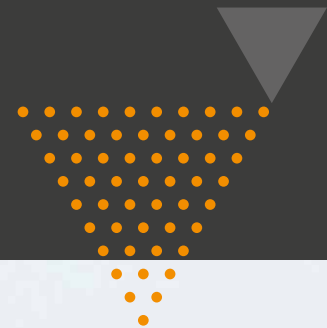




PwC NextGen 2024

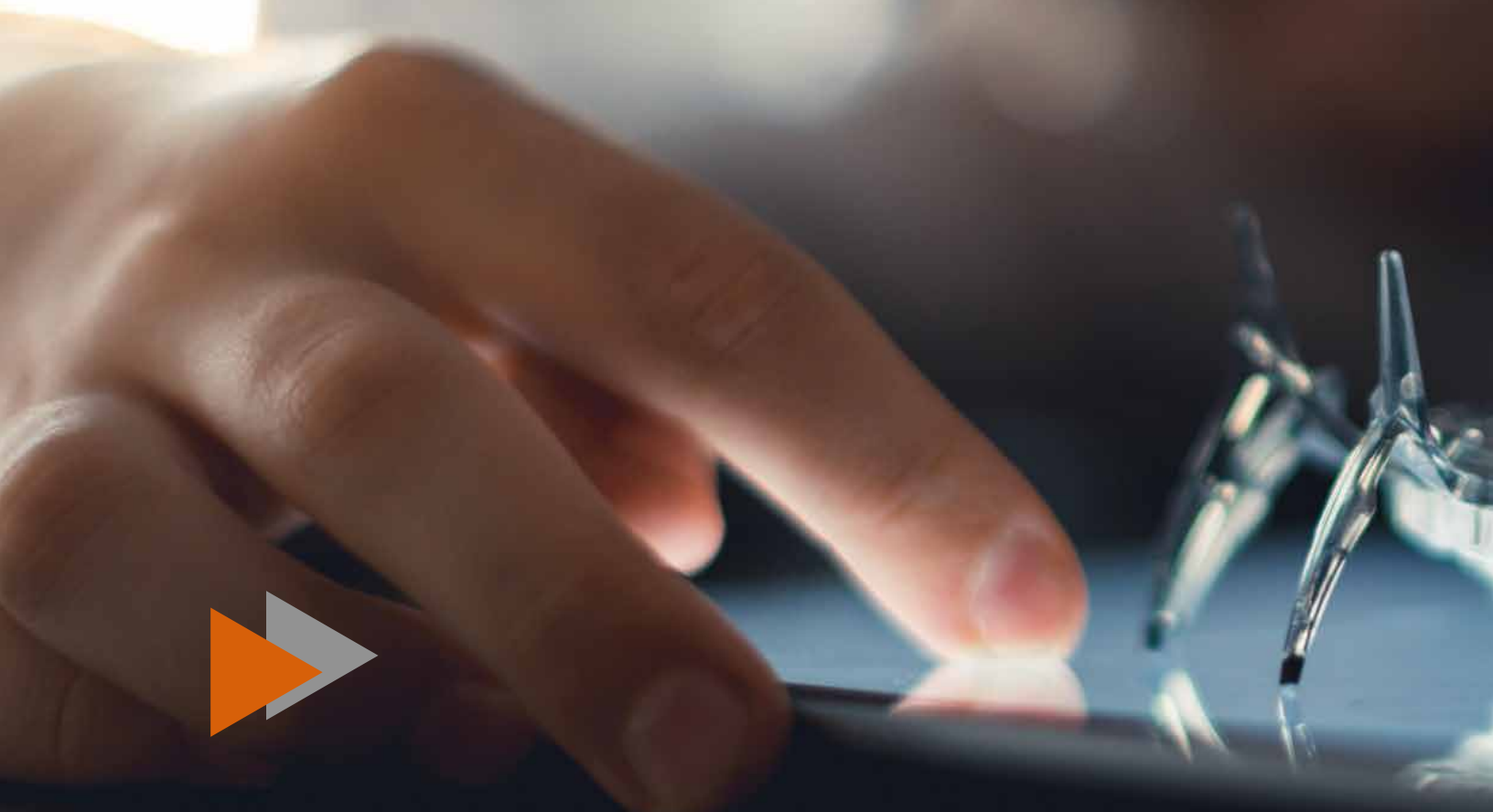
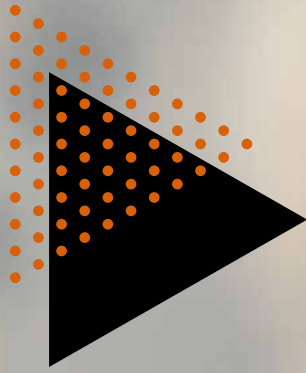
Connect. Learn. Lead.



pwc

Unlocking your potential as a visionary leader,
responsible shareholder, beneficiary, or competent
board member of your family enterprise

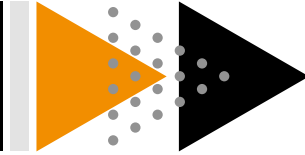
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Trust for a
transforming
generation

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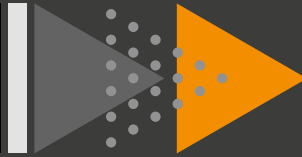


“PwC NextGen is a transformational journey with the most diverse group of inspiring NextGens that you will consider amongst some of your best friends.”

Stasshani Jajawardena,
Director, Stassen Group of
Companies, Executive Director,
Aitken Spence PLC, Sri Lanka



Introduction



In today's digital and increasingly AI-driven world, we all need new perspectives and ways of thinking if we're to rise to tomorrow's challenges. And this imperative applies most of all for you, as a NextGen leader. Why? Because both incumbent- and next-generation family members must manage continuous change while maintaining a consistent presence to retain the trust of key stakeholders. But as a NextGen leader, you will have to balance these conflicting priorities for many years to come.

Against this background, sharing ideas and experiences is vital in helping next-generation members in family businesses to be fully prepared for whatever the future may bring you, whether as responsible shareholder, competent board member or visionary leader. It is also vital in developing and strengthening your skill set, education and succession path.

Trust for a transforming generation

As you get ready to face the challenges ahead, it's clear that the capabilities and strategies that drive business success are changing – and fast. Our 2024 Global NextGen Survey reveals unique insights into how next-generation members – in their various roles as entrepreneurs, intrapreneurs, stewards or transformers of their family business – are driving fundamental business transformation, especially around emerging technologies, artificial intelligence, workforce and family governance for sustained business growth.

To help you make the most of these opportunities, meet your own unique needs and realize your full potential, PwC NextGen is here to encourage you to think beyond the traditional MBA, by providing you with an exclusive and inclusive strategic network and a broad range of multidisciplinary learning opportunities through “Connect. Learn. Lead.” Our 2024 NextGen offerings are outlined in this brochure. We would love you to join us this year to explore the tactics, tools and processes that can make the difference between faltering and flourishing in times of sweeping change and disruption. Together we will master the common threads – including the ability to earn and maintain trust – that define those companies that succeed in building resilience and emerging stronger from a crisis.

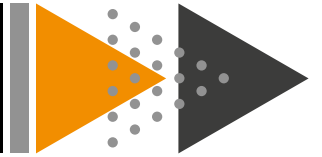
Do you regard yourself as a member of a transforming generation? If so, I look forward to meeting you in person – and to all the things we will accomplish together this year and beyond!



Peter Englisch
Global Family Business and
EMEA Entrepreneurial and
Private Business Leader, Partner,
PwC Germany

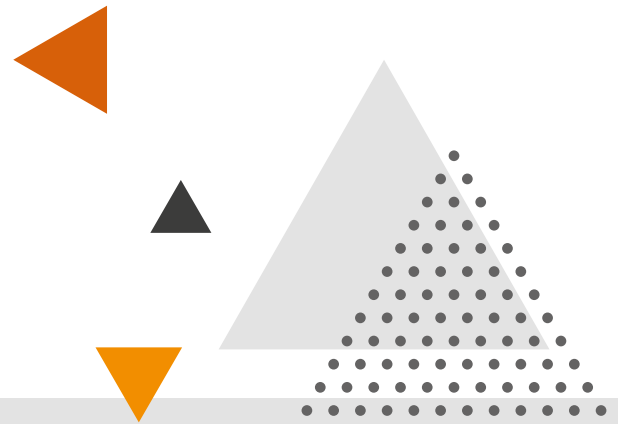


Connect. Learn. Lead.



Welcome to PwC's unique and holistic development concept, specifically designed to help you – as a young entrepreneur or new leader in your family enterprise – to gain access to new thinking and global networks.

We know that when it comes to your family business, it's never just about business. It's personal. Whether the company bears your name or not, leading it is both a privilege and a responsibility. The likelihood is that you are a capable, committed and ambitious agent of change for the digital world. However, leading teams and family members while staying firmly in control is not easy, especially in times of crisis or generational and business transition.



Connect.

PwC NextGen Network
Connecting the leaders of tomorrow

Are you a leader, shareholder, beneficiary or board member in a family enterprise, aged between 18 and early 40, and eager to prepare for individual and business growth? Then become part of PwC's NextGen Network, and join our community of solvers interacting, innovating and collaborating in person in a trusted environment with peers, iconic family business leaders, business practitioners and academics. With PwC NextGen Gateway – our complimentary human-led, tech-

empowered platform – you can even connect online in an authentic and personal way. As a member, you will gain access to exclusive insights on demand as well as guidance on today's hottest topics and most pressing individual challenges.

pwc.com/nextgen





Learn.

PwC NextGen Education
Developing the leaders of tomorrow

Entrepreneurship is a mindset – meaning it goes beyond what is taught in a classroom. This is why our multidisciplinary training offerings – either in-person or live online – are geared toward experiential learning, inspiration and personal development. You can learn first-hand from renowned academics and business practitioners in a safe environment, with the number of participants limited to 24 to maximize the impact for you. Every year we devise a unique calendar covering a wide range of topics in some of the world’s most exciting locations.

- Leader Academy
- Accelerator Academy

Customized NextGen development



Lead.

PwC NextGen Leader Insights
Inspiring the leaders of tomorrow

Our unique NextGen Leader Insights offering is designed to support your personal and business growth agenda, and includes thought leadership, mentoring and customized development programs. From family membership dynamics to business roles and talent, our owner strategy development process will take you on a journey to learn, reflect or even rethink the cornerstones of your family or own business.

Together we will work out an actionable, personalized approach which will allow you as a new leader to strengthen and customize your growth path at an individual and business level.

➔ Academy Alumni Reunion

➔ Owner’s Agenda

➔ Global NextGen Roundtable

➔ Global NextGen Survey



Accelerator Academy, Columbia Business School

24–28 June 2024

Columbia Business School, New York, United States



Learn your business!

Are you a member of a business-owning family, aged between 21 and 28, and a beneficiary or aiming to become either a responsible shareholder, competent board member or visionary leader? Or maybe you are looking to set up your own venture? Whichever of these situations applies, our Accelerator Academy is the place for you.

You have probably already acquired a sound knowledge of your field of study and created a vision of your own future. Having taken these steps successfully, you may now be wondering how to turn a focus on sustainability goals and use of smart technologies into competitive new business models for your family business or own venture. At the Accelerator

Academy we will provide you with an opportunity to build on your individual knowledge, talents and strengths while also learning from legacy family business leaders, unicorn founders, impact investors and other NextGens from around the world. Why should you seize this opportunity? Because while entrepreneurial talent and technical business skills are important, they are not enough on their own. To build on your family business values effectively, you must not only master business challenges but also develop the right interpersonal skills.

During the week, a combination of live case studies, team challenges, a 360° assessment and individual tasks will foster effective cooperation and equip you with new insights to apply to your family business or own venture.



New York


If you haven't yet visited the most densely populated major city in the United States, this is your chance. If you have, come again – and see how this most vibrant of cities has been evolving. Located at the southern tip of New York State, the city constitutes the geographical and demographic center of both the Northeast megalopolis and the New York metropolitan area. Booming with diversity, culture, history and innovation, New York radiates an energy that is best experienced in person. From a robust culinary scene to larger-than-life attractions, there's plenty to explore across the five boroughs. However, the majority of our Academy activities will take place in Midtown Manhattan.

"At the Academy I discovered many different things about myself. It couldn't have been a better week! Thank you dearly for this experience. It was eye-opening and wonderful to engage with the PwC trainer team and the other NextGens."

Nina Lorenz-Meyer, Germany



Your week in New York



Sunday, 23 June

- Individual arrival
- Optional welcome reception

Monday, 24 June PwC

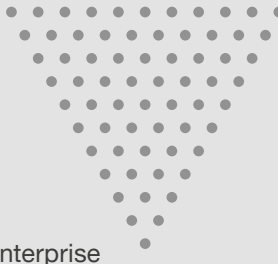
- Program opening
- The Owner's Agenda
- Personal and business brand presentations
- Managing family business dynamics and governance
- UFlex sustainability case study – meet Anantshree Chaturvedi, NextGen, and Vice Chairman and CEO Flex Films International
- Opening dinner

Tuesday, 25 June Columbia

- Trusts and trust
- Managing conflict in the family business
- Complex family enterprise – A new way to describe a growing phenomenon
- How to manage your family wealth long into the future
- Leadership, psychology, spending
- Campus tour



Teaching faculty and selected speaker



About Columbia Business School

Columbia Business School is a world-class Ivy League business school that delivers a learning experience in which academic excellence meets real-time exposure to the pulse of global business. Centered in NYC, the global hub of business, Columbia Business School offers its diverse and entrepreneurial students daily access to influential industry leaders. Led by Dean Costis Maglaras, Columbia Business School's renowned faculty members are at the forefront of their fields, producing groundbreaking research across disciplines. And their worldwide alumni network continues to grow and impact change. "At Columbia Business School today, we're celebrating our place at the very center of it all".



Patricia Angus
Founder, Global Family Enterprise Program and Adjunct Professor, Columbia Business School



Gaia Marchisio
Senior Lecturer in the Discipline of Management, Columbia Business School



Stephan Meier
James P. Gorman Professor of Business, Chair of Management Division, Columbia Business School



Belina Sneddon
Managing Director, Family Enterprise Advisory Services, PwC United States



Anantshree Chaturvedi
Next-generation member, and Vice Chairman and CEO, Flex Films International

UFlex is India's largest multinational flexible packaging and solutions company. The company has created a presence across all verticals of the packaging value chain and is the only fully integrated flexible packaging solutions company with advanced manufacturing facilities in India, the UAE, Poland, Egypt, Mexico, the USA, Hungary, and Nigeria.

Sustainability is not just a component but the very essence of UFlex's corporate strategy. Every business decision is meticulously aligned with the company's sustainability vision

and goals. UFlex aspires to achieve net-zero status by 2035, exemplifying its commitment to environmental responsibility since the early 1990s. UFlex is driven by the purpose of transitioning to a circular plastics economy, and aims to keep plastic in the economy and out of the environment.

Meet Anantshree Chaturvedi, Vice Chairman and CEO Flex Films International. He will facilitate the project challenge for participants to complete in their teams and present to a specially convened jury at the end of the program week.

Wednesday, 26 June Columbia

- Future of work
- Group decision making
- Corporate governance mechanisms
- Rights and responsibilities of controlling owners
- Shareholder activism and power
- Executive compensation
- Introduction to Generative AI
- Wrap-up and takeaways

Thursday, 27 June PwC

- Leadership and social style assessment
- Courageous communication training
- Status and confidence workshop
- Boardroom readiness and resilience
- Modern wealth culture: alignment of purpose and asset management strategy
- Sustainable business transformation workshop
- Networking dinner

Friday, 28 June PwC

- Sustainability case study workshop
- Case study presentations
- Jury feedback
- Five step action plan
- Certificates
- Future self
- Farewell reception



How you can apply

Please download the application form from [here](#). Alternatively, please reach out to your local PwC contact or email us at de_nextgen@pwc.com. You are eligible to join our Accelerator Academy if you are an entrepreneur or successor in a family business and are aged between 21 and 28. Your application will be accepted on a strictly first-come, first-served basis. To ensure the event is as impactful as possible for you, the number of participants is limited to 24. Program details – including the training curriculum, list of participants, speaker profiles, prework and other logistics – will be shared with you once your participation has been confirmed.

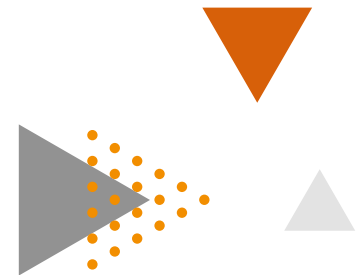
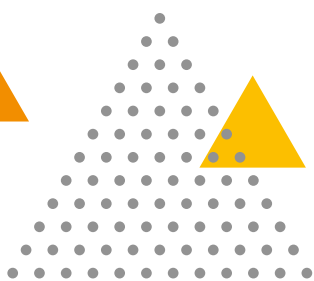
Fees and methods of payment

€6,300 net of tax (VAT) for new applicants
€6,000 net of tax (VAT) for our Global NextGen Network members

The participation fee for the Accelerator Academy is payable upon receipt of the invoice in spring 2024 and covers:

- Five days of training
- Training materials
- Social style assessment and report
- Daily coffee breaks and lunch, and two dinners
- Excursions
- Progression evaluation
- Program certificate by Columbia Business School and PwC
- Participation in one of our Global NextGen Roundtables and Reunions

Please note that the participation fee does not include accommodation, travel or personal expenses. Moreover, participants are individually responsible for complying with entry requirements for the US, as well as any travel requirements affecting their return journey.



Cancellation fees

60% of the fee is retained by PwC in the case of cancellation by the participant between 12 and 8 weeks before the start of the program. 100% of the fee is retained if cancellation takes place less than eight weeks before the start date.

Accommodations

We will provide you with a list of hotels within walking distance of the PwC office on Madison Avenue in Midtown Manhattan, which will be our main location for the event. Staying nearby will enable you to make the most of your time after class, and perhaps continue your peer networking in some very sociable environments away from the training facility.





2023 Insights

For last year's Accelerator Academy we partnered with INSEAD Business School, Singapore. You can see below what your peers are saying about the week. If you want to hear more about the program from a previous participant, please email us at de_nextgen@pwc.com. We will be happy to connect you with one of our Academy alumni in or near your home country.

"This is the best NextGen program (inside and outside PwC) that I have attended in terms of content of the materials we are exposed to."

Renée P. Djatmiko, Indonesia

"Of course, there is always room for improvement. However, when it comes to the Academy I cannot think of anything. 10 out of 10."

Santiago Ruiz Hernández, Spain

100%

Program recommendations

98%

Program satisfaction

96%

Career relevance

"During the Academy I discovered more about myself and can only highly recommend joining this program. I know a lot of people that would benefit from such an experience. Very well organized and to the point."

Nikolaos Katsos, Cyprus

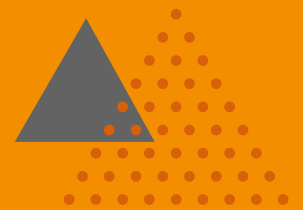




Leader Academy, IMD Business School

19–23 August 2024

IMD Business School, Lausanne, Switzerland



Learn how to lead!

Are you a member of a business-owning family, aged between 26 and early 40, and eager to make your mark as a visionary leader? Then join us for this exclusive training event to co-develop an individualized five-step action plan to power your leadership and business forward.

Together we will work out how you can act as a responsible steward of the family legacy while also being a catalyst for much-needed change. The event will provide you with powerful insights relating to all of your potential roles in the family enterprise, whether as responsible shareholder, competent board member or visionary leader. It will also have major implications for your skills, education, and succession path.

During the course of the Leader Academy week, you'll gain access to leading academics and business professionals who are dedicated to helping you manage ownership and growth to build trust, earn your license to operate and strengthen your family business's future. By reflecting on your personal and business aspirations with the group, you will gain new and inspiring insights that will encourage you to formulate a vision and commit to next steps by the end of the program week. Together we'll embrace an interactive learning experience that encompasses a 360° assessment, a personal and business presentation, and the introduction of new concepts and frameworks that are brought to life through immediate application and discussion via group exercises, simulations, and real-life case examples.



Lausanne

The smallest of Switzerland's four main cities, Lausanne is located on the shores of Lake Geneva, in the French-speaking region of Vaud. It's home to the headquarters of the International Olympic Committee as well as the Olympic Museum and lakeshore Olympic Park. Away from the lake, the city has medieval, shop-lined streets and a 12th-century Gothic cathedral with an ornate facade. Lausanne is close to numerous popular destinations, including Montreux, Zermatt and the Matterhorn, Lucerne, and the historic city of Gruyères.

"I would recommend the Leader Academy to anyone who is involved in a family business. It opens up a whole new world of possibilities. It was truly an invaluable experience where I was able to meet a wonderful group of peers from all sorts of different cultures, backgrounds and generations. Eye opening, mind blowing and life changing."

Danielle Tomisich, Australia



Your week in Lausanne



Sunday, 18 August Campus

- Individual arrival
- Welcome reception

Monday, 19 August Campus

- Program opening
- The Owner's Agenda
- Personal and business brand presentations
- Family enterprise in times of change – external trends and global signals
- Opening dinner

Tuesday, 20 August Campus

- Successful business models
- Driving transformation – business, governance and change
- Leadership of self and team
- Experiential sessions



Teaching faculty and selected speaker



Peter Vogel

Professor of Family Business and Entrepreneurship, Director of the Global Family Business Center, IMD



Alyson Meister

Professor of Leadership and Organizational Behavior, Director of the Workplace Wellbeing Initiative, IMD



Lisa Cornwell

Partner, International Private Clients and Family Offices, PwC Switzerland

About IMD Business School

The international Institute for Management Development (IMD) has been a pioneering force in developing leaders who transform organizations and contribute to society since it was founded more than 75 years ago. Led by an expert and diverse faculty, with campuses in Lausanne and Singapore, IMD strives to be the trusted learning partner of choice for ambitious individuals and organizations worldwide.



Soren Toft

CEO, MSC Mediterranean Shipping Company

Mediterranean Shipping Company, branded as MSC, is a renowned international shipping line founded by Gianluigi Aponte in Italy in 1970.

During the course of the program you will meet the non-family CEO of MSC, Soren Toft, at the company's headquarters in Geneva. Soren is reporting to Group President Diego Aponte

and Group Chairman Gianluigi Aponte. He oversees MSC's global cargo businesses including ocean and inland intermodal transportation along with the logistics arm MEDLOG. He has more than 25 years of experience in the maritime sector and will share exclusive insights into the sustainability transformation of the shipping industry as well as his work as a non-family CEO.

Wednesday, 21 August Campus

- Thinking and acting beyond the legacy - wealth with purpose
- Courageous communication training
- Deep dive breakout options: women in leadership, family office design and diagnostic, sustainability transparency and reporting challenges

Thursday, 22 August Campus and Geneva

- Leadership resilience and Social Style assessment
- Managing family business dynamics, governance frameworks and tools applied
- MSC Mediterranean Shipping Company, Geneva
- Networking dinner in Geneva

Friday, 23 August PwC

- Key areas where AI can benefit family businesses
- Transformation fair
- Five-step action plan
- Individual action rehearsal
- Certificates and future self
- Farewell reception and individual departure



How you can apply

Please download the application form from [here](#). Alternatively, please reach out to your local PwC contact or email us at de_nextgen@pwc.com. You are eligible to join our Leader Academy if you are a leader, shareholder, beneficiary or board member of your family enterprise, and are aged between 28 and early 40. Your application will be accepted on a strictly first-come, first-served basis. To ensure the event is as impactful as possible for you, the number of participants is limited to 24. Program details – including the training curriculum, hotel recommendations, list of participants, speaker profiles, prework and other logistics – will be shared with you once your participation has been confirmed.

Fees and methods of payment

CHF 6,300 net of tax (VAT) for new applicants
CHF 6,000 net of tax (VAT) for our Global NextGen Network members

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- Training materials
- Social style assessment and report
- Daily coffee breaks and lunch, and two dinners
- Excursions
- Progression evaluation
- Program certificate by IMD and PwC
- Participation in one of our Global NextGen Roundtables and Reunions

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Cancellation fees

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Accommodations

We will provide you with a list of hotels within walking distance of the IMD campus, which will be our main location for the event. Staying nearby will enable you to make the most of your time after class, and perhaps continue your peer networking in some very sociable environments away from the training facility.





2023 Insights



For last year’s Leader Academy we partnered with Columbia Business School, New York, United States. You can see below what your peers are saying about the week. If you want to hear more about the program from a previous participant, please email us at de_nextgen@pwc.com. We will be happy to connect you with one of our Academy alumni in or near your home country.

“The Academy is an incredible opportunity to pause, step-back and think about future and bigger picture.”

Elia Nuqul, Jordan

“The amount of smart people sharing their knowledge really helped me. The insights and the ideas truly inspired me. I learned new things about myself that I never knew before. It has helped me to understand the common struggles family businesses have, and how they deal with it.”

Daniel Rumpf, Canada

Highly-rated sessions

100%

Program recommendations

99%

Program satisfaction

98%

Program inspiration and motivation

“I met like-minded individuals who were generous with their knowledge. The program gave me the information and tools to frame a new approach to leadership of the business.”

Alison Ong, Malaysia



Customized programs

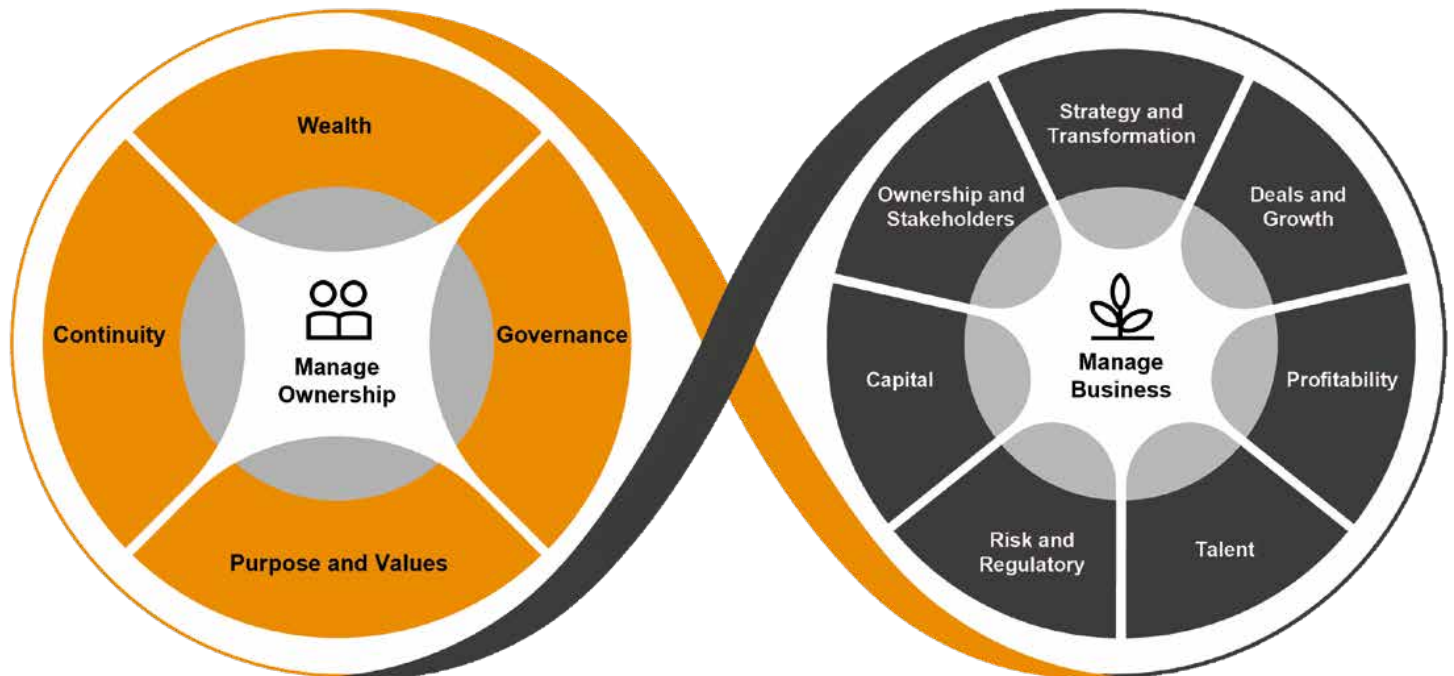
While our Academy offerings are geared toward experiential learning and international networking with your peers, you may sometimes feel the need for a more tailored approach to address specific topics and challenges. If this is the case, our range of customized NextGen programs will provide you with the focus you are seeking based on your

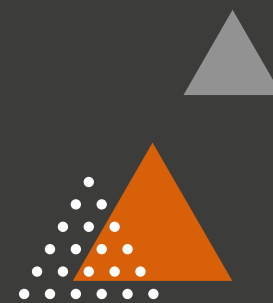
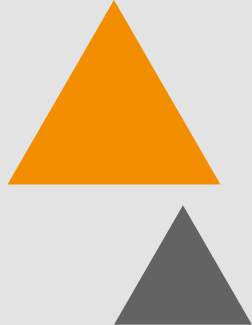
core family values. We can accommodate workshops either as an in-person event, a virtual meeting, or a hybrid blend of the two. Simply reach out to de_nextgen@pwc.com – and let us come together to create the best possible future for your family, your business and wider society, while also accelerating growth!

Owner's Agenda

Our Owner's Agenda framework is the cornerstone of all our NextGen learning offerings, taking account of your needs both as an owner and a business leader and recognizing that these are fundamentally linked. It is designed to provide you not only with a holistic learning experience but also with a solid foundation to build your individual roadmap for success.

Kick off your exciting professional Owner's Agenda adventure in one of our NextGen Academies or arrange for a private session with us.





Owner Strategy Development

From membership to roles and people, our owner strategy development process will take you on a journey to learn, reflect or even rethink the cornerstones of your family business. The process is suitable for a single or group of next-generation members from one or more family branches, wanting to learn more about their family business or seeking closer alignment. The process has also proven to be of benefit for new leaders in family businesses aiming either to rethink their owner strategy or open up the dialogue on succession.

“The Owner Strategy workshops provided us with the tools, knowledge, and structures that we needed to engage in a better and more advanced discussion with our parents, clarifying potential future roles and responsibilities. It also laid out the foundation for our joint values and vision, so that we can go forward united as individuals and future shareholders.”

Pablo Ruiz Hernandez and Mateo Bertomeu Cubells,
NextGen Council, RNB Cosméticos, Spain

Owner Strategy

Corporate
governance



Family governance



Roles and people



Membership



Goals and values



Owner
business model



Global NextGen Roundtable and Reunion

At the end of your Academy week, you will be invited to join our Global NextGen Network. This is an exclusive and complimentary offering to help you enhance your professional and personal networking with peers, family business leaders, entrepreneurs, academics and PwC professionals. Along with preferred access to all our in-person and virtual learning and networking opportunities, you will be provided with an opportunity to join our prestigious, invitation-only Roundtable and Reunion events hosted by local family businesses in some of the world's most exciting locations. Sounds interesting? Then join our NextGen community of solvers to receive an invitation for this year:

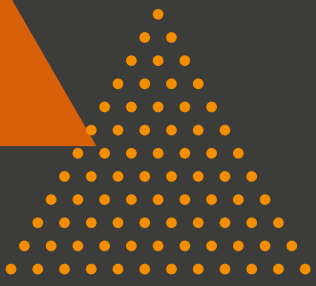
Vienna, 12–13 September 2024

Yes, I would like to join!

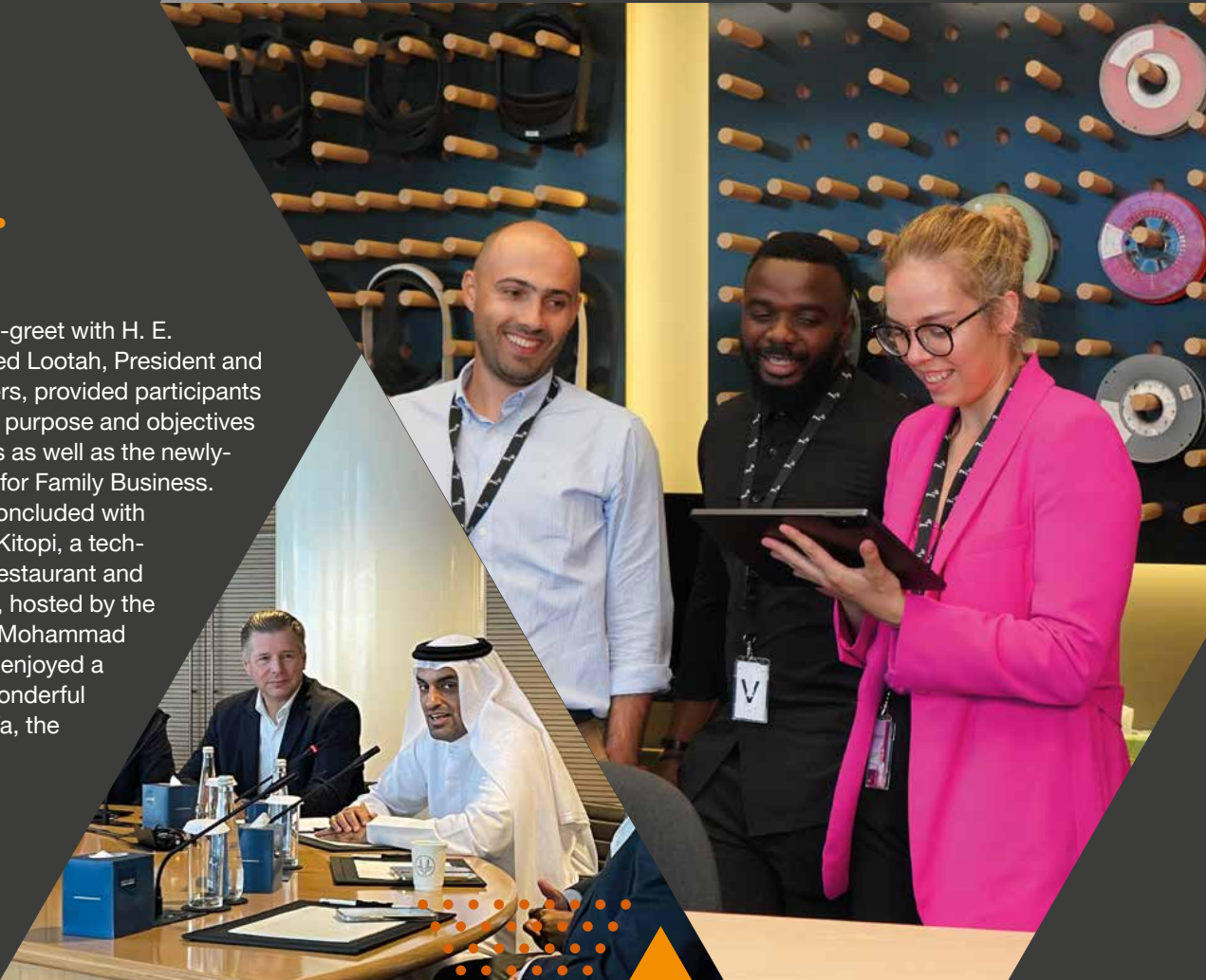
Dubai 2023

The 2023 NextGen Roundtable and Reunion took place in Dubai, providing our international network members with a unique opportunity to discuss transformation ambitions and execution with local authorities and practitioners. NextGens from 14 different countries and regions joined the exclusive two-day event to be inspired by one another, feel energized by the local tech ecosystem, and explore Dubai as a financial hub. PwC's local Experience Center hosted a range of interactive workshops that enabled participants to learn more about the family business landscape in the region, the Metaverse, emerging technologies and generative AI. The networking between the attendees was deepened still further by the intense shared experience of a desert safari.





An exclusive meet-and-greet with H. E. Mohammad Ali Rasheed Lootah, President and CEO of Dubai Chambers, provided participants with insights about the purpose and objectives of the Dubai Chambers as well as the newly-founded Dubai Centre for Family Business. The packed itinerary concluded with a personalized tour of Kitopi, a tech-powered multi-brand restaurant and cloud kitchen platform, hosted by the Co-Founder and CEO Mohammad Ballout. Everyone also enjoyed a fantastic dinner with wonderful views of the Burj Khalifa, the world's tallest building.

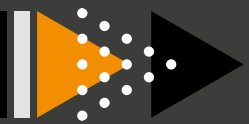


NextGen community of solvers

The findings from our Global NextGen Survey show that most of your peers are prioritizing business growth – but that they are also concerned about how to step up as leaders in these uncertain times. If you can relate to these misgivings, you may be pleased to see that PwC NextGen brings together global commitment and collective efforts to prepare you as

a next-generation member for your future leadership role in the digital age. Together with a group of selected NextGen Network members, we've built a community of solvers – a diverse group of peers, academics and practitioners – who together can help you build trust and deliver sustained outcomes both for your business and wider society.

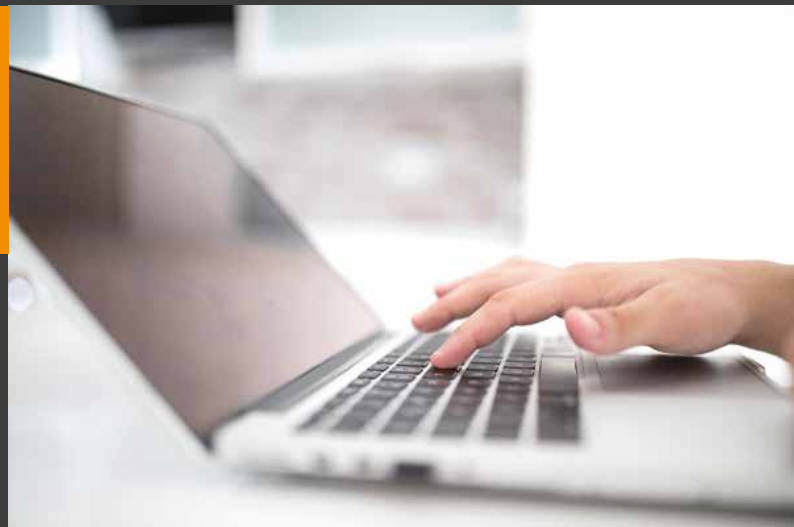
NextGen Gateway – where solvers connect



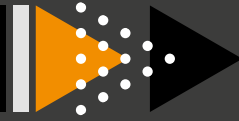
Are you a leader, shareholder, beneficiary or board member in a family business, aged between 16 and 38 years old, and eager to prepare for individual and business growth? Then become a part of PwC's NextGen Network and join our community of solvers interacting, innovating and collaborating online. PwC NextGen Gateway is our human-led and tech empowered platform which authentically connects you globally – and provides you with exclusive insights and guidance on some of today's most relevant topics and individual challenges.

Access to NextGen Gateway and our community of solvers is by invitation only! If you want to become a part of it and are committed to contributing to any of our 2024 NextGen Network priorities, please email us at de_nextgen@pwc.com. We look forward to hearing from you!

- Succession
- Wealth management
- Personal development
- Business transformation
- Generative AI
- Sustainability



NextGen Advisory Council



Our Advisory Council members are next-generation members themselves, committed to help us shape relevant learning and networking offerings for our NextGen Network members. They are also available to provide you with an authentic view about how you can get the most from our exclusive network and training offerings.

Are you interested in connecting with one of our Council members to learn more about the Network or Academies? Then please email us at de_nextgen@pwc.com to be introduced.

Connor O'Reilly
Canada

Nicole Gilbertson
US

Enrique Hinojosa
Mexico

Sunniva Reitan
Norway

Vanessa Hoffmann
Austria

Marta Barceló
Spain

Seun Jolayemi
Nigeria

Elia Nuqul
Jordan

Alhussaen Jamjoom
Saudi Arabia

Aaro Vasama
Finland

Kata Korponay
Hungary and Romania

Hristo Hristov
Bulgaria

Hannibal DuMont Schütte
Germany

Stashani Jajawardena
Sri Lanka

Ronald Adiwijaya
Indonesia

Braden Chin
Papua New Guinea

Danielle Tomisich
Australia

Tiffany Lin
China

Du Son Chung
South Korea

Cindy Karim
Singapore

PwC NextGen Network contacts



Meet our PwC professionals specializing in providing holistic advice to family enterprises. From governance and succession planning to wealth management and impact investing, every challenge faced by today's family enterprises is addressed by this diverse group of talented executives. The best part? They are also passionate mentors, dedicated to helping you excel in your role as new leader, shareholder, beneficiary or board member – and by your side every step of the way. Don't hesitate to reach to the PwC team member you believe can support you best and who will connect you to their local networks!



Loreta Peci
NextGen Lead, **PwC Albania**
loreta.peci@pwc.com



Nino Kadagishvili
NextGen Lead, **PwC Armenia**
nino.kadagishvili@pwc.com



Tristan Whitefield
NextGen Lead, **PwC Australia**
tristan.whitefield@pwc.com



Jürgen Kreindl
NextGen Lead, **PwC Austria**
juergen.kreindl@pwc.com



Miras Sandykbayev
NextGen Lead, **PwC Azerbaijan**
miras.sandykbayev@pwc.com



Griet Helsen
NextGen Lead, **PwC Belgium**
griet.helsen@pwc.com



Helena Rocha
NextGen Lead, **PwC Brazil**
helena.rocha@pwc.com



Bojidar Neytchev
NextGen Lead, **PwC Bulgaria**
bojidar.neytchev@pwc.com



Chantal Copithorn
NextGen Lead, **PwC Canada**
chantal.s.copithorn@pwc.com



Jean Sun
NextGen Lead, **PwC China**
jean.sun@cn.pwc.com



Wilson Herrera Robles
NextGen Lead, **PwC Colombia**
wilson.herrera@co.pwc.com



John Gasparac
NextGen Lead, **PwC Croatia**
john.m.gasparac@pwc.com



Phryni Yiakoumetti Mina
NextGen Lead, **PwC Cyprus**
phryni.yiakoumetti@pwc.com



Jaroslav Rummler
NextGen Lead, **PwC Czech Republic**
jaroslav.rummler@pwc.com



Karina Hejlesen Jensen
NextGen Lead, **PwC Denmark**
karina.hejlesen.jensen@pwc.com





Gonzalo Argandona
NextGen Lead, **PwC Ecuador**
gonzalo.argandona@pwc.com



Maged EzzEldeen
NextGen Lead, **PwC Egypt**
maged.ezzeldeen@pwc.com



Kaushick Chandra
NextGen Lead, **PwC Fiji**
kaushick.chandra@pwc.com



Turo Juhantalo
NextGen Lead, **PwC Finland**
turo.juhantalo@pwc.com



Amélie Wattel
NextGen Lead, **PwC France**
amelie.wattel@pwc.com



Alexander Niegisch
NextGen Lead, **PwC Germany**
alexander.niegisch@pwc.com



Lasha Janelidze
NextGen Lead, **PwC Georgia**
lasha.janelidze@pwc.com



Kingsley Owusu-Ewli
NextGen Lead, **PwC Ghana**
kingsley.owusu-ewli@pwc.com



Georgios Drellas
NextGen Lead, **PwC Greece**
georgios.drellas@pwc.com



Benson Wong
NextGen Lead, **PwC Hong Kong**
benson.wb.wong@hk.pwc.com



Tibor Szabó
NextGen Lead, **PwC Hungary**
tibor.szabo@pwc.com



Arna G. Tryggvadottir
NextGen Lead, **PwC Iceland**
arna.g.tryggvadottir@pwc.com



Vinisha Lulla Sujay
NextGen Lead, **PwC India**
vinisha.lulla.sujay@pwc.com



Marcel Irawan
NextGen Lead, **PwC Indonesia**
marcel.irawan@pwc.com



Mairead Harbron
NextGen Lead, **PwC Ireland**
mairead.harbron@pwc.com



Federico Mussi
NextGen Lead, **PwC Italy**
federico.mussi@pwc.com



Mamoru Honda
NextGen Lead, **PwC Japan**
mamoru.honda@pwc.com



Miras Sandykbayev
NextGen Lead, **PwC Kazakhstan**
miras.sandykbayev@pwc.com

PwC NextGen Network contacts



Michael Mugasa
NextGen Lead, **PwC Kenya**
michael.mugasa@pwc.com



Loreta Peci
NextGen Lead, **PwC Kosovo**
loreta.peci@pwc.com



Miroslav Marchev
NextGen Lead, **PwC Macedonia**
miroslav.marchev@pwc.com



Loke Shu Kew
NextGen Lead, **PwC Malaysia**
shu.kew.loke@pwc.com



Christopher Cardona
NextGen Lead, **PwC Malta**
christopher.cardona@pwc.com



Julien Tyack
NextGen Lead, **PwC Mauritius**
julien.tyack@pwc.com



Dina Khoury
NextGen Lead, **PwC Middle East**
dina.kk.khoury@pwc.com



Mihai Anita
NextGen Lead, **PwC Moldova**
mihai.anita@pwc.com



Miras Sandykbayev
NextGen Lead, **PwC Mongolia**
miras.sandykbayev@pwc.com



Branka Rajjic
NextGen Lead, **PwC Montenegro**
branka.rajjic@pwc.com



Hwee Seng Lim
NextGen Lead, **PwC Myanmar**
hwee.seng.lim@pwc.com



Niels Govers
NextGen Lead, **PwC Netherlands**
niels.govers@pwc.com



Louis McLennan
NextGen Lead, **PwC New Zealand**
louis.j.mclennan@pwc.com



Esiri Agbeyi
NextGen Lead, **PwC Nigeria**
emuesiri.agbeyi@pwc.com



Geir Haglund
NextGen Lead, **PwC Norway**
geir.haglund@pwc.com



Zulfikar Akhtar
NextGen Lead, **PwC Pakistan**
zulfikar.akhtar@pwc.com



Michael Keith Mandapat
NextGen Lead, **PwC Papua New Guinea**
michael.k.mandapat@pwc.com



Trissy Rogacion
NextGen Lead, **PwC Philippines**
karen.patricia.rogacion@pwc.com



Piotr Woźniakiewicz
NextGen Lead, **PwC Poland**
piotr.wozniakiewicz@pwc.com



Rosa Areias
NextGen Lead, **PwC Portugal**
rosa.areias@pwc.com



Mihai Anita
NextGen Lead, **PwC Romania**
mihai.anita@pwc.com



Branka Rajcic
NextGen Lead, **PwC Serbia**
branka.rajcic@pwc.com



Kexin Lim
NextGen Lead, **PwC Singapore**
kexin.lim@pwc.com



Pavol Pravda
NextGen Lead, **PwC Slovak Republic**
pavol.pravda@pwc.com



Mojca Bartol Lesar
NextGen Lead, **PwC Slovenia**
mojca.bartol.lesar@pwc.com



Naomi de Kock
NextGen Lead, **PwC South Africa**
naomi.de.kock@pwc.com



Sungpyo Hong
NextGen Lead, **PwC South Korea**
sungpyo.hong@pwc.com



Lucia Coto Gonzalez
NextGen Lead, **PwC Spain**
lucia.coto.gonzalez@pwc.com



Oscar Warglo
NextGen Lead, **PwC Sweden**
oscar.warglo@pwc.com



Marco Tremonte
NextGen Lead, **PwC Switzerland**
marco.tremonte@pwc.ch



Tim Kuei
NextGen Lead, **PwC Taiwan**
tim.kuei@pwc.com



Paiboon Tunkoon
NextGen Lead, **PwC Thailand**
paiboon.tunkoon@pwc.com



Mevlüt Akbas
NextGen Lead, **PwC Turkey**
mevlut.akbas@pwc.com



Hannah Harris
NextGen Lead, **PwC United Kingdom**
hannah.harris@pwc.com



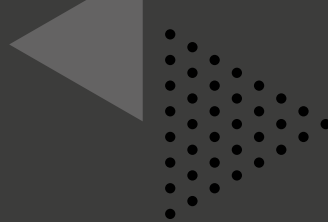
Belinda Sneddon
NextGen Lead, **PwC United States**
belinda.sneddon@pwc.com



Miras Sandykbayev
NextGen Lead, **PwC Uzbekistan**
miras.sandykbayev@pwc.com

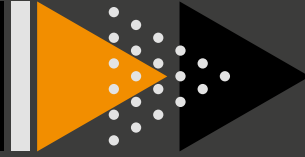


Johnathan Ooi Siew Loke
NextGen Lead, **PwC Vietnam**
johnathan.sl.ooi@pwc.com



For any other locations and general inquiries
please email us at de_nextgen@pwc.com.

Contact



Andrea Baars
NextGen Program Lead
Global Entrepreneurial and
Private Business, PwC Germany
andrea.baars@pwc.com



Cydnee Griffin
NextGen Program Manager
Global Entrepreneurial and
Private Business, PwC United States
cydnee.griffin@pwc.com





