual members and prospects from over a dozen countries.

In addition to being an attractive regional meeting point, the Hub engages members who live in Miami as expats and, therefore, may not be benefiting from services offered by their local chapters. It also gives NxGs who live in or near Miami a chance to engage with FBN and learn about family business despite being away from home. Through the Hub, we are uniquely positioned to strengthen connections across the Americas and offer access to quality resources for business families to grow and collaborate for more significant impact. In years to come, we will continue to enhance FBN's offering beyond borders with content tailored around our six global communities: Family Office, Large Families, Impact, Entrepreneurs, NowGens, and NxGs.

International Communities



Next-Gen

Members aged between 18 and 40 who wish to further reflect on their role and legacy within their family business. Key questions: How do I find my voice in the family? Should I join the family business, and when? How can I become an effective leader?

i *Join the community in FBN Connect, participate in discussions, find your peers, and learn more about the upcoming activities!*

Supporting NxG Leaders: NxG Retreat

Once a year, the International NxG Leadership Team and the NxG Leaders get together from all chapters to exchange best practices and ideas from all over the network. In 2023, we met in sunny Miami in a relaxed atmosphere that allowed us to reconnect and get closer to our leaders from the Americas. We had the opportunity to learn about human-centric design thinking to develop new ideas for members in every chapter, the OKR method, and feedback and new ideas for their challenges. Every year, the aim is to equip NxG leaders with the ingredients for a concrete action plan to build the NxG Community locally and internationally while acknowledging the individual challenges of each chapter.





Event Blueprint Guidebook

One of the projects in the NxG International Leadership Team was to create a blueprint for putting together a local event and opening it to the international community as one of the stops in the NxG World Tour, Prague, one of our volunteers did a beta test and created a great guide on creating a successful event, engaging your members locally, and opening it to international.

Figuring out your career path: NxG Online sessions

During the first quarter of the year, we had the opportunity to deliver three sessions together with Menlo Coaching. This was suggested by one of our members, proving once again that the network thrives and nurtures everyone all around the globe.

From figuring out what career path to pursue to best prepare for a leadership role in the family business to writing an effective resume, going through the



value of an MBA. We discussed several career paths, from consulting and finance to starting your own business or joining the family business right out of university. Clémence Hannecart, an FBN Belgium member, participated as a panelist and shared her experience with the US and European MBA process. We dived into the specifics of a good resume and how to put it best together to make the most out of being part of a family business.

The NxG Extended team

Did you know that the NxG Community has an International Leadership Team? A great team of volunteers helps shape and nurture the NxG Community through different programs and activities they deliver annually.

We have also had a change in our leadership and board representatives. Valentine Barbier-Muller, a member from FBN Switzerland, concluded her term in June 2023, and we are very grateful to her for all the energy and great value she has brought to the community! Thanks, Valentine!

After being part of the NxG Leadership Team for over three years, one of our more active members, Klára Vítková, a member from FBN Czech, has gone a step forward in her journey as a volunteer and become the NxG Vice President and a board member in Ju. She has all the energy and mindset to help shape the future of our beloved community.

Together with 11 other board members, our 3 NxG representatives are working on enabling business families to thrive and transform across generations to build a sustainable future for all of us.



NxG World Tour

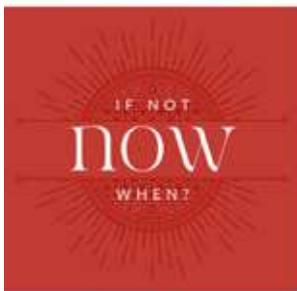
2023 was the year of traveling around the world and visiting where our NxGs are. We were more than 100 NxGs traveling worldwide and getting to know different cultures, countries, and members. It was an excellent opportunity to experience the cold in Finland to the exotic Galapagos Islands, going through Miami, Prague, Austin, Ottawa, Paris, Riyadh, Helsinki, and Goa. It was a year of experiences, new faces, and great stories.



Now-Gen

Members aged between 35 and 55 are responsible for the business and the family. Although fully accountable, they might not yet be fully empowered, as the previous generation is still around, and the next generation will soon be onboarded. Key questions: How do I drive the business forward? How do I move forward from my NxG Legacy and grow into a board member? How do I move forward from my NxG Legacy? How do we nurture a healthy family dynamic?

i *Join the community in FBN Connect, participate in discussions, find your peers, and learn more about the upcoming activities!*



If not Now...then when? First Now Gen International Forum!

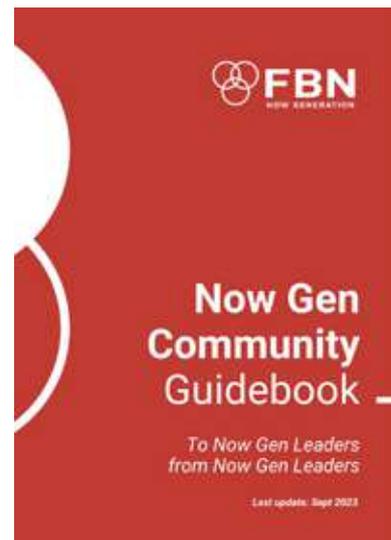
The first FBN Now Gen International Forum was held in Istanbul and united over 100 Now Geners from around the globe. The primary objectives were reconnecting, forging new connections, and having intimate reflections on Now Gens by Now Gens NOW!

Amongst the key highlights and topics:

- Opening Session with Ali Sabancı, 3rd Gen Sabancı Family Member & one of the most successful entrepreneurs in Turkiye
- Dealing with crisis– Turkish entrepreneurs/CEOs on how they manage post-earthquake and what lessons to learn from.
- The Solution Room and Solve my challenge: Responsible parenting – how to educate future owners and leaders? How do we align the family on a shareholding strategy? How do we manage our reputation?...
- Enchanted evening in the Bosphorus

We warmly thank the TAIDER Family Businesses Association and the Turkish Now Gen team for hosting us and creating unforgettable memories. Also, warm thanks to the Now Gen leaders and Now Gen Co-Chairs who dedicated their time and generously shared their own stories. This event marks a significant milestone for the community!

“No matter what happens in our lives and our countries, it is our connection to each other and the world that is going to keep the spirit alive.”



Birth of the Now Gen Guidebook

Gathering Now Gen practices and key learnings from FBN Member Associations, the Now Gen guidebook aims to support Now Gen Leaders and Directors in developing their local community.



Large Families

For members from a large family with fifty owners, or thirty owners over two generations, or fifty family members, fundamental questions are as follows: How do you ensure family cohesion? What should be our diversification strategy? How do we move toward fair, agile, and effective governance?

i *Contact your Member Association to learn more about the upcoming events and how to join.*

The fourth FBN Large Families gathering took place in Biella, Italy, and was hosted by the Sella family with the support of AIDAF - Associazione Italiana delle Aziende Familiari. This intimate event brought together over 30 business families from 16 countries.

Participants had the unique opportunity to be inspired by the journeys of two prominent large families, Sella and Firmenich. In addition, they gained valuable insights from Paolo Morosetti (Università Bocconi), who shared the key findings of his collaborative research with Guido Corbetta and Carlo Salvatore on "Learning and Practising Longevity: Lessons from Ten Exemplary European Family Businesses."



Under the guidance of distinguished academic experts and facilitators: Annelie Karlsson, Giovanna Gregori, Albert Jan Thomassen, Jesús Casado Navarro-Rubio, Andrew Bryson, Alex Scott, and Alexis du Roy de Blicquy, the participants engaged in intimate discussions addressing challenges such as transparency in dealing with increased pressures from external stakeholders.

Next Large Family Gathering – Hosted in Stockholm by the Bonnier family and by FBN Sweden– 6-7 May 2024



Family Office

For members considering, are in the process of, or have established a family office. Key questions are around the family side (education of the Next Gen, family cohesion, family compensation, philanthropy) and the business side (wealth planning diversification, active investing, non-family talent, impact investment).

i *Join the community in FBN Connect, participate in discussions, find your peers, and learn more about the upcoming activities!*

The First International FO Gathering in London

Members of the Family Office Community traveled to London to attend the London Business School's first Family Office Forum. Around 25 FBN members gathered and exchanged learnings over an exclusive FBN dinner hosted at "The Conduit." Some of the key topics raised over those two days:

- How to retain entrepreneurial energy beyond the first-generation
- Green investing
- Family governance and succession planning
- Audit, assurance, and regulatory compliance in the context of ESG
- Wealth and asset structuring: the use of trusts and family investment companies
- Family office technology
- Assessing and managing risks (emergent, re-globalized, and frequent)
- Developing the NextGen through experiential learning
- This first community gathering was successful in partnership with London Business School, which will be renewed in 2024.

Family Office Circles

A dozen FO community members coming from Belgium, Colombia, Switzerland, Spain, Canada, Germany, and the Gulf region could experiment with the “Family Office Circle.” - A circle is composed of 6-8 members from across the FBN network who meet regularly to discuss topics they choose among themselves. Circles are co-created by the members who jointly select topics and areas of interest. Each member presented their own Family Office structure, journey, and learnings. The presentations were followed by intimate discussions revolving around the family dimension (Educating members, aligning values, etc.), the FO governance (structure and processes), and the ownership, including investment strategies.



Release of The Family Office Navigator, in partnership with IMD

We proudly partnered with IMD to issue the “Family Office Navigator,” – offering enterprising families a comprehensive and practical guide to designing a modern family office that considers the complexity of their family, wealth, and enterprise in turbulent times. The book was released for the first time at the FBN Global Summit in Paris, which was the opportunity to hold a Family Office Community lab, using the book’s Canva to drive discussions for both Established and Aspiring Family Offices.

A warm thanks to FBN members who helped build the book by sharing their journeys.

[Find out more about the Family Office Navigator.](#)

In 2024, we’ll host online sessions to share the book’s key learnings and engage in conversations between family office members.



Entrepreneurs

For members who are about to launch or have already launched a new venture outside or inside their family business. They might also be looking at investment opportunities. Key questions: How to innovate? What are the future trends? How do you find the right partner and the right investment opportunities?

i *Join the community in FBN Connect, participate in discussions, find your peers, and learn more about the upcoming activities!*

The online place to be for Entrepreneurs!

The Entrepreneurship team developed an impressive lineup of monthly online sessions and podcasts for Entrepreneurs and Intrapreneurs.

In total, 8 Online sessions with 200+ attendees & 3 Podcasts

Formats included:

"Espresso with Entrepreneurs" is a 15-minute podcast featuring a seasoned mix of entrepreneurs.

"Fireside Pitch" - Shark-tank style pitching but in a safe space with constructive feedback.

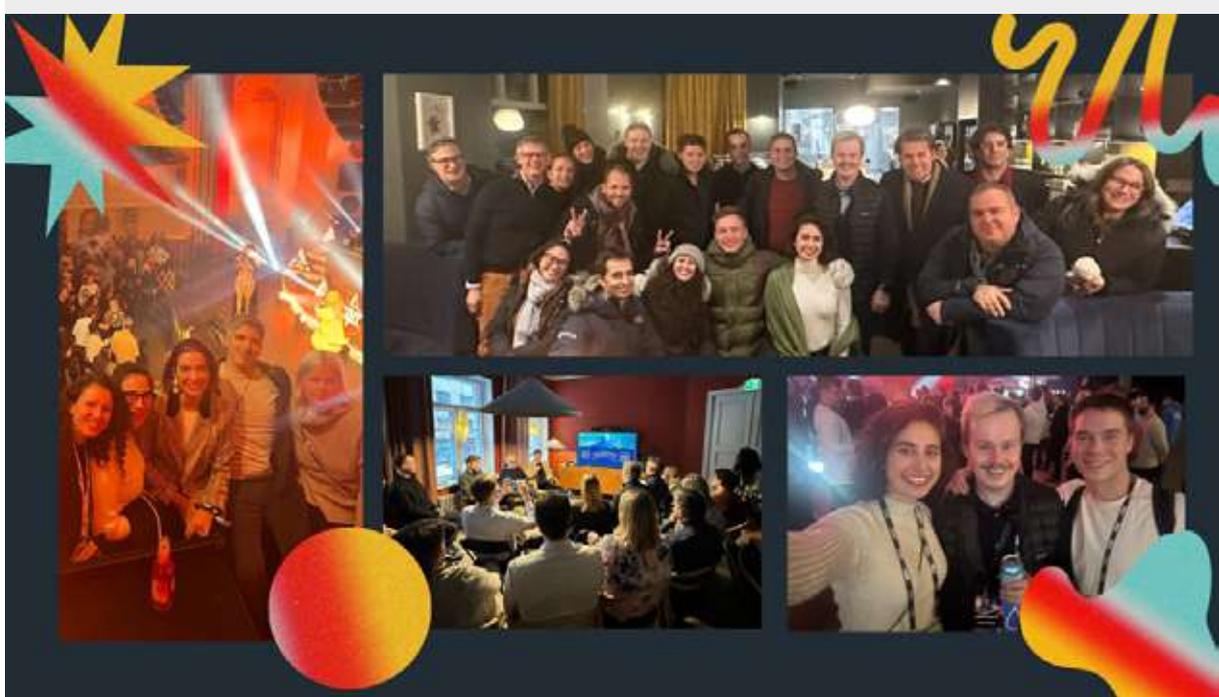


"Tackle a challenge" - Hivemind problem solving with design thinking methods.

"Learning Hub" - Workshops to share skills with or get new tools from the community members.

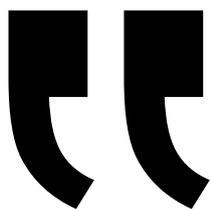
Session recordings are available on Connect!

FBN Entrepreneurs meet at Slush



After a year of connecting online through monthly FBN Entrepreneurs sessions, the FBN Entrepreneurs Community eagerly convened at Slush, one of the globe's premier entrepreneurs and

venture capitalists' gatherings. Approximately 30 FBN members seized the opportunity to assemble in Helsinki, fostering meaningful exchanges on entrepreneurship.



**8 Online sessions
with 200+ attendees
& 3 Podcasts**

Key highlights

- Visit of Maria01 – Exploring the Nordic's Leading Startup Campus, Maria01, where innovation and entrepreneurship thrive.
- House of Impact – hosted by TIO - sessions tailored to inspire to drive meaningful impact.



Impact

For members who want to start or accelerate their journey to creating impact through the four drivers of change – responsible business transformation, impact investing, philanthropy, and advocacy. Essential Questions: How do you build a more sustainable and impactful family business? How do we integrate an impact strategy into a family office? How do we create financial and impact leverage through philanthropy? How do you influence positive change in your industry?

i *Join the community in FBN Connect, participate in discussions, find your peers, and learn more about the upcoming activities!*





A Decade of Business Transformation; A Decade of POLARIS

Celebrating the successes of Polaris

2024 marks the 10th Anniversary of Polaris, the sustainability movement first launched in Paris in 2014. As a network, we have much to be proud of,

- Members across all regions took positive action to transform their businesses into more sustainable enterprises, evidenced by the many success stories documented from across the globe.
- [Family Business for Sustainable Development \(FBSD\)](#): a platform we developed in partnership with the United Nations, delivered on an ambitious goal of getting scores of family businesses to begin reporting on sustainability indicators designed specifically for family firms.

FBN leaders and members, including Caroline Seow, Andrew Wates, Risto Vayrynen, Fred Tsao, Alfonso Libano Daurella, and our very own Andrew Bryson, contributed tremendously to making FBN part of



to take action together towards solving some of the world's biggest problems



the global conversation on business sustainability at the highest levels.

The Time to Act: Becoming 70% of the Solution

These successes prompted us to think bigger and gave us the confidence that the FBN network has the power to create lasting, systemic change in our world. This is why we announced the evolution of Polaris to Impact at the 2023 Global Summit in Paris.

This evolution has one basic principle: to take action together toward solving some of the world's biggest problems so that, as the family business community, we become 70% of the solution.

The Impact Community

This evolved community will provide opportunities for all members, no matter where they are in their journey, to take action on Four Drivers of Change: Business Transformation, Philanthropy, Impact Investing, and Advocacy.

06 | Celebrating Innovation

NxG Award 15th Anniversary

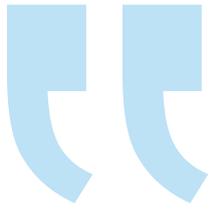


NxG Award 15th Anniversary

The FBN NxG Lombard Odier Award recognizes young and innovative minds. 2023 was an extraordinary edition. We celebrated our 15th anniversary. As the award celebrates innovation, we brought in two new categories that help us showcase the outstanding contributions of the entrepreneurs and intrapreneurs within the NxG Community.

We could also contact our past winners and finalists and hear more from them and how their projects have evolved. You can find some of their testimonies here [/link to the YouTube videos/](#)

We had many applications, and it was not an easy decision for our jury. They narrowed it down to our first six finalists. These young entrepreneurs and intrapreneurs embarked on innovative projects, showcasing their entrepreneurial spirit and making a lasting impact in their industries.



“We are proud to celebrate with the winners. Passion and drive have brought them to transform and reinvent business models to create sustainable and impactful businesses. Their experience and resilience will inspire a new generation to pursue their dreams in creating and developing business solutions for a more sustainable world.”

—
- Alexis du Roy de Blicquy.

The finalists for the Intrapreneurship category:

Andrea Dominique Illy | Amarey, Illy | Italy

Iiro Kankaansyrjä | Recycling Agent, Kapasity Oy | Finland

Ileana Lobkowicz and William Rudolf Lobkowicz | Non-Fungible Castle, House of Lobkowicz | Czech

The winner of the Intrapreneurship category is **Iiro Kankaansyrjä**, a Finnish entrepreneur who has transformed his family's business to create **'Recycling Agent'**, a digital waste handling ecosystem.

The finalists for the Entrepreneurship category:

Camilo Pelaez-Gomez | Home Burgers, Productos Familia | Colombia

Juan Pablo Zuluaga & Carolina Pineda | Mis Propias Finanzas, Metaza | Colombia

Maria Emilia Uribe & Camila Uribe | Aphlora, Semaica | Ecuador

The winners of the Entrepreneurship category are **Juan Pablo Zuluaga and Carolina Pineda**, for their company **'Mis Propias Finanzas'**, which aims to combine financial education with advisory and financial products to help support people's life goals.

Polaris Evolves to Impact



Creating pathways for systemic change

In recognition of its growing mandate, the Polaris Community launched its evolution to “Impact” at the Global Summit in Paris. The renewed Impact Community aims to mobilize the family business fraternity's power to cooperate toward creating systemic change. The Impact Community will deliver on this intent by focusing its efforts on four drivers of change – Business, Investment, Philanthropy, and Advocacy.

In 2024, you can expect to experience curated learning content to help you get started on any of the 4 Drivers of Change and “Open Spaces” if you are ready to take action in strategic philanthropy and impact investments.

If you need help in strengthening the impact work being done by your family or the Impact Community in your Chapter,

Book time with a member of the Impact Team using the below links.

[To book time with Andrew Bryson, Chief Impact & Innovation Officer](#)

[To book time with Jenaan Lilani, Head of Impact](#)

Stay updated on new partnerships, learning events, and opportunities to take action on Impact: Join the Impact Community on Connect

Welcoming Asociación de Empresas Familiares Chile and FBN Panama



We are delighted to welcome two Member Associations to the Federation: Asociación de Empresas Familiares (AEF) from Chile and FBN Panama. With over 100 families joining our network, including the two organizations, it further strengthens FBN's global reach, creating an even more diverse and dynamic platform for collaboration, knowledge sharing, and mutual growth. We look forward to the unique perspectives and contributions these Member Associations will bring to our global federation.

07 | FBN around the world



Asia



Three bucket list items

Too long to list.. top of mind, get to 200 membership

Most used tool in 2023

Whatsapp

Chapter strengths

Diversity and potential of the region

Activity Highlight

We hosted our first event since Covid in Jakarta on July 25th, 2023. To make it more special, this was my first trip as the executive director, along with our President, Dato Loy, our founding member, Ibu Shanti, and the Paragon family. We hosted a fireside chat to discuss the challenges in succession planning in Asia and some practical insights and sharing from our panelists.

Family businesses play a significant role in Indonesia's economy; they account for approximately 95% of local companies, and many go through 2nd to 3rd generation transition. We are excited about the opportunity and role we play in supporting the family in Indonesia.

As a team we are learning how to do better with

Recruitment and getting our brand and value out there to the family businesses

What advice would you give to a chapter that is just getting started?

Find 4-5 family members who are champions and passionate to support your growth



Belgium

Chapter strengths

To have solid loyal family businesses as members with a total of 113 business families or 1300 members with 500 NxG and 325 Now Gen.

Three bucket list items

Have an event-app

Find a way to have effective communication

Have strategic day/retreat with the board

Most used tool in 2023

Hubspot

What advice would you give to a chapter that is just getting started?

Get good advice what content is 'in' to attract the families to come to your events.

Start early on with a good CRM.

As a team we are learning how to do better with

Refined community management means having an accurate segmentation of the members (who is family/non-family, who is married to whom, who is a child of whom or are siblings, who are current or past chair, board members, CEO, family council chair & -members, shareholders, with companies, are listed, have a family office,...) and be able to offer events for all these categories.

Activity Highlight

We struggled to find the correct format and content for the Now Gen.

The Now Gen Female Board Circle for female directors of any age till 50 was an idea launched by 2 Now Gen. They meet twice a year over lunch on a Friday from 12 till 14/14.15h.

They get the bios of who will be in the room upfront.

In the first Circles, they presented themselves and shared their biggest challenges. In the second edition, they discussed alternative meeting formulas for a board meeting, and in the second part, they organized a 'solution room' on their challenges.

Chapter strengths

We have a strong team, who are very adaptable to all kinds of events we create.

Three bucket list items

Improve onboarding and follow-up on the member's journey

Grow the number of associates

Deliver value in all regions of Brazil

Most used tool in 2023

Mailchimp

What advice would you give to a chapter that is just getting started?

Encourage members to build connections with each other, this will make them see value in the FBN.

Brazil

Activity Highlight

We explored the Amazon rainforest to connect with ourselves and the world. Coping with global challenges is crucial in life and business. Training internal skills fosters deeper connections, enhancing well-being and productivity. Immersed in the Amazon, participants develop emotional, relational, and systemic skills, aligning with contemporary challenges. Inspired by FBN values and a 20-year multidisciplinary repertoire, the FBN Learning Journey Amazônia offers diverse experiences, contributing to sustainability and positive business impact. The experience challenges participants beyond their comfort zones, understanding stimuli in multiple dimensions.

As a team we are learning how to do better with

The data we collect



Bulgaria

Chapter strengths

Thanks to our 16-year history, our members have had the opportunity to get to know each other well and built a community of friends and like-minded people who share common values.

As a team we are learning how to do better with

We learn how to better deal with challenges that our predecessors have not faced before. We look for ways to take advantage of these challenges and turn them into good opportunities.



Three bucket list items

Our ambitions are to provide new useful speakers for our members - experts on topics that are important to them. We would like to introduce the organization to a wider audience and promote its projects and activities and thus find new partners and members. Our desire is to engage even more strongly our members, especially Next and Now Generation.

Most used tool in 2023

In terms of members engagement, these were the events we organized for them. Communication has been key to our success, and we've made heavy use of various tools for this - newsletters, emails, Facebook and LinkedIn posts, and of course our website.

What advice would you give to a chapter that is just getting started?

Get to know your members well and help them get to know each other! In this way only you will be able to build a strong community that provides support and value.

Activity Highlight

The warm Upper Thracian Lowland welcomed 70 participants in the Autumn meeting of FBN Bulgaria, with excellent weather at the beginning of October.



Chapter strengths

our Symposium & NextGen Retreat, great success in 2023 and are planning another fantastic 2024 Symposium. Our Ambassadors, Peer Advisory Groups, Mentorship Program and our FBSD Committee's award winning efforts are some of our greatest strengths. Our Family Enterprise Advisor program is the global benchmark in family business advising, our FEA's make up a significant part of our membership. Our 90 strategic onboarding plan has been tremendously helpful in welcoming new members to the community.

As a team we are learning how to do better with

increasing attendance at virtual & in-person events and ultimately increasing member engagement. Prospecting (as a team) – growing our membership



Most used tool in 2023

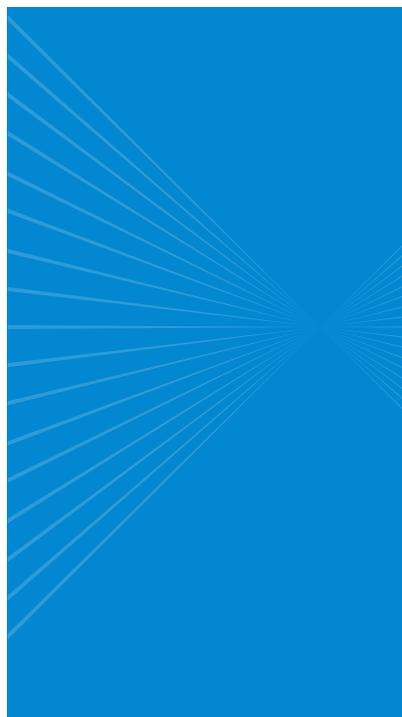
our resource centre! We have an extensive library of curated resources designed specifically to the unique issues relating to family business. Not only is it filled with valuable information and tools we have online courses available to our members as well.

Three bucket list items

Grow our network with more new members, grow our NextGen community/high engagement among the NextGen community, and have the most efficient member platform to allow our members to connect with us more efficiently (in progress with new system rolling out soon!). Adding more communities (Women in Business, NowGen, FamilyOffice,e,e, etc.) This is in line with other FBN -I Chapter communities.

What advice would you give to a chapter that is just getting started?

take time to gather feedback from members to understand what the needs and wants are of your community and plan your activities around that to deliver a valuable and insightful experience for all members! Recognize that it takes time to build a community and they should use their most valuable tool to help it grow membership – their family business members.



Colombia

Three bucket list items

"Deploying a contextualized value proposition created from a previous analysis of our target audience so our content delivery is more efficient.

Creating Colombia learning journeys to an international audience to connect with our local chapter and showcase our magnificent landscape and culture.

Developing an innovation HUB for our NxG entrepreneur so they can scale their game level, make a profitable use of our seniors expertise with business savvy while they connect as a community.

As a team we are learning how to do better with

Communication and follow-up with members to have better and broader participation in our recurrent events (Virtual and on-site).

What advice would you give to a chapter that is just getting started?

to be very close to his audience and take proactive initiative to propose topics, events and work hard to create bonds inside his community.

Activity Highlight

NxG went to a beer tasting experience that promotes bonding and sharing experiences.

It was very important to set a nice place and let all the participants introduce themselves. The staff team proposed an icebreaker to initiate the conversation and flow with the beer tasting and pizza.



Chapter strengths

Our members. They turn every ordinary meet-up into a unforgettable memory.

Three bucket list items

To develop a NowGen community.

To further strengthen the community spirit.

To launch peer-circles.

Most used tool in 2023

We used Slido to engage our audience during events and Asana for effective time-management within our team.

What advice would you give to a chapter that is just getting started?

You're embarking on a wonderful journey, so make sure to enjoy every moment of the ride!

Czech Republic

As a team we are learning how to do better with

Time management.

Activity Highlight

In February 2023, we hosted an International NextGen event in Prague. NextGens from various European countries, as well as India and Ecuador, gathered for two days of fun, learning and sharing. Alongside Czech NextGens, we explored local family-owned businesses, participated in interactive workshops, attended themed lectures, and delved into informal activities showcasing Czech culture and heritage.

We extend our heartfelt thanks to everyone who participated – we truly cherished the time spent with each of you. A special thanks is owed to Klára Vítková, 2G and NextGen of NWT, without whom this event would not have been possible.



NXG
360

Most used tool in 2023

Couldn't live without
CANVA

What advice would you give to a chapter that is just getting started?

Get to know FBN-I
Join the Directors' meeting
every month
Join the Directors meeting
every January
Read the FBN-I newsletter for
both members and Directors
General: Find a chapter that
looks like yours and have
monthly meeting with them
and share info about member
meetings, programs etc.

Denmark

Chapter strengths

We are agile and a
fast moving chapter,
with a dedicated
"hands on" board,

As a team we are learning how to do bet- ter with

As a team we are
learning how to
do better with low
practical issues, to free
time to development
and the things that
pays off towards
our members.

Three bucket list items

1. Develop a board programme for
our members
2. Develop a conference over 2 days
3. Library creation/gathering of
readings relevant for our members

Activity Highlight

NxG went to a beer tasting
experience that promotes
bonding and sharing
experiences.

It was very important to
set a nice place and let all
the participants introduce
themselves. The staff team
proposed an icebreaker to initiate
the conversation and flow with
the beer tasting and pizza.

Ecuador

Chapter strengths

That we can bring a global connection with other family businesses to the members in Ecuador.

Three bucket list items

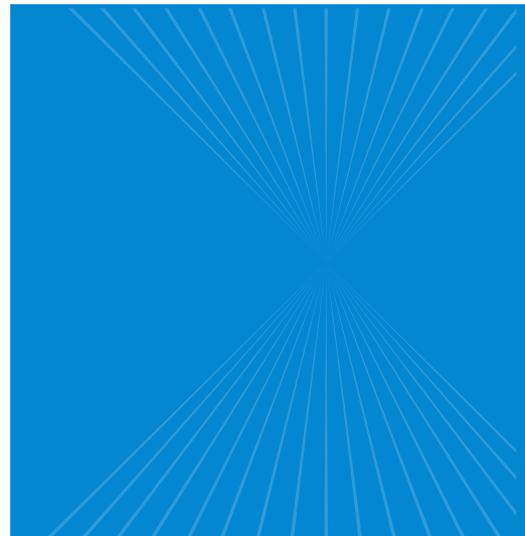
Succession process for Executive Director

What advice would you give to a chapter that is just getting started?

Establishing differentiated roles which are not dependent on who the Executive Director is

Most used tool in 2023

Salesforce



Activity Highlight

In 2023 FBN Ecuador hosted our first international event, a trip to the Galapagos Islands. We gathered 40 NxG and Now Gen FBN members from 13 different countries in the boat Isabella, owned by Metropolitan Touring which belongs to one of our member families. We toured the islands for 5 days while learning about sustainability and the protection of natural resources. The experience was one of the greatest we have had at FBN! The group got along wonderfully well, the mix of origins, experiences and ages added to the richness of the learning journey and the islands surpassed our expectations.

As a team we are learning how to do better with

Get the right families to be the founders of the chapter, they will attract other good families. Make sure to leverage on the international program offered by FBN I and connect all the members living abroad with the FBN chapter in their country of residence or with one of the Hubs.

Finland

Chapter strengths

Our strong and active community (Next, Now Gen and local communities).

Three bucket list items

Creating an active online community, substantial changes to the inheritance tax system and creating even more efficient process for onboarding our new members.

Most used tool in 2023

Teams groups for webinars, committees and training programmes.

As a team we are learning how to do better with

saying "no" to new ideas and projects when necessary, so we can focus on our set strategic goals.

What advice would you give to a chapter that is just getting started?

Focus on building a close-knit and active community among your members.

Activity Highlight

We launched a Class of '23 networking event, which aims to help in onboarding new NxGs into the community. At the event there was an icebreaker activity, an introduction to what FBN Finland is as well as a NxG testimonial/case by one of our active community members. This was followed by an unconference style discussion facilitated by the NxG committee.

After the event we created a Class of '23 Whatsapp-group for the participants and encouraged them to participate in other NxG events. Almost all of the participants have since become active members in the NxG community!



Chapter strengths

Offer our members privileged listening, topics adapted to their needs, a space to share, learn, and become impactful families and companies

As a team we are learning how to do better with

our members needs, in order to make our network unique and essential for them!

Most used tool in 2023

Asana

What advice would you give to a chapter that is just getting started?

Connect with your peers to share and learn ! Happy to help!

France

Three bucket list items

Keep on growing

Address publicly our main topics and actions with a wide range of partners

Raise awareness of french family businesses' characteristics, specificities, and strengths

Activity Highlight

In 2023, our chapter had the unique opportunity to host the Global Summit and organize 4 memorable Learning Journeys in 4 different regions of France.

A way to embark our regional communities to share with our worldwide members the best of their businesses and territories.

A way also to let our French members experience how unique and unvaluable our global network and global events are. Hope to come with them to Japan in 2024!

Chapter strengths

very close and longlasting relationship with our members; very open and familiar atmosphere and highest quality at our events

As a team we are learning how to do better with

intense communication to keep everybody best informed

Germany

Most used tool in 2023

Outlook

As a team we are learning how to do better with

intense communication to keep everybody best informed

Three bucket list items

offer small formats and gatherings for special target groups (communities); improve our strategy for member recruitment; constant chapter growth

What advice would you give to a chapter that is just getting started?

start contacting potential members as personally as you can: personal meetings, dinners, calls; get best informed about your candidates; offer less events with high quality rather than many events with average quality

Activity Highlight

Under the topic of "Founders today - family entrepreneurs of tomorrow?- Future impulses in disruptive times" we were invited by Susanne Klatten and Stefan Quandt to spend our annual conference 2023 at BMW in Munich to discuss with them and other exciting guests from the worlds of science, business and the start-up scene how entrepreneurship can succeed today in times of transformation, what framework conditions are needed and how long-term entrepreneurship can emerge from this. 180 participants could exchange in interactive sessions and enjoyed two outstanding social events with new and old FBN friends.



Hungary

Most used tool in 2023

Our members prefer the following forms of learning from each other: new member families' introductions, factory (family) visits and the family case studies. These were the most used "tools" in 2023.

Chapter strengths

the sincere and safe atmosphere, our members' activity, enthusiasm and cohesion.

As a team we are learning how to do better with

involving our members in the international events, getting new sponsors and reshaping our membership fee structure.

What advice would you give to a chapter that is just getting started?

Slow growth supports creating the safe place. Keeping the "old" members in the chapter is rather worth than getting new ones. Case studies or panel discussions are more preferred than invited speakers. Bringing generations closer to each other is the biggest value.

Activity Highlight

By calling FBN-H Kult+ Forum into being in 2023 (due to one of our impassioned members), we offer an alternative form for spending free time together. Our members' interests are diverse, so we prepare meaningful programs in different areas of culture such as fine arts, theater and city walking programs. The first event was visiting a private collection of unconventional works of contemporary Hungarian fine art guided by the owner (FBN-H member) and an esthete. The guided tour was followed by a panel discussion with the artists.

India

Chapter strengths

Committed board and reach to CII members

As a team we are learning how to do better with

forming communities and therefore engaging with a larger section of members

Three bucket list items

Revision in membership subscription, strengthening communities and chapter exchange programmes

Most used tool in 2023

Email communication

Activity Highlight

1st Large Families Community Gathering on 24-25 November 2023 held in Chennai conducted by Mr Paolo Morosetti, Senior Lecturer, SDA Bocconi School of Management, Italy. It was an opportunity for the participants to learn on how to achieve longevity for their family-owned businesses through:

1. Valuing business centrality
2. Preparing for the future
3. Securing continuous leadership flows
4. Balancing 'We' and 'I'
5. Raising the talent bar
6. Sharing behaviours
7. Nurturing the tree
8. Speaking with one voice
9. Encouraging a breath of life
10. Providing fair, flexible, and effective Governance

What advice would you give to a chapter that is just getting started?

Clarification in roles and responsibilities of Secretariat and Members; Have a pool of members who are willing to give time; self-sustainable model

Chapter strengths

AIDAF's greatest strength consists in a diverse, healthy community of entrepreneurs, open to connect and exchange experiences and best practices, which contribute to raise a responsible Next Gen of Owners

As a team we are learning how to do better with

We are learning how to be more proactive and bring ideas to the table, in order to support our different communities, design and create unforgettable events & experiences for our members, while growing personally and professionally both individually and as a Team



Italy

Three bucket list items

Our wish is to keep growing the seeds we planted this year within our community, when we talked about art & culture, sustainability, transparency, virtuous and diverse governance, leadership

Activity Highlight

AIDAF National Summit 2023 – 'Business, art, culture: investing and generating value for the company, the family, and the community' – Florence, 5 October – 7 October 2023

The National Summit is the most important occasion of the year to bring together different generations of our member companies, to discuss and deepen key topics which are relevant to family business.

In 2023, the Summit was held in Florence, with a focus on 'Business, art, culture: investing and generating value for the company, the family, and the community'. No other cities better than Florence could have embodied the relationship between family business and art.

The Summit's theme was considered under three main aspects: the commitment of family businesses to preserve the local and national cultural/artistic heritage; art as an investment; artistic activity as a means to personal growth.

The Summit is a 3-day event, hosting about 30 speakers (entrepreneurs and institutional guests), 4 round tables and several keynotes, 4 workshops/break-out sessions, 6 company visits, 1 Gala Dinner, and the 18th edition of the Alberto Falck Family Business Awards.

Most used tool in 2023

Our most used tool in 2023 is AIDAF's brand new App, created to encourage our members to communicate with each other, starting from the Summit.

What advice would you give to a chapter that is just getting started?

The best advice we can give is to develop a strong chapter based on real and deep relationships, trust, constant intergenerational exchange & collaboration, fruitful dialogue between enterprise and academia, transparent institutional relations.

Chapter strengths

Respecting each other, listening to the others well first. We are also good at welcoming guests!

Japan

As a team we are learning how to do better with

As a team, we are learning how to do better with communication among so called stake holders.

Three bucket list items

To learn to go on one's way, To identify its position in its history, To transform mistakes into assets.

Most used tool in 2023

Real meeting plus remote participants as much as possible. 50% of learnings are outside of family business in 2023.

What advice would you give to a chapter that is just getting started?

Start anyway with those who have an interest in learning together.



Activity Highlight

We organized Leading the Family Business Course with IMD, the distinguished business school in Lausanne Switzerland. 55 participants and 15 persons from organization got together.

Not only leaning but unusual communication among existing members and new commers through this course, Family Visit and social events. Those who participated started to have small communities nowadays.

We found many people are interested in our community, and especially to welcome Global Summit in Japan in 2024.



Levant

Chapter strengths

FBN Levant is continuously able to overcome challenges driven by the synergy between the Director, the Board and the members.

As a team we are learning how to do better with

increasing member engagement, and the participation rate in events

Three bucket list items

1. Hiring a team member based in Lebanon
2. Succession planning for the Director role
3. Establishing a NowGen Community and identifying a NowGen Leader

Activity Highlight

FBN Levant organised a learning journey in Sidon, Lebanon, including a visit to Khan/Palace Sacy, a visit to Debbané Palace and a lunch prepared by Ahlouna Women Empowerment Charity Association sponsored by Jubaili Bros. The journey concluded at Jubaili Bros.

SAL headquarters, the assembly and the warehousing facilities received by Dalia Jubaili, Business Development Manager and Board Member, and Dr. Marcus Schumacher, Group Holding CEO. Both briefed the participants on the company history and activities in Lebanon and 11 countries in traditional and renewable energy generation solutions, with a focus on creating a positive impact in building a sustainable future.

Most used tool in 2023

Canva for designing event templates, Mailchimp and whatsapp for communicating the events with members and actively reaching out to them.

What advice would you give to a chapter that is just getting started?

Reach out to FBNI central team and to chapter Directors for support, inspiration, and guidance



Netherlands

Chapter strengths

we are very disciplined and structured in our strategy execution.

As a team we are learning how to do better with

providing direct feedback to each other.

Three bucket list items

1. Every university in the Netherlands with a family business chair
2. Our academy is the location for executive governors and owners of family businesses
3. A new CRM system that meets all of our wishes.

Most used tool in 2023

We used our CRM the most, as well as our FBned house for most of our activities, which is also open to our members when they have a meeting of their own.

What advice would you give to a chapter that is just getting started?

Build a strong culture of confidentiality, trust and openness.

Activity Highlight

Every year we organize a dedicated generation meeting where we invite our members to come in duo; a senior or now gen together with a nextgen.

During a three-course dinner, participants have alternating one-on-one conversations with NxG people and parents. This gives participants the opportunity to discuss relevant topics in a casual atmosphere with other parents and their children, which may not have been discussed before with their own parent or son/daughter. By facilitating interaction between the different generations, more insight and understanding can be created for each other's perspectives.



Chapter strengths

FBN Norway's team is driven by happy and engaged members. We therefore do our utmost to facilitate activities and events that meet their needs.

Norway

As a team we are learning how to do better with

dividing tasks between us to be even more efficient.

Activity Highlight

Write a short paragraph about one activity you organized in 2023, ideally an activity related to a community.

In November 2023 we organized our Family Office Day in Oslo. The event was a success, and there are several reasons for this. One being location, which was at Hotel Sommero, easy to work with, lovely staff and amazing food. The other one being the program. The program was a half day conference, with a wide range of speakers from NxGs to senior generation and also a fireside chat with a philosopher who discussed his latest book. The event was at 50% of capacity before the program had been sent out, so it is clearly that location and timing of this event was appealing.

Three bucket list items

Host the Global Summit, grow our team and produce more content for the members.

What advice would you give to a chapter that is just getting started?

Listen to the members, see that their needs are met and make sure that you have events with exciting speakers at interesting locations that get people talking.

Most used tool in 2023

We highly relied on social media, such as Facebook and newsletters to contact and engage members.

Chapter strengths

The network we have created of Regional Associations in each of the regions of Spain, together with the network of Family Business Chairs in different Universities across the country.

As a team we are learning how to do better with

communicating with each other our respective responsibilities and commitments.

Spain

Three bucket list items

Animate more communities (Family Offices and Now Gen).

Most used tool in 2023

E mail

Activity Highlight

The next generation summit this year took place in Zaragoza. There was a great combination of family visits, family cases, and relevant topics around the theme "The beat of Spain".

We explored new approaches to the topic such as the speech of Marian Rojas, one of the most renowned psychiatrists in Spain who gave us a lesson on how to confront reality with optimism and make good things happen to you. Then we had an interesting vision of Metaverse and the extended reality and we finalized with a round table about family offices, as a way to animate a potential new community in our Chapter.

What advice would you give to a chapter that is just getting started?

Prepare well the value proposition for the members, focus on quality vs quantity, and communicate regularly and effectively with your members.



Most used tool in 2023

Power point and the Y-model

What advice would you give to a chapter that is just getting started?

Focus on providing core knowledge on how to own a business as a family over generations. If you do that, they will keep coming back for more...



Activity Highlight

One edition of the FBN member magazine was dedicated to the topic of failure, what happens when things do not work out as planned. When the co-operation in the family business fails and conflicts escalate.

We had a couple of family cases, that discussed the conflicts and a number of explanatory articles of the work, communication and efforts needed to not end up there.

The response was that you learn more on other's failures than their success stories and that there is a strength in being part of a network where you can draw learnings from each other and letting our experiences give other knowledge and power.

Chapter strengths

Our deep knowledge and 30+ years' experience of what business owning families need, how they work and function.

Three bucket list items

1. Start proper peer/learning groups
2. Get more of the most influential Swedish families as members
3. Get the prime minister of Sweden to mention the importance of family businesses

Sweden

As a team we are learning how to do better with

all the different activities we are doing and managing the workload.

Switzerland



As a team we are learning how to do better with

offering more activities and the same human resources

Three bucket list items

Improve the back office
Develop Deutsche Schweiz
Recruit Board members from Luzern, Zurich, and St Gallen

Chapter strengths

Agility, achieving a maximum of services to a maximum of members with a minimum of budget

Most used tool in 2023

Newsletter tool by infomaniak

Activity Highlight

"What is the role of the Board of Directors of a family business?"

Mr Philippe Haspeslagh, Chairman of FBN Belgium, Professor and Honorary Dean, Vlerick Business School, and Honorary Chairman and representative of the 2nd generation of Ardo, gave us the honour of moderating an interactive workshop which dealt with the important factors in making a Board of Directors work:

What composition?

How can roles and responsibilities be clarified?

What is the best use of time?

How to communicate and be transparent?

How can we ensure the quality of the discussion and decision-making process?

What is the role of the Chairman?

The workshop was followed by a best practice illustration of his own family business who had to

professionalize its governance following the merger of two family businesses.

Chapter strengths

dynamism and openness.

As a team we are learning how to do better with

dealing expectaions from different generations of family businesses.

Activity Highlight

TAİDER Family Gatherings

Within TAİDER, there are Family Gathering events held twice a year in each of the four different cities across Turkey where our provincial representatives are located.

Family Gathering is a closed meeting where we invite a leading family in the sector to each gathering, and it is only open to our members. These events always include a meal for the invited guests. We kindly ask each speaker to select a topic that is suitable for their family. Around the chosen topic, there is an approximately 2-hour intimate and honest conversation facilitated by a family member or a professional moderator who knows the family well, and there is always a question-answer session at the end of the conversation.

In June 2023, we had a meeting with the family of DİMES GIDA SAN. VE TİC. A.Ş. The essence of this event was the exchange of ideas and sharing of experiences. TAİDER Member Ozan Diren, who participated as a speaker at this event, gave a speech titled "Look at Life Differently," emphasizing the importance of perspective on the path to success. We listened to Ozan Diren's insights on success in his career, as he assumed leadership in Dimes, Turkey's first domestically owned fruit juice and leading beverage brand.

Three bucket list items

In our bucket list for the chapter, there are Regions that we have not visited yet, next next generations of family businesses (university students) and inactive members.



Turkey

What advice would you give to a chapter that is just getting started?

build communities by listening people, identify their needs and create occasions to bring different generations together to learn from each other.

Ukraine

Chapter strengths

Our strength lies in our unwavering support for one another and the resilient, sustainable community we've built. Despite the challenges posed by the ongoing war, we stand united, providing each member with the encouragement, resources, and solidarity needed to navigate through these turbulent times.



Three bucket list items

Design and branding. Growth and sustainability. Corporate governance and accountability.

Most used tool in 2023

Networking, cross-chapter events and communication.

What advice would you give to a chapter that is just getting started?

To dream big, be unique in your market, and build an open community with many members from the beginning.

As a team we are learning how to do better with

communication with our members and mastering our services to them.

Activity Highlight

On March 16-18, 2023, the 42nd FBN Ukraine event, which was the second offline meeting after the onset of the full-scale invasion, took place in Warsaw and gathered 48 participants. For many Ukrainian families separated by the war, this event served as a reunion.

A highlight of the event was the successful execution of a joint cross-chapter meeting with high engagement from FBN Ukraine and FBN Poland participants.

The idea to write a book titled "Lessons of War: Chronicles of Family Business in Ukraine" was also born during this event. The authors, FBN Ukraine President, successfully presented the book in Kyiv and at the international FBN summit in Paris, with plans to release the second volume next year.

Chapter strengths

Our invested members, including board members; they are such strong advocates and participants.

As a team we are learning how to do better with

Collaboration and shared work.

Honing our strategy to the wants of our membership.

Three bucket list items

Developed member volunteer base.

Organized regionalization.

Utilized Advisory board.

Most used tool in 2023

Social media for outreach and engagement.

Structured operations to ensure alignment among staff and the board.

Diligent roster follow-ups with interactive engagement with all members.



Activity Highlight

In September 2023, FBN-USA hosted the Taste of FBN in Chicago, IL. This exclusive event was designed to provide a more intimate setting, allowing participants to engage in meaningful conversations. Our gracious hosts - The Home Run Inn Pizza Family - treated us to a memorable experience, including a factory tour and pizza tasting. Chairman Kevin Costello shared the inspiring story of ownership spanning four generations, highlighting their role as brand stewards. The event concluded on a high note with attendees joining the Taste of Chicago - Tacos and Tequilas event, hosted by Chef Rick Bayless. We enjoyed an evening of food, drinks, and dancing on the rooftop of the Harris Theatre.



What advice would you give to a chapter that is just getting started?

Identify your resources and use them, including the expertise of developed chapters.

World

Chapter strengths

The possibility of welcoming families from 130+ countries... the world is our oyster!

As a team we are learning how to do better with

developing a sense of community and belonging, despite the distance and cultural differences between members.

Three bucket list items

Broaden the reach of our six global communities... Help develop a family business ecosystem in Africa... and expand our footprint in the Americas.

Most used tool in 2023

Canva has been an incredibly useful tool, and so easy to use!

What advice would you give to a chapter that is just getting started?

Learn as much as you can from other chapters... be persistent... and make the most of our global network.

Activity Highlight

As a vehicle designed to incorporate business families that don't have a chapter in their country or origin, FBN World provides an excellent platform for the network's growth and development worldwide. With a compelling international offering that includes global summits, cross-chapter and community gatherings, and activities hosted by the Miami and London hubs, we aspire to recruit more members and expand FBN's global footprint.

With that in mind, and to enhance membership engagement, we launched FBN World on Connect 2.0, featuring a dynamic events calendar and an updated directory for members to connect and derive greater value from our network from all corners of the world.



08 | Governance

General assembly

Mr. Loy Teik Ngan, Asia

Mr. Philippe Haspeslagh, Belgium

Ms. Sarah Hughes, Brazil

Mr. Stefan Gugushev, Bulgaria

Mr. Naim Ali, Canada

Mr. Arturo Palma Matetic, Chile

Ms. Monica Gomez, Colombia

Mr. David Piškanin, Czech

**Ms. Dorthe Fink Gundersen
and Ms Francisca Nacht**, Denmark

Mr. Felipe Chediak, Ecuador

Ms. Miia Porkkala, Finland

Mr Philippe Grodner, France

Mr. Omar K. Alghanim, Gulf Cooperation Council

Dr. Friderike Bagel, Germany

Mr. David Boross, Hungary

Mr. R.Dinesh, India

Ms. Cristina Bombassei, Italy

Mr. Ichiro Takanashi, Japan

Mr. Riccardo Hosri, Levant

Mr. Jean-Marc Kieffer, Luxembourg

Ms. Marlies van Wijhe, Netherlands

Mr. Marius Steen, Norway

Ms. Margarita Carvajal, Panama

Mr Adam Rozwadowski, Poland

Ms. Marusa Senica, Slovenia

Mr. Andres Sendagorta Mc Donnell, Spain

Ms. Christina Stark, Sweden

Mr. Vladimir Moshnyager, Switzerland

Ms. Fatma Olten, Turkey

Mr. Vladyslav Burda, Ukraine

Ms. Martha Stice, United States

Board of directors

The Board comprises up to 14 family business representatives elected for three years. They can serve for a maximum of two consecutive terms.

- Mr. Farhad Forbes (Chairman), India
- Mr. Alexander Scott (Treasurer), United Kingdom
- Mr. Philippe Grodner (Vice Chair), France
- Mr. Aleksi Arpiainen (Vice Chair), Finland
- Ms. Monica Gomez Jaramillo (Vice Chair), Colombia
- Mr. Mark-Olivier Schreiter, Germany
- Ms. Günseli Ünlütürk, Turkey
- Mr. Omar Alghanim, Kuwait
- Mr. Mehrad Jaberansari, Iran / Canada
- Mr. Sach Chandaria, Canada
- Mr. Tommaso Fossati, Italy
- Ms. Francisca Nacht, Denmark
- Ms. Klara Vitkova, Czech Republic
- Ms. Mary Ann Tsao, Asia
- Mr. Alexis du Roy de Blicquy, Belgium
(CEO and Board Secretary)

Honorary members of the board

- Mr Hans-Jacob Bonnier, Sweden
- Mr Thierry Lombard, Switzerland
- Mr Mariano Puig Planas (deceased), Spain
- Mr Karl-Erivan W. Haub (deceased), Germany

FBN ambassadors

Mr. Chavalit Frederick Tsao (Chairman), Singapore

Mr. Andrew Wates, United Kingdom

Mr. Philip Aminoff, Finland

Ms. Anne Berner, Finland

Mr. Arun Bharat Ram, India

Mr. Hans Jacob Bonnier, Sweden

Mr. Luc Darbonne, France

Ms. Priscilla de Moustier, France

Ms. Ingrid G.C. Faber, Netherlands

Mr. Matteo Fumagalli Romario, Italy

Mr. Antonio Gallardo Ballart, Spain

Ms. Serife Inci Eren, Turkey

Ms. Lena Jungell, Finland

Ms. Sophie Lammerant Velge, Belgium

Mr. Alfonso Libano Daurella, Spain

Mr. Thierry Lombard, Switzerland

Mr. Samuel Maldonado Degwitz, Venezuela

Mr. Maurizio Sella, Italy

Mr. Murugappa V. Subbiah, India

Mr. Peter Therman, Finland

Ms. Caroline Thijssen, Belgium

Mr. Risto Väyrynen, Switzerland

Mr. Thilo Wersborg, Germany

Nomination committee

Mr. F. Sasser (Chair)

Mr. F. Forbes (Chair, Observer)

Mr. P. Grodner (Vice Chair, Observer)

Ms. G. Unluturk

Ms. P. de Moustier

Ms. V. Barbier Mueller

Mr. A. Arpiainen

NXG leadership team

Ms. Nathalie Bongrain, France

Ms. Daniela Cepeda, Colombia

Mr. Tommaso Fossati, Italy

Ms. Gökçe Gülcüler, Turkey

Mr. Mehrad Jaberansari, Iran

Ms. Louise Jebsen Smørås, Norway

Ms. Klara Vitkova, Czech Republic

Mr. Alexander Fissler-Pechtl, Germany

Community leaders

Now Gen

Mr. Vladimir Moshnyager (Co-Chair), Switzerland

Mr. Alexis Lombard (Co-Chair), Switzerland

Family Office

Susana Gallardo (Co Chair), Spain

Alex Scott (Co Chair), FBN World

Marie-Christine von Pezold, Switzerland

Farhad Forbes, India

Alexis du Roy de Blicquy, FBN-I

Sajen Aswani, Asia

Large Families

Priscilla de Moustier (Co Chair), France

Adrian Fuchs (Co Chair), Germany

Entrepreneurs

Selin Yigitbasi Ducker (Co Chair), Turkey

Oliver Laiho (Co Chair), Finland

Impact

Alfonso Libano Daurella (Chair), Spain

Andrew Bryson, FBN-I

Jenaan Lilani, FBN-I

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CEO

Mr. Andrew Bryson, USA
Chief Impact & Innovation Officer

Ms. Mireya Hemmeler, Spain
Office and Accounting Manager

Ms. Sonia Ceballos, Colombia
Communications Officer

Mr. Christine Gaucher, France
Communities Manager

Ms. Natsuda Minder, Switzerland
Growth and Development manager

Ms. Cecilia Dávalos, Spain/Ecuador
NxG Community Coordinator

Ms. Heather H el ene Barr, USA/France
Event Manager

Ms. Jenaan Lilani, India
Head of Impact

Ms Camilla Gallagher, UK/Ecuador
Director FBN World | Miami Hub

09 | Partners

Family Business Partners



FBN benefits from the direct support of leading family businesses. This allows us to continuously fund essential projects and communities related to, among others, the Next Generation, Now Generation, Entrepreneurs Community, and Polaris. FBN offers unique content and brand positioning opportunities for families who, respecting the FBN Code of Conduct, become FBN Family Business Partners.

Lombard Odier

With over 220 years of experience, Lombard Odier is a seventh-generation family business specializing in asset management and wealth preservation.

Tradition and innovation have been the critical factors in its longevity. Constantly rethinking the world, showing imagination, and welcoming change as an opportunity have allowed Lombard Odier to offer inventive solutions closely aligned to the needs and ambitions of its clients.

Throughout its history, the bank has been deeply committed to the values that guide the transmission of family wealth to future generations, such as responsibility, long-term commitment, and a desire for excellence.

The FBN NxG Lombard Odier Award and the associated projects FBN NxG Entrepreneurship Day and FBN NxG International Summit are a natural extension of these principles. Created to support innovative initiatives devised by the next generation of family entrepreneurs, the program is built based on innovation, feasibility, sustainability, and communication criteria.

Lombard Odier, true to its Rethink Everything philosophy and aware of the importance of innovation in a constantly changing world, encourages future family business leaders to make their pioneering work a reality.

www.lombardodier.com



Chopard

Founded in 1860, Chopard is renowned in the luxury watch and jewelry industry. It is also one of the last remaining family-held companies in this field.

Chopard is owned by the Scheufele family, whose third and fourth generations all actively work in the firm.

www.chopard.com

Donors Families

FBN benefits from the direct support of member families. This allows us to continuously fund essential projects, particularly for the Next Generation and Polaris, while protecting FBN's unique safe space. Several families have already committed to join two funding programs supporting FBN and its activities. We want to thank them for their invaluable contribution and dedication to the FBN community.

Family Partners

- André & Rosalie Hoffmann
- Chavalit Frederick Tsao
- Forbes Marshall
- Anonymous

Circle of Friends

- Antonio Gallardo Ballart
- Alfonso Libano Daurella
- Sella Family
- Scheufele Family, Chopard
- Anonymous

Polaris Circle of Impact

- Alfonso Libano Daurella
- Chavalit Frederick Tsao

Content Partners



FBN partners with leading content organizations that demonstrate long-term support for families in business. Together, we develop cutting-edge content and learning activities for our members.

IMD

IMD is a world-leading hub providing global learning journeys and research to family enterprises.

Dedicated to the real issues facing family businesses, family offices, and family foundations, IMD helps ensure the sustainable success of companies and families, whether large or small.

IMD was the birthplace of family business education in 1988. Today, its center of excellence operates from campuses in Lausanne and Singapore and delivers off-site programs worldwide.

- World-class education and leading-edge research
- More than 30 years of experience – first in the world
- Renowned academics, experts and family enterprise leaders

www.imd.org | www.imd.org/gfbc



PwC

PwC aims “to build trust in society and solve important problems.” This includes supporting socio-economic stability in a world where disruption and radical change are happening at unprecedented speed. Family-owned businesses embody the stability that PwC is committed to supporting. Family businesses have generated more employment and economic output as the backbone of economies and societies worldwide than any other commercial organization. That’s why maintaining the success and continuity of family businesses

EgonZehnder

is critical to a sustainable future – and lies at the heart of PWC’s purpose. And it’s why PWC’s mission is to help family businesses grow, prosper, and professionalize while ensuring continuity for future generations. The COVID-19 pandemic has severely challenged the attributes that give family businesses a competitive edge. Surviving and preparing for the “new normal” is critical to the future of families, businesses, and all the people who rely on them. PWC is working tirelessly to review its approaches and find new ways to support family businesses to reinvent their future success together. With over 160 years of experience and 5,000 people dedicated to serving family businesses globally, PWC can gain vital insights into what goes on. And through being a partner with FBN, PWC hopes to pass those insights on to all members worldwide to support their growth and legacy.

www.pwc.com/familybusiness

Egon Zehnder

Egon Zehnder is a trusted advisor to many of the world’s most respected organizations and a leading Executive Search firm, with more than 420 consultants and 68 offices in 41 countries spanning Europe, the Americas, Asia Pacific, the Middle East, and Africa. Egon Zehnder’s Family Business Advisory assists families, owners, and managers in navigating the challenges of leadership, succession, and governance across generations. Based on decades of experience serving many of the world’s finest family companies, Egon Zehnder knows that the critical first step in this journey is to build alignment amongst family members around the family’s philosophy and approach to business and ownership. Their Family Business Advisors work closely with family members and owners to create an environment conducive to driving the best people’s decisions in their specific context. Egon Zehnder is the exclusive global alliance partner of FBN for Board Consulting, Succession, Leadership, and Organizational Development.

www.egonzehnder.com

10 | Gratitude

Community is a word at the heart of FBN and one of the primary igniters for our network to stay alive.

We want to thank some of the active members who have joined us in our mission to offer business families a safe space to learn from, share with, and inspire each other about how to guide family involvement in the business, facilitate relationships within the family, and raise the awareness and importance of family business models in society. Thank you for making FBN the world's leading organization of business families. We want to give a special shoutout to Dominique Otten Pappas, who has played various roles within our community over the last decade. She has driven innovation and

crafted outstanding programs as an Academic Advisor, inspiring us to think outside the box and keep inclusiveness and connection our priority. Dominique is a great team player and has helped many members self-develop. For seven years, she sparked the entrepreneurial spirit as one of the leaders of the NxG Award. We thank her for her time, energy, passion, and vision.

The work of each international community's co-chairs, committees, and leadership teams perfectly exemplifies our by-members-for-members philosophy.

NxG Leadership team: Nathalie Bongrain, Daniela Cepeda, Tommaso Fossati, Gökçe Gülcüler, Mehrad Jaberansari, Louise Jebesen Smørås, Klara Vitkova and Alexander Fissler-Pechtl

Now Gen co-chairs: Alexis Lombard and Vladimir Moshnyager;

Entrepreneurs' co-chairs: Selin Yigitbasi-Ducker and Oliver Laiho

Large Families co-chairs: Adrian Fuchs and Priscilla de Moustier

Family Office co-chairs: Susana Gallardo and Alexander Scott

Alfonso Líbano Daurella as Chair of Polaris and Chavalit Frederick Tsao as Chair of the Ambassadors Circle.

We thank them all for their hard work and constant commitment. Thanks to their involvement, we continue to look forward to a bright future for the international communities.

Finally, we sincerely thank the volunteers who have mobilized our purpose within their communities and increased our work's impact by growing the network. Everything that happened in 2023 could not have been possible without the outstanding leadership, support, and passion of our dear NxG and now-gen leaders. Together with the chapter executives, they drive their local communities and help us make all international activities as successful and engaging as possible.

11 | Contact details

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ACTIVITY
REPORT



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