

Owning the Unknown

GLOBAL SUMMIT

TOKYO | JAPAN | 2024

OCT 30 - NOV 02



SZECSKAY
ATTORNEYS AT LAW

A Magyar Csapat



A Magyar Csapat



Learning Journey



Learning Journey



Family Visit



Family Visit



Family Visit



Family Visit



Princess Takamado (憲仁親王妃久子, Norihito Shinnōhi Hisako)



List of Japanese Long-lived firms established before year 1600

no.	Name	Since	Business	FB / NFB	Generation	Prefecture	Japanese Name
1	Kongo Gumi	578	Construction industry	NFB	-	Osaka	株式会社金剛組
2	Ikenobo Society of Floral Art	587	Traditional culture	FB	45	Kyoto	一般財団法人池坊華道会
3	Keiunkan	705	Ryokan	FB	53	Yamanashi	株式会社西山温泉慶雲館
4	Yamashita	717	Ryokan	FB	n.a	Ishikawa	有限会社やました
5	Koman	717	Ryokan	FB	21	Hyogo	株式会社古まん
6	Ooyuonsen Kairi	718	Ryokan	NFB	-	Niigata	大湯温泉 かいり
7	Houshi (Zengoro)	718	Ryokan	FB	47	Ishikawa	法師旅館 (株式会社善吾楼)
8	Genda Shigyo	771	Daily necessities	FB	6	Kyoto	源田紙業株式会社
9	Goidou Industry	784	Traditional crafts	FB	n.a	Nara	五位堂工業株式会社
10	Denrai Kohbo	806	Traditional crafts	FB	9	Kyoto	株式会社傳來工房
11	Ebisuya	834	Ryokan	FB	4	Tochigi	ゑびすや
12	Tanakaiga Butsuguten	889	Traditional culture	FB	70	Kyoto	株式会社田中伊雅
13	Umeki Hondane Basami	905	Daily necessities	NFB	-	Kagoshima	梅木本種子鋏製作所
14	Sekishoin	923	Inn	NFB	-	Wakayama	赤松院
15	Ookura Seibonsyo	935	Traditional crafts	FB	50	Aichi	大蔵製盆所
16	Daimaru Asunaroso	969	Ryokan	FB	50	Fukushima	株式会社大丸あすなろ荘
17	Nakamura Syaji	970	Construction industry	FB	21	Aichi	株式会社中村社寺

The Yamada Family Since 1652

~History of tradition and innovation~

Year	Name	Sex
1627-1708	Sohen 1 st	Male
1668-1724	Souin	Male
1710-1757	Souen	Male
1743-1804	Souya	Male
1790-1835	Soushun	Male
1810-1863	Sougaku	Male
1817-1883	Souju	Female★
1865-1957	Souyuu	Male
1901-1971	Souhaku	Female★
1908-1987	Sohen10th	Male
1966~	Sohen 11th ← Now	Male



FB
J A P A

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The 1st Gen



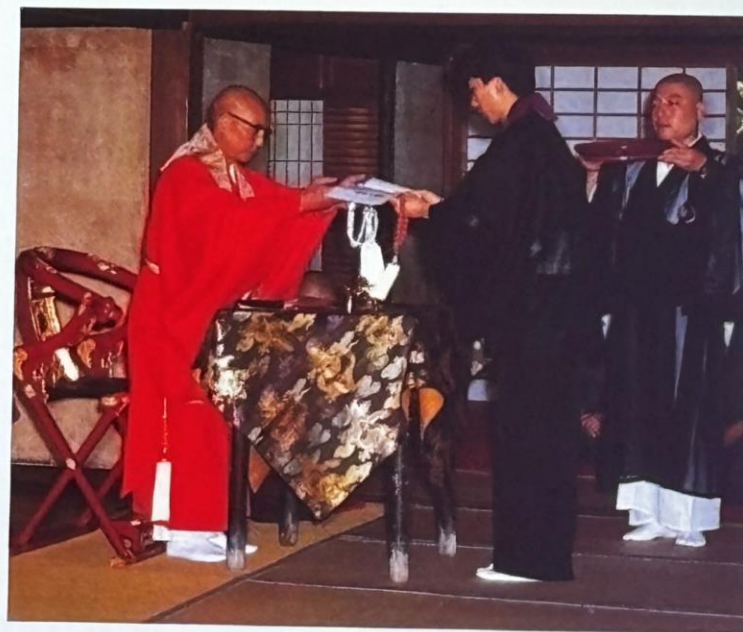
The 8th Gen



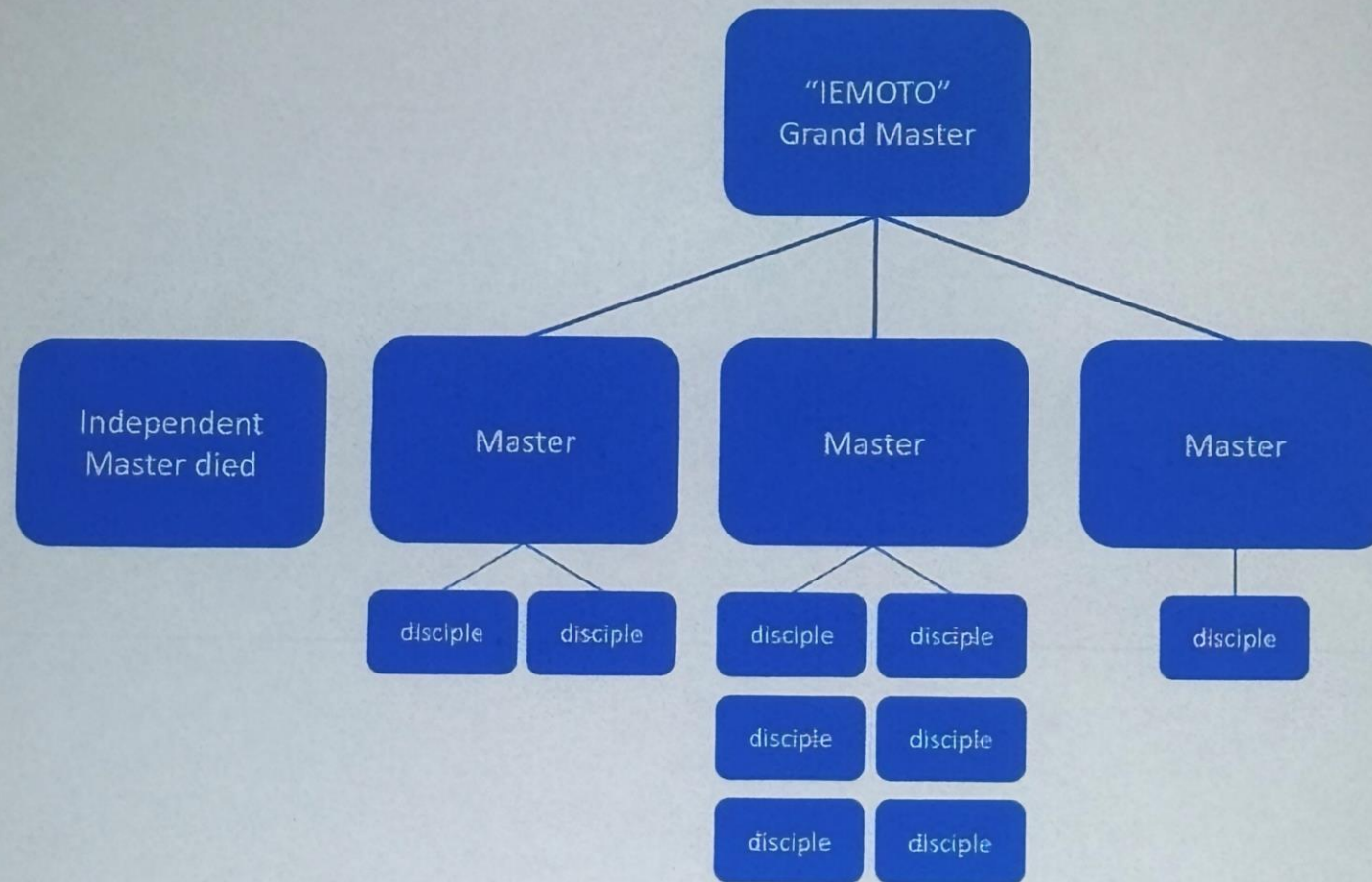
The 10th Gen



The 11th Gen



IEMOTO (Grand Master) – Membership system



IEMOTO (Grand Master) - Recognizing permit



Message😊

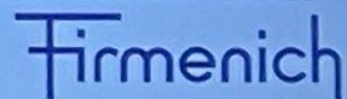
To Now Gens:

- ◆ Now Gen should be an adviser.
- ◆ If you want to pass it on, let's systematise it and make it a manual so that it can be taught!
- ◆ Respect the young, the talented!
- ◆ Empowerment for NexGen and Women.

To Next Gens:

- ◆ Bear the unreasonable!
- ◆ Enjoy the hard work! Aim for a character that can be loved!
- ◆ Sharpen your sensitivity and sense to know the trends of the world, identify people who really care about you and help you!
- ◆ Continue to face what is in front of you with sincerity.
- ◆ Believe yourself and don't give up!

Previous winners



JEBSEN & JESSEN

FUNDACIÓ///CARULLA

BROWN-FORMAN



Ermenegildo Zegna Group



IVEY foundation



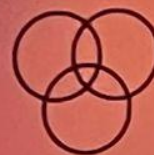


JOSÉ DE MELLO

IMD / Real learning
Real impact



FBN
J A P A N



FBN

**GLOBAL
SUMMIT**

IMD / Real learning
Real impact

IMD Global
Family Business
Award

FBN FBN

GLOBAL
SUMMIT

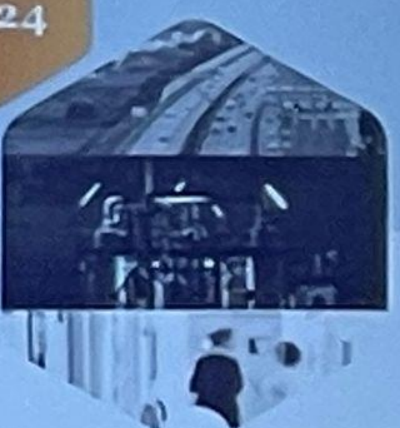
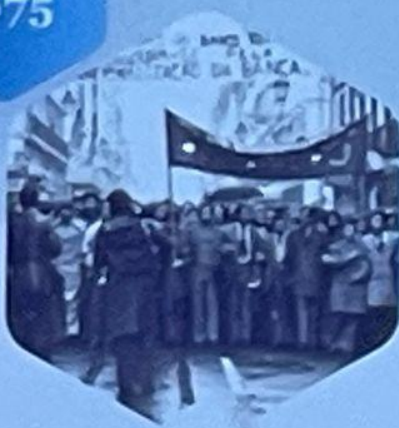
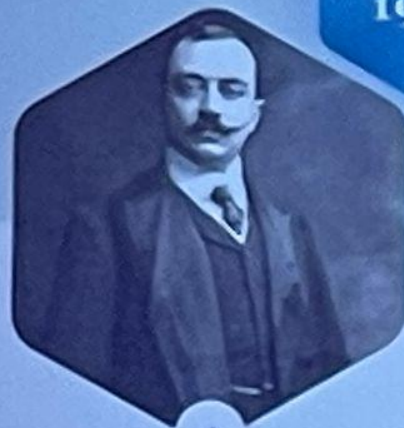


For over 120 years, our story has been one of entrepreneurship, resilience and adaptability

1898-
1975

1979-
1998

1998-
2024



From A Powerful Beginning

We were founded by an entrepreneur inspired by excelling at business and making an impact on society

A Political Upheaval

Once one of the largest conglomerates in Portugal, a revolution saw the nationalization of more than 180 companies in our holding

An Enduring Ambition

We returned to Portugal to rebuild the country and our businesses

An Acceleration Of Growth

Adapting to a new climate, we continued to grow and consolidate our position in Portugal while helping reshape the economy

Disruptive Forces

We navigated financial booms, financial crashes, and a global pandemic, continuing to bring stability and growth to our people, partners, and communities

A Position Of Strength

Today, we are market leaders across industries with a thriving and stable portfolio



Our Portfolio



Chemicals
and water
treatment

100%

BONDALTI

Revenue 523 M€

EBITDA 96 M€



Infrastructure
and mobility

16,7%

Briso Group

1,003 M€

750 M€



Healthcare

65,85%

cuf

756 M€

120 M€



Wine
production

100%

W
WINESTONE

24 M€

3 M€



Lithium
refining project

100%

Lifhtium

N/A

Main indicators 2023

Total Assets
2,471 M€

Revenue
1,319 M€

EBITDA
204 M€

Net Profit
95 M€

Number of employees
16.500

Van Kempen

Van Ettro

Van Doorne

MCB

Supervisory board 4
members, 1 family

Owners
Council

Executive
board

Managementteam

Staff

- One representative of each family (van Doorne, van Ettro, van Kempen)
- Mandate from their families
- 6 meetings per year
- 4 meetings per year with supervisory board and executive board

Three sisters, three brothers-in-law, three families, one company

	Van Kempen	Van Ettro	Van Doorne
1 st Generation	1	1	1
2 nd Generation	6/3	6	8
3 rd Generation	7	14	22
4 th Generation	17	28	57

-20 years

G2:
3 Co-CEO's and
owners

G2:
2 Co-CEO's, 1
Non-family co-
CEO
G2 & G3 owners

-10 years

G2: retired
4 Non-family
executives
G3 & G2 owners
G3 in Supervisory
board
1st Van Kempen
family constitution

today

G3: Get to know
each other as
owners
Role of family in
Supervisory
board?
Annual informal
owners meeting

+10 years

G3 & G4 owners
Owners Council
G3 in Supervisory
board
Preparing G4 as
owners

G4 & G3 owners
Owners council
Non-family
executives
G3/G4 in
Supervisory board
G4 has the lead in
owners bonding

1983



1990



2004



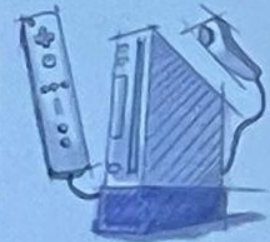
1986



1996



2006



1989



2001



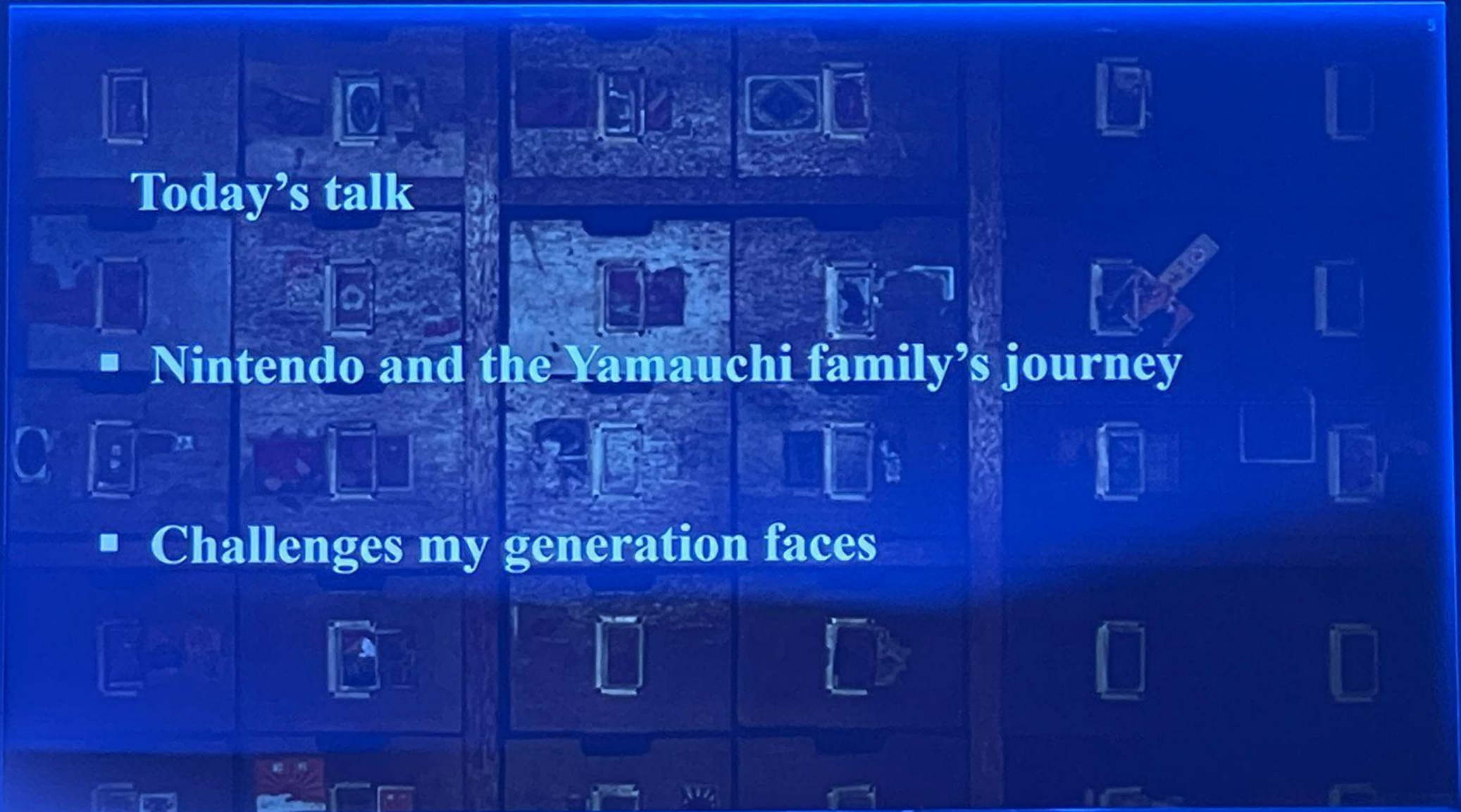
2017



2013 closed his life

In 2002, Hiroshi ended
his CEO career,
which began in 1947.





Today's talk

- Nintendo and the Yamauchi family's journey
- Challenges my generation faces



Traditional Japanese playing card; Hanafuda

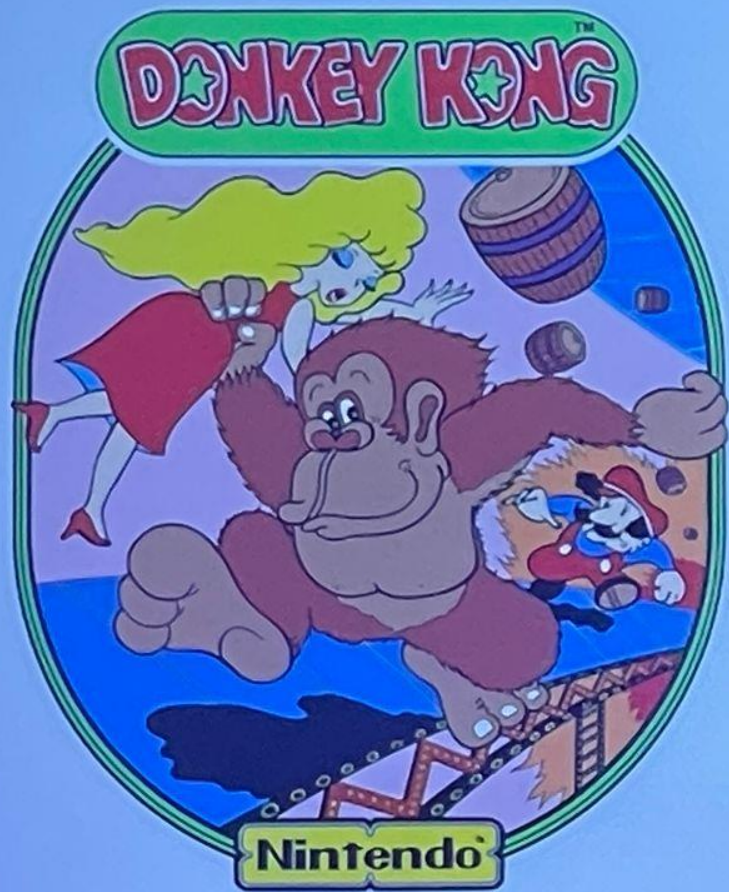


Gunpei Yokoi (1941-1997)
who is called "The Father of Game".

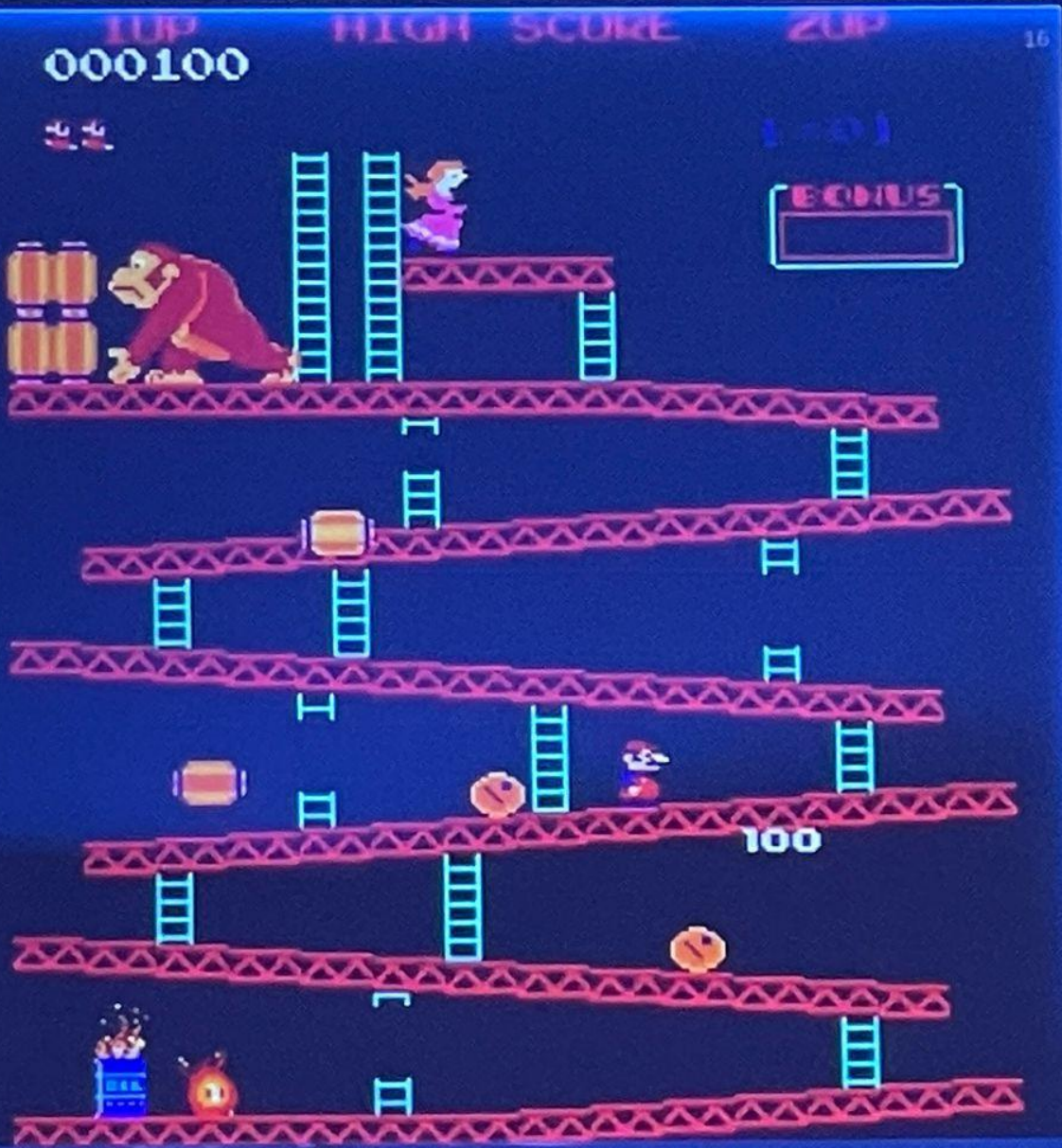


Shigeru Miyamoto (1952-)
The Living Legend

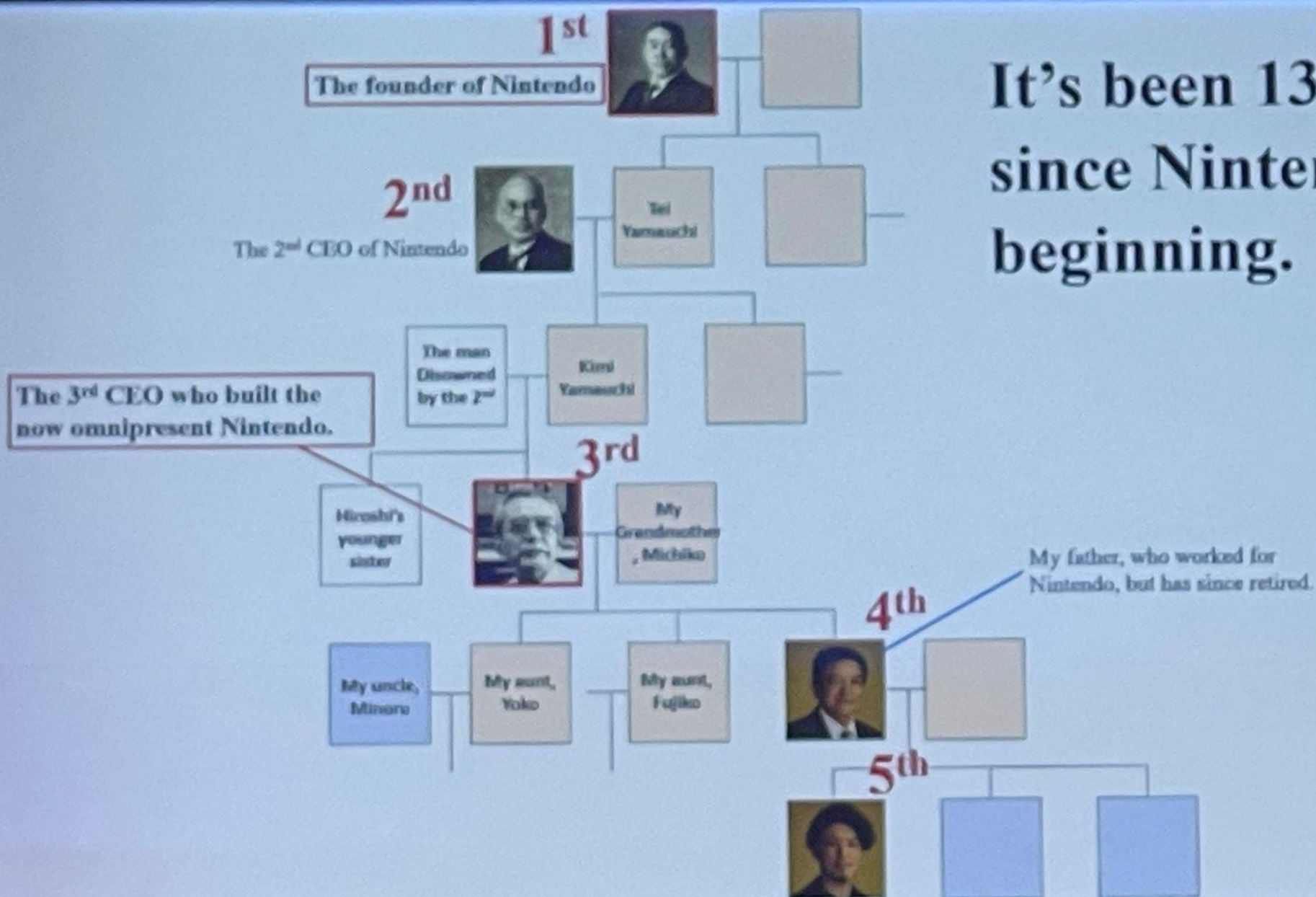




Released in 1981



It's been 135 years
since Nintendo's
beginning.



Crucial investments for a better world

Our investments are particularly active in three areas of the world: the United States, Asia and Japan. We have also begun to invest in Europe and Australia.

Nature's Fynd

Use of microorganisms to develop alternative proteins. Investments in factory-scale meat and dairy substitutes



The boundless potential of life
Next-generation biotechnology for a sustainable world:
Food production

Astroscale

Development of technologies to remove garbage from orbit. Investment in the infrastructure for space garbage removal



Sustainable world: Environment

Diamond Age

Building an ordinary home in just 30 days. Investment in technologies for semi-automated house construction



Creating the new normal:
Advanced manufacturing

Paradromics

The ability to control machinery by thought alone. Investments in technologies to link brains and computers



The boundless potential of life:
Strengthening, extending

Astranis

A private-sector company that manufactures and operates MicroGEO satellites and provides Bandwidth-as-a Service as a communications carrier



Expanding the next generation of communications systems and networks to eliminate information gaps

Atomos Nuclear and Space

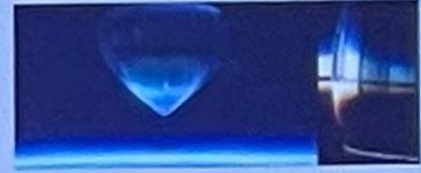
Investment in energy-efficient orbital transporter propulsion units. Developing space electrical propulsion technology and automated rendezvous technology



Creating the new normal:
Future aviation and transportation

Space Perspective

High-performance space balloons. Investments in space balloons. Providing exciting stratospheric spacecraft



Creating the new normal:
Future aviation and transportation

iMed Technologies

Investments in "God's Eye" AI to bring safer surgery to the world. AI to provide real-time support for cerebrovascular surgery



The boundless potential of life:
Health and longevity

Sixfold Bioscience

Private-sector company designing RNA delivery vehicles for all tissues in the body, subsidized by the European Commission and Innovate UK



Using advanced bioengineering to understand, describe and communicate biology

Earth AI

Private-sector company that uses ML, drones, and innovative excavation technologies for mineral deposit exploration



Energy supplies that maintain the richness and beauty of the earth

YFO has 5 types of activities



SOHA PROJECT in Kyoto, Japan

To develop the birthplace of Nintendo in Kyoto into an innovative area by inviting artists, scientists, and deep thinkers.



Investment in Japanese Public Companies

Active investment to unlock the potential of Japanese companies through the use of activist strategy and PE strategy.



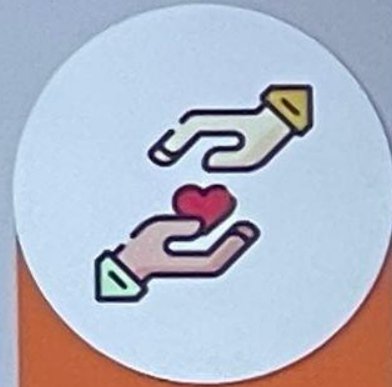
Investment in the global deep-tech industry

Investing globally in the cutting-edge technologies and companies that are creating the common sense of the future.



Networking with Global Family Offices community

As one of Japan's founding families, we will build trust with the Japanese and global communities.



Creative Philanthropy

Not just a donation activity, philanthropy that also pursues creativity and originality.

Hogyan maradhat

10+

Generáción túl egy kézben a vállalkozás





Japánban

70%

az örökösödési adó

Ki szavazza meg?

Progresszív, 35 év alatt lehet kifizetni

Gyakorlatilag ez egy évi 2%-os örökölt vagyon adó

Ami akkor csökken, ha a vállalat fejlődik, a vagyon gyarapodik az adott generációban, azaz fenntarthatónak kell lennie

Ezer éven van magántulajdon, ha nincs motiváció a fejlődésre, akkor nem is lesz









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