



FBN 21ST SUMMIT CHICAGO

**Innovation: Keeping the family
business vibrant for generations**

THE FAMILY BUSINESS NETWORK

**September 30th - October 2nd
The Palmer House, Chicago**



Register today
www.fbn-i.org/summit



Robert Glusic/Photodisc/Getty Images

Richard M. Daley, Mayor of Chicago, United States

"As Mayor and on behalf the City of Chicago, I extend my warmest greetings to all those attending the 21st Family Business Network International Summit."

Don't Miss our Summit on Innovation: Keeping the family business vibrant for generations



From its origins as a trading hub, the city went on to host the first futures markets, and today is home to the world's largest derivatives market. It has adapted to strategic change and is a perfect example of what our long-standing family businesses are able to do: cleverly reinventing themselves and assuming their responsibilities within society.

Known and described by the poet Carl Sandburg, as the "City Of The Big Shoulders" Chicago has become a global city where each and every one of its constituents are the driving force. As home to so many interconnected elements it has become a small world in itself.

The theme of this year's summit and the very nature of our members and our international association mean that we could not have chosen a better location than Chicago.

During this year's summit, we will hear about innovation through outstanding keynote speakers from different generations and origins, listen to compelling case studies, and experience insightful discussions and site visits of important companies.

I look forward to meeting many new families and members of our growing association, and to seeing many old members of FBN International for our 21st Summit in this unique location.

Thierry Lombard
Chairman of the Board

Join us in Chicago
The "City Of The Big Shoulders" and innovation

I would like to offer my thanks to Chicago for playing host to our first annual conference in the Americas.

No other city embodies such an inspiring history. With its values of innovation and entrepreneurship, Chicago has been the epitome of openness over the past two centuries.

Today Chicago is a meeting point for exceptional entrepreneurial minds, offering all the wealth and vibrancy of a leading metropolis. Such qualities are and will remain essential to the long-term success and survival of our family businesses and our families.

Host Committee

- **Sheldon Cohn** Budget National Finance Company • **Holly Agra** Chicago's First Lady Cruises • **Lansing Crane** Crane & Co. • **Bob Don** Edward Don & Co.
- **Dave Juday** IDEAL Industries • **Laird Koldyke** Laird Norton, Winona Capital Management • **Ronald N. Mannix** Coril Holdings, Ltd. • **Liz Mudd Iozzo** Mudd Advertising • **Terry Plochman** Plochman, Inc. • **Anthony N. Pritzker** The Pritzker Group • **John Wall** Wall Family Enterprises

Program Committee

- **Joe Astrachan** Wachovia Chair of Family Business, Executive Director of the Cox Family Business Center, Coles College of Business, Kennesaw State University • **Jesus Casado** Instituto de la Empresa Familiar and FBN Executive Committee Member • **Andrew Keyt** President of FBN USA and Executive Director of the Family Business Center of Loyola University Chicago, Chairman of the Program Committee • **Rania Labaki** Assistant Professor of Management at University of Bordeaux IV • **Veronica Maldonado** Executive Director of GEM Family Office • **Terry Plochman** President and CEO of Plochman, Inc. • **Yuelin Yang** Managing Director (Strategic Projects) and General Counsel at IMC Corp. Limited

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Summit at-a-Glance September 30th - October 2nd

THURSDAY SEPTEMBER 30TH

PRE-SUMMIT DAY

9:00am - 3:30pm
Family Business Visits

3:30pm - 5:30pm
Panel Discussion

Innovation and public policy: the challenges family enterprises face and why they must unite to overcome them

5:30pm - 6:30pm
First Timers' Meet & Greet

7:00pm
Welcome Reception

FRIDAY OCTOBER 1ST

SUMMIT DAY 1

9:00am - 9:15am
Summit Opening

Richard M. Daley, *Mayor of Chicago, United States*
Thierry Lombard, *Chairman of FBN-I, Switzerland*

9:15am - 10:15am
Plenary Session - Keynote Speaker

A commitment to innovation - the story of Motorola and the Galvin family's re-boot
Chris Galvin, *former Chairman and CEO Motorola, co-founder of Harrison Street Capital, United States*

11:00am - 12:30pm
Breakout Sessions

FAMILY CASES

Pegasus Airlines, Turkey

Spinning off the establishment

Hayashibara Co., Ltd, Japan

Sweet success

PANEL DISCUSSIONS

Women in Leadership

Unsung innovators - women leaders

Family Office

Innovating in the family enterprise: the role of the family office

NxG SESSION / FAMILY CASE

Primula, Finland

Greening the family business – for healthy generations



2:00pm - 3:30pm
**IMD-Lombard Odier
Global Family Business Award**

4:00pm - 5:00pm
Plenary Session - Keynote Speaker

7:00pm
**Dinner at the House of Blues
and Young Entrepreneurs Honors**

SATURDAY OCTOBER 2ND

SUMMIT DAY 2

9:00am - 9:15am
Welcome to Day 2

9:15am - 10:15am
Plenary Session - Keynote Speaker

Leading innovation and change in a new flat world
Admiral William Owens, *Chairman and CEO of AEA Investors Asia and former Vice Chairman, Joint Chiefs of Staff, United States*

NxG Session / Keynote Speaker

Innovation in the family business: Academic perspectives and practical implications for the NxG

Professor Shaker Zahra, *Robert E. Buuck Chair of Entrepreneurship, Carlson School of Management, University of Minnesota, United States*



Summit at-a-Glance October 2nd - October 3rd

SATURDAY OCTOBER 2ND

SUMMIT DAY 2

10:30am - 12:00pm
Breakout Sessions

FAMILY CASES

Champagne Taittinger, France

Family celebration: regaining control of Taittinger

Grupo Leche Pascual, Spain

Making milk sexy

Wates Group, United Kingdom

When family businesses are best

PANEL DISCUSSIONS

Philanthropy

Doing well by doing good

Non-Family CEOs

Family companies, non-family leaders

NxG SESSION / FAMILY CASE

Tuenti, Spain

The power of social networking



1:30pm - 3:00pm
Breakout Sessions

FAMILY CASES

Al Hafez Company, Syria

New beginnings from adversity

SC Johnson, United States

Screening of Carnáuba : A Son's Memoir

FAMILY CASES

The Möller Group, Germany

Innovating toward old age

PANEL DISCUSSIONS

PricewaterhouseCoopers

How family businesses reinvent themselves in periods of uncertainty

Venezuela

Venezuela: keeping hope alive and staying afloat

NxG SESSION / FAMILY CASE

El Araby Group, Egypt

Vibrant traditions for competitive business



3:30pm - 4:30pm
Plenary Session / Keynote Speaker

John Elkann, *Chairman of Fiat S.p.A. and EXOR S.p.A., Italy*

4:30pm - 5:15pm
Summit Closing / Handover to 22nd Summit

7:00pm
Gala Dinner at the Art Institute of Chicago

SUNDAY OCTOBER 3RD

POST-SUMMIT DAY

11:00am - 4:30pm
Social Entrepreneurship Day



Marcel R. Bakker|HiRez Images



The Family Business Network

The Family Business Network (FBN) is the leading international family business organization with more than 3,400 member companies in 45 countries. FBN member companies cover many industries and range in size up to large international corporations that have passed through several generations. The Family Business Network and FBN members share the following common objectives and mutually support: promoting family business, developing new generation opportunities and sharing best practices and knowledge within the network.

FBN USA

Since 1990, FBN USA—one of the 25 FBN chapters—has been dedicated to strengthening multigenerational family businesses of varying sizes, industries and complexities. Through research, education and networking, it provides a unique community where family business owners can find support, learning and guidance on the complex challenges they face. These innovative programs provide members the opportunity to share knowledge and cultivate synergies with one another to push the frontier of family enterprise to new levels.

For more information visit: www.fbn-i.org

The 21st FBN International Summit is "by Families, for Families"

Who Should Attend?

PARTICIPATION IS LIMITED TO MEMBERS OF FAMILY BUSINESSES OR BY SPECIAL INVITATION FROM FBN INTERNATIONAL

- Members of Family owned Businesses
- Next Generation members of a Family Business
- Non-family Executives / non-family Board Members*
- Official Speakers and Moderators

*Exclusively by invitation: only Family Business Owners and FBN International can extend invitations.

PRIVACY AND EXCLUSIVITY

In order to maintain the privacy and exclusivity of the FBN International Summit, participation is restricted to family members and their non-family executives and board members. Non-family executives, board members and FBN affiliated members can attend on invitation by Family Owners and FBN International only. The only participants not required to meet the above criteria are limited to representatives from FBN's Partner Alliances as well as speakers and moderators designated by the FBN Program Committee. Press is not admitted. This formula of privacy and exclusivity is applied in FBN's spirit: "by Families, for Families" while respecting the FBN's code of conduct.

Five Great Reasons to Join us in Chicago

1. INTERACT WITH FAMILIES WHO WILL SHARE THEIR STORIES

You will gain rich insights from business-owning families based in the USA, Asia, Europe, Latin America and the Middle East. There will be visits to businesses as well as presentation of cases.

2. LISTEN TO SPEAKERS WITH POWERFUL LESSONS

- **John Elkann** *Chairman of Fiat S.p.A. and EXORS.p.A.*
- **Moira Forbes**, *Vice President & Publisher, ForbesWoman*
- **Chris Galvin** *of the family that founded Motorola*
- **Fisk Johnson**, *Chairman and CEO of SC Johnson*
- **Admiral William Owens** *of AEA Investors whose co-founders included the Rockefeller, Mellon, and Harriman families*
- **Neva Rockefeller Goodwin**
- **Dr. Nathalie von Siemens**, *Corporate Strategies, Siemens AG*

3. DISCOVER NEW IDEAS THROUGH PANEL DISCUSSIONS

Our panels bring together family leaders, non-family CEOs, female entrepreneurs, leaders of family offices, and top academics. Prepare for stimulating and valuable discussions.

4. JOIN THE NEXT GENERATION STREAM

If you are between the ages of 18-39 and are developing your role and knowledge within your family business, come and learn from leading experts and NxG entrepreneurs while building up your social network and having fun.

5. NEW: LUNCH AND LEARN

We invite you to join small groups to discuss issues that are relevant to your family during Friday and Saturday lunches. For example: Mentoring the NxG; Women entrepreneurs; The diffusion of innovation; The megatrends that shape the future of family business.

Code of Conduct

TRUST AND OPENNESS

The Network is founded on the principles of open communication and trust.

PARTICIPATION

Active participation by members is the vital ingredient that makes the Network valuable.

CONFIDENTIALITY

Members are committed to sharing experiences and insights in an atmosphere of confidentiality.

RESPECT & PROFESSIONALISM

Discussions and debates are always conducted in a respectful and professional manner.

NON-SOLICITATION

The Network is not a place to sell products or services to other members. It is a forum to learn from the exchange of ideas, experiences and information.

The Summit will add value to you, your family and your business



FROM THE KEYNOTE SPEAKERS:

- Find out the importance of moving on from past success and adding new energy to a business.
- Discover how innovation enabled a family to develop a multi-billion dollar turnover in three generations.
- Consider trends in leadership and investment.

FROM OUR STIMULATING PANEL DISCUSSIONS:

- Hear how some exceptional women have been inspired to innovate and what defines their leadership style.
- Explore how leading social entrepreneurs are tackling issues of health and energy.
- Discover how families can prepare themselves to engage an outside CEO and communicate their values and vision.
- Consider routes to joint ventures and partnerships that adapt to changing customer needs.
- Find out how families are coping with some intense political, economic and social pressures.
- Consider innovation in four dimensions of the work of family offices: managing assets; unifying the family; nurturing the family-owned enterprise; philanthropic activity.

FROM THE IMD LOMBARD ODIER GLOBAL FAMILY BUSINESS AWARD WINNER 2010:

For fifteen years the IMD Lombard Odier Global Family Business Award has paid tribute to family enterprise and has recognized outstanding family companies for their multigenerational commitment to continuity and the excellence of their family governance. These families are role models for others in one or several aspects such as education, learning, governance, business development, respect for the environment and citizenship.

Meet the members of the winning family and share their insights and lessons learned.

FROM VISITS TO CHICAGO-BASED FAMILY BUSINESSES:

- Discover how one family has integrated a son-in-law into a senior position.
- Find out how a company-wide discussion about the company's vision, mission and values took a full year to complete.
- Experience some "cool" work environments.
- See how Chicago-based businesses are changing the work place to drive more interest from customers.

FROM INTERNATIONAL FAMILY BUSINESS CASES:

- **Germany** - discover how a family found the shift to a non-family CEO after more than 300 years of direct family leadership.
- **Spain** - find out how younger members of a Spanish family are managing the transition after many years of charismatic leadership by the founding generation.
- **Turkey** - hear how a younger member of a Turkish family has separated from the traditional business.
- **France** - explore how a family has regained control of part of their business from a private equity firm.
- **UK** - discover how a British family has used a parallel planning process to create a comprehensive plan for their family and their business.
- **Syria** - learn from a story of perseverance in the face of nationalization and political uncertainty.
- **Finland** - hear how the fourth generation of a Finnish company transformed it into an environmentally-friendly, carbon-neutral operation.
- **Japan** - explore reasons why family-owned companies can take a long view, taking on R&D programs that look up to 20 years ahead.

A close-up photograph of the iconic Chicago sign, featuring large, illuminated letters in red, white, and blue. The letters are set against a background of a brick building facade.

You'll leave the International Summit with new knowledge, new contacts and many enjoyable experiences

© Chicago Convention & Tourism Bureau

FROM THE NEXT GENERATION (NXG) PROGRAM:

- NxG only – discover the practical implications for younger family members of academic research into innovation in the family business.
- NxG only – gain insights into the power of social networking through the case study of a Spanish entrepreneur with an amazing growth story.
- NxG only – find out how younger members of an Egyptian family have taken the initiative to set up governance structures and maintain values.
- Young Entrepreneurs Honors – be inspired by an award-winning example of innovation by a young family business member.

FROM OUR PRESTIGIOUS SOCIAL EVENTS:

- Extend your social networks through our sparkling evening events that bring together business-owning families from around the world.
- Get a taste of Chicago at our opening dinner and at the famous House of Blues where there will be drinks, dinner and dancing.
- Enjoy our Gala Dinner at the world-renowned Art Institute of Chicago, home to some of the finest art from around the world.

FROM OUR SOCIAL ENTREPRENEURSHIP DAY:

- Explore opportunities to develop sustainable solutions to some of the world's problems through entrepreneurship.

Remember that there is no place like the Family Business Network Summit for meeting old friends and making new ones. Everything is “by families, for families”.

Speakers



Keynote Speakers

- **Admiral William Owens**, Chairman and CEO of AEA Investors Asia and former Vice Chairman, Joint Chiefs of Staff, United States
- **John Elkann**, Chairman of Fiat S.p.A. and EXOR S.p.A., the investment company of the Agnelli Family, Italy
- **Chris Galvin**, former Chairman and CEO of Motorola, co-founder of Harrison Street Capital, United States

Other Featured Speakers

- **Alan M. Dachs**, President and CEO of Fremont Group (Bechtel family office)
- **Fisk Johnson**, Chairman and CEO of SC Johnson
- **Moir Forbes**, Vice President & Publisher, ForbesWoman
- **Dr. Nathalie von Siemens**, Corporate Strategies, Siemens
- **Neva Rockefeller Goodwin**
- **Pierre-Emmanuel Taittinger**, President of Champagne Taittinger
- **Rod Wood**, President and CEO of Ford Estates LLC

Social Events

Thursday September 30th

5:30pm – 6:30pm

MEET & GREET AT THE PALMER HOUSE

DRESS CODE: CASUAL

Welcome to Meet & Greet FBN Style! Come join us to mix and mingle with families from around the world, relax, have a good time, make new friends and learn more about FBN and how to enjoy fully your Summit experience. Program Committee members will be there to answer questions, share experiences, have a chat and get you started. This activity is perfect for first timers and as a lead-in to the opening welcome reception. There is no place like FBN!

7:00pm

WELCOME RECEPTION AT THE PALMER HOUSE

DRESS CODE: CASUAL

Kick off your Summit experience with the welcome reception, taking place in The Palmer House's famed Empire Room. Catch up with old friends, and introduce yourself to new ones.



Marcel R. Bakker|HiRez Images



© City of Chicago

Friday October 1st

7:00pm

DINNER AND ENTERTAINMENT AT THE HOUSE OF BLUES

DRESS CODE: CASUAL

Enjoy a casual evening of drinks, dinner and dancing at the famous House of Blues. Featuring Chicago style cuisine and music, this is sure to provide you with a taste of Chicago you won't forget. And while you're there, celebrate the Young Entrepreneurs Honors, given out to a young entrepreneur who successfully kept his family business vibrant.

NEW THIS YEAR, THE LUNCH & LEARN

A new way to network at the FBN International Summit

In order to provide the opportunity for Summit participants to interact with other member families and share their knowledge in a more intimate setting, we have selected a few topics and people to present their experience during our lunch time session. Once seated, the presenters will provide a brief history of their initiative and how innovative this has been. Summit participants will then have an opportunity to interact and ask questions in a casual lunch setting - allowing for much more intimate conversations.

Saturday October 2nd

7:00pm

GALA DINNER AT THE ART INSTITUTE OF CHICAGO

DRESS CODE: BLACK TIE FORMAL

Cap off your Summit experience with the Gala Dinner at the world-renowned Art Institute of Chicago's new Renzo Piano-designed Modern Wing. You'll be inspired by the collection of modern European painting and sculpture, contemporary art, architecture and design and photography. Peruse the collections then enjoy the company of old and new friends for a night filled with dinner and dancing.



Pre-Summit Family Business Visits

9:00am - 1:00pm
White Castle

White Castle, the world’s first fast food hamburger chain, is unique. Beyond legendary customer loyalty and a distinctive product, White Castle remains a family-owned, privately held business after 89 years. In large part, the family attributes its success to remaining true to the spirit of innovation embodied by the founder, Billy Ingram. Today, the family members are a passionate and committed ownership group, seeking to keep the business on the leading edge of customer service and innovation. They have continued Ingram’s innovative spirit by becoming the first restaurant chain to sell its branded food items through the grocery channel; the first restaurant chain to have a web site; the first restaurant chain to have a “Hall of Fame” celebrating its most loyal customers, and of course, through the movie “Harold & Kumar Go to White Castle.” Participants in this visit will have a White Castle restaurant experience. Fourth generation leaders, Lisa Ingram, John Kelley, Dave Rife, Brad Rife and Jamie Richardson will lead the tour and share their history and innovative approaches to running the enterprise and supporting their communities.

10:00am - 2:00pm
Chicago Freight Car Leasing Co.

Chicago Freight Car Leasing leases railway rolling stock, automobiles and light trucks in North America and Australia. Headquartered outside of Chicago, the company is celebrating its 81st year of operations. The company’s success is based on founding values including the highest level of customer service, respect, teamwork and continuous improvement. The company is currently managed by Fred R. Sasser, a 3rd generation family member, with one 4th generation family member – in-law Shad Peterson, currently COO - in a key and growing role. The business remains 100% owned by direct descendants or in-laws of the founder, Fred H. Sasser. Participants in this pre-Summit visit will tour a rail car repair facility and then explore the Sasser family case. This will involve an open dialogue among family members about their experiences integrating an in-law in their business, planning for the company’s future, and attending family meetings. The case presentation will offer a rare opportunity to hear from several distinct points of view: the senior generation family leader, the in-law himself and his spouse Rebecca Peterson, the direct descendant and leader of the family council.

10:00am - 2:00pm
Magid Glove & Safety Manufacturing Co.

Magid quickly became a widely-recognized brand name in safety after opening for business in 1946. The company’s ability to apply innovative thinking to all processes established it as a true pioneer within the safety market and it continues to pave the way for other companies to follow. Today, Magid is uniquely positioned in the global marketplace as a single-source supplier of gloves and safety equipment. While many other brands have come and gone, Magid remains one of the world’s largest, full-service PPE companies selling direct to industry. Participants in this pre-Summit visit will see how, as a family owned and operated business, Magid has never lost sight of the fact that it is the personal attention to every detail that is the key to reaching its customers’ total satisfaction. The company’s dedication, work ethic, strong family values and attractive price points are just a few of the reasons why customers trust Magid for all their personal safety needs.

10:00am - 2:00pm
Radio Flyer

When Founder Antonio Pasin’s grandsons, Robert and Paul Pasin, assumed overall leadership of Radio Flyer in 1997, they had already begun to ask many of the key questions that would result in a complete re-invention of the quality toy business that created America’s Original Little Red Wagon. They began the challenging process of “changing everything,” while working to preserve the strengths of the 80-year old culture. This transformation involved a year-long, company-wide discussion to clearly define and articulate the company’s vision, mission and values. Participants in this site visit will tour the headquarters, recently named one of the coolest places to work in Chicago, and see live examples of product innovation with plenty of things to touch, feel and experience directly. Robert Pasin, Chief Wagon Officer, and Dorie Blesoff, Dean of Wagon University, will be on hand to share how this company has changed from a sleepy little factory that makes shiny red wagons into a world-class brand-driven consumer products company, in the process going from merely surviving to thriving.

Pre-Summit Family Business Visits

10:00am - 2:00pm
Home Run Inn

Chicago has long been the pizza capital of the world, consuming more pizza per capita than any other city. Founded as a small neighborhood tavern in 1923, Home Run Inn has grown over three generations and now produces the number one selling frozen pizza in the Chicago area with a 25% market share. Still using the original family recipe from 1947, Home Run Inn sells its pizza through eight restaurant locations and supermarkets in 20 states. Participants in this pre-Summit visit will hear the story of three generations of the Perrino family, and how in addition to building a strong business, they are building family unity. Following lunch at one of their local restaurants, participants will receive a tour of their USDA approved frozen pizza production facility.

10:00am - 2:00pm
Nielsen-Massey Vanillas

Nielsen-Massey Vanillas makes the finest pure vanilla and flavor extracts in the world. Living up to that claim starts with a family dedicated to pure vanilla products since 1907. Add the finest vanilla beans available—hand-picked for perfection—and the process has begun. Next, an exclusive and innovative cold extraction process slowly and gently draws the delicate and distinctive flavor from the vanilla beans. The result is perfect for the home cook or the discriminating chef. Participants in this Pre-Summit visit will learn how, as a family owned and managed business, Nielsen-Massey truly cares about its customers. With this commitment comes a pledge to continue producing the world’s finest Pure Vanillas and a newer line of other Pure Flavor Extracts batch after batch – a promise that has been kept for more than a century.

10:00am - 2:00pm
Edward Don & Company

Owned and operated by the Don family since 1921, Edward Don & Company is the world’s leading distributor of foodservice equipment and supplies. Knowledgeable sales representatives, unmatched product selection, nationwide distribution centers, and integration of new technology make the company the chosen supplier to all types of foodservice businesses including independent restaurants, national chains, health care, hospitality, country clubs, schools and universities, government institutions, and foodservice management. The Don family will share with participants the story of how they have met both family and business challenges to move from bricks and mortar to clicks and mortar as they moved their business into the digital age.

10:00am - 2:00pm
Ed Miniat, Inc.

In 1896 a Lithuanian immigrant named Michael Miniat journeyed to Chicago and started a business distributing meat. Other than a horse and wagon, his only asset was his willingness to satisfy his customers’ needs. Though much has changed since Michael’s time, the Miniat family continues Michael’s commitment to customers. This century-old promise is both their legacy and their future. Now in its 4th generation, Ed Miniat Inc. operates a value-added, cooked-meat facility in South Holland, Illinois. Products are featured in restaurants and several nationally-branded franchises, including Subway and Chipotle. In 2009 Miniat opened a Culinary Center and a new headquarters at its premises. The innovative Culinary Center is a commercial kitchen designed for flexibility, allowing easy changes of equipment to suit customer needs. The presentation kitchen is connected to a dining and conference room and an open-air courtyard. This facility allows Miniat to provide in-house customer presentations and hands-on idea generation and innovation sessions.

11:00am - 3:30pm
Chicago's First Lady Cruises

Portuguese immigrant Arthur Agra began offering rides in a speedboat carrying six people in the 1930s. In the 1940s Arthur and his son Robert expanded their operations under the name of Mercury Sightseeing Boats with an array of boats carrying 40 passengers. The company continued to grow, offering boats that could carry 100 passengers. In the 1970s Robert Agra Jr. and his wife Holly took over the business after the sudden death of Robert Agra Sr. Under the leadership of Robert Jr. and Holly, Chicago’s First Lady Cruises was born as a sister company to Mercury and has now grown to be the premier tourist attraction in downtown Chicago. In partnership with the Chicago Architecture Foundation, the company is the exclusive provider of the Chicago Architecture Foundation River Cruise. Participants in this pre-Summit visit will take a cruise exploring the architecture of Chicago from the Chicago River. Afterwards, participants will enjoy a private presentation discussing four generations of the Agra family while enjoying cocktails and hors d’oeuvres and the magnificent skyline views from Lake Michigan.

Pre-Summit Events

3:30pm - 5:30pm
Family Enterprise USA, United States

Innovation and public policy: The challenges family enterprises face and why they must unite to overcome them

Moderated by Ann Kinkade, *President of Family Enterprise USA*

When family enterprises discuss innovation, public policy trends often emerge. Whether the conversation surrounds compliance or the need for a new law or regulation, public policy can play a significant role in a family enterprise’s ability to innovate. Last year, one of the most innovative initiatives committed to family enterprise success in the United States was launched—Family Enterprise USA (FEUSA). Never before has there been a national platform for United States-based family enterprises to unite around a shared identity and common issues. FEUSA will harness the power of this collective identity, so that future decisions and discussions will account for what is called the “lifeblood of the American economy.” Hosted by FEUSA, this session will discuss the importance for family enterprises to assemble around their shared identity to ensure that the roles they collectively play in societal and economic success are considered. Additionally, attendees will hear from experts who will explore some of today’s most pressing public policy issues that threaten innovation and universally challenge family enterprise success and continuity.

5:30pm - 6:30pm
FBN Summit First-Timers’ Meet & Greet

Welcome to Meet & Greet FBN Style! Come join us to mix and mingle with families from around the world. Relax, have a good time, make new friends and learn more about the FBN and how to enjoy fully your Summit experience. Program Committee members will be there to answer questions, share experiences, have a chat and get you started. This activity is perfect for first timers and as a lead-in to the opening welcome reception. There is no place like FBN!

7:00pm
Welcome Reception
The Palmer House

Kick off your Summit experience with the welcome reception, taking place in The Palmer House’s famed Empire Room. Catch up with old friends, and introduce yourself to new ones.

Summit Day 1 Events

9:00am - 9:15am Summit Opening

Welcome by Richard M. Daley, Mayor of Chicago, United States
Thierry Lombard, Chairman of FBN-I, Switzerland

9:15am - 10:15am Plenary Session - Keynote Speaker

A commitment to innovation - the story of Motorola and the Galvin family's re-boot

Chris Galvin, former Chairman and CEO of Motorola, co-founder of Harrison Street Capital, United States
Moderated by Andrew Keyt, President of FBN USA and Executive Director of the Family Business Center of Loyola University Chicago, United States

For three generations the Galvin family has been committed to innovation. This began with the founding of Motorola, initially Galvin Manufacturing Corp., in 1928 in Chicago and led to the creation of the world's first commercial FM radio, the first car radio and the first commercial cell phone, as well as the Six Sigma Quality improvement process that is now used by businesses worldwide. We will learn how the Galvin family lives the ethos, "The only strategy we have is continuous renewal." Chris Galvin, former Chairman and CEO of Motorola, co-founder of Harrison Street Capital and 3rd generation leader of the Galvin family, will share the story of how the family made innovation the centerpiece of Motorola, how they have created a governance structure for the next 100 years, and how the family has continued to evolve and innovate through its family office since he left Motorola in 2004.

11:00am - 12:30pm Breakout Sessions

FAMILY CASES

Pegasus Airlines, Turkey

Spinning off the establishment

Ali Sabanci, Chairman, Pegasus Airlines
Moderated by Haluk Alacaklioglu, Founder and President, Family Business Advisors

The Sabanci Group is one of the largest international businesses based in Turkey and is involved in financial services, the automotive industry, retail, cement and energy. Ali Sabanci, one of the young generation family members

of the powerful company, decided to go out on his own, breaking away from the family business to fulfill his dreams. The case will show how he cut the umbilical cord from the family business and took risks. It will also address the emotional and material aspects of achieving a successful separation.

Hayashibara Co., Ltd., Japan

Sweet success

Yasushi Hayashibara, Chief Executive Officer, Hayashibara Co., Ltd.

The Hayashibara Group started business in 1883, more than 125 years ago, as a manufacturer of starch syrup. Since then, it has employed an original and innovative approach to the research and development of starch-derived products including sweeteners and related technology. Today, Hayashibara is world-renowned for its remarkable advances in this field. Hayashibara has embarked on an unprecedented program to recalibrate its performance to meet new challenges and expectations. Throughout its history the company has achieved numerous breakthroughs in technological research and product commercialization, all the while remaining an unlisted family-owned group. The company believes that only a private company can afford to initiate R&D programs spanning the next ten or 20 years. This ability enables it to adopt a long-term view and gives it, despite its relatively small size, the flexibility to pursue ambitious strategic goals.

PANEL DISCUSSIONS

Women in leadership

Unsung innovators - women leaders

Moira Forbes, Vice President & Publisher, ForbesWoman
Sangita Reddy, Executive Director, Operations, Apollo Hospitals Group
Mary Alice Carvajal Crump, Member of the Board of Directors, Carvajal
Moderated by Terry Plochman, President and CEO, Plochman, Inc.
Verónica Maldonado, Executive Director, GEM Family Office

There are more women leaders than we know: millions of unsung heroes in every family, and in every field of endeavor. What makes a female leader? What makes her similar to, and different from, a male counterpart? From where does she draw her strength? How does she inspire and encourage innovation? In this panel we will speak with some exceptional women and explore with them how they have developed themselves, what defines their leadership style, how they empower others, the challenges and difficulties they have faced and what inspires them to persevere and to try new things.

Summit Day 1 Events

11:00am - 12:30pm Breakout Sessions

PANEL DISCUSSIONS

Family Office

Innovating in the family enterprise: the role of the family office

Alan M. Dachs, *President and Chief Executive Officer, Fremont Group (Bechtel family office)*

Rod Wood, *President and CEO of Ford Estates, LLC (Ford family office)*

Moderated by Sara Hamilton, *Founder and CEO, Family Office Exchange*

In its best form, the family enterprise encompasses at least four dimensions of a family's endeavors: Business legacy – the cornerstone of the family enterprise that generates the family wealth. Family legacy – where the family comes from and where they are heading together. Financial legacy – the financial security and management of assets outside the business. Philanthropic legacy – the lasting contribution the family makes by giving back in a meaningful manner. The family office supports the planning and execution of all enterprise activities. In 2010, newest innovations in the family office industry are focused on carefully crafted legacy planning, leadership succession, risk management and measures of office value. A panel of leading business owning families and their office executives will provide commentary on these four topics and answer questions about the future of their family enterprise.

NxG SESSION/FAMILY CASE

Primula, Finland



Greening the family business - for healthy generations

Risto Väyrynen, *4th generation and board member, Primula*

Juha Valkamo, *4th generation and board member, Primula*

Moderated by Professor Randel S. Carlock - *INSEAD/Wendel International Centre for Family Enterprise*

Primula is a 4th generation Finnish bakery business founded in 1908. Faced with an increasingly competitive market, Juha Valkamo, 45 and his cousin Risto Väyrynen, 34, took an innovative step. They sold off the most profitable branch of the business and restarted the company as an environmentally-friendly, carbon-neutral operation.

This required the 101-year-old family company to change its business model, restructure corporate governance and address its long-standing succession plan. Although these new initiatives are still in the early stages, this case shows the positive and innovative impact the next generation can have when they are afforded responsibility and control at a relatively young age.

Access to this session is limited to NxG participants.

12:30pm - 2:00pm Lunch-and-Learn Discussions

Take the opportunity over lunch to engage our table-host family business owners in a more intimate and interactive setting.

2:00pm - 3:30pm

LOMBARD ODIER
LOMBARD ODIER DARIER HENTSCH



IMD - LOMBARD ODIER GLOBAL FAMILY BUSINESS AWARD
Excellence in Family Business

IMD-Lombard Odier Global Family Business Award

Moderated by Professor Benoit Leleux, *Professor at IMD*

The IMD Lombard Odier Global Family Business Award is one of the most prestigious accolades to be bestowed on a family business. It emphasizes the important global economic contribution made by family-owned businesses and identifies best practices that may be useful to family businesses around the world.

Every year Lombard Odier and IMD provide the opportunity at the FBN Summit to meet the members of the winning family, selected on a prudent process and criteria, to share their insights and lessons learned.

4:00pm - 5:00pm Plenary Session - Keynote Speaker

7:00pm Dinner and Young Entrepreneur Honors at the House of Blues

Enjoy a casual evening of drinks, dinner and dancing at the famous House of Blues. Featuring Chicago-style cuisine and music, this is sure to provide you with a taste of Chicago you won't forget. And while you're there, celebrate the Young Entrepreneurs Honors, given out to a young entrepreneur who successfully kept his family business vibrant.

Summit Day 2 Events

9:00am - 9:15am
Welcome to Day 2

9:15am - 10:15am
Plenary Session - Keynote Speaker

Leading innovation and change in a new flat world

Admiral William Owens, *Chairman and CEO of AEA Investors Asia and former Vice Chairman, Joint Chiefs of Staff, United States*

Bill Owens has truly seen the world. He spent 30 years in the U.S. Navy, completing his career as the second most senior officer in the U.S. military, then served as CEO of three companies and as a board member of 20 public companies, many in foreign countries. Now Chairman of a private equity company focused on Asia, Owens has had several different careers and many leadership successes (and a few that were not!). Bill will share the wealth of experience gained in his global adventure with a focus on how the rise of China and India will affect our thinking on investment and leadership in the years ahead.

9:15am - 10:15am
NxG Session - Keynote Speaker



Innovation in the family business: Academic perspectives and practical implications for the NxG

Professor Shaker Zahra, *Robert E. Buuck Chair of Entrepreneurship, Carlson School of Management, University of Minnesota, United States*

Access to this session is limited to NxG participants.

10:30am - 12:00pm
Breakout Sessions

FAMILY CASES

Champagne Taittinger, France

Family celebration: regaining control of Taittinger

Pierre-Emmanuel Taittinger, *President, Champagne Taittinger*

Taittinger, one of France's biggest champagne houses, was sold to U.S. private equity firm Starwood Capital in 2005. This case tells the story of how the 3rd generation of the Taittinger family managed to regain control of the business a year later. It illustrates the challenges family businesses face to reconcile the

conflicting interests of different branches while promoting worldwide a traditional industry that is regionally anchored. The strong emotional bond the family felt with the champagne business combined with an innovative spirit impelled the new generation of the Taittinger family to collect funds – mainly from other family businesses – to acquire the business despite a high valuation.

Grupo Leche Pascual, Spain

Making milk sexy

Borja Pascual Gómez-Cuétera, *Member of the Board of Grupo Leche Pascual and Director of Grupo Inmobiliario La Quinta*

Gabriel Torres Pascual

Moderated by Jesus Casado, *Instituto de la Empresa Familiar and FBN Executive Committee Member*

Since pasteurized milk first appeared in cartons, Grupo Leche Pascual has been a benchmark for innovation and quality in the food sector. Today, the small, failing milk cooperative that Tomás Pascual bought in 1969 is an enterprise with more than 20 factories, 20 office locations, 300 products, 3,500 employees and more than Euros 1,000 million or more than USD1 billion of turnover. The 3rd generation company's milk was the first Spanish brand approved for sale by the European Union in all its member states and in 1999 was the first European company to attain certification from the US Food & Drug Administration.

The founder, who passed away four years ago, said that he left his successors the beginnings of a building of ten floors but had built only five. Do the next generation family members agree? And can they live up to a founder who worked tirelessly for 70 years? Tomás Pascual's youngest son Borja Pascual and his nephew Gabriel Torres Pascual will discuss the past, present and future of one of the most innovative companies in Spain.

Wates Group, United Kingdom

When family businesses are best

Andrew Wates, *former Chairman, Wates Group*

Paul Drechsler, *Chairman and CEO, Wates Group*

Moderated by Professor Randel S. Carlock - *INSEAD/Wendel International Centre for Family Enterprise*

This case study will explore how the Wates family has innovated through the use of a parallel planning process that manages the balance between the family and the family business. Andrew Wates, former Chairman of Wates Group, one of the largest privately owned construction and development companies in the UK, will be joined by Paul Drechsler, the new non-family Chairman and CEO of Wates Group, and other family members. Together, they will share how they have used this process to align values, vision, planning, investment and governance actions into a comprehensive enterprise plan.

Summit Day 2 Events

10:30am - 12:00pm Breakout Sessions

PANEL DISCUSSIONS

Philanthropy

Doing well by doing good

Neva Rockefeller Goodwin

Dr. Nathalie von Siemens, *Corporate Strategies, Siemens AG*

Paul Baan, *Founder and Chairman of the Noaber Foundation*

Moderated by Dr Felicitas von Peter, *Managing Partner, Active Philanthropy*

Philanthropists and donors are working hard to fight some of the world's toughest problems. But some challenges demand a fresh approach as problems such as malaria, poverty and climate change are so large that they cannot be solved through donations alone. A hybrid mix of for-profit investments and donations is an option seen by many experts as an innovation in philanthropy that will enable entrepreneurial approaches to be brought to bear on a global scale.

In this workshop, philanthropists and entrepreneurs from European and U.S. family businesses will discuss how they have aligned their strategies to solve questions in areas such as health and energy.

Non-family CEOs

Family companies, non-family leaders

Hermut Kormann, *former CEO, Voith*

Keith Alm, *former CEO, Hallmark International*

Moderated by Joe Astrachan, *Wachovia Chair of Family Business, Executive Director of the Cox Family Enterprise Center, Coles College of Business, Kennesaw State University*

One of the most daunting challenges for the survival of family businesses is engaging leaders who are professionally qualified to lead them. Often families find themselves without a family member who has the experience and qualifications to meet the demands of innovation in an emerging marketplace.

Some of the world's top family-owned companies have successfully engaged non-family CEOs to continue family and business success. Our distinguished panel of experienced non-family CEOs will explore important themes such as how families can prepare themselves to engage an outside CEO, why skilled executives would want to lead a family company, how families can communicate their values and vision to a non-family CEO, and how family and business governance can support the CEO.

Our panel includes Prof. Dr. Hermut Kormann, the past non-family CEO of Voith, a large multinational company in engineering, hydro power, propulsion, and industrial services. The company's beginnings can be traced to a craftsman's workshop in the early 1800s.

NxG SESSION/FAMILY CASE

Tuenti, Spain



The power of social networking

Zaryn Dentzel, *Founder and CEO, Tuenti*

Moderated by PricewaterhouseCoopers

Zaryn Dentzel was born in Santa Barbara, California, in 1983. The history of his company, Tuenti, can be traced to the late nineties in Cabeza de Buey, a small town in Western Spain, where Zaryn learnt Spanish in an exchange programme. Years later, after graduating in Spanish Literature and Diplomacy and World Affairs from Oxy, he saw a chance to create a locally-focused social platform with a crucial mobility aspect.

Zaryn currently lives in Madrid, near an office where a team of more than 120 people work every day to keep Tuenti in its position as the largest web service in Spain. Every day Tuenti users upload more than 2.7 million pictures and exchange some 100 million personal messages.

Together with partners and stakeholders, and under Zaryn's leadership, the company has focused on the mobile version of Tuenti, which is already growing at a 25% monthly rate. Spanish magazine 'Emprendedores' gave Zaryn its 2009 Entrepreneur of the Year award for his management of the most important technology company in Spain, and one of the most significant in Europe (according to the TechCrunch European ranking.)

Zaryn will share the main aspects of the growth of a technology company from its beginnings to its consolidation as a business in such a competitive environment as the Internet. He will also show how his determination and passion for the digital environment led him to head the largest social platform in Spain and to create an innovative business model in the technology sector.

This is a unique opportunity for NxG to interact with one of today's dynamic and innovative entrepreneurs and adapt the key learning lessons from Tuenti to their own business projects and to the future.

Access to this session is limited to NxG participants.

12:00pm - 1:30pm Lunch Lunch-And-Learn Discussions

Take the opportunity over lunch to engage our table-host family business owners in a more intimate and interactive setting.

Summit Day 2 Events

1:30pm - 3:00pm Breakout Sessions

FAMILY CASES

Al Hafez Company, Syria

New beginnings from adversity

Amin Al Hafez, *Assistant General Manager, Al Hafez Company*
Moderated by Kristi McMillan, *Director, Cox Family Enterprise Center, Kennesaw State University*

The Al Hafez Company is a leading Syrian family company specializing in refrigeration whose roots go back to the late 1940s. By the early 1950s Al Hafez had become a Westinghouse agent and in 1953 began producing its first commercial coolers and refrigerators. Today the company's operations in Syria and Lebanon produce a variety of products from refrigerators and freezers to air conditioners and other white goods. The family had to restart the business in Lebanon after it was initially nationalized in Syria, later moving the business back to its birthplace, Syria. Family values led the family to continue paying employees even after nationalization, and such community-based values are still among those that guide the company today.

SC Johnson, United States

Screening of Carnáuba: A Son's Memoir and a fireside chat with Fisk Johnson

Fisk Johnson, *Chairman and CEO of SC Johnson*
Moderated by Prof. Joachim Schwass, *IMD*

When you think about SC Johnson, you likely think about the company's brands and products, or its reputation as an environmental leader and a great place to work. Innovation, environmental responsibility and leadership have always been important values to SCJ, and are critical to the company's success.

There are additional values that set SC Johnson apart from other organizations – values like adventure and family, creativity and spirit. These values are captured in the film *Carnáuba: A Son's Memoir*.

The film is the story of an adventure that dates back to 1935, when H.F. Johnson, Jr. – Fisk's grandfather – embarked on an expedition to northeast Brazil to search for a sustainable source of wax for the company. In addition to helping SC Johnson find a renewable resource for its products, this trip also fueled H.F.'s passion for the environment and had a remarkable personal impact. He later said the trip changed his life.

The Möller Group, Germany

Innovating toward old age

Dr. Peter von Möller, *The Möller Group*
Moderated by Prof. Dr. Sabine Klein, *WHU – Otto Beisheim School of Management*
Prof. Dr. Ludo van der Heyden, *Professor at INSEAD*

For over 275 years, The Möller Group, with its core expertise in the areas of plastics technology and the manufacture of flexible products, has been innovating across family, business and investment strategies in its search for continual improvement.

In this case presentation Dr. Peter von Möller will explore the evolution of the family business since the company was founded in 1730 in Warstein in Germany's Sauerland. The many factors that affect strategy, family, and long term vision will be discussed throughout as well as the development of a succession plan that included using non-family managers for the first time in nearly three centuries, and the cultural effects of that change.

PANEL DISCUSSIONS

PricewaterhouseCoopers

How family businesses reinvent themselves in periods of uncertainty

Moderated by Richard J Calzaretta, *Partner, PricewaterhouseCoopers LLP*

Leading family businesses are adapting their growth strategies to take advantage of additional revenue streams. Options include leveraging joint ventures, alliances and partnerships to enter new markets as well as adjusting product and service offerings to meet current and future customer needs. One common theme is the need for family businesses to take control of the difficult current environment to maintain – and in many cases improve – their market position. The panel discussion will showcase how family businesses successfully re-invented their business models, how they balanced innovation with tradition, and what they have done to manage the impact on their families.

Summit Day 2 Events

1:30pm - 3:00pm Breakout Sessions

PANEL DISCUSSIONS

Venezuela

Venezuela: keeping hope alive and staying afloat

Vicente Carrillo-Batalla, *Executive Director, Maximiza Casa de Bolsa*
Moderated by Verónica Maldonado, *Executive Director, GEM Family Office*

It is said that innovation is born of necessity. In Venezuela today innovation has become a part of what's constantly needed to survive and thrive. Venezuelan families will talk about their experiences as family business owners in the current political, social and economic environment. How do they respond to hyperinflation and price controls? How do they handle the dissolution of their businesses as they know them? How do they deal with family members' fear and uncertainty about the future – including a new generation that wants to diversify outside Venezuela but also loves the country, its traditions and its culture?

NxG SESSION/FAMILY CASE

El Araby Group, Egypt



Vibrant traditions for competitive business

Mohamed A. Elaraby, *Managing Director, El Araby Group*
Moderated by Dr. Rania Labaki, *Assistant Professor of Management, University of Bordeaux IV*

El Araby Group is a second-generation Egyptian conglomerate of seven industrial and commercial companies, active in areas including engineering, lighting technology, air-conditioning and cooling, with USD750 million in annual sales. The founders emphasized religious and social values as the basis for the group.

The next generation wanted to develop the business while maintaining these traditional values, as well as their Egyptian and Arab identity. Among other things, they took the initiative of setting up rigorous family and business governance structures – rare in Arab family businesses – with beneficial consequences for the business and the family.

Access to this session is limited to NxG participants.

3:30pm - 4:30pm Plenary Session - Keynote Speaker

Driving business forward

John Elkann, *Chairman of Fiat S.p.A. and EXOR S.p.A.*

John Elkann, 34, is the Chairman of Fiat and EXOR, the investment company of the Agnelli Family.

EXOR is the majority shareholder of the Fiat Group (which owns Fiat cars, Alfa Romeo, Ferrari, Maserati, CNH, Iveco and is part of a global alliance with Chrysler) and also owns investments in companies such as SGS (a world leader in the verification, testing, control and certification business), Cushman & Wakefield (the largest private company operating in commercial real estate services), and Juventus FC (one of the world's most prestigious professional football clubs). His grandfather, Gianni Agnelli, appointed him to the Fiat board of directors in 1997 when he was only 21. John will discuss the family business evolution, since his great great-grandfather created Fiat in 1899 in Torino, Italy. Unusually for the early 1900s, Giovanni Agnelli decided that the best external managers should run the company while the family holding structure would keep the owners united but allow them to leave whenever they wished.

John's involvement started when Fiat went through a turbulent period in 2003, and has been taking care of the development of the Family interests since then. Rather than relying on past success, the Family believes an enterprise needs to be reinvigorated day after day.

The Family also has a strong conviction that education is critical to future success and has refocused the Giovanni Agnelli foundation to invest solely in education.

4:30pm - 5:15pm Closing of the 21st FBN International Summit Handover to the 22nd FBN International Summit Committee

7:00pm Gala Dinner at the Art Institute of Chicago

Cap off your Summit experience with the black-tie Gala Dinner at the world-renowned Art Institute of Chicago's new Renzo Piano-designed Modern Wing. You'll be inspired by the collection of modern European painting and sculpture, contemporary art, architecture and design and photography. Peruse the collections then enjoy the company of old and new friends for a night filled with dinner and dancing.

SUNDAY OCTOBER 3RD

Social Entrepreneurship Day

11:00am-4:30pm
Make A Difference: Become A Social Change Maker

This event is available to full participants only.

Set up by John Royall (FBN USA) and Julia Hieber (FBN International) for FBN members of all generations, this program enables you to meet with family philanthropy leaders and social entrepreneurs. You'll discover how the visionary and passionate activities of these individuals and organizations can contribute to long-term positive social change, and how you and your family could get involved in, and benefit from, philanthropy. The overall aim of the day is for all participants to:

- Understand the core essence of social entrepreneurship: to turn social and environmental problems into sustainable solutions through entrepreneurship.
- See what great opportunities there are in the field of philanthropy to further personal, professional and social impact while turning the world into a better place.

Note: We encourage you to book your place early via the online registration, as only a maximum of 100 participants will be able to attend the event. Participation fees will be donated to the social entrepreneurship organizations participating in the day's program.



Travel and Accommodation



A Prestigious Venue

The Summit will take place at The Palmer House. The Palmer House is centrally located in "The Loop," within a short distance of the business, entertainment, and shopping districts. It is within walking distance of some of Chicago's most famous sites such as the Art Institute of Chicago, Lake Michigan, and Millennium Park.

The Palmer House
17 East Monroe Street
Chicago, IL 60603
United States

Phone: +1 312-726-7500
Fax: +1 312-263-2556

Hotel pricing:
• Single Rate, USD266.00
includes continental Breakfast for one person
• Double Rate, USD303.00
includes continental Breakfast for two people

<http://www.palmerhousehiltonhotel.com/>

Around Chicago

The easiest way to get around the city is by taxi. Simply stand on the side of the street and raise your arm to hail a taxi. The fares are relatively low and taxis are readily available on every street. Chicago also has an extensive public transit system of trains and the elevated train (often called the "L").

For more information about Chicago:
www.choosechicago.com

Transportation

The major airports serving the city are O'Hare International Airport and Midway Airport. Transportation to the hotel is easiest by taxis, which can be found just outside the airport terminal.

Registration

For updates on the program and registration, please visit our website.

**Register today at
www.fbn-i.org/summit**

Booking early will give you the time to plan your trip, to fully benefit from your stay in Chicago and to take advantage of the best hotel rates negotiated by FBN as part of a limited allotment.

The FBN reserves the right to change the program without prior notice if necessary.

SUMMIT FEES

All sessions, luncheons, dinners and social events are included in the Summit fees. Accommodations and transfers on arrival and departure are not included.

Pricing is available in both Euros and U.S. Dollars*:

1st Family Member	€ 2050	USD 2800
2nd Family Member	€ 1850	USD 2600
3rd Family Member	€ 1650	USD 2400
Next Generation	€ 1250	USD 1700

The first non--FBN member of a family pays an additional member fee of € 390 or USD 570. Example: (€ 2050 + € 390)

*Additional currency conversion fees may be applied by the bank for American Express transactions. To avoid this fee use Visa, Mastercard or bank transfer.

Social Entrepreneurship Day October 3rd -11:00 - 4:30

This event requires an additional fee of €90 or USD120. The full amount will be donated to the social entrepreneurship organizations who participated in the day's program. The event is open to full Summit participants only and we particularly recommend NxG members to attend.

Other

Social events for accompanying family members NOT attending any other Summit events (restricted to one accompanying member per Summit attendee).

Thursday evening, September 30th	€ 120	USD 170
Friday evening, October 1st	€ 180	USD 250
Saturday evening, October 2nd	€ 450	USD 600

Cancellation Policy

Written notice of cancellation must be sent directly to FBN by letter, fax or email. Above terms will apply. All refunds will be processed and issued within 60 days after the Summit.

- **Before April 15th, 2010:** Full refund less € 150 or USD 250 handling fee (per person registered)
- **Between April 16th and August 1st, 2010:** 50% of total registration fee is refunded
- **After August 1st, 2010:** No refund except "force majeure"



FBN 21ST SUMMIT CHICAGO

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THE FAMILY BUSINESS NETWORK

September 30th - October 2nd
The Palmer House, Chicago
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