



THE FAMILY BUSINESS NETWORK INTERNATIONAL
ACTIVITY REPORT 2015

Connecting and supporting business-owning families for generations to come

By families, for families, across generations



A Sustainable Future

Without a sustainable approach our future is at risk. Not just the future of our businesses but, we also risk the lives and livelihoods of generations yet to come. This is why we, The International Board of the Family Business Network, are reaffirming our promise to promote a business model that will sustain not only our own generation, but all those that follow us.

The benefits of a sustainable approach are apparent to us all: the responsible use of capital is a powerful force for good and with corporate stewardship comes corporate advantage. Businesses that achieve great things deliver greater financial results, but these issues we face are more pressing than immediate financial return.

To provide future generations with more than we have received ourselves is a deep-seated human ambition. It is found in all walks of life, but it is in family owned businesses that inter-generational thinking is intrinsic. We believe that our inherent understanding and appreciation of legacy brings an obligation to support and promote a sustainable future in all that we do. As custodians of tomorrow, we believe that it is our duty to act now by making these pledges:

For our people:

We pledge to do all that we can to create and nurture workplaces and working cultures where our people flourish.

For our communities:

We pledge to be responsible global citizens making positive contributions to the communities that we work and live in.

For the environment:

We pledge to constantly search for ways to reduce the ecological impact that we create and safeguard the environment that we all share.

For future generations:

We pledge to share our values and long-term aspirations with future generations.

We know that these are bold promises and we do not make them lightly. But in order to protect all that we have done and create a sustainable future, where our work lives on, they are vital. We call on all family owned businesses, worldwide, to take responsibility for the future of our children and our children's children.

Please join us in our pledge.

 Karl-Erivan W. Haub	 Alfonso Libano Daurella	 Frederick Chavalit Tsao	 Farhad Forbes
 Peter Therman	 Eliane Garcia Melgaço	 Priscilla de Moustier	 Serife Inci Eren
 Martine Reynaers	 Samuel Maldonado Degwitz	 Maya Faerch	



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Forewords



Karl-Erivan W. Haub

Karl-Erivan W. Haub
Chairman of the Board

Let me share with you some personal impressions from my first encounters with FBN 10 years ago. At last I felt that I had found a network of peers who 'got it'. I was no longer alone in grappling with those typical issues of family businesses: family, ownership and management (which are the three circles of the FBN logo).

I met people who talked candidly about what gave them sleepless nights and they were ready to share solutions – both successful and failed ones – related to sometimes very emotional and personal issues. FBN was a true 'safe place' to do this in the real spirit of 'by families for families'. And no one was trying to sell me anything.

I also remember how rewarding it was to include more and more of our extended family at FBN events. Sometimes we attended with three generations and today I wonder if there is any other institution in the world more inclusive than our network.

I was easily inspired to become more involved!

First I contributed to FBN in Germany and now I am in my first year as your Chairman of FBN International. From my very positive personal experience I can only encourage everyone involved with FBN to continue your efforts by extending our reach to ever more family businesses all over the world. All of them should know that FBN exists and that the shared collective experience of our members may hold the answers to most of their family businesses issues. Our 'net' truly 'works' in this spirit.

Our network is growing year after year, but my greatest joy comes from the rise of our Next Generation membership. Their numbers are now larger than the entire membership of FBN in 2006 when I joined the network myself. And further growth of our safe space is on the horizon as we approach the threshold of 10,000 members overall.

Growth carries with it a number of challenges, not the least in terms of financial resources. This is why we recently launched two funding programs: Family Partners and Circle of Friends. As further proof that our 'net' 'works', 16 member families have already signed up for a three-year funding commitment to directly support FBN International and its activities. As you read more about them in this Activity Report I encourage you to join those families in going the extra mile and becoming a funding partner in order to protect and enlarge our safe space in an ever more complex world.

At the FBN Global Summit in Montreux I set a 'Nike Challenge' for myself and you. We already have an appreciation of the paradoxes of family business; we already have created FBN for self-help and support across 27 member associations and 60 countries by learning through networking and exchange. Now: let's just do it even better! Join in, get more involved, and take action that makes a difference to another business-owning family and their generations to come.

FBN is a tremendous experience which I have come to appreciate so much. It reminds us that we can do better together – and we need never walk alone!

A 'net' that 'works'



Alexis du Roy de Blicquy

Alexis du Roy de Blicquy
CEO

FBN is a thriving community of business-owning families, sharing and learning across generations. This year was marked by major milestones and transition for our organization.

Our member associations offer a range of activities, programmes and experiences in a unique and safe space. **Every day there is an event taking place at FBN**, in one of the associations, locally, regionally, or internationally. Several associations have renewed themselves and expanded, including France which is now active in five regions, Germany which celebrated its 15th anniversary, and Switzerland which relaunched a new national chapter with a strong board.

FBN Next Generation has doubled in the past three years, reaching 4,000 active members. In this context, the Next Gen Committee, under the leadership of Samuel Maldonado and Maya Faerch, launched a new project to meet the needs of this flourishing community – "Quantum Leap" – and opened the Next Gen Leadership team to a new group of young members.

The thriving Next Gen Community is one of the many legacies of departing FBN Chairman, **Thierry Lombard**, who served FBN during 15 years, of which six were as Chairman of the Board. On behalf of our Board, I would like to thank him for his engagement, his shared passion and his exceptional contribution to our organization.

Thierry passed on the baton to another passionate and engaged member, **Karl-Erivan W. Haub**. We are delighted that he has accepted to bring his enthusiasm and leadership to serve our community, together with his family. A "**Net-that-works**" will help FBN and its organization to continue to renew and align across the world as we grow beyond 3,000 families.

Reflecting this global community, 200 participants gathered in Cartagena, Colombia, for the 11th NxG Summit, co-hosted by FBN Colombia. Let me share with you the quote of the father of a participant, reflecting the unique value-added of FBN Next Gen activities: *"My daughter came back very motivated from the NxG Summit. She learned a lot, parted a lot and I feel she is much more conscious and sensitive to the issues that affect the family and the business, the correct management of wealth and not falling in decadence. Thank you very very much for provoking all this!!"*

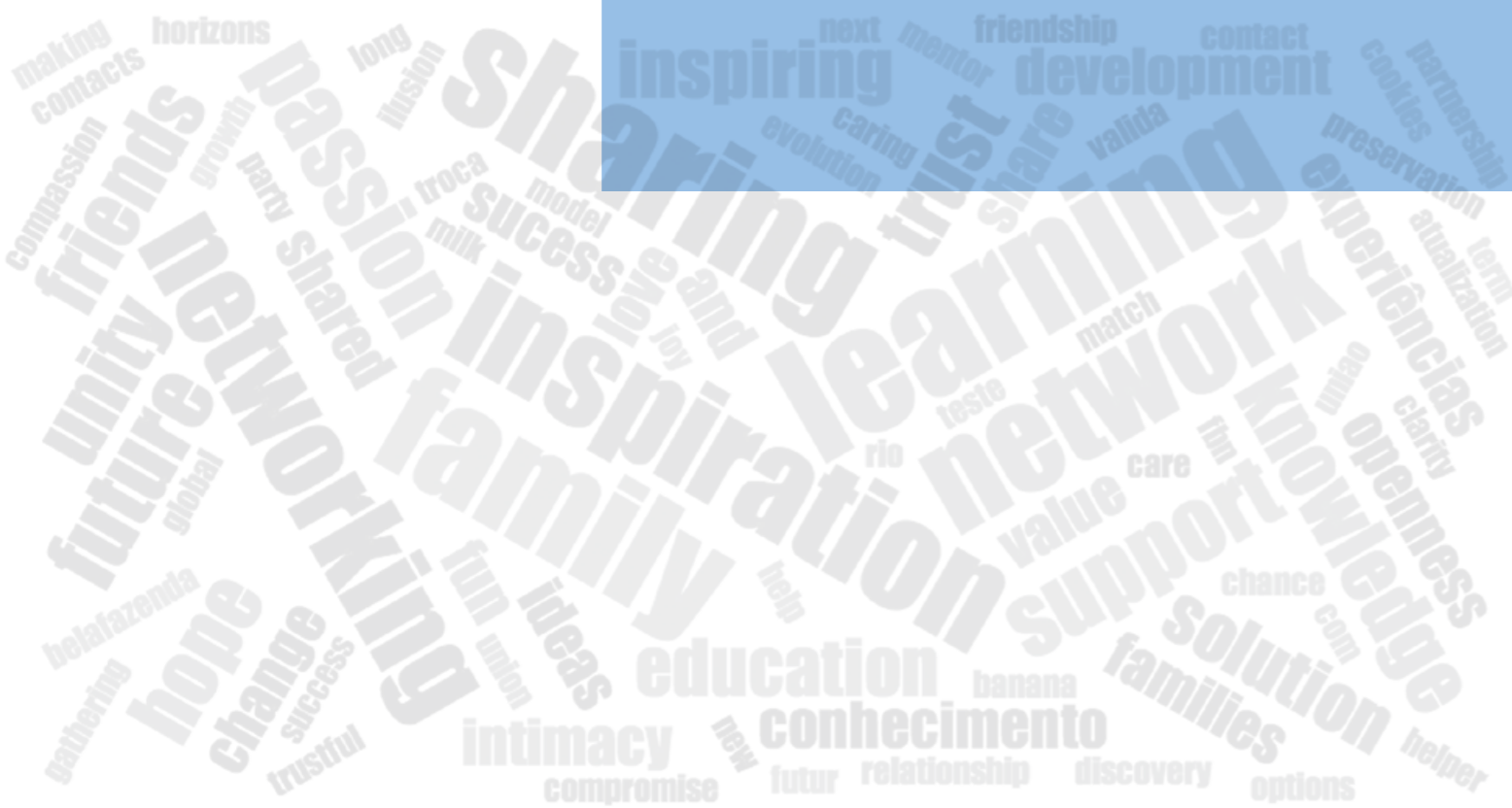
For the FBN 26th Global Summit, we came back home, to Montreux, where FBN began more than a quarter of a century ago, learning from many families on how to **inspire, overcome difficulty and innovate**. This event proved to be one of the most stimulating and moving summits, with great speakers, new intensive session formats, and lots of laughs and emotions.

As the world's largest family business network, FBN provides **thought leadership** by supporting innovative projects and studies. In this context, the **Polaris** initiative launched in 2014 continues to inspire our members to deliver on the FBN Pledge for a Sustainable Future. This year, several Polaris Circles took place around the world. In addition, two guides were published, with many inspiring cases and tools to help families to pursue their Sustainability journey. Separately, the findings of the study produced in partnership with Egon Zehnder, **'Leadership Succession: Best Practices from the World's Leading Family Businesses'**, received great attention as the practices gathered from real cases were discussed throughout the network.

"We think in generations, not in quarters" is a motto that describes our community. Driven by our members, FBN continues to offer a unique menu of learning, exchange and experiences on a global basis. I am grateful to all members and executives who contribute daily to our cause and look forward to pursuing the growth and development of our network.



Our Vision: To be THE World Family Business Network, by families for families, enabling successful & sustainable enterprises across generations.



A network for family businesses that innovate, overcome difficulty and inspire

The FBN network has come a long way. Back in 2006, when Thierry Lombard became Chairman of the Board, there were 3,400 individual members of whom just over 10% were aged under 40 ('Next Generation'). By 2015, when he handed over to Karl-Erivan W. Haub, there were 8,775 members and around 40% of them belonged to the Next Generation.

During 2015 we started to move from a network to a community of purpose. Our members are part of something special that has wider significance. The roadmap for our development is provided by the 2020 Action Plan which has three pillars:

1. A STRONG GLOBAL FEDERATION

We have 27 member associations that organise and coordinate their own programs and events for networking, education and training. The federation strengthens the work of member associations by making it possible to share experiences and insights, provide cross-national peer support, undertake common initiatives and deliver large-scale summits and international events.

At the heart of the global federation is the FBN International Board. It ensures 'by families, for families' leadership under the chairmanship of Karl-Erivan W. Haub, a fifth generation member of Germany's Tengelmann Group. In 2015 two new members were elected to the Board: Martine Reynaers, of Reynaers Aluminium based in Belgium, and Maya Faerch who belongs to a Danish business-owning family and is Vice Chairman of the FBN International Next Generation Committee.

To extend and deepen the collaboration within the federation, there were meetings of staff and leaders of member associations in Switzerland in January (Directors Meeting), May (Annual Retreat)

and October (before the Global Summit). A number of projects are underway to share organisational learnings in specific areas and to identify new ideas and good practices.

2. PEER-TO-PEER LEARNING AND SHARING

Thanks to the growth of the network there is now an FBN event somewhere in the world every day. The premier event of our 'learning by networking' calendar was, as ever, the Global Summit which in 2015 returned to the birthplace of FBN around the shores of Lake Geneva. Fittingly, given the reputation of the Swiss for efficiency, no other Summit has ever received better ratings for the quality of organisation. The Next Generation Summit in Cartagena was also a great success with an excellent atmosphere and outstanding opportunities for learning from each other and connecting as a community. 99% of participants were positive about the relevance of the content and 100% were positive about the event overall.

3. THOUGHT LEADERSHIP

During 2015 FBN collaborated with Egon Zehnder on research into the management and attraction of non-family talent. The outcomes included a research report on best practices in leadership succession and an article in the prestigious 'Harvard Business Review'. Sessions on the topic were held at both FBN Summits and also at events in national member associations.

We have continued to take a lead in the area of sustainability, producing a range of Polaris publications and tools during 2015. These are freely available to FBN members at www.fbnxchange.org.

A more detailed review of the principal activities and initiatives at the international level of the federation can be found below.



International activities

FBN ANNUAL RETREAT, GENEVA, 7-8 MAY

The Annual Retreat brought together presidents, Next Generation leaders, FBN ambassadors and directors of FBN member associations, plus the FBN International team. Ideas, projects, critiques, solutions and forward-thinking were applied to different aspects of FBN, with an emphasis on renewal, alignment and execution. Through every session, there was a shared passion to encourage sustainable families in business.

The keynote speaker at the Retreat was Yves Daccord, Director-General of the International Committee of the Red Cross (ICRC). He noted that the ICRC, like FBN, faces the challenge of engaging with a world where trust is in short supply. To build trust, organisations need to deliver against criteria that people feel are important and relevant – even though those criteria are very disparate and fragmented. It is therefore necessary to offer a wide range of services that can be deployed according to the situation. When delivering such services, a strong human connection is vital. Face-to-face conversations make a difference, even with the most difficult people. With close proximity, and by demonstrating strong principles such as neutrality and impartiality, it is possible to make a direct human connection that cannot be achieved over the phone or by using skype. We need to bet on the human factor, since “the more connected we are, the more the human factor is central”.





International activities

11TH NEXT GENERATION INTERNATIONAL SUMMIT, CARTAGENA, 27-30 MAY

A collaboration of FBN International and FBN Colombia

This very well-received event was held around 45km from Cartagena on the Caribbean island of Baru, which endowed the event with a retreat-style atmosphere. It was preceded by an exciting five-night Amazonian Learning Journey that forged a very strong spirit that carried over to the main Summit. Plenaries and parallel sessions allowed participants to reflect on four main areas: better self, better business people, better family members, and better communities.

Topics of specific sessions included the inner economics of responsible self-management, psychological aspects of inheriting a business and legacy, managing emotional dynamics within the family, what happens when couples from business families get married, and family business ecology. The underlying theme was 'Family businesses where people innovate and flourish'.

The social events during the Summit included a cocktail party, a dance show and party, and a 'carnival' closing event on a nearby private island. At each of these parties, which FBN Colombia ensured had a welcoming family feel, it was very easy for participants to get to know new friends and catch up with old ones. A revealing comment from a participant was: *"I shared my experiences and I saw in people's eyes a sense of 'getting it' that I don't often find among people in my life. Other people, without experience of what it truly means to have business and family linked, do not seem to have the same breadth of understanding about the situations that family businesses have."* Another participant said simply: *"I'm so grateful to be part of this group."*





International activities

26TH FBN GLOBAL SUMMIT, MONTREUX, 14-17 OCTOBER

A collaboration of FBN International and FBN Switzerland

The Global Summit, which took the theme of 'The spirit of Family Business: Innovate, Overcome Difficulty, Inspire', was again very well-rated by participants. There were particularly high marks for overall appreciation and Summit organisation. Montreux proved to be an excellent venue with a variety of accommodation close to the main venue which overlooked the lake and mountains.

In response to requests for deeper, peer-focused learning, the Summit offered Small Group sessions as alternatives to traditional parallel sessions. With scope for more sensitive and intimate discussion among peers, topics in the Small Groups included the integration of in-laws and spouses, managing the contribution of retired family leaders, dealing with outside directors, and leveraging the talent of women in family businesses.

The Summit also featured 'Stammtisch Lunches', inspired by the tables that are reserved for regular customers in a restaurant. As small groups met together for a meal, the (moderated) conversation was open and free-flowing – very much in the ethos of 'by families, for families.'

The plenary sessions brought together an impressive array of keynote speakers. Bertrand Piccard is an 'inspioneer' who, following in the footsteps of other explorers in his family, set himself the challenge of undertaking the first ever round-the-world flight in a solar plane, powered by nothing apart from clean energy. Professor Stéphane Garelli, founder of the IMD World Competitiveness Center, outlined the likely future of the business environment and identified a number of areas where family firms have a particular chance of doing well. The Brubeck Brothers told the story of how they grew up in the shadow of their father, a legendary jazz musician, and why they chose to carry on the family business. Randel Carlock led an innovative 'happiness laboratory.'

FBN Switzerland organised a series of visits to Swiss family business that were integrated into two pre-Summit learning journeys. Both journeys culminated in a dinner hosted by FBN Switzerland's President, Anne-Marie de Weck, ensuring a thoroughly 'family' touch. Host families included Firmenich, Audemars Piguet, BOBST, Caran d'Ache, Chopard and Reitzel. Circus Knie, a Swiss institution and also a family business, provided outstanding and highly amusing entertainment during the Summit. FBN Switzerland's Director, Marie-Christine von Pezold, was a member of the Program Committee and helped shape the content of the Summit.

Summaries of all sessions from the Global and Next Generation Summits are available on the FBN Xchange platform. You can watch the video for the Global Summit at <https://youtu.be/2IG3g5WV2PQ>.

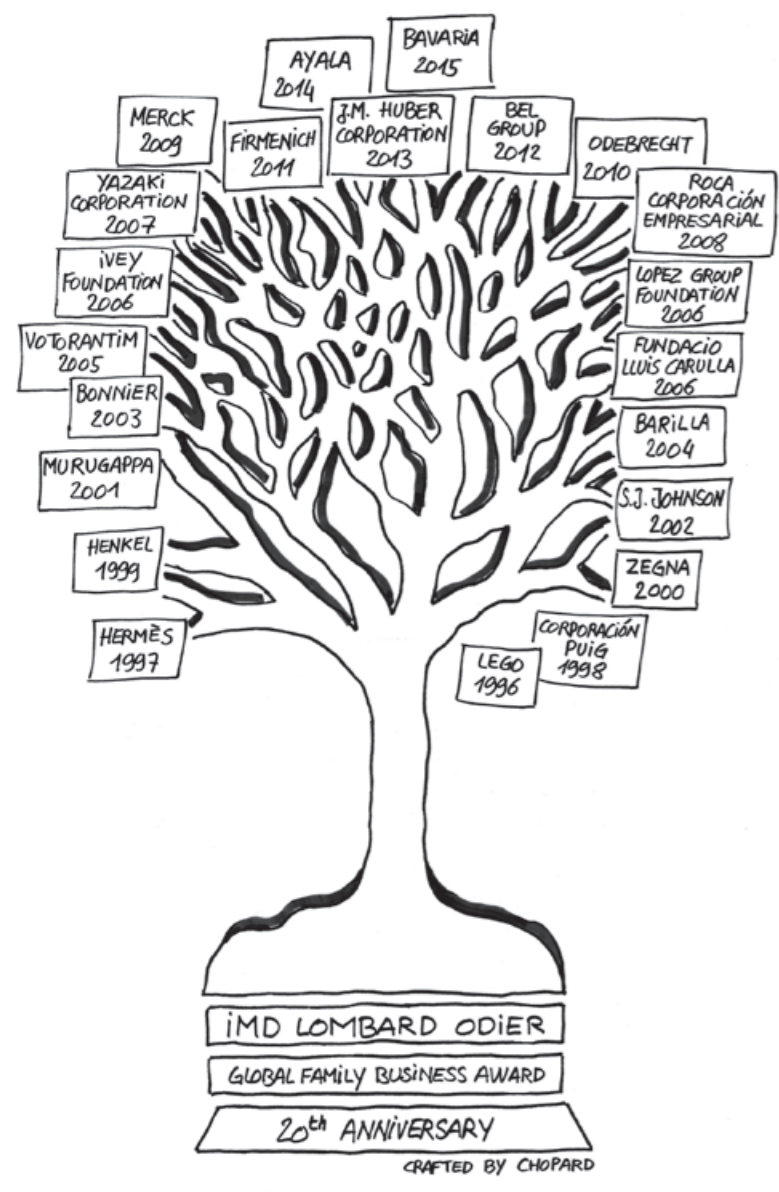




International activities



About our family



IMD-LOMBARD ODIER GLOBAL FAMILY BUSINESS AWARD

The Swinkels family were presented with the prestigious IMD-Lombard Odier Global Family Business Award, in its 20th edition, during the FBN Global Summit. Their seventh-generation business is Bavaria, the second largest brewery in the Netherlands. Around 140 family members are shareholders and there is a tradition of consensus-based shared decision-making ('poldering') as well as the opportunity to trade shares in an internal market. The business seeks to reinvent itself with every generation, which is helping it to thrive despite fierce competition from mega-brewers and periods of consolidation within the industry. In 2007, to leverage the Swinkels family name, the business introduced a Swinkels brand in the premium pilsner segment, as a complement to its well-known Bavaria beer.





International initiatives

POLARIS

Delivering on the Pledge

Polaris, the initiative inspired by the FBN Pledge for 'A Sustainable Future', is at the core of our values and a milestone in FBN's strategy. It is helping transform the aspirations of the Pledge into actionable ideas and practical tools.

The ideals of Polaris are consistent with the Sustainable Development Goals that were adopted by the UN in 2015. The 17 goals, which are to be achieved over the next 15 years, offer an opportunity to redefine business and promote family firms as a model for a more conscious and responsible capitalism.

Sustainability represents the convergence of values that family businesses bring, and the value they create. By adopting an integrated approach to sustainability, family businesses can further strengthen their culture, reputation and performance.

To support FBN member in their sustainability journeys we launched the Polaris Resource Kit (Volume 1) in 2015. It features inspirational cases of how sustainable family businesses, who think in generations not quarters, are discovering profitable opportunities and achieving positive impacts.

One of the cases highlights how a seventh generation family business, Clarks Shoes, became aware of its limitations in the area of sustainability, so it established a business case for making improvements, developed a roadmap and then prepared and started to implement a four-year plan. These are exactly the type of activities where Polaris ideas and tools will be useful.

The tools listed in the Kit, which have been developed over 2014 and 2015, include:

- Polaris Questionnaire – to show how your family business is progressing along the four dimensions of the FBN Pledge;
- Polaris Impact Assessment – to gauge your family business' social and environmental performance;
- Agenda for Family Meetings – to help in the co-creation of an inspirational 'Why' for sustainability and the formation of a Family Sustainability Circle;
- North Star – to clarify your Purpose, or 'True North', that gives meaning and direction to your sustainability journey;
- Building the Business Case – resources that assist in the creation of a business case for sustainability; and
- Family Conversations on Sustainability – to help you conduct effective, multi-generational meetings.

During 2015 there were a series of events linked to the Polaris initiative. They included a Polaris Circle at the FBN Global Summit which focused on developing a pre-selected enterprise – 'Not For Sale Ale' – that aims to be both a force for good and generate significant business returns. The Circle was co-led by David Batstone, co-founder of anti-slavery organisation Not For Sale as well as investment group Just Business that incubates social enterprises.

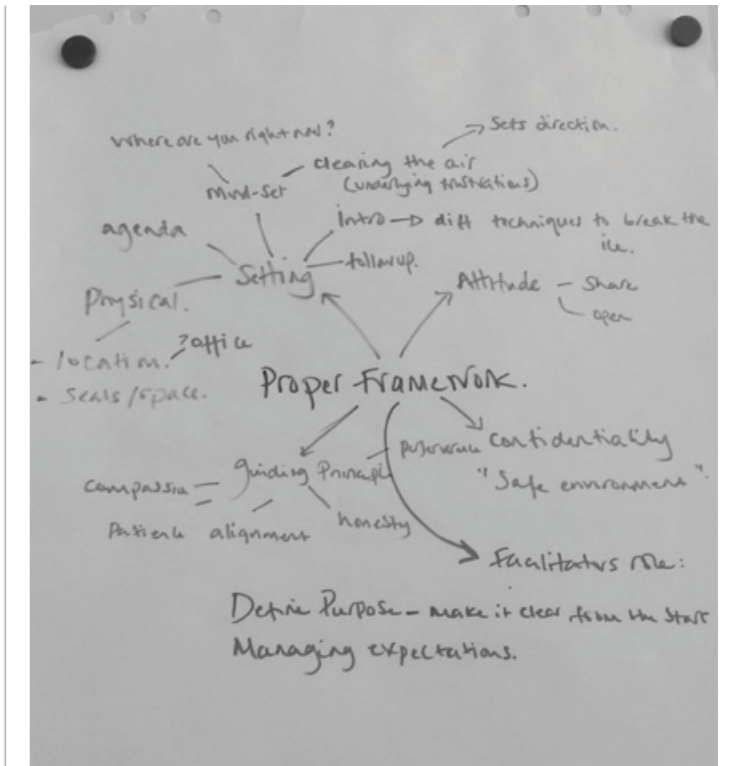
Sustainability also featured in the program for the Next Generation International Summit in Cartagena. For example a member of a Colombian family, Maria Lopez, shared how her family's media business has been transformed into a company that has sustainability at its

strategic core, causing a ripple effect across the whole industry. She is an example of how a champion from within the owning family can provide the initial impetus to set a sustainability journey in motion.

All FBN members are encouraged to read the Polaris cases that show how other family businesses are responding to the challenge of sustainability. Also there is an open invitation for members to share their stories and help us build up a large bank of cases that are inspirational and instructional.

NEW LEADERS CIRCLES

In 2015 training for facilitators of New Leaders Circles (NLCs) was held in India (24-25 April), Switzerland (19-20 June) and Ecuador (18-19 September). This supported the further roll-out of NLCs which enable 6-10 like-minded members of the Next Generation to meet together regularly, sharing their experiences and challenges of stepping up to leadership and becoming the generation in power. There are now 12 NLCs around the world with more than 60 Next Generation members involved. NLCs are distinctive from other small group programmes because they are exclusively for business families who belong to FBN. The framework for NLCs includes a confidentiality policy, trust and commitment protocols, and no-insider-trading agreement.



AMBASSADORS CIRCLE

Just like family businesses, FBN is keen to engage the resources of different generations. The Ambassadors Circle is a way of leveraging the expertise of people who have given up a leadership role in FBN, such as serving on a board or committee, but who still want to contribute in some way. Ambassadors agree to make themselves available as speakers or participants at FBN events, as sources of expertise for member associations, and as transmitters of knowledge and storytelling. In 2015, for the first time, ambassadors were invited to participate in the FBN Retreat as part of highlighting their presence and developing their role.



Partners



PARTNERS

Donor Families

As a 'by families for families' network, FBN needs the support of member families who value our model and want to keep FBN as a safe place with a clear and robust policy of non-solicitation. During 2015 we continued a process of moving to direct support from donor families, who can choose between two levels of support. The first level is the 'Circle of Friends', the second and higher level is 'Family Partners' and these families make a larger financial commitment to the future of FBN. We are very grateful and we are keen to further extend direct support from families in 2016.

Family Partners

- Chopard, Scheufele Family
- Helga & Erivan Haub

Circle of Friends

- Alexandre Ärnbäck, Lyra Holding
- Forbes Marshall
- Antonio Gallardo Ballart
- Dr Otto Happel, Luserve AG
- Alfonso Libano Daurella, Larfin
- Paul Senger-Weiss, Senger-Weiss GmbH
- Wates Giving
- Anonymous

CONTENT PARTNERS

Egon Zehnder

In 2015 our content partnership with Egon Zehnder came to fruition with the publication of a 24-page report 'Leadership Succession: Best Practices from the World's Leading Family Businesses', as well as an article in the Harvard Business Review. The report, which is available to all FBN members via www.fbnxchange.org, showed that successful family-owned companies followed five common steps in their approach to leadership succession:

1. Understand the organisation's unique 'family gravity'.
2. Establish a strong and structured leadership succession process.
3. Have a clearly defined corporate governance process.
4. Understand what is needed in the family business leader.
5. Carefully manage the integration process.

The in-depth results of the study were explored at multiple events during 2015 including at the Next Generation Summit in Cartagena, the Global Summit in Montreux and workshops in Brazil, Germany and the Netherlands. Further workshops will be held in 2016.

We are now entering a second phase of research with Egon Zehnder into the concept of 'family gravity'. This can be defined as a force that helps maintain common values and priorities; its ultimate source is a core of one to three family members who are like the sun in the solar system, and who attract executive talent into their orbit. Qualitative insights about family gravity will be gathered during 2016 and then a survey will acquire quantitative data the following year.

Family Business International Foundation

This Foundation, established by a number of FBN families and FBN in 2011, continues to undertake practical research into the role of emotions in decision-making within family businesses and how to establish intervention strategies and governance structures to deal with these emotions.

IMD

Our preferred content partnership agreement with IMD continues and we value our collaboration with them in areas of mutual interest and the IMD-Lombard Odier Global Family Business Award.

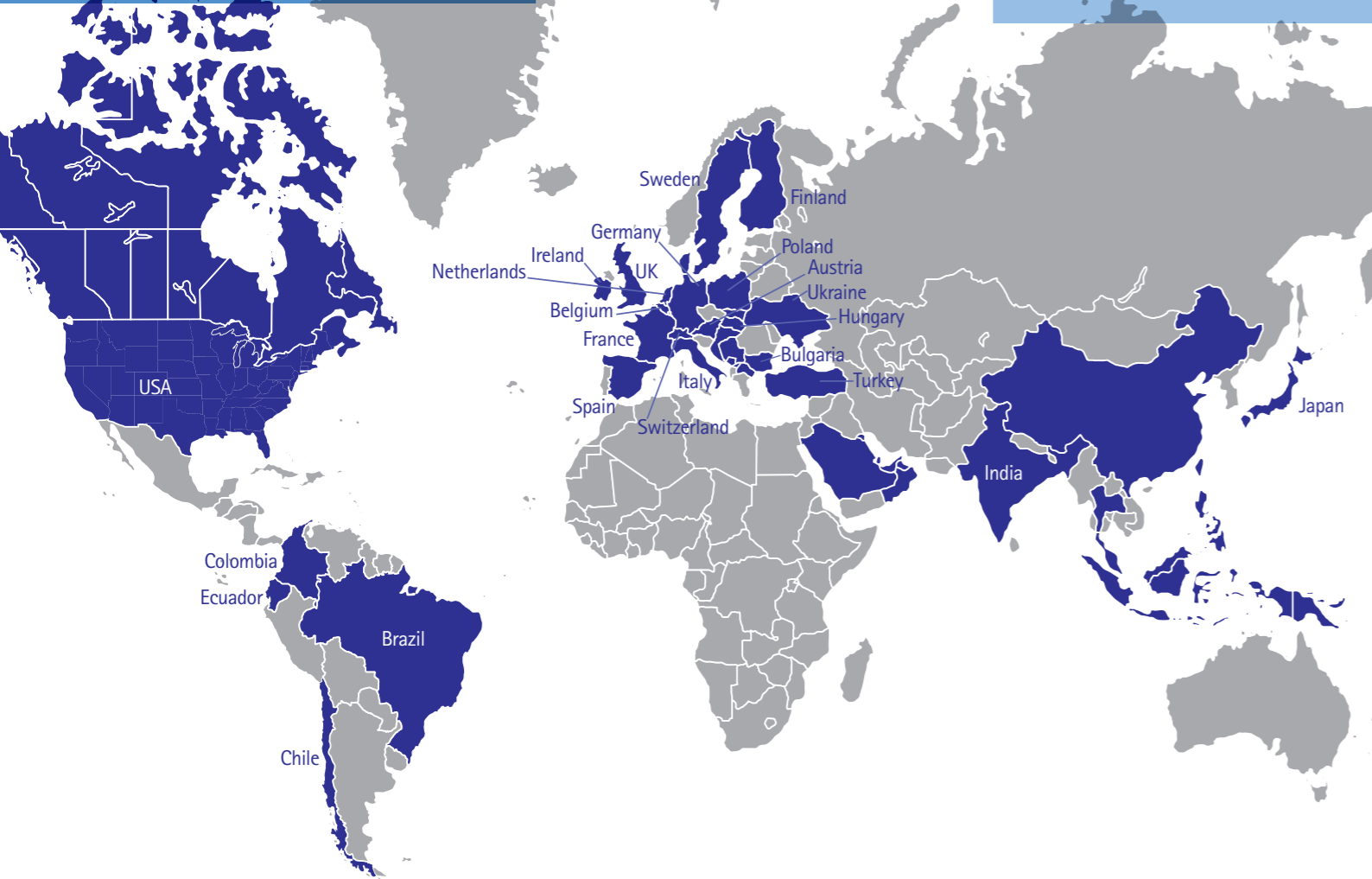


News from member associations



The World's Leading Family Business Organisation

27 Member associations
 9,328 Individual Members
 3,022 Family Businesses
 60 Countries on 5 continents



■ Covered by FBN member associations
 ■ Covered by FBN World

ASIA

Event **FBN Asia Officers Training and Planning Retreat**
 As part of FBN Asia's move towards a member-driven organisation, a retreat was held in March for members who have volunteered to take a lead in different countries. The retreat included brainstorming on country officers' roles and responsibilities, and ways to synergise country and regional initiatives with the common objective of strengthening and growing the FBN Asia community.

Initiative **From personal 'I' to communal 'We'**
 FBN Asia is on a learning journey programme that is strengthening communities through a transformation from 'I' to 'We'. At the annual Family Retreat, unique session formats and experiential exercises led to self-discovery and meaningful family dialogue. The programme was a prelude to the gathering of international business families in China at the FBN Global Summit in November 2016.

AUSTRIA

Event **National Next Generation Summit in Salzburg**
 Over a weekend in August, around 60 Next Generation members of FBN Austria and FBN Germany gathered in Salzburg at the time of the famous festival. The President of the Salzburg Festival welcomed them and gave a behind-the-scenes tour. Participants also attended a performance and enjoyed dinner with the lead actor, Cornelius Obonya. Networking and socialising at our Next Generation leaders' homes were additional highlights of a cultural and enjoyable weekend.

Initiative **Workshops on leadership succession**
 FBN Austria organised workshops in Vienna, Salzburg, Linz and on the Arlberg to share the learnings of the 'Leadership Succession' report produced by Egon Zehnder and FBN International. There was a particular focus on non-executive leaders in family businesses as well as on the concept of family gravity.

BELGIUM

Event **Visit to family business**
 Members of FBN Belgium swapped business shoes for boots during a visit to a Finasucre factory that converts 12,000 tons of beets into 1,400 tons of white sugar every day. The factory has made a major step towards sustainability by producing enough green energy to cover 25% of its energy consumption.

Initiative **Next Generation workshop**
 As part of training and equipping members of the Next Generation, an excellent workshop was held on 'financials for the non-financial'. The workshop used a structured approach so that it was easy to apply the concepts to real life scenarios.



News from member associations

BRAZIL

Event **Conversation Groups**

To promote networking among members of business-owning families, FBN Brazil is organising groups of 8-10 people who meet together once a month for around four hours. The aim is to stimulate reflection, exchange experiences and strengthen links between participants. During 2015 there were not only groups in São Paulo but also an all-women group in Manaus.

Initiative **Next Generation Connection Programme**

This programme is exclusively for young people who are likely to inherit ownership of family businesses. Each participant attended five meetings and then had a series of four meetings for individual coaching, making a total of 65 hours of career development. Participants explore their life goals and ambitions, identify their skills, learn more about their profile, share experiences with peers, and develop a career project with a clear action plan.

BULGARIA

Event **Family Day and Dinner**

The annual dinner is the most formal of FBN Bulgaria's events and previous speakers have included the country's President, Rosen Plevneliev. In 2015, as part of establishing contacts with neighbouring member associations, the speaker was Sumer Tomek, the President of FBN Turkey. The theme for the Family Day and Dinner was 'Figures of Tomorrow: Inspiration, Motivation and Success'.

Initiative **Workshop for developing the Next Generation members**

To support heirs of family businesses, FBN Bulgaria ran an exclusive workshop on 'How Family Business Owners Motivate and Inspire the Next Generation'. The event combined the experiences of business-owning families with input from international advisors who were invited especially for the event.

CHILE

Event **Program for board members of family businesses**

FBN Chile initiated a board development program called MDG (Mesa Directores Governance). Up to seven members of business families meet together for 10 sessions spread over 10 months. They share their main family and corporate governance issues and provide peer-to-peer support to each other. The initial success means that the program will be expanded in 2016.

COLOMBIA

Event **National event**

As well as hosting the Next Generation Summit in 2015, FBN Colombia also organised their annual national event under the theme of innovation. Excellent speakers attracted a lot of attention and the social activities included horse riding at the ranch of one of the members.

Initiative **Employment and re-integration**

During 2015 there was an opportunity for members to consider the process of re-integrating former guerrilla fighters through positive experiences of employment.

ECUADOR

Event **Inaugural retreat**

During 2015 FBN Ecuador held their first-ever retreat, which was spread over two days and which attracted members from both Quito and Guayaquil. Workshops led by Gonzalo Jimenez covered various tools for the governance of Boards and Family Councils.

Initiative **Family business and entrepreneurship**

FBN Ecuador cooperated with the Alliance for Entrepreneurship and Innovation to analyse how family businesses could open up to local capital markets. The research was part of a response to political proposals to increase inheritance and property taxes.

FINLAND

Event **Family Business Day**

FBN Finland's main event of 2015 brought together around 170 members of business-owning families with a further 60 people with an interest in family business. The event included keynote speeches and the sharing of case studies. The event concluded with the Peter Frazer award for Family Business of the Year being awarded to the Broman Group.

Initiative **Alumni events for participants of multi-day training programmes**

Over the years a good number of members have participated in multi-day training programmes. In 2015 two events were held to bring them back together again. A total of 48 people attended the well-received events whose themes were acquisitions and owners' approaches to sales.



News from member associations

FRANCE

- Event** **24 Hours for the Next Generations**
- FBN France held a unique opportunity for Next Generation members to network together and also interact with family leaders, academics and experts on issues related to the family business of today and tomorrow. There was a variety of workshops and roundtables that covered topics like: taking or learning power; communication styles within the family business; integration of non-family senior managers; different ways of living family business; and starting philanthropy projects.
- Initiative** **Research into succession**
- FBN France is undertaking a two-year research project into the intention and reality of family business succession. Qualitative research involves interviews with around 25 family businesses and quantitative research will involve a survey of more than 2,000 owners.

GCC

- Event** **Legal Roundtable**
- Members of FBN GCC, together with their legal counsel, were invited to participate in a roundtable about the legal challenges involved in succession. The Legal Roundtable served as a platform for knowledge sharing between member families on their current succession planning practices. The event included case study presentations to demonstrate legal frameworks families have adopted as solutions to the challenges in each GCC country.
- Initiative** **GCC Family Business Study**
- FBN GCC has completed, in collaboration with McKinsey & Co, a GCC Family Business Study. The goal of the study is to understand the health of family businesses in the region. It assesses family businesses based on governance best practices in various dimensions: family, ownership, business, philanthropy and wealth management. The findings are now being used to prioritise areas for supporting business-owning families.

GERMANY

- Event** **15th anniversary event**
- FBN Germany celebrated its 15th anniversary in style with a gathering of over 200 members plus guests from neighbouring member associations in Austria, Belgium and the Netherlands. There was an excellent atmosphere with top-quality presentations and an outstanding location in Mülheim. The event was also an opportunity to mark the new presidency of Dr Patrick Adenauer who takes over the baton from Karl-Erivan W. Haub.
- Initiative** **Governance code**
- In 2015 the Governance Code for Family Businesses was reviewed by a commission of well-known family business people, researchers and consultants, and then re-published in a third edition. The Code offers a reliable framework for family firms to assess and optimise their governance structures. It is a joint initiative of FBN Germany, the INTES Academy for Family Businesses and Die Familienunternehmer-ASU.

HUNGARY

- Event** **Gala dinner**
- During the Christmas season FBN Hungary held a wonderful gala dinner at the Kempinski Hotel Budapest. It was an opportunity to share with each other the highs and lows of 2015, all within a supportive and friendly atmosphere.
- Initiative** **Award nominations**
- FBN members are encouraged to nominate themselves for awards that highlight good practices. In 2015 Oázis Kertészeti Kft won Gutmann Prizes for best succession practice and for outstanding enterprise management.

INDIA

- Event** **Next Generation Convention**
- Held in Goa in December 2015, this event was facilitated by Amy Schuman from The Family Business Consulting Group. She presented a set of best practices for business-owning families and also spoke about how to tackle issues and challenges related to family business. Participants also shared their own experiences in managing their respective family businesses, in the spirit of collective learning.
- Initiative** **Roadmap**
- The FBN member association in India has chartered a roadmap to enhance knowledge sharing among members, establish deeper linkages with other FBN member associations, promote leadership development programmes for Next Generation family members, and encourage more family businesses to become members. During 2015 there were a variety of events that were in line with the roadmap.



News from member associations

IRELAND

Event **National conference**

FBN Ireland's second national conference adopted the theme of 'Family Passion for Business' and attracted over 85 members. Speakers came from Ireland, the UK and the Netherlands. The event, which cemented relationships that have been formed since FBN Ireland was founded in 2013, was made possible by the input and support of University College Dublin and one of the founding families.

Initiative **'Town hall' meetings**

In response to members' call to participate in the development of FBN Ireland, the Board held a series of meetings with small groups of members. This was designed to 'take the pulse' of the membership and also help with decisions about plans for the next three years. The meetings were very well received and stoked an increase in enthusiasm and commitment.

ITALY

Event **National Congress**

The 2015 National Congress was held in Milan under the theme 'Entrepreneurial identity in family businesses to enhance innovation and internationalisation'. The program was inspired by the life and work of Alberto Falck, whose family name was traditionally associated with steel but is now well-known for renewable energy. The Alberto Falck Award for 2015 was awarded to the Lavazza family, based on criteria such as governance, international activity, social responsibility and financial performance.

Initiative **Research publication**

The results of the latest AUB Observatory were published, giving detailed and up-to-date information on all Italian family businesses with a turnover of at least 20 million euros. The information covers areas such as governance, management and financial performance.

NETHERLANDS

Event **Media training for family members**

An interview on the radio or television can be tough for family businesses that find themselves in the spotlight. This one-day media training explored how to deal with challenging questions, being open about the family business while protecting the family's privacy. Groups sizes were kept small so that participants could be filmed and receive valuable feedback from their peers.

Initiative **The Next Generation family business leaders**

FBNed is collaborating in a cross-media program that involves 10 successors within family businesses visiting each other's companies and sharing their insights. As well as a series of radio programs and website (www.bnr.nl/opvolgers) there is a closing seminar for FBNed members and other family businesses.

NORTH AMERICA

Event **Accountability and Stewardship of the Family Business**

Members of FBN North America were hosted by the Gallo Family in the beautiful wine country of California to explore how to hold family members accountable and promote stewardship in the family business. Members gathered to hear the stories of Peter Wiley, Chairman of Wiley Publishing, as well as fellow members. The event was capped off by a wonderful tour of MacMurray Ranch, one of the Gallo wineries, as well as wine tasting and the story of how the Gallo and MacMurray families partnered to produce superior wines.

SPAIN

Event **18th National Congress of Family Business**

This three-day event is one of Spain's most recognised business forums and in 2015 it was attended by His Majesty King Felipe VI. Under the theme of 'Growth and Job Creation', the speakers included Robert Peugeot, who spoke about Peugeot's industrial story, and Stephen Dunbar-Johnson who spoke about 'Why is the family the basis for growth in The New York Times Company?'. Alejandro Santo Domingo, of Grupo Santo Domingo, spoke about family business and global leadership.

Initiative **Research into family businesses in Spain**

A major study was launched – 'Family Business in Spain, 2015'. The research used a sample of 142,000 companies and involved around 80 researchers, so it was a major undertaking that presents a very reliable and clear picture of the state of Spanish family businesses.

SWEDEN

Event **Cross-generational conference**

FBN Sweden held an event on the theme: 'Help my parents are entrepreneurs, and so am I!'. Representatives from five families, from both the Next Generation and Senior Generation, shared experiences and best practices. The key learnings were about how to empower each other and use each other's strengths instead of creating conflicts while working and living together.

Initiative **Philanthropy Group**

In December FBN Sweden brought together a group of 20 participants with a variety of ages to share their experiences and thoughts on philanthropy. The initial workshop lasted for half a day.

This program prepares the Next Generation for family business leadership, helping them gain a better understanding of themselves, their leadership styles and development needs for the future. The program addresses their unique role as owners and potentially managers of the family business.



News from member associations



SWITZERLAND

- Event** **Inter-generational spirit of enterprise**
Members of FBN Switzerland were invited to hear the story of the Landolt family and their business (Novartis), and also to consider how to maintain an entrepreneurial spirit across multiple generations of a family. The presentation was followed by cocktails.
- Initiative** **FBN Global Summit in Montreux**
FBN Switzerland collaborated with FBN International in hosting the Global Summit, which was a major undertaking that will have long-term effects on the profile of FBN Switzerland among the country's many family businesses.

TURKEY

- Event** **Launch event of Istanbul office**
The FBN member association in Turkey has opened three branch offices in Istanbul, Ankara and Bursa. The opening of the Istanbul office was marked by an event that was themed 'Tradition or Competency' and which featured lessons from the Solen and Gural families. The event was attended by 200 participants.
- Initiative** **Family Circles**
Taking inspiration from FBN's New Leader Circles, a pilot was held for a Family Circle. Six families from different sectors gathered for a roundtable discussion every two months. There was a pre-planned agenda for each discussion, with topics such as succession, professionalisation, governance and relations in family businesses.

UKRAINE

- Event** **Anniversary event**
FBN Ukraine marked its 20th anniversary with a weekend of events in November 2015. These included a company visit, a meeting with a government minister on tax policy, a roundtable on developing family constitutions, a discussion with the country's largest investment company, visits to famous cultural sites and two evening concerts.
- Initiative** **Peer-to-peer consultancy**
Based on the ability of family members to share experiences and insights, FBN Ukraine is facilitating members to provide consulting and input into the boards of other family businesses.

UK

- Event** **Archives and legacy**
This event focused on the importance of legacy and how to maintain a sense of a family's history and values. Some of the families at the event employ professional archivists and maintain museums while others are wondering what to do with the boxes of old stuff that they have always kept. The event was a unique opportunity to learn about different approaches and useful ideas.
- Initiative** **Next Generation Collaborative Inquiry**
Selected members of the Next Generation were invited to a series of meetings to work on their burning questions about their relationship with their family business. The insights that have been generated will help guide the content of the 2016 National Conference whose theme is Next Generation Engagement.



Passing the baton

2015 theme - Family Businesses where people overcome difficulty, innovate and flourish

2014 highlights from FBN 25th anniversary events

Launch of FBN's Polaris Initiative

Lessons from crisis-hit countries

Family Business People Capital

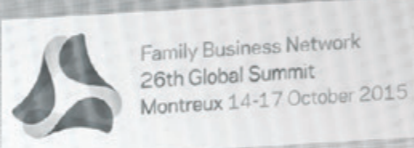
FBNenews



JULY 2015

ISSUE 31

Global Summit: 'Innovate, overcome difficulty, inspire'



SEPTEMBER 2015

FBNenews

ISSUE 32

FBN 26th Global Summit



FBN eNews



During 2015 we sent out three editions of the FBN eNews to members, sharing ideas on topics and trends related to FBN events.

Family business people capital (Issue 30)

Research in the UK suggests that many family businesses create a distinct and positive relationship with their staff, scoring ahead of non-family businesses in areas such as loyalty to organisation, satisfaction with job security and belief that managers keep their promises. This 'family advantage' exists despite family businesses lagging behind other firms in their adoption of best practices in HR. However, the 'family advantage' is reduced among larger businesses, and even disappears, perhaps because it's harder for the owners to maintain the same level of personal connection. So it's particularly important for larger family businesses to adopt best practices like sophisticated recruitment (involving a personality/attitude test or performance/competency test), developmental appraisal (done at least annually and linked to training), and training (with most experienced employees getting time off from their normal daily duties to undertake training).

Resilience planning for national crisis (Issue 30)

It's natural to assume that next year will be broadly similar to last year – but recent history shows that national crises can erupt and ruin the unwary. Denial is very common during the early stages of crisis, and this can be self-sustaining even in the face of mounting warning signs. In psychology there is something called 'distortion of judgement': this is where you perceive something is sure to happen but, because you are in a minority, you feel you must be wrong. At some point, enough people begin to feel doubts and it's like a blindness is taken away, but by then it might be too late to take evasive action. At that point the best approach is to keep positive, maintain energy levels and continue to work as a family and a team. Focus on those things that you can still control, including your emotional reactions to whatever situation you have to face, and your insistence on remaining true to values and beliefs.

Family firms and social innovation (Issue 31)

Family firms are well placed to contribute to social innovations, which can be defined as new ways to address social issues and aspirations. One reason is that many families want to maximise their socio-emotional wealth (which is boosted by a good reputation and sense of making a difference). There is research that suggests that family businesses do indeed have a particular strength in achieving social innovations. Even though profit may not be the primary motivation, such innovations often help the businesses make significant inroads into new market arenas. However, families need to take care that they don't get carried away by their enthusiasms. There is a risk of diverting important resources to causes that have little social value and are simply self-indulgent. So it pays to think carefully about which social innovations will have positive consequences in terms of enlarging the firm's knowledge base, reinforcing a culture of innovation and engaging the Next Generation.



Governance in family enterprises (Issue 32)

There are three key factors for effective governance identified in 'Governance in Family Enterprises', a book written by Alexander Koeberle-Schmid, Denise Kenyon-Rouvinez and Ernesto Poza. The first is transparency, in the sense of clear communication of strategic plans, financial statements and analysis, and overall wealth/estate information. This is especially important in older companies with a greater number of owners. The second is governance structures including family councils, boards of directors, shareholder meetings and family offices. Leading families across the globe use such structures in their efforts to build resilience to the challenges of wealth. The third is principles and policies, which are often contained in family constitutions and shareholder agreements. The main principles are 'responsible ownership' and 'fair process'. Policies should provide clarity in areas such as the recruitment and promotion of family members who work in the family business, the process for family members to sell shares or buy more, and the level of dividends. According to the authors, finding solutions for the evolution of the family enterprise requires a systemic approach that addresses all three factors.

Best practices in award-winning family businesses (Issue 32)

In 2015 the IMD-Lombard Odier Global Family Business Award celebrated 20 years of recognising and promoting remarkable family businesses. Research into the winners shows that there is no single recipe for success – but there are certain factors that come up time and again, not least a vision to grow the family business over the long term in a sustainable manner and eventually pass it on to the Next Generation. Many of the winners have a record of applying meritocracy in developing new leaders' roles in both the business and family organisation, and passing on leadership responsibilities relatively early. The Next Generation is often allowed to develop its own footprint while staying in an open dialogue with senior generations. Families invest in educating the Next Generation about values and they take care to strengthen their bonds with the family and the business. They also find ways to foster the founder's innovative and entrepreneurial spirit and keep it alive over generations.

"We pledge to be responsible global citizens making positive contributions to the communities that we work and live in".

LOOKING FORWARD

Our theme for 2016 is 'From I to We', which is inspired by words that form the second part of the FBN Pledge for a Sustainable Future: "We pledge to be responsible global citizens making positive contributions to the communities that we work and live in". The theme will be the inspiration for all of the year's international events, which include the Next Generation Summit in Sweden and the Global Summit in China. The calendar of international events is:

- FBN Directors' Meeting, Switzerland, January 2016
- Winter Academy, Finland, 4-7 February 2016
- Annual Retreat and General Assembly, Murnau, Germany, 7-8 May 2016
- 12th Next Generation International Global Summit, Tällberg, Sweden, 1-3 June 2016
- NLC Trainings, Belgium, Finland, September 2016
- 27th FBN Global Summit, Suzhou, China, 2-5 November 2016



Governance (as of December 31, 2015)

GENERAL ASSEMBLY

Mr Frederick Chavalit Tsao	<i>Asia</i>
Mr Heinrich Spängler	<i>Austria</i>
Mr Dominique Moorkens	<i>Belgium</i>
Ms Eleusa Maria Garcia Melgaço	<i>Brazil</i>
Mr Atanas Simeonov	<i>Bulgaria</i>
Mr Per Von Appen	<i>Chile</i>
Mr Pablo Londoño	<i>Colombia</i>
Mr Esteban Misle	<i>Ecuador</i>
Mr Heikki Kovanen	<i>Finland</i>
Mr Luc Darbonne	<i>France</i>
H.E. Abdulaziz Abdulla Al Ghurair	<i>GCC</i>
Mr Patrick Adenauer	<i>Germany</i>
Mr László Bárány	<i>Hungary</i>
Mr Ajay S. Shriram	<i>India</i>
Mr Philip Mackeown	<i>Ireland</i>
Ms Elena Zambon	<i>Italy</i>
Mr Ichiro Takanashi	<i>Japan</i>
Ms Marlies van Wijhe	<i>Netherlands</i>
Mr Chris Traut	<i>North America</i>
Ms Solange Olszewska	<i>Poland</i>
Mr Javier Moll de Miguel	<i>Spain</i>
Mr Gustaf Adelswärd	<i>Sweden</i>
Ms Anne-Marie de Weck	<i>Switzerland</i>
Ms Sumer Tomek Bayindir	<i>Turkey</i>
Mr Vladislav Burda	<i>Ukraine</i>
Mr Peter Armitage	<i>United Kingdom</i>

BOARD OF DIRECTORS

The Board is composed of up to 12 representatives of family businesses, elected for a term of three years. They can serve for a maximum of two consecutive terms.

Mr Karl-Erivan W. Haub (Chairman)	<i>Germany</i>
Mr Thierry Lombard (until May 8, 2015)	<i>Switzerland</i>
Mr Farhad Forbes (Vice Chairman)	<i>India</i>
Mr Alfonso Libano Daurella (Treasurer)	<i>Spain</i>
Ms Priscilla de Moustier	<i>France</i>
Ms Eliane Garcia Melgaço	<i>Brazil</i>
Ms Şerife Inci Eren	<i>Turkey</i>
Ms Martine Reynaers	<i>Belgium</i>
Mr Peter Therman	<i>Finland</i>
Mr Chavalit Frederick Tsao	<i>Singapore</i>
Mr Samuel Maldonado Degwitz	<i>Venezuela</i>
Ms Maya Faerch	<i>Denmark</i>
Mr Thilo Wersborg (until May 8, 2015)	<i>Germany</i>
Mr Alexis du Roy de Blicquy (CEO and Board Secretary)	<i>Belgium</i>

HONORARY MEMBERS OF THE BOARD

Mr Hans-Jacob Bonnier	<i>Sweden</i>
Mr Mariano Puig Planas	<i>Spain</i>

NOMINATION COMMITTEE

Mr Maurizio Sella (Chairman)	<i>Italy</i>
Ms Sophie Lammerant Velge	<i>Belgium</i>
Mr M. V. Subbiah	<i>India</i>
Mr Andrew Wates	<i>UK</i>
Mr Thilo Wersborg	<i>Germany</i>

NEXT GENERATION TEAM

NXG COMMITTEE

Mr Samuel Maldonado Degwitz (Chairman)	<i>Venezuela</i>
Ms Maya Faerch (Vice Chairman)	<i>Denmark</i>
Ms Rania Labaki (Academic Expert)	<i>France</i>
Ms Dominique Otten (Academic Expert)	<i>Germany</i>
Mr Arjun Chowgule	<i>India</i>
Mr Simon Torres	<i>Colombia</i>
Mr Onur Eren	<i>Turkey</i>
Mr Tamas Kürti	<i>Hungary</i>

NXG LEADERSHIP TEAM

Ms Clémence Hannecart	<i>Belgium</i>
Ms Desiree van der Kaaij	<i>Netherlands</i>
Mr Casper de Nooijer	<i>Netherlands</i>
Mr Joaquin Ponce	<i>Ecuador</i>
Mr Richard Rentrop	<i>Germany</i>
Ms Valentine Barbier Mueller	<i>Switzerland</i>
Mr Colin Trabold	<i>USA</i>
Mr Alexander Mykhailenko	<i>Ukraine</i>
Mr Mehrad Jaberansari	<i>Iran</i>

FBN AMBASSADORS

Mr Andrew Wates (Chairman)	<i>UK</i>
Mr Philip Aminoff	<i>Finland</i>
Mr Alexandre Arnäck	<i>Switzerland</i>
Ms Anne Berner	<i>Finland</i>
Mr Arun Bharat Ram	<i>India</i>
Mr Hans Jacob Bonnier	<i>Sweden</i>
Mr Floor Breeman	<i>Netherlands</i>
Mr Luc Darbonne	<i>France</i>
Ms Ingrid G.C. Faber	<i>Netherlands</i>
Mr Matteo Fumagalli Romario	<i>Italy</i>
Mr Antonio Gallardo Ballart	<i>Spain</i>
Ms Lena Jungell	<i>Finland</i>
Ms Sophie Lammerant Velge	<i>Belgium</i>
Mr Thierry Lombard	<i>Switzerland</i>
Mr Maurizio Sella	<i>Italy</i>
Mr M. V. Subbiah	<i>India</i>
Ms Caroline Thijssen	<i>Belgium</i>
Mr Joaquin Uriach	<i>Spain</i>
Mr Risto Väyrynen	<i>Switzerland</i>
Mr Thilo Wersborg	<i>Germany</i>

FBN INTERNATIONAL TEAM

Alexis du Roy de Blicquy CEO	<i>Belgium</i>
Sonia Carbone Accountant and Personnel Officer	<i>Italy</i>
Johanna Dousse Event Manager	<i>Switzerland</i>
Christine Gaucher Next Generation Coordinator	<i>France</i>
Alexandra Jequier Content & Communication Director	<i>Switzerland</i>
Maya Roth Member Relations & Governance Manager	<i>Switzerland</i>
Caroline Seow Director of Sustainability	<i>Singapore</i>

The Family Business Network is a not-for-profit international federation that is run by family businesses, for family businesses, with the aim of strengthening success over generations. You can contact us through any of our member associations:

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