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# 2021

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ACTIVITY —  
— REPORT

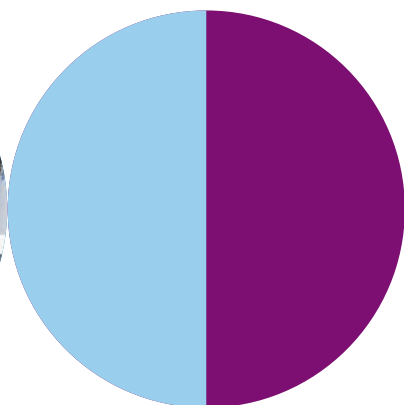
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1.

# Foreword



Farhad Forbes  
Chairman



Alexis du Roy de Blicquy  
CEO

We learned to live in a different world when the pandemic shook us almost two years ago, and 2021 was no different. We can take much satisfaction in seeing that the situation did not tear our community apart but, on the contrary, brought us even closer together. Thanks to the FBN team and their endless commitment we were able to continue to gather our community online every week this year, with many excellent sessions, discussions and opportunities to share experiences and learnings.

We can rightfully claim that we did go **Forward Together** this year with the launch of some important and far-reaching projects.

We successfully launched the **Family Office Community** through a series of online sessions that we hope you enjoyed. These were only the beginning for this community, and we look forward to developing it further in 2022.

Also, after two years of preparation and work, we launched our new member portal **FBN Connect**, that we hope you will enjoy using. FBN Connect is a game changer for our global community: the new platform is a major upgrade in comparison to the old Xchange platform. Not only is it GDPR compliant, but it also provides a new member experience that accelerates the transformation FBN embarked upon during the recent past.

2021 was also the year we established a stronger public presence to raise awareness of the importance of family business models in society. For the first time, we co-hosted a public **Family Business Conference with the United Nations (UN) at the World Investment Forum** that was attended by thousands of participants. The sessions have been recorded and are available for viewing under FBN Connect.

Beyond raising the awareness and importance of family businesses in society with several members sharing their stories of successes and challenges, we also jointly launched the **Sustainability Indicators for Family Business (SIFB)**. This unique tool allows families to measure their impact, track progress, and report transparently on relevant ESG indicators, that have been vetted by the UN and are in accordance with various regional initiatives such as the EU taxonomy among others. In

this context, we must acknowledge the efforts of our fellow member, Alfonso Libano Daurella, Chair of the Polaris Committee. Thanks to his relentless engagement, FBN received the UN's International Standards and Reporting (ISAR) recognition for our work in developing the global Family Business Sustainability Development (FBSD) indicators, demonstrating our thought leadership in this important initiative. More than ever, we strongly encourage you to show your support to the FBSD initiative by signing the pledge.

Our special thanks to the FBN Board for their commitment and leadership, to the FBN team in Lausanne, and the many chapter executives, board members and communities leaders around the world who have spared no effort to reach out and engage with members of the FBN Community. We are also grateful to our member volunteers who generously gave their time and were committed to keep the community together by running outstanding online activities such as the Coffees for Entrepreneurs, the Financial Peers or the Peer Circles sessions, to name but a few.

We are also especially thankful to our many partners: Chopard, Egon Zehnder, IMD, Lombard Odier, Maitri, PwC and UNCTAD, who have supported us so well during the year. As well as to our donor families. Through their generous support, they ensure that our unique, trusted non-solicitation space allows us to bring families together to exchange with peers, learn from one another and develop relationships, which is such an important ingredient for sustaining our family businesses as they transition from generation to generation.



“

**A smooth sea never  
made a skilled sailor.”**

Franklin D. Roosevelt

“

**Grant me the serenity  
to accept the things  
I cannot change, the  
courage to change  
the things I can, and  
the wisdom to know  
the difference.”**

Marc-Aurèle

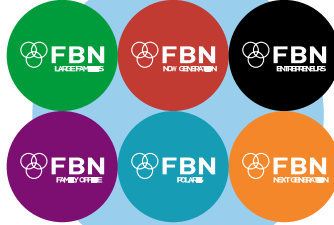


2.  
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# FBN at a glance

A vibrant  
network of  
**32**  
Member  
Associations



Counting  
**6**  
global  
communities

Bringing together  
**4.000**  
business families

Equaling more than  
**17,000**  
individuals

Including  
**6,400**  
Next Generation

Representing  
more than  
**60**  
countries on 5  
continents



# 3.

# 2021

# Forward together

## Life of FBN

Chapter executives gathered at the beginning of the year for a special training program led by Hyper Island. This program focused on how to implement digital strategies and prepare our community for the future.

The General Assembly was held online and approved the federation strategic directions and key initiatives:



### Networking & Community

- Permanent online offering
- Segmentation (communities)



### Learning & content

- Best practices (chapters & members)
- Leverage partners



### Advocacy

- Align communication
- Implement FBSD with UNCTAD



### Governance & financial sustainability

- Board Effectiveness Review
- Revenue diversification



A new fee model for Member Associations was endorsed: its main objective is to rebalance and reallocate fees amongst member associations, with a new formula including a fixed and a variable component, based on the size of membership.

Finally, the Assembly unanimously reelected Farhad Forbes as Chair for a second mandate. Mehrad Jaberansari and Omar Alghanim were elected as board members. Aleksi Arpiainen was elected as board member, to join in 2022 and Alex Scott was elected for a second term.

Gunseli Unluturk and Fred Sasser were elected as members of the Nomination Committee, with Philippe Grodner as observer.

The Annual Retreat of the Federation took place online, with various programs and sessions led by Jean-François Manzoni, Dean, and Peter Vogel, Family Business Professor at IMD, as well as Alfonso Libano Daurella and Andrew Bryson. Topics included reflections on challenges & opportunities for organizations in today's world, key insights and break out session on ESG and Family Businesses in a post-Covid world, and defining collective family purpose and impact.

The 26th IMD Global Family Business Award was won by Purpose-driven water tech firm Grundfos, is the world's largest manufacturer of water pumps and technology, employing more than 19,000 people in 59 countries around the globe. Grundfos is committed to pioneer solutions to the world's water and climate challenges and improve the quality of life for people.

The long and active involvement of the family in the Grundfos business and governance, its deep commitment to philanthropy and values-driven stewardship, and the way the company has successfully combined continuous profit-making with purpose in support of key United Nations Sustainable Development Goals really impressed the jury.

For the first time in its history, the GFBA was publicly celebrated at the occasion of the UNCTAD 7th World Investment Forum, in the context of the joint initiative between FBN and UNCTAD, FBSD.



4.  
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# FBN Connect





We were very excited to launch FBN Connect, our brand-new member portal, in November of 2021. It allows every member of our network to:

- **find upcoming events,**
- **discover insightful family business resources, and**
- **connect with your peers from across our global network.**

If you haven't taken the opportunity to connect yet, please refer to the first-time connection instructions contained in the email invite you received in November or December. If you haven't been back since your first connection, we strongly encourage you to visit again, as we are constantly adding new events and additional resources.

During your visit, we suggest you begin by looking at "My Profile", where you can update your information if needed, including your communities of interest, and set your display and communication preferences. Then click on "My Family Business" to review the information about your family business, including the list of your family members who are also in the Portal. From there, feel free to search the directory for that long-lost NxG or Global Summit connection, find an upcoming event to attend, or learn something new from one of the many family business resources. Finally, we want to assure you that FBN Connect was securely designed and built as an online extension of the safe space that is central to everything we do as a community.

If you would like us to resend the email invite to FBN Connect, please send an email to [info@fbn-i.org](mailto:info@fbn-i.org) that includes both your full name and the name of your Member Association and we will be happy to send it along again.

# 5.

# FBSD



Family Business for Sustainable Development



2021 was both a busy and important year for our Family Business for Sustainable Development initiative, as we hosted several important events and successfully launched new sustainability resources and tools now available to all our members.



## Here are some highlights from the year.

### FBSD Launch Event:

On February 25th, over 1,100 attendees from 36 countries attended the launch event on Zoom or Facebook or watched the recording.

### ISAR Consultative Working Group Meeting:

On March 24th and 25th, FBN represented family businesses at ISAR's working group meeting, during which 40 participants discussed the opportunities and challenges of establishing a core set of business sustainability indicators.

### Sustainability Indicators for Family Business (SIFB):

In collaboration with UNCTAD, we finalized the 42 Sustainability Indicators for Family Business. They are the first ESG Indicators designed specifically for Family Businesses and have been designed to help facilitate transparency and reporting in family businesses, no matter their location, industry, or size. For more information on the SIFB and to also sign the Family Business Sustainability Pledge, please visit the initiative's website.

### Sustainability Indicators for Family Business Platform:

We launched the Sustainability Indicators for Family Business platform at the 7th World Investment Forum. The platform provides an online template to guide sustainability reporting for family businesses, to help spur sustainability conversations among business-owning families, and to help family businesses to champion a transparent sustainability path that they can measure and report. The platform is available to use free of charge to any family business, no matter where they are located or what stage they are on of their sustainability journey. We encourage all our members to Start Reporting today!

### ISAR Honors:

As a part of the World Investment Forum, FBSD received special recognition at this year's ISAR honors.

6.  
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# Online activities

We learned to live in a different world when the COVID-19 pandemic shook us almost two years ago, and 2021 was no different. After the massive move online in 2020, we can take much satisfaction in seeing that the pandemic did not tear our community apart but, on the contrary, brought us even closer together. This year again, we were committed to going **Forward Together** and were able to continue to gather our community online every week, with many excellent sessions, discussions, and opportunities to share experiences and learnings.





Our online activities program covered a wide range of topics with, as a starter, a follow-up session of the Global Family Gathering held at the end of 2020. We welcomed back Professor Garelli for an exclusive and live session dedicated to FBN Leadership. Our guest, gave the audience an update on the burning questions and key issues for 2021, covering topics such as inflation, debt, technology, and sustainability while allowing attendees to exchange and ask questions.

Also following the Global Family Gathering session showcasing the Huber family, Ivan Lansberg came back for a master class on “How to regenerate family dynamics & governance by learning together”. The 2.30-hour class allowed a group of 50 people to interact and learn how to simultaneously educate owners and benefit from their views is a challenge, particularly when a new generation is engaging for the first time.

Finally, we put together the global webinar series presented by our long-term Partner, PwC. The series was focused, in the first session on mapping and assessing the risks associated with falling behind on ESG, showing the impact it can have on family businesses. It was followed by a second session on exploring practical solutions to accelerate the ESG journey, and understanding the fundamental aspects needed for a successful ESG strategy design and implementation.

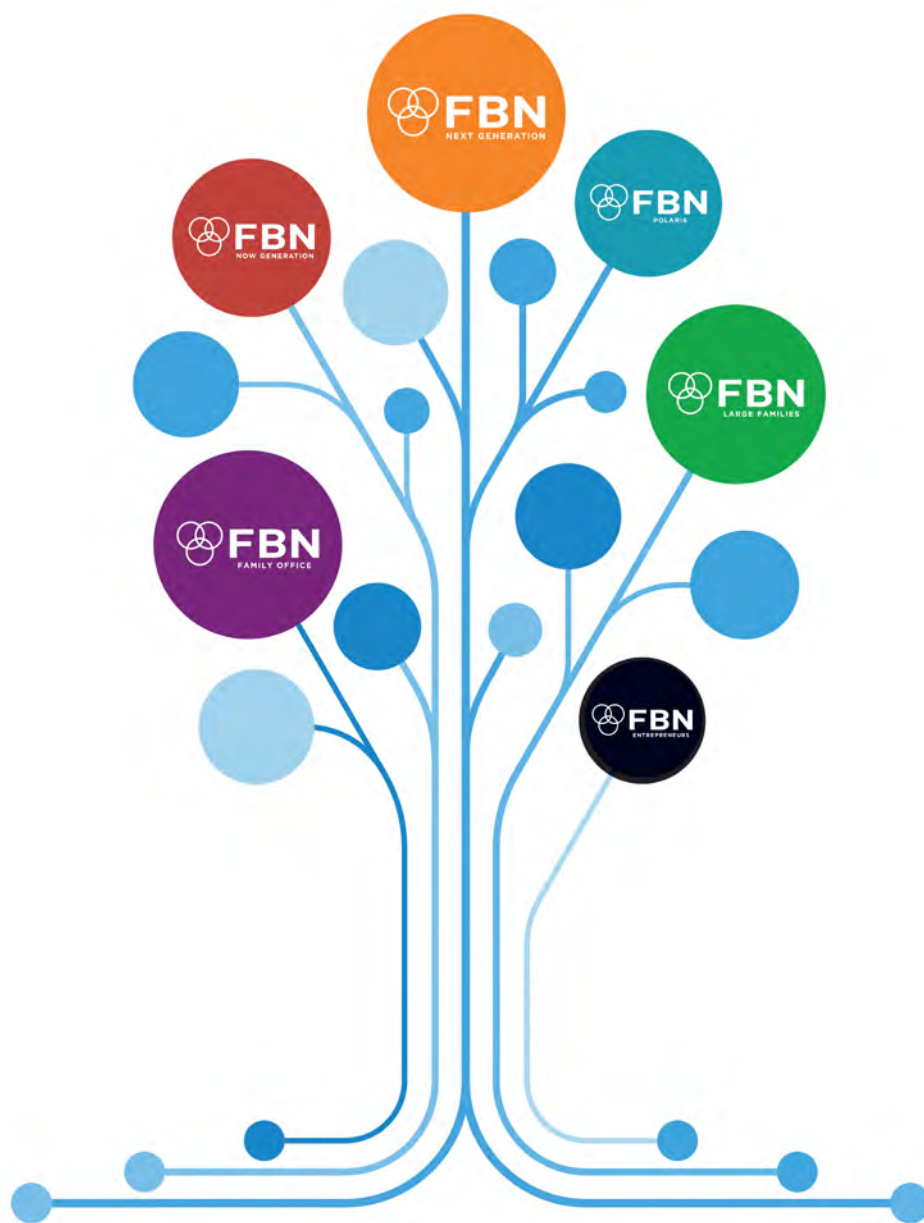
The communities also organized tailor-made online activities to keep the fire alive and reunite online. The Entrepreneurs and the NxGs came together for the Coffees for Entrepreneurs, the Financial Peers, or the Peer Circles. As for the Family Office Community, it was successfully launched through a series of online sessions.

2021 was also the year we established a stronger public presence to raise awareness of the importance of family business models in society. For the first time, we co-hosted a public Family Business Conference with the United Nations (UN) at the World Investment Forum which was attended by thousands of participants online.



7.

# FBN Communities







FBN is a  
'community  
of communities', an  
inclusive organisation that  
welcomes all business  
family members and  
develops programming  
tailored to different  
generations, roles  
and topics.

## Next Generation (NxG) Community

The Next Generation Community provides young family business members, aged between 18 and 40, a safe space to learn from, share with and inspire each other. FBN NxG is 6,400 young business family members from more than 60 countries, all belonging to the same intimate and dynamic community.

- **Objective:**  
to nurture a vibrant, growing community of NxG globally, drive relevant activities that lead to real and perceived impact, and invest and train leaderfor the future.
- **Impact happier families and sustainable businesses through an aware and inspired NxG.**

NxG global activities include NxG Circles, the FBN NxG Lombard Odier Award, and the FBN Internship Program. Internships allow NxGs to get out of their comfort zone and have an immersive experience in another family business, either in their home countries or abroad.

## Now Generation Community



The Now Generation Community is for business leaders between 35 and 55 years old who have a responsibility for their family businesses. These business leaders are often accountable but may not be fully in power yet. Just as importantly, they strive to be role models and servant leaders both for their family and their business. The Community offers a trusted and intimate environment for them to focus on their personal growth while nurturing their families and businesses.

## Entrepreneurs Community



Entrepreneurship lies at the heart of a family business. Every family business started with an idea and one person (or a group of people) who had the drive to make it happen and the willingness to take a risk; thus, the entrepreneurial mindset is part of the genetic makeup of business families.

## Family Office Community



Across our Member Associations, FBN gathers circles of business families who are considering establishing or have already established, family offices. The circles enable learning and exchange among peers, discussing both the family and the business sides of a family office. On the family side, issues include succession planning, education of the NxG, family cohesion, entrepreneurial spirit, family compensation, philanthropy, and concierge services. The business side includes issues like wealth planning and management, diversification, active investing, nonfamily talent, and impact investment.

## Large Families Community



Large families are defined as family enterprises with 50 or more family owners. At FBN, circles for large families allow peer-to-peer exchange and learning on topics such as management of silent shareholders, succession of management to a family or a non-family member, education of and transfer of leadership and legitimacy to the NxG, pruning the tree or not, selection of family members for governance positions, fostering entrepreneurial DNA, sustainability and diversification.

## Polaris



Polaris is a global movement of business families focused on maximizing economic and social impact while safeguarding the environment we all share. Our case studies, roadmap, assessment tools, and learning circles provide family businesses with the ways and means to embed sustainability and impact in conventional business models.



8.  
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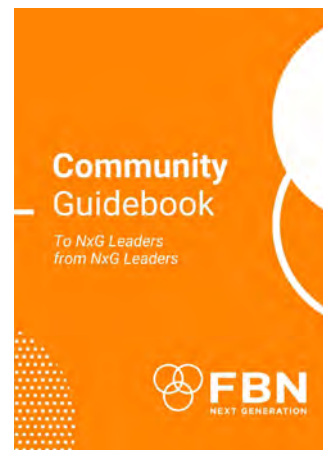
# FBN Communities Activities

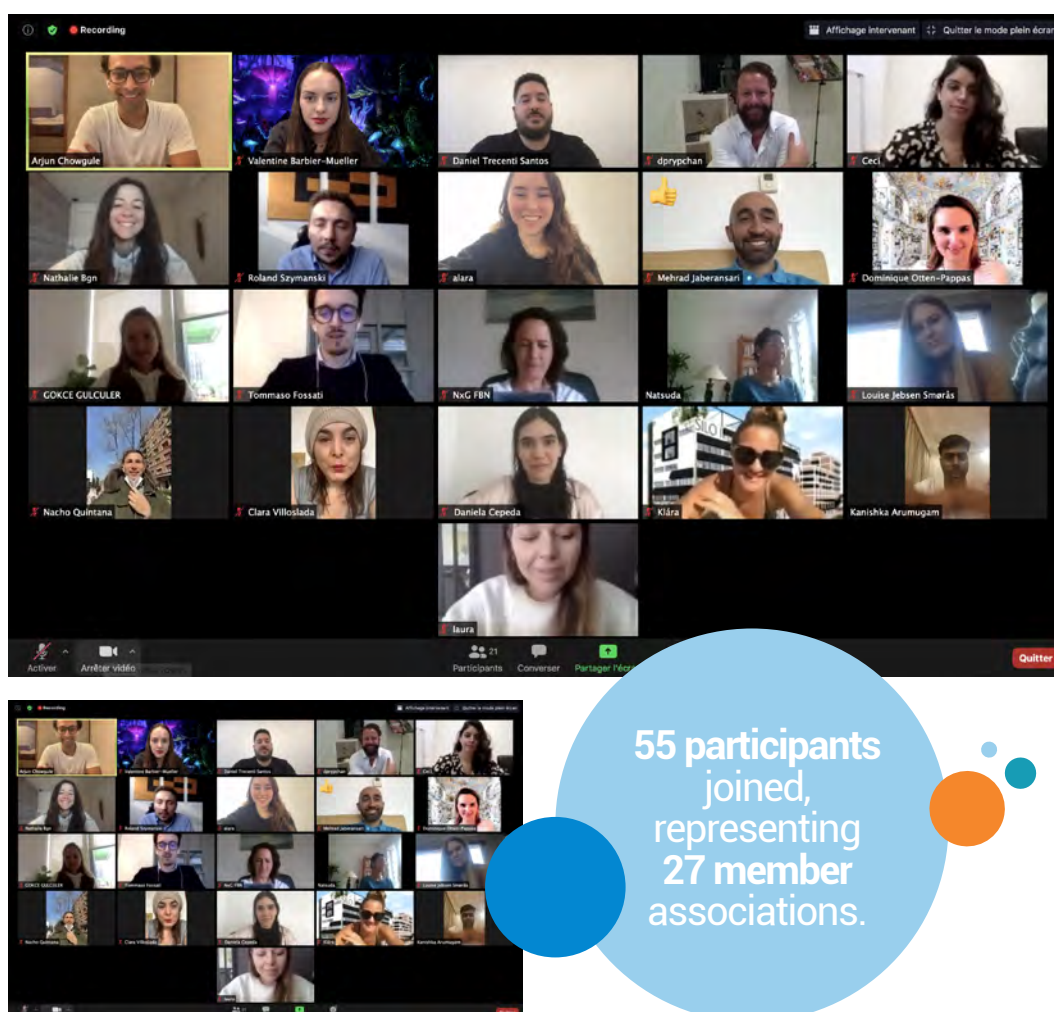
## NxG

### NxG Retreat

Our 2021 NxG Leaders retreat was held online. Despite the “zoom fatigue”, 55 participants joined, representing 27 member associations. We had the pleasure to have an intimate conversation with Sajen & Sumitra Aswani, led by Arjun Chowgule about the NxG role and how to keep the family cohesion. They also exchanged around two pieces of training one focusing on Cross-Cultural communications, led by Ivona Ljunic, and the other one around Story Telling led by Dominique Otten-Pappas.

Further to the NxG Retreat, the NxG Leadership team produced a “Guidebook” providing useful tips on how to run a local NxG community – this included the various steps of a community, community engagement, and examples of local activities.





## NxG Summit

Unfortunately for the second time, we had to postpone our NxG Summit meant to be held in Bulgaria. But our warm Bulgarian hosts generously renewed their enthusiasm and energy to host us in June 2023!

## NxG Event Design

Meanwhile, we took the opportunity to take a step back and, via an "Event Design" workshop, to deeply reflect on what should FBN NxG Events look like to insure our customers have a fruitful and "Transformational Journey". We gathered a team of around 10 NxGs and executives with the mission to look through the lenses of various events stakeholders (newcomers, old timers, hosts...) and to come out with different event prototypes. This exercise allowed us to further understand our members and place them at the center of our event's organization!

## Internships

The FBN NxG International Internship program works by matching Host Family Businesses that are members of FBN, and FBN NxG Members that are interested in international internships in family businesses other than their own. You can either apply to become an intern or you can apply to become a host. All the information regarding becoming an intern or a host, all the currently available positions, and much more can be found here <https://fbninternship.com>. In 2021 the platform hosted 32 offers and over 400 users.



**Each day brought new challenges and opportunities to learn something that will benefit in the future. ”**

Franciszek Matejka,  
2nd generation from FBN Poland.

## FBN NxG Lombard Odier Award

The Family Business Network (FBN) and Lombard Odier have nominated three exceptionally promising young family business entrepreneurs as finalists in the 13th FBN NxG Lombard Odier Award.



Each three finalist told their story including the role of their family and the perseverance needed to stay focused in those unprecedented times at the FBN Family Business Week on 18 to 22 October 2021, held during UNCTAD's 7th World Investment Forum (WIF).

A warm thank to our 2021 Academic partner Columbia Business School!

**WINNER: Wissam El Khoury** - Lebanon, 2G, K. Invest (Holding) SAL  
CEO K. Invest (Holding) SAL, founder "Le Pré SAL"

**FINALIST: Norah Essam Al Muhaidib** - Saudi Arabia, 3G, Al Muhaidib Group  
Founder & CEO, "Culture" and eCommerce Manager, Mayar Foods

**FINALIST: Dmytro Gutsal** - Ukraine, 2G, Camion Oil  
Board member Camion Oil, Founder of ServicePlace.pro



“

Being part of a family business, is working with a set of values and long term vision. The project was set up for a social need to help local villagers with a long term goal of making the project sustainable. If I wasn't part of a family business and my goals were shorter term, then definitely the handling of the business and relation to its financial figures would have been completely different with no consideration to the social and people's impact, especially during the difficult times the country is currently passing through. ”

Says Wissam



Dmytro Gutsal  
Ukraine  
ServicePlace.pro



Norah Essam Al Muhaidib  
FBCG  
Culture



Learn more about the Award winner and finalists: <https://www.fbn-nxgaward.com/>

# NxG + ENTREPRENEURS + NOW GEN

## Financial peers and Entrepreneurs Online Gatherings

Communities kept exchanging online, globally and locally, to continue to support our family business members and inspire them. Our Online community gatherings have drawn thousands of attendees, demonstrating more than ever, a pressing need from our members to stay connected to a trusted community they can go to and they can rely on through genuine and relatable conversations. The curated and learning online sessions included:

### Financial Peers

Financial Peers emerged from the shared interest in financial markets. This community within FBN community is bringing up collective knowledge of real economy and markets, among the individuals of the family business peers, and the experts that can be brought by our peers. Financial Peers encourage creating the discussions that can open the mind for better investment to our peers, to know better the peers among them and to help in the definition of the future, by bringing the voices of the change makers that have had the courage to act. The objective here is clear: Creating collective sharing among FBN peers through making the discussion of real economy and behaviour of the society that makes economy change. Seven sessions were held and included the following topics: Macro Trends, Cryptocurrency, Generative leadership, Asia focused country discussion, Industries exchanges and portfolio management.



**LAST SESSION OF THE YEAR  
FINANCIAL PEERS**

With the participation of:  
**Carlos Rizzolo, Venezuela - Vitral Advisors**  
Led by Clara Villoslada & Dominique Otten-Pappas

**Thursday 9 December**  
15.00-17.00 CET | 9.00-11.00 ET | 22.00-24.00 SGT

 **CO-CREATING THE  
FUTURE PORTFOLIO**

Guest:  
**Carlos Rizzolo**  
Asset manager  
13 years of experience  
Vitral Advisors

Moderated by:  
**Dominique Otten-Pappas**  
FBN Academic Advisor  
2nd Generation - Real State

And  
**Clara Villoslada**  
Financial Peers Leader  
2nd Generation - Real State

**KEY QUESTIONS  
THAT WILL SHAPE  
A STRONG  
PORTFOLIO IN THIS  
NEW WORLD**

Carlos Rizzolo, an innovative investor, Dominique and Clara Villoslada will lead an **interactive session** about past and future portfolios. We will use break out rooms to **share best practices and challenges** and the 3 facilitators will help with key questions to **envision and design the future of our portfolios**.



## Coffee with Entrepreneurs

| 25

Coffee with Entrepreneurs features young family business entrepreneurs where they openly share their entrepreneurial journey followed by engaging discussions with the audience. In 2021 we held 7 sessions including an innovative format "The solution room" where participants submitted their burning challenges to be solved by participants live!

The poster features a black and white profile of a man on the left. On the right, there are logos for FBN Next Generation Lombard Odier 2021 Award and FBN Entrepreneurs. Below these, an orange box contains the text "Let's have a coffee with the NxG Award Winner!". A white box below that contains the name "Wissam El Khoury". Underneath, it says "2nd Generation of K. Invest - Founder of Le Pré". A paragraph describes his role as CEO of K. Invest and founder of Le Pré SAL. At the bottom, there is a Lebanese flag, the time and date "14.00 GMT / 16.00 CEST Tuesday, 23 November 2021", and the Zoom logo. The footer has a coffee cup icon and the text "COFFEE WITH ENTREPRENEURS".

**FBN**  
NEXT GENERATION  
LOMBARD ODIER  
2021 · AWARD

**FBN**  
ENTREPRENEURS

Let's have a coffee with the  
**NxG Award Winner!**

**Wissam El Khoury**

2nd Generation of K. Invest - Founder of **Le Pré**

CEO of K. Invest, a Lebanese based single family office, with an aim of preserving and generating assets by investing in social, durable, and sustainable projects with direct effect on the local community. To that effect, Wissam has founded Le Pré SAL, a start-up fruit juice and vinegar manufacturing company, based in Lebanon, to cater directly to social problems.

 Time & Date  
14.00 GMT / 16.00 CEST  
Tuesday, 23 November 2021

Upon Registration  
**zoom**

 **COFFEE WITH ENTREPRENEURS**

Sessions recording are available to members via our members portal FBN Connect. A warm thank to Clara Villoslada and Dominique Otten Pappas who led the Financial Peers, to Mehrad Jaberansari who facilitated the Coffee with Entrepreneurs and to all members volunteers for sharing so openly their personal stories!

## Peer Circles

Launched in 2020 the peer circles continued and continued to expand with "Topical" Circles. Themes circles included "Spouses", "Artists", "Sustainability", "Women", "Wellbeing". A Peer Circle is a small fixed group of FBN members tackling personal topics relevant to individuals belonging to families in business, following our Code of Conduct and confidentiality rules and moderated by experienced members of the community. We launched 10 regional and international peer circles composed of 8-9 members with great feedbacks.





“

**We teamed up with Columbia Business School up to offer young family business member a tailor-made 8 modules virtual certificate course. Modelled on the MBA module "launch your startup", this interactive and tailor-made program provided around 40 NxG members from 15 different countries with an intensive, "hands-on" course focusing on the creation, evaluation, development, and launch readiness of a new business or social venture. ”**

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NxG + Entrepreneurs



# ENTREPRENEURS + NOW GEN

## Now Gens & Entrepreneurs travel to Slush



Around 25 FBN Entrepreneurs and Investors, coming from Finland, Turkey, Germany, and Spain travelled together to Helsinki to attend "Slush" - the world's largest Entrepreneurship focused conference. An opportunity to meet with some of the biggest investors in the game, with key players of the fastest-growing companies, and to re-connect with peers via "FBN only" activities. **A round of applause and great thanks to FBN Finland and the Finnish gang** for generously hosting our travelers and taking them places they never thought they would go... including a "Metaverse" theatre, swimming in the Baltic sea, and enjoying the famous FBN Finland Xmas dinner!

# POLARIS

There was a strong increase in interest in the topic of ESG across the network during 2021. Numerous Member Associations hosted their sessions on sustainability, which will surely increase in the coming years as pressure continues to mount on all types of businesses to become more transparent.

At the same time, PwC's latest family business survey showed we still have a way to go on sustainability and ESG reporting as a community, which is why we continue to expand our efforts to support our members on their sustainability journeys.

**Member Association Activities:** Here are a few highlights of activities and resources produced across the network in 202.

- [FBN Brazil ESG Program](#)
- [Family Business Podcast Sustainability Series \(IFB\)](#)
- [Family Enterprise Canada: Progressive Insights on ESG](#)
- [FBN India: Social Compact](#)

**Defining Success Across Generations: ESG and Family Businesses (two-part webinar presented by PwC in partnership with FBN):** We are committed to supporting family businesses on their journey toward achieving their ESG goals. In June of 2021, FBN collaborated with PwC to deliver a two-part webinar that offered families a clear picture of the real risks associated with falling behind, how these risks can be practically assessed, and practical solutions to accelerate ESG in a family business.

- [Assessing the real risks associated with falling behind on ESG](#)
- [Practical solutions to accelerate your ESG journey](#)

*Password to access the videos: @fbnevents*



9.

# Member associations



A contribution from some of our Chapters to showcase a key activity and highlight one of their Family Members





## Activity

**"Dedicated to the beautiful: Products. People. Planet. "**

In October we held our first face-to-face Family Visit since the beginning of the COVID-19 pandemic at company BABOR in Aachen with over 70 participants.

BABOR is a leading international brand in professional cosmetics, managed by the third generation of the owner family. In addition to some valuable insights into the development of the family business and their sustainability initiative, we talked about **"Chances and Challenges of Intrapreneurship"** with our hosts and some external speakers (e.g. Kerstin Wagner, Head of Talent Acquisition of DEUTSCHE BAHN).



## Family business Member

**Bauwens GmbH & Co. KG**

**1873**

**2G**

**Construction and real state**

With an entrepreneurial spirit of innovation, we have, since year one, successfully taken advantage of opportunities to enter new areas of business. We see digitalization as an engine for positive change.

We are meeting the demands of digital transformation by consistently advancing our management and employee strategy. The historical activity started with industrial, bridge, and building construction, first systems provider for construction services, development into an integrated real estate company, ongoing growth and optimization, starting the digital transformation. The current activity is the development of residential and office buildings in German big 7 cities. Digital transformation and PropTech Venture Capitalist to take advantage of an epic opportunity for sustainable, positive change. Asset Management of Multifamily assets in the sun-belt area of the USA.

**"FBN is an outstanding place, which combines the values of family business in many different countries and generations. It helped my whole family to better set up family structures and understand the process of handing over the baton to the next generation."**

# FBNed (FBN Netherlands)

32 |



## Activity

### **Long-term innovation. Connecting family businesses with top science.**

Innovation is key for family business continuity. That requires a good business climate that acknowledges the crucial role of top science as a source for new knowledge and new technologies that can help family businesses to innovate over time.

To stimulate the bond between top science and family businesses organized a meeting at the High-Frequency Magnetic Laboratory of Radboud University. Among others, Prof. Heino Falcke, who made the first picture of the black hole, and Prof. Hans Hilgkamp, leader of Mission Ten-X, a research community that conducts groundbreaking research on energy-efficient computing presented their research. In parallel sessions, family businesses could learn more about applying fundamental research for long-term innovation.



## Family business Member

### **Neptunus Structures**

**1937**

**3G**

Event structures and temporary buildings  
The business was launched back in 1937 when Anton Eilers found a chest washed up on a beach. Inside was an army tent which became the inspiration for the start of his business and the trident embossed on the chest inspired the name Neptunus. Anton erected the tent and held a party for his neighbors. Friends subsequently asked if they could hire it from him – and Neptunus was born.

Neptunus is one of the largest providers of event structures and temporary buildings worldwide. Today the 3rd generation family business is known as an international specialist in the provision of high-quality temporary structures for events and relocatable buildings for commerce and industry. Supplying accommodation for top-class events and semi-permanent structures for commerce and industry. Applications include sports halls, supermarkets, showrooms, exhibition halls, and warehouses; in fact, anywhere space is needed.

Today the family business is owned and managed by the 3rd generation siblings Dorrie, Antoine, Betty Eilers, and Dorrie's husband Tom Ambaum.





## Activity

**Family Business as a force for good. Businesses must take responsibility for their actions, as we are all part of the same ecological, economic and social system.**

On 29th November in Zurich, FBN Switzerland Members had the opportunity to discuss the crucial importance of striving for sustainability, inclusive capitalism, caring for all stakeholders. Josephine Herzig of B Lab Switzerland explained what B Corp certification consists of, how it works and why it is important to obtain certification - especially for a family business to measure its impact. André Pometta, President of the Family Council, Firmenich and Alexandre Zeller, Managing Partner of Lombard Odier Group provided valuable examples of achieving certification by illustrating how their companies strive for sustainability through specific business strategies, a shift in products and services, clear governance policies, improved workplace environment, a constant concern for the global environment, to name but a few.

Without any doubt a crucial topic for any business aiming to prosper in generations to come.



## Family business Member

**REHAU Group**

**1948**

**3G**

**Polymer-based solutions**

The foundation stone was laid in 1907 with the Fränkische Lederfabrik. In 1948, Helmut Wagner began to manufacture the first polymer products as substitutes for leather with a visionary spirit and entrepreneurial courage. Today, controlled by the 2nd and 3rd generation, the REHAU Group holds leading market positions in the automotive, construction and other industrial applications, with more than 20,000 employees and a turnover of 5 billion euros. The REHAU Group consists of the subgroups REHAU Automotive, REHAU Industries, Meraxis and Raumedic as well as the Incubator New Ventures. As a family-owned company, REHAU stands for responsibility, integrity, innovation and sustainability.



“

**Through our membership of FBNet we meet a lot of multi-generational family businesses that inspire us and help us pursue our ambition to remain a successful family owned and run international company ”**

---

FBNet (FBN Netherlands)

“

**Family businesses form an essential part of our economy and society. The long-term orientation of family businesses stands for sustainability and responsibility. FBN provides the perfect framework for the exchange of experiences as well as a space for dialogue on important topics of family businesses ”**

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FBN Switzerland





### Activity

During the last year we have produced several pod casts from our series called **"The family & the firm – a pod about ownership"**

For instance, with members publicly known to most Swedes as the Spendrup family. They own a large brewery called Spendrups and are one of the largest supplier of the beer and imported wine to the Swedish consumers. In a very openly manner, Ulf Spendrup, 4th generation, speaks about life and the ups and downs of family and business.



### Family business Member

Väderstad AB  
1962  
3G  
Farming

Väderstad's colourful history dates back to the early 60s and has ever since been characterized by an entrepreneurial spirit, creation of ingenious farm machinery and a strong drive to rationalize farming methods. The founders Rune Stark and Siw Stark started out making a rigid tine harrow for their own farm, named after the village they lived in, and over time the family turned it into a sustainable and international family business.

Today they have a yearly revenue of more than 400 million €. And generation 3 is about to take over the company.

Christina Stark, 2nd generation, is currently on the Swedish board and very active in FBN Swedens Public affairs.

400 people live in the small village of Väderstad in southeast Sweden, and the company Väderstad employs 700 people.

Christina Stark, chairwoman of the family's holding company, was our guest in FBNs latest podcast episode.

## TAIDER (FBN Turkey)



### Activity

#### NORTH STAR PROGRAMME AND AWARDS

In 2021, TAIDER-FBN TURKIYE initiated TAIDER North Star: Family Businesses Sustainability Award Programme's new version. North Star Award Programme started in 2017 and was active until 2019. In 2020, North Star Working Group which consists of TAIDER members updated the programme, turned into an educational one rather than an Award Programme. They updated the assessment metrics and criteria considering B Corp standards and improved the questionnaire in the areas of Corporate Governance, Employees, Business Model, Environment, Society and Family-Next Generations. Each company was evaluated by TAIDER evaluators who were trained during the process. 10 family business participated the programme in 2021. Awards of 2021 were presented in different categories in TAIDER Family Business Summit in October 2021. After the evaluation, the participant companies received feedback reports showing their key improvements areas in sustainability. Throughout the year, the participants are free to join additional awareness programs about sustainability. Between 2017 and 2021, a total of 25 companies benefited from the programme. In 2022, companies will be easily taking the assessment which is now available on a digital platform.





## Family business Member

**Cryocan Basınçlı Kaplar End. Tes.**

**San. Tic. Ltd. Sti.**

**2009**

**2G**

CRYOCAN is one of the five companies of the Can Group, which started its activities in 1976 by first generation family members of Urhan Family, offering products and services to the energy market. Cryocan, which started its activities in the field of cryogenic and pressure vessels in 2009, is among the few companies in the world that produce turnkey projects with its own know-how for the entire oil and gas industry. Within the framework of the importance it attaches to international quality, it has made great investments and has become one of the respected manufacturers of the world with the documents it has received and the standards it has applied. CRYOCAN, which started out with a team of 11 people in 2009, now exports products to more than 70 countries with more than 300 employees and its

subsidiaries, agencies and strategic partners located in Europe, Middle East, Africa and Asia. CRYOCAN which has 32 country trademark registrations, has a multinational company with English, French, Russian, Albanian, English, English, Arabic languages and different tools. Under the leadership of TOBB, in the "Turkey's 100 Economy Research," the increasing rate of sales revenue begins in the "components", the fastest growing 100 companies. It has been crowned with the awards in Inovalig and InnoTeam competitions with its designs and R&D projects that reveal the rapid growth trend. In this sense, with the understanding of talent management, the need to invest in human resources, which is the most important element of an institution, is increasing day by day.

"CRYOCAN as being a member of TAIDER-FBN TURKIYE creates a sharing platform both for its family and business. With aspect of FBN International, family members of CRYOCAN have opportunity to follow new international contents and approaches for sustainability of family businesses in the World. Participating the activities and communities of FBN International is the most valuable tool for CRYOCAN to help its journey in LEARNING and SHARING."

## **FBN Ukraine**

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### **Activity**

**FBN Ukraine event in Croatia: The 9th FBN Ukraine International tour took place on June 16-20, 2021 in Croatia and gathered 77 participants.**

The Ukrainian members got acquainted with the history and sights of Croatia, tasted local cuisine and visited the most prominent family companies. Four generations of Kozlovich winemakers, nine generations of Gavrilovich butchers, two generations of Zigante truffle growers and a young innovator Mate Rimac - are all about Croatian dignity and openness, family roots and support for new development. We were glad to share the same values with the Croatian family business owners and to promote FBN International in this region.



### **Family business Member**

**RedHead Family Corporation**

**1994**

**2G**

**Distribution of goods for children**

RedHead Family Corporation is the largest family company in the children's goods segment in Ukraine. The company's business includes the retail chain "Antoshka" and the national distribution of children's goods. The highest decision-making body is the External Board of Directors, which includes distinguished leaders in the world of family business and finance. 2018 the second generation took the top management positions in the family business.

Turning care for children into a pleasure is a main goal of the company. "By providing the best products and services, we help parents to raise their children healthy, smart and fashionable!" – sounds the mission.

"Our mission as a chapter of FBN International in Ukraine: we want to create precedents when capital will be transferred from generation to generation with the least loss. Only 33% of businesses, according to world statistics, are inherited by the second generation. And if we manage to improve this indicator, then this will be a huge contribution to our country."



### Activity

On September 17th, 2021 an agreement was concluded between FBN Bulgaria and the Faculty of Economics at Sofia University "St. Kliment Ohridski" for future cooperation on a number of projects of interest to both the academic community (students and teachers) and the representatives of the family business.

Already nine lectures have been given by members of FBN Bulgaria to students from various bachelor's and master's programs at the Faculty of Economics during the winter semester 2021/2022, such as "Business Administration - Management and Entrepreneurship", "Business Administration - Strategic Management", "Family Business", "Business Administration - Human Resources Development", "Business Management" and "Economics and Finance". The FBN lecturers were representatives of different generations. The visits were very productive and will continue in the coming semesters.



### Family business Member

"Ataro Clima" Ltd.

1990

2G

Heating, Ventilation, and Air  
Conditioning Manufacturing &  
Installations

For over 30 years Ataro Clima has been a leader in the business of building installations. At the heart of the Company's success is customer integrity and the principle that promises must be kept.<sup>1</sup> quote about FBN (why are they part of the network, what does the network do for them, etc.) Ataro Clima Ltd. has 7 offices in Bulgaria and operates in England, the Netherlands, France, Romania and other countries. Today, the factory operates 11 different production plants - for air ducts, grilles, air chambers, custom sheet metal products, electrical panels, woodworking, chimneys, etc., covering over 40,000 m<sup>2</sup> of covered areas. The company processes over 2000 tons of steel per year and has more than 650 employees. Ataro Clima has been a member of the Family Business Association - Bulgaria since December 2007.



### **Activity**

**CAMPLUGGED is the activity as the sole physical meeting on 23rd and 24th of October at Ogawa family's business premise in Kanagawa prefecture.**

Free discussion on social activity by each family businesses followed by several trials like art making, athletic activity, functional food cooking etc.

This event was related to MIBYO (pre-symptomatic) project together with regional people, city office and our members. Discussion with Yunus Foundation in Japan about social activity attracted participants.



### **Family business Member**

**Okamoto Office  
1998  
3G  
Services**

Family business started in 1940s when the 2nd world war was on. Grandfather of Mr. Okamoto started small security broker house to deal with local equities. Now the company does tax declaration services, advisor for doctors for start up and management, managing hospital and elder care house.

Mr. Yuzo OKAMOTO became Tax accountant in the days of university and had no intention to come back to Aichi where he was born. His father was managing real estate business who suffered illness and he was obliged to come back. He was at a loss by feeling the difficulty to find clients but the credit of for grandfather and father by local business families has been huge enough to kick started business. He found that many hospitals were managed by families and needed modern management skills. He also started to manage hospitals which were in management difficulties.

He is also determined to organized sub chapter in his area by inviting family businesses engaged in manufacturing mostly.





### Activity

In 2021, the FBN Asia Singapore Country Committee collaborated with The Foodbank Singapore, a charity institution that collects excess food from food suppliers and re-distributes them to organisations such as old folks' homes, family service centres and soup kitchens.

The collaboration provided an avenue for our Singapore-based members to volunteer at the Foodbank's warehouse, spending one Saturday each month taking inventory of donations and packing food for beneficiaries. And, more importantly, participate in the ecosystem to address food insecurity.



### Family business Member

Taylor' Education Group  
1969  
G2  
Education

Taylor's Education Group is one of the largest private education groups in South-east Asia with over 23,000 students. Its education institutions includes international schools, a college and 2 universities. It has established itself as a provider of highly regarded quality education and in the last decade has grown its operations in the region.



**FBN Asia offers our family the networking opportunities of like-minded progressive business families. Through interactions with other business families and learning events, we are better equipped to create a healthy & harmonious family environment ”**

Loy Teik Ngan

# FBN Belgium

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## Activity

The NxG organised in the Villa Empain a debate in which 5 entrepreneurs, children of business families out of our network who launched their own start-ups, participated

- Maxime Parmentier (G5 Bekaert), Founder & CEO Birdie (NxG Award Winner 2020)
- Nicolas Lhoist (G3 Lhoist), Founder & CEO People First – CEO Recreation and Leisure Invest
- Stanislas van der Vaeren (G6 Aliaxis/ Etex), Co-Founder Sitemark
- Audrey Joris (G3 Sioen), Co-founder F.C and Alicia Audrey
- Sophie Buysse, Founder & Director of the NGO Debateville (NL/FR)

The event received excellent ratings by the NxG & Now Gen who were invited and inspired us to maybe start an Entrepreneurship circle.



## Family business Member

OkARDO  
1974/1975  
G3  
Fresh frozen vegetables, herbs and Fruit

The current Ardo resulted from the 2014 merger between two competing branches of the Haspeslagh family resulting in a world leader with 21 production sites and packing units in 9 countries and a worldwide sales network, with a 2021 turnover of 1.1b euro.

As an agro-based business, environmental sustainability is part and parcel of its business model. It is leading in organic production in Europe and the elimination of residues in conventional products. Through recirculation of water, biomass and solar energy production, it strives for circularity and carbon neutrality in its operations.

The family is currently in a transition from 7 cousins to 21 next gen, of which two in management positions under an external (female) CEO.

“FBN has opened the eyes of many among its next gen to the issues encountered and various responses other families have developed. By attending FBN events and next gen training sessions, they have come to more clearly distinguish and value possible future roles as supportive family member, shareholders, board members and managers.”



### Activity

The Family Officers Group was created in 2021 and emerged from the need to understand the challenges and difficulties of professionals in the area, to know which activities are relevant to family officers and how we can contribute to the development and growth of these professionals.

It is made up of professionals who work in family offices or executives who have expertise and experience in the area.



### Family business Member

ADCOS Participações Ltda

1993

National Cosmetics Industry

A story made by many stories. This is ADCOS Cosmetic Treatment, created in 1993. Its founder, Ada Mota, motivated by her passion for cosmetology and the application of scientific knowledge in skin care, conceived a dream and, with dedication, turned it into reality.

In 2013, Ada Mota was the only woman to receive the Entrepreneurial Merit Medal, awarded by the Federation of Industries of the State of Espírito Santo (Findes) during the institution's 55th anniversary celebrations. The award honors industrial entrepreneurs who stand out for their entrepreneurial activities.

“The ADCOS company is interested in learning more about the succession process and participating in international exchange activities. FBN Brasil offers networking through a network of business families from all over the country, participation in communities to share knowledge, a teaching platform available to associate members, as well as events that address relevant and urgent topics and bring the presence of specialists from different areas of knowledge, among other activities.”

## FBN Finland



### Activity

We published a workbook on Ownership Strategy and organized a webinar on the same theme. In the webinar, **Josh Baron**, a partner at Banyan Global Family Business Advisors, **Tarja Takki-Halttunen**, Deputy Chairman of the Board of Halton Group and **Timo Korkeamäki**, Dean of the Aalto University School of Economics discussed the following questions:

- What is ownership strategy?
- Why should family businesses have ownership strategy?
- How to develop ownership strategy?

All FBN members were invited and more than 100 people attended the webinar on August 31st, 2021.



### Family Member

Leipomo Salonen Oy  
1905  
4G  
Bakery

Leipomo Salonen is a family-owned bakery located in Turku, Finland. The company was founded in 1905 by Johanna Salonen. Nowadays it is owned and led by the 4th generation.

“The family business network has had a significant impact on me. As a child in a family business family, you might feel “different”, but with FBN, you never feel alone. Instead, you get an incredible amount of support, education, and friends worldwide.”



### Activity

**National Summit:** After almost two years we met, in person, for 2 days in Guayaquil.

Lauri Union (in person) and Matt Allen (virtually) from Babson's Institute for the Family Enterprise conducted a workshop called *Navigating Family Entrepreneurship with Lessons Learned from the Pandemic*. We had 50 members in attendance with ages ranging from 14 to 82. A few who would not attend due to covid joined by zoom making this our first hybrid event. Two social events and a visit to Sumesa's industrial facility closed the event. Members gave it a 9.4/10



### Family Member

**Sumesa S.A.**

**1973**

**2G**

**Food products**

Constant innovation has led this company from its initial soluble drinks to one of the largest manufacturers and exporters of bouillon cubes and pasta in the country.

In 2017 a multifunctional wheat mill started operations and with it the quality of their meal and flour improved dramatically. In 2018 and 2019 their premium pasta earned the maximum award at the International Taste Awards in Belgium.



"We joined FBN and attended the Dubai Summit as a family. My father's experience in that meeting completely changed his outlook and jumpstarted our family governance process. We have learned a lot since and FBN has provided us with information and priceless connections through its network."

## CII (FBN India)



### Activity

#### Leadership Perspective Sharing Sessions

The pandemic accentuated the need for perspective sharing between family businesses to enable the dissemination of useful insights. To address this critical need, the CII-FBN leveraged its strong membership to organize collaborative sessions featuring renowned family business icons. Some of these notable sessions include:

- Diversifying Family Business: Choosing Right Decision at Right Time
- CII FBN - 'My Life Story' Series
- Family Businesses as Anchor for Reviving Economy
- Bridging the Chasm between Generations in Family Businesses
- Managing Risks in Small & Medium Family Firms

The deliberations were on success stories and leadership values that enabled family businesses to weather the storm and emerge stronger was shared. Top family business consultants shared their insights on an array of relevant themes including the benefits of family constitution, strengthening and enhancing relationships between them.

#### Transitioning to Next-Gen Leadership

The other salient interventions focused on the start-up phenomenon and how family offices could structure their journeys to capitalize on latent opportunities, ensure smoother transitioning into Next Gen leadership balancing the family and professional aspirations. Some of the important session organized under this thrust include:

- Making NextGen Ready to be at The Wheel of Family Businesses
- Bridging the Chasm between Generations in Family Businesses
- Development of Next Generation Leadership in Family Business
- Session on Fostering the Rising Generation

These highly interactive sessions not only drew a sizeable participation but also unearthed key insights on the topic.



## IEF (FBN Spain)

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### Activity

**1st December 2021 IEF organized its first ever event targeted to the family office community in Spain.**

It was a webinar where Miguel Abelló, executive chairman of Torreal and Byron D. Trott, founder, president and CEO of BDT capital partners, exchanged their different visions on how they take their investment decisions when participating in the capital of Family Companies. They have in common an approach to invest medium to long-term with the objective to add value, transforming the companies where they invest.



### Family Member

**URIACH  
1838  
5G  
Health**

We are a health and wellness company which is active in more than 70 countries worldwide. Uriach retains its independent family structure committed to innovation and sustainability.

Over 180 years ago, the same spirit that now underpins our principles pushed us to create a business that would grow to become what Uriach is today. This makes us the oldest laboratory in Spain and the second oldest in Europe. It also makes us unique and genuine.

“Family Businesses are different. FBN provides us with an environment in which we deal with this uniqueness. It is a perfect place to network through different segmented communities that fit our needs. As a learning space, family business best practices are shared with openness. Along with the UN, FBN also leads initiatives on sustainability that make you feel proud as a family business.”

# **FBN Slovenia**

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## **Activity**

**The year 2021 was marked by the exit from the global SARS-COV-19 virus epidemic.**

This year, the members of the association also met several times in person, formally as part of general assemblies and regularly, informally at monthly gatherings. The activities were mainly focused on the promotion and participation of members in online events and video conferences organized by FBN International. In 2021, FBN also launched the international online platform FBN Connect, which allows all FBN members around the world to interact.



## **Family Member**

**KD Group**

**1996**

**1G**

**Diversified financial holding**

Leipomo Salonen is a family-owned bakery located in Turku, Finland. The company was founded in 1905 by Johanna Salonen. Nowadays it is owned and led by the 4th generation.

**“We find great value in connecting with other family business owners in Slovenia and abroad, as well as learning from best practices of managing family interests in companies and relationships between family members.”**

# Gulf Family Business Council

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## Activity

The first-ever GCC Family Business Awards was launched by FBCG in 2021, honoring success across generations. The response was exceptional, over 120 nominations for the 4 categories, from 80 family groups and 13 nationalities.

The Awards Jury, chaired by Sheikha Hind Bahwan, determined the winners of SME Family Business (Sakhr Software, Kuwait) and Non-Family Executive (Omer Elamin, President, Orient Insurance, Al Futtaim Group). The FBCG Board determined the winners of the two NexGen categories; NexGen Innovation (Fardan Alfardan, Alfardan Group, Qatar) and NexGen Venture (Mohammed Al Muhaidb, Co-Founder, LaanCare & Norah Al Muhaidib, Founder, Culture both from Saudi Arabia). an approach to invest medium to long-term with the objective to add value, transforming the companies where they invest.



## Family Member

Al Ghurair Investment LLC

1960

2&3G

Banking, Foods and Commodity Trading, Properties, Construction, Energy, Automobile, Education

Al Ghurair Investment LLC is one of the largest diversified conglomerates in the Middle East with businesses that span diverse sectors including Banking, Foods and Commodity trading, Properties, Construction, Energy, Automobile, Education, Retail, Elevator business, Exchange houses and Printing and Publishing.

AGI's businesses are mainly based in UAE, Saudi Arabia, Qatar and other GCC countries from where global markets are accessed. AGI's annual consolidated revenues approximately USD 4.9 billion and they continue to increase on an annual basis. AGI's total assets constitute approximately USD 7 billion.

## AIDAF (FBN Italy)



### Network Activity

**AIDAF National Congress  
2021 – 'Italy 2026: the role and  
responsibilities of family businesses  
for the relaunch of the country' –  
Gardone Riviera, 30 September –  
2 October 2021.**

The National congress was an opportunity to meet in the beautiful location of Gardone Riviera and above all to forge bonds within the communities of the associated family businesses.

The theme was an important point of reflection for companies and for the impact that family businesses may have in the future.

Among the speakers of the congress there were Francesco Casoli, President AIDAF, Gianfelice Rocca (President Techint Group), Giovanna Vitelli (Vice President Azimut Benetti) and Andrea Montanino (Chief Economist Cassa Depositi e Prestiti and President Fondo Italiano d'Investimento).



### Family Business Member

**Elica S.p.A.  
1970  
2G  
Electric motors**

In 1972 was presented the first air extractor in Paris and signed the first contract with Philips. Now the activity has expanded to sectors of cooker hoods, induction hobs production, design, production and marketing of electric motors for hoods and heating boilers.

Over the years, the Company has conquered ever greater market shares and today it is a true global player in the reference market. It is in fact a market leader in the hood sector and is gaining leadership positions in the sector of motors for heating boilers in Western and Eastern Europe.

“FBN is an important source of relationships on a global level that allows companies to build a very extensive network of family businesses that exchange values and ideas thanks also to the events and initiatives that FBN organizes.”

# Governance

Updated data as of December 2021

## GENERAL ASSEMBLY

Mr Loy Teik Ngan, Asia

Mr Michael Walsh, Ireland

Mr Philippe Haspeslagh, Belgium

Mr Francesco Casoli, Italy

Ms Sarah Hughes, Brazil

Mr Ichiro Takanashio, Japan

Mr Stefan Gugushev, Bulgaria

Mr Riccardo Hosri, Levant

Ms Margaret Jean Mannix, Canada

Mr Jean-Marc Kieffer, Luxembourg

Ms Monica Gomez, Colombia

Ms Marlies van Wijhe, Netherlands

Mr David Piškanin, Czech

Ms Kristine Klaverness, Norway

Mr Steen Hastrup, Denmark

Mr Adam Rozwadowski, Poland

Mr Julian Garcia, Ecuador

Mr Matija Gantar, Slovenia

Mr Alexander Bargum, Finland

Mr Marc Puig, Spain

Mr Philippe Grodner, France

Mr Gustaf Adelswärd, Sweden

Mr Omar K. Alghanim, Gulf Cooperation Council (GCC)

Ms Jobst Wagner, Switzerland

Mr Tekin Urhan, Turkey

Mr Patrick Adenauer, Germany

Mr Vladyslav Burda, Ukraine

Mr David Boross, Hungary

Sir James Wates, United Kingdom

Mr R.Dinesh, India

Mr Dain Kistner, United States

## BOARD OF DIRECTORS

The Board is composed of up to 14 representatives of family businesses, elected for a term of three years. They can serve for a maximum of two consecutive terms.

**Mr Farhad Forbes** (Chairman), India  
**Mr Alexander Scott** (Treasurer), United Kingdom  
**Mr Fred Sasser** (Vice Chair), USA  
**Mr Philippe Grodner** (Vice Chair), France  
**Mr Joaquin Uriach** (Vice Chair), Spain  
**Ms Maya Faerch**, Denmark  
**Mr Sajen Aswani**, Singapore  
**Mr Arjun Chowgule**, India  
**Ms Valentine Barbier-Mueller**, Switzerland  
**Ms Alessandra Nishimura**, Brazil  
**Mr Mark-Olivier Schreiter**, Germany  
**Ms Günseli Ünlütürk**, Turkey  
**Mr George Terberg**, The Netherlands  
**Mr Omar Alghanim**, Kuwait (from May 2021)  
**Mr Mehrad Jaberansari**, Iran / Canada (from May 2021)  
**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

## NOMINATION COMMITTEE

**Mr Alfonso Libano Daurella** (Chairman), Spain  
**Mr Arun Bharat Ram**, India  
**Ms Maya Faerch**, Denmark  
**Ms Sophie Lammerant Velge**, Belgium (until May 2021)  
**Mr Thilo Wersborg**, Germany (until May 2021)  
**Mr Fred Sasser** (from May 2021)  
**Ms Günseli Ünlütürk** (from May 2021)  
**Mr Farhad Forbes** (Observer), India

## NGX LEADERSHIP TEAM

**Mr Arjun Chowgule** (President), India  
**Ms Valentine Barbier-Mueller** (Vice President), Switzerland  
**Ms Dominique Otten-Pappas** (Academic Expert), Germany  
**Ms Christine Gaucher** (Coordinator), France  
**Mr Daniel Aponte Prypchan**, Australia  
**Mr Kanishka Arumugam**, India  
**Ms Nathalie Bongrain**, France  
**Ms Daniela Cepeda**, Colombia  
**Ms Maria Cecilia Dávalos**, Ecuador  
**Ms Alara Naz Ekmekcioglu**, Turkey  
**Mr Tommaso Fossati**, Italy  
**Ms Gökçe Gülcüler**, Turkey  
**Mr Mehrad Jaberansari**, Iran  
**Ms Laura Moreno**, Colombia  
**Mr Juan Jose Pinto**, Ecuador  
**Mr Ignacio Quintana Sabadell**, Spain  
**Ms Louise Jebsen Smørås**, Norway  
**Mr Roland Szymański**, Poland  
**Mr Daniel Trecenti**, Brazil  
**Ms Clara Villoslada**, Spain  
**Ms Klara Vitkova**, Czech  
**Ms Valerie Vitkova**, Czech





## 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 Floor Breeman, Netherlands  
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

## FBN INTERNATIONAL TEAM

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Alexis du Roy de Blicquy,  
Belgium  
CEO

Andrew Bryson,  
USA  
Head of Business Transformation

Sonia Carbone,  
Italy  
Senior Accounting, HR & Compliance  
Officer

Sonia Ceballos,  
Colombia  
NxG Community Coordinator

Christine Gaucher,  
France  
Communities Manager

Natsuda Minder,  
Switzerland  
Event & Partnership Manager

Dominique Otten-Pappas,  
Germany  
Academic Adviser

Caroline Seow,  
Singapore  
Strategic Adviser, Sustainability  
& Impact

Séverine Vial,  
Switzerland  
Communications Officer



# Partners

## Family Business Partners

FBN benefits from 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.

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### Lombard Odier



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

Tradition and innovation have been the key 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, as well as 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 programme is built based on criteria such as innovation, feasibility, sustainability and communication.

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

[www.lombardodier.com](http://www.lombardodier.com)

## Chopard



Founded in 1860, Chopard is renowned in the luxury watch and jewellery 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](http://www.chopard.com)

## Maitri Asset Management



Evolved from Tolaram Group's family office in November 2015, Maitri Asset Management has since grown to become a licensed fund manager focused on active responsible investment management. Leveraging Tolaram Group's seventy years of heritage and experience, Maitri offers its clients differentiated investment strategies that have a sustainable impact on the environment and society in order to preserve wealth for generations to come. A globally connected private investment vehicle, Maitri is led by a strong set of values and responsible investing principles, focusing on ESG integration to manage risk and build a more sustainable economy over the long term.

Headquartered in Singapore, Maitri is a signatory to the United Nations-supported Principles for Responsible Investment (UNPRI) and the Singapore Stewardship Principles (SSP). Twenty-five percent of the firm's earned capital goes to the Ishk Tolaram Foundation which supports vulnerable communities in Indonesia, Nigeria and Singapore. As a Family Partner and Steering Committee Member of the FBN Family Office Community, Maitri will assist the development of FBN's Family Office Community globally, leveraging the engagement and expertise of the Tolaram family and non-family executives. Maitri will also support FBN's learning and educational initiatives, aimed at helping families navigate strategic shifts in the evolution of their business.

[www.maitriam.com](http://www.maitriam.com)

# Donor Families

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

## Family Partners

- **Anonymous**
- **Scheufele Family, Chopard**
- **André & Rosalie Hoffmann**
- **Forbes Marshall**

## Polaris Circle of Impact

- **Alfonso Libano Daurella**
- **Chavalit Frederick Tsao**
- **Wates Foundation**

## Circle of Friends

- **Anonymous**
- **Sajen Aswani, Tolaram Group**
- **Antonio Gallardo Ballart**
- **Alfonso Libano Daurella**

# Content Partners

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

## IMD / IMD GLOBAL FAMILY BUSINESS CENTER



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

Dedicated to the real issues facing family businesses, family offices and family foundations, IMD helps ensure the sustainable success of businesses 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](http://www.imd.org) | [www.imd.org/gfbc](http://www.imd.org/gfbc)

## PWC



PwC's purpose is "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. Acting as the backbone of economies and societies worldwide, family businesses have been generating more employment and economic output than any other type of commercial organisation. That's why

maintaining the success and continuity of family businesses is key 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 professionalise, while also ensuring continuity for future generations. The COVID-19 pandemic has severely challenged the attributes that give family businesses a competitive edge. The ability to survive and prepare for the "new normal" is critical to the future of families, businesses and all the people who rely on them. PWC is working tirelessly at reviewing their approaches and finding new ways to support family businesses to reinvent together their future success. With more than 160 years of experience and 5,000 people dedicated to serving family businesses globally, PWC is able to gain strong 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](http://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 know 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. With this in mind, their Family Business Advisors work closely with family members and owners to create an environment conducive to driving the best people decisions in their specific context.

Egon Zehnder is the exclusive global alliance partner of FBN for the fields of Board Consulting, Succession, Leadership and Organizational Development.

[www.egonzehnder.com](http://www.egonzehnder.com)



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