

PwC NextGen 2025

Connect. Learn. Lead.



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



Be part of a
reinventing
generation





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“PwC NextGen is truly unique – and the organizers are passionate about helping and developing us. All of the programs are both valuable and amazing.”

Aaro Vasama, NextGen and
Deputy Board Member,
Kemppi Group Oy, Finland

Introduction

Ready or not, today's family enterprises are entering a new era defined by a whirlwind of technological disruption, climate change, social instability, and other long-term megatrends.

It's no exaggeration to say that the way you – as a key participant in shaping your family business ecosystem – tackle the challenges of business model reinvention and effective family governance will determine the future of your company. As a next- or now-generation member in your family enterprise, sharing ideas and experiences is vital in helping you understand and prepare for whatever the future may bring you, whether as leader, shareholder, beneficiary or board member. It is equally crucial in enabling you to develop and strengthen your knowledge and skills for sustained personal and business growth.

Be part of a reinventing generation

By its nature, every risk is double-edged: as well as posing a threat, it contains the seeds of significant rewards if you can identify and seize the opportunities it presents. PwC NextGen is here to help you capitalize on this reality, while also meeting your own unique needs and maximizing your potential and impact. The program does this by encouraging you to think beyond the traditional MBA – and by providing you with unprecedented opportunities through an exclusive and inclusive strategic network, together with a broad range of multidisciplinary learning offerings through “Connect. Learn. Lead.”

Our international NextGen offerings for 2025 are outlined in this brochure. We would love you to join us in this year's program to explore the strategies, tools and processes that can make the difference between faltering and flourishing in times of constant change and disruption. Together we will master the common attributes – including the ability to earn and maintain trust – that mark out those companies that succeed in building resilience and sustainable business growth.

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



Jonathan Flack

Global and US Family Business
and Family Office Leader
PwC US



Karina Hejlesen

EMEA and Denmark
Family Business and
Family Office Leader
PwC Denmark



Siew Quan Ng

Asia Pacific Family Business
and Family Office Leader
PwC Singapore

Connect. Learn. Lead.

Welcome to PwC's unique and holistic development concept, specifically designed to help you – as a next- or now-generation member of your family enterprise – to gain access to new thinking and exclusive global networks.

www.pwc.com/nextgen



Connect. PwC NextGen Network

Are you a leader, shareholder, beneficiary or board member in a family enterprise, eager to accelerate your 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 family capital environment with peers, iconic family business leaders, business practitioners and academics. As a member, we expect you be at least 21 years old – and eager to gain access on demand to our exclusive family capital insights, as well as leading-edge guidance on today's hottest topics and most pressing family governance and business model challenges. What really sets our international NextGen Network apart from others is its deep business grounding – making it a powerful force in fulfilling not only your personal growth agenda, but also your ambitions for your family business.

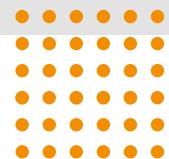
Get in touch with one of our NextGen Leads listed on pages 24–27 to explore how you can benefit best from what we offer at both local and global level.



Learn. PwC NextGen Education

Entrepreneurship is a mindset, meaning it goes beyond what can be taught in a classroom. This is why our multidisciplinary training offerings – delivered either in-person or live online – are geared toward experiential learning, shared inspiration, and personal development. We enable you to learn first-hand from renowned academics and business practitioners in a

safe environment, with the number of participants limited to 26 to maximize the impact for you. Every year, we put these principles at the heart of a unique calendar of events covering a wide range of highly relevant topics, and located in some of the world's most exciting locations.





NextGen Academy

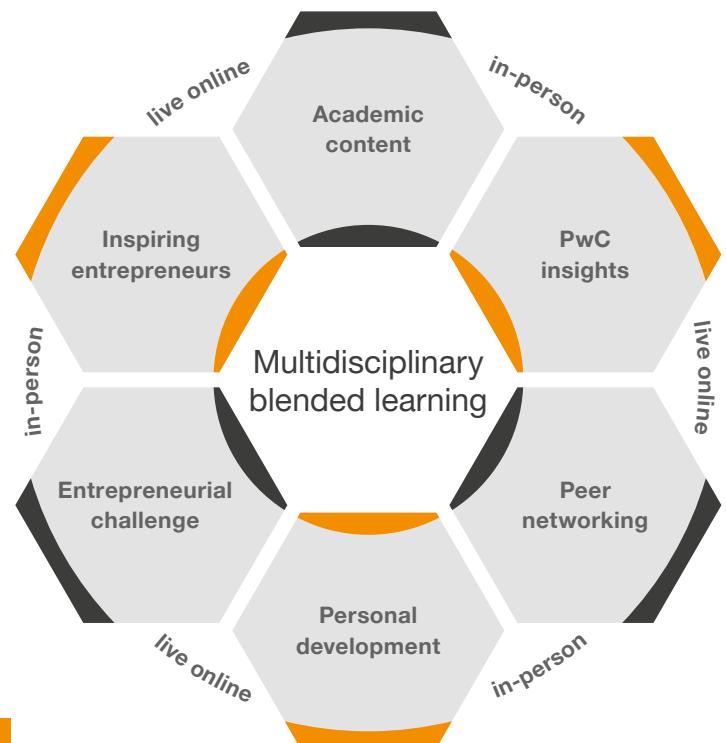
Developing the leaders of tomorrow

A one-week training event for young entrepreneurs and successors who may have already completed their studies, have some initial work experience and are aiming for a management role in the medium term. More information about the program and how to apply is provided on pages 8–13.

NowGen Academy

Empowering the new leaders of today

A one-week training event for entrepreneurs and successors who are in – or aiming for – an executive management role. More about this opportunity and how to apply can be found on pages 14–19.



Lead.

PwC NextGen Impact

Our unique Impact offering is designed to support your individual personal and business growth agenda, and includes thought leadership, virtual masterclasses, exclusive roundtable gatherings, 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 that will enable you as a new leader to strengthen and tailor your own growth path at an individual and business level. For more, please visit pages 20–23.

- Customized programs
- Advisory Council
- Impact Days



NextGen Academy, IE University, Center for Families in Business

Madrid, Spain
23–27 June 2025



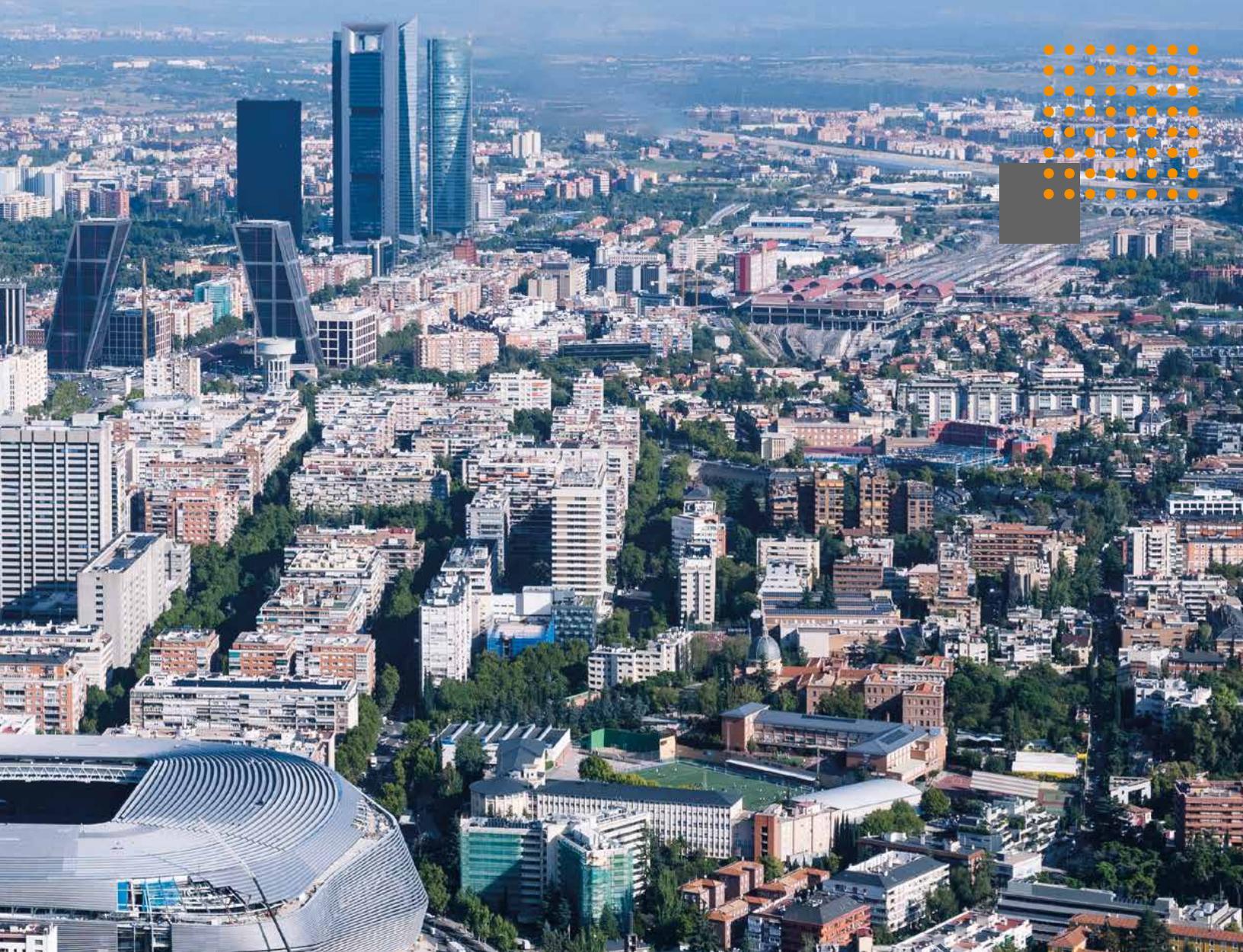
Developing the leaders of tomorrow

Are you a member of a business-owning family 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 NextGen Academy is the program for you.

To get the most from this training, you should have already acquired a sound knowledge of your field of study, may even have gained some initial work experience, and have created a vision for your own future by aiming for a management role in the medium term.

Having taken these steps successfully, you may now be wondering how to turn a focus on achieving sustainability goals and using smart technologies into competitive new business models for your family business or own venture. At the NextGen Academy we will provide you with an opportunity to build on your individual knowledge, talents and strengths while also learning from experienced family business leaders, academics, practitioners and other NextGens from around the world. Why should you seize this opportunity? Because while entrepreneurial talent and technical business skills are important attributes for future leaders, 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 help to foster effective cooperation and equip you with new insights to apply in your family enterprise or own venture.



Madrid

The beautiful architecture of the famous Gran Via, its modern public gardens and parks, and its undeniable trendy rooftop bar scene are just a few aspects that make Madrid a modern marvel among European cities. If you haven't yet visited the home of Real Madrid – one of the most successful football clubs in the world – this is your chance. If you have, come again – and see how Spain's capital has been continuing to evolve as the home to the Spanish Royal family as well as the Spanish Government. It's a state-of-the-art metropolis that's central to Spain's economy and industry, and – with a population of nearly 3.5 million – is also the nation's biggest city. And, of course, Madrid boasts a wealth of both cultural and leisure attractions that you may want to explore during the week of the Academy or – if you choose to linger – your extended stay.

"It was an exciting week for me, and a pleasure to make friends with so many different personalities. The teachers and topics are so relevant for my current situation that I will start to use the learnings and new skills immediately."

Tim Leon Fahrenkamp, Germany





Your week in Madrid

Sunday, 22 June

- Individual arrival
- Optional welcome reception

Monday, 23 June

Torre PwC

- Program opening
- The Owner's Agenda – identify blind spots and develop your individual roadmap for success
- Managing family business dynamics and governance – frameworks and tools applied
- Personal and business brand presentations – individual goals and objectives shared with the group
- Teambuilding afternoon
- Opening dinner

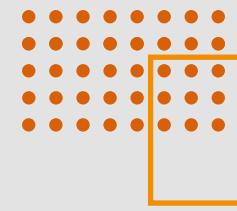
Tuesday, 24 June

IE campus

- Understand Family Venturing
- Group work: a NextGen's entrepreneurial journey in the family business
- Internal Family Venturing
- External Family Venturing
- Case study – identifying challenges of venturing opportunities



Teaching faculty and selected speaker



About IE University and IE Center for Families in Business

Instituto de Empresa (IE) was founded in Madrid in 1973, when a group of ambitious entrepreneurs came together with a single mission: to reinvent higher education. The institution is now offering a broad catalog of impact-driven programs across six schools. Committed to the pursuit of knowledge and with a focus on sustainability, the institution is focused on the positive change through education, research and innovation.

The IE Center for Families in Business is an active community of academics and experts who generate cutting-edge and practical knowledge for the benefit of families in business, their stakeholders, and society. We conduct research on the distinctive aspects of business families, their challenges, and the keys to their success. Through training programs and outreach activities, we transfer the knowledge generated to help business family-members become responsible shareholders, guarantors of family legacy, and ready to meet future challenges.



Cristina Cruz

Professor of Entrepreneurship,
Director IE Center for Families in Business



Joachim von Goetz

Adjunct Professor of Entrepreneurship and Corporate Entrepreneurship, and Digital Transformation, IE Business School



Rachida Justo

Professor of Entrepreneurship,
IE University, Director Impact Bridge-IE
Chair on Social Entrepreneurship and Impact Investing



Henrik Wesemann

Professor of Entrepreneurship,
IE University



Karina Hejlesen

EMEA and Denmark Family Business and Family Office Leader, PwC Denmark

During the course of the one-week training event, you will have a unique opportunity to meet and even visit some of the most iconic local family business leaders and next-generation members. You will be able to discuss with them how they plan to accelerate the growth of their business while also managing family dynamics and responding to multiple fast-evolving challenges.



Wednesday, 25 June IE campus

- Becoming an entrepreneur within the family in business ecosystem
- Group work: search fund model, success stories and leading practices
- Social entrepreneurship and impact investing
- Group work: develop and present creative solutions using family venture models

Thursday, 26 June IE campus

- Leadership and social style assessment
- Courageous communication: empowerment through theatre techniques
- Clarity, flexibility and impact: a unique opportunity to rehearse a real-life tricky conversation
- Networking dinner

Friday, 27 June Torre PwC

- Wrap-up and reinvention fair
- Reinvention presentation: committing yourself to a five step action plan
- Certificates
- Future self
- Farewell reception



How you can apply

You are eligible to join our NextGen Academy if you are an entrepreneur or successor in a family business and are aged at least 21 years old. We expect you to have already acquired a sound knowledge of your field of study, may even have gained some initial work experience, and have created a vision for your own future by aiming for a management role in the medium term.

To submit your application, please start by downloading the form [here](#). Alternatively, you can reach out to your local PwC contact or email us at de_nextgen@pwc.com. We will be delighted to support you and answer any questions you may have about the program.

Your application will be treated 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 26. Program details – including the training curriculum, list of participants, speaker profiles, pre-work and other logistics – will be shared with you once your participation has been confirmed.

Fees and methods of payment

€5,600 net of tax (VAT) for new applicants
€5,300 net of tax (VAT) for our Global NextGen Network members and their family members

The participation fee for the NextGen Academy is payable upon receipt of the invoice in spring 2025 and covers:

- Five days of training
- Training materials
- Social style assessment and report
- Daily coffee breaks and lunch, two dinners, and a welcome reception
- Excursions
- Progression evaluation
- Program certificate
- Invitation to join our 2025 Global NextGen Impact Days

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 Spain, 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.

Accommodation

We will provide you with a list of hotels within walking distance of both the IE campus and the PwC office. Staying nearby will enable you to make the most of your time after class – and perhaps to continue your peer networking in some of Madrid's very sociable environments away from the training facility.





2024 Insights

For last year's NextGen 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.

100%

Program recommendations

99%

Inspiration and motivation

94%

Career relevance

"The Academy provided a refreshing environment where we didn't feel our normal hesitancy about opening up. Overall, it was an excellent experience – and very well organized."

John F. Chow, Papua New Guinea

"It was a unique experience once again, even though I was attending for the third time in a row. Hats off to the program!"

Vanessa Hoffmann, Austria

"I really enjoyed the program. It offered great and relevant content, and brought together a diverse group of inspiring, like-minded people."

Ahmad Basamh, Saudi Arabia

"At the NextGen Academy I discovered endless inspiration, affirmation about my future career, amazing people, and so much to learn. Thank you for a fantastic week."

Young Ju Kim, South Korea





NowGen Academy, Waseda Business School

Tokyo, Japan
27–31 October 2025



Empowering the new leaders of today

Are you a member of a business-owning family and eager to make your mark as a visionary leader? Then join us for this exclusive training event where we'll co-develop an individualized five-step action plan to power your leadership and business forward.

To get the most from this experience, you should already have acquired a sound knowledge base by gaining experience working in a management or executive decision-making role in your family business or own venture. With that valuable experience under your belt, you might now be wondering how to remain a responsible steward of your family legacy while also driving innovation for much-needed change.

The event will help you answer such questions, by providing 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 bring you new perspectives on your skills, education and succession path. 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 brought to life immediately through discussion and application via group exercises, simulation, and real-life case examples. And by reflecting on your personal and business aspirations with the group, you'll gain new and inspiring insights that will encourage you to formulate a vision and commit to next steps by the end of the week.

Up for the challenge? Then apply to join the program – and consider bringing along some of your family peer group such as siblings or cousins to make the experience even more influential on the future of your business.

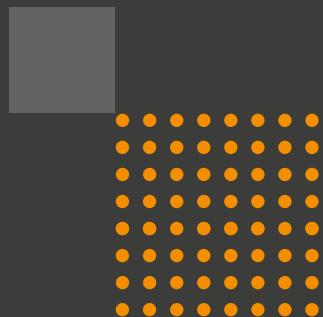


About Tokyo

Japan's busy capital and the world's most populous metropolis blends the ultramodern and the traditional, from neon-lit skyscrapers to historic temples. Located at the head of Tokyo Bay on the Pacific coast of central Honshu, the city is the nucleus of the vast metropolitan area often called Greater Tokyo, the largest urban and industrial agglomeration in Japan. Encircled by stone-walled moats and extensive gardens, the Imperial Palace – the ancestral home of the emperor of Japan – lies at the heart of the city. To the east of it you can find the colorful Marunouchi district, which is the financial hub and a major center of Japanese business activity. Art and science museums are also located close to the Imperial Palace, showcasing the art and history both of Japan and Asia more widely. Let's take the opportunity to explore together one of the world's most fascinating cultures during the week of the Academy, or – if you choose to linger – your extended stay.

"The program offers unmatched knowledge, experience and connections, providing invaluable insights from family business leaders worldwide."

David McFarlane, Canada





Your Week in Tokyo

Sunday, 26 October

- Individual arrival
- Optional welcome reception

Monday, 27 October

PwC

- Program opening
- The Owner's Agenda – identify blind spots and develop your individual roadmap for success
- Managing family business dynamics and governance – frameworks and tools applied
- Personal and business brand presentations – individual goals and objectives shared with the group
- Teambuilding afternoon
- Opening dinner

Tuesday, 28 October

Waseda campus

- The essence of family business and family governance
- Strategic use of family offices
- Balancing social and financial capital
- Effective family business boards
- Successful investment behavioral characteristics
- Meet Banjo Yamauchi
- Cocktail reception





Teaching faculty and selected speaker

About Waseda Business School

Waseda Business School (WBS), part of the prestigious Waseda University in Tokyo, is recognized as one of Japan's premier institutions for management education. Accredited by both AACSB and EQUIS, WBS combines academic rigor with practical application to cultivate global leaders ready to tackle real-world challenges.

Strategically located in central Tokyo, WBS capitalizes on its close proximity to the city's vibrant business hub, offering exceptional opportunities for students to engage with industry. Its faculty – a distinguished mix of accomplished scholars and experienced practitioners – bridges theory and practice through impactful research, active policy engagement and industry collaboration. This unique blend of in-depth academic knowledge and practical insights equips students to navigate and lead with distinction in today's complex and fast-changing global business landscape.



Hirokazu Hasegawa

Professor Waseda Business School, Waseda University, and Research Director Global Family Business Research Institute, Waseda University



Shigeru Asaba

Professor Waseda Business School



Takashi Yoneda

Adjunct Researcher Global Family Business Research Institute, Waseda University, and Founder and CEO of Global Link Associates



Jonathan Flack

Global and US Family Business and Family Office Leader, PwC US



Banjo Yamauchi

5th generation of Nintendo's founding family and CEO of Yamauchi No.10 Family Office

During the course of the program you will hear from Banjo, 5th generation of Nintendo's founding family, how he set up the Yamauchi No.10 Family Office (YFO) in 2020 and the Yamauchi Foundation in 2021. He is also a member of the Board of Directors of Yamauchi KK, a family company that was founded in 1933 as the Nintendo Cooperative. Banjo is the grandson of Nintendo's third CEO, and inherited his

grandfather's fortune in 2013 as an adopted son along with Banjo's father and two aunts. At that time Banjo was only 20 years old. YFO is widely regarded as the pioneer of active family offices in Japan, primarily because of its distinctive investment approach based on activist private equity strategies.

Wednesday, 29 October Waseda campus

- Family business management
- Corporate governance in Japan and its local and global market impact
- NextGen development case studies
- Family versus business leadership
- Leadership and social style assessment
- Adaptive mindset for resiliency – tackle negativity bias patterns

Thursday, 30 October Waseda campus

- Advanced technology trends for family business leaders
- How to integrate and capitalize new technology in your existing business model
- Family business succession – a cross-generational discussion
- Networking dinner

Friday, 31 October Waseda campus

- Wrap-up and reinvention fair
- Reinvention presentation: committing yourself to a five step action plan
- Certificates
- Future self
- Farewell reception



How you can apply

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Your application will be treated 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 26. Program details – including the training curriculum, list of participants, speaker profiles, pre-work 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 and their family members

The participation fee for the NowGen Academy is payable upon receipt of the invoice and covers:

- Five days of training
- Training materials
- Social style assessment and report
- Daily coffee breaks and lunch, two dinners, and a welcome reception
- Excursions
- Progression evaluation
- Program certificate
- Invitation to join our 2025 Global NextGen Impact Days

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 Japan, 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.

Accommodation

We will provide you with a list of hotels within walking distance of the Waseda campus. Staying nearby will enable you to make the most of your time after class – and perhaps to continue your peer networking in some of Tokyo's very sociable environment away from the training facility.





2024 Insights

For last year's NowGen Academy we partnered with IMD Business School, Lausanne, Switzerland. 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.

100%

Program recommendations

99%

Inspiration and motivation

99%

Program satisfaction

"I can highly recommend the PwC NowGen Academy, as it raises our awareness and provides us with the tools to deal with our issues. A life-changing and insightful experience."

Whalen Kadji, Cameroon

"At the NowGen Academy I discovered that what I thought scared me could actually excite me to reach the future I envision with – and for – our family."

Alexandra Karem, Lebanon

"The days were organized perfectly, and the topics were specific to the current thoughts of each of us. Differences of culture and age don't play a role if you are surrounded by amazing humans, and by a PwC team that creates an environment where you feel safe and secure."

Dave Woods, Germany

"An inspiring and enriching experience – in terms of both knowledge and human capital."

Ammie Louw, South Africa



NextGen Impact

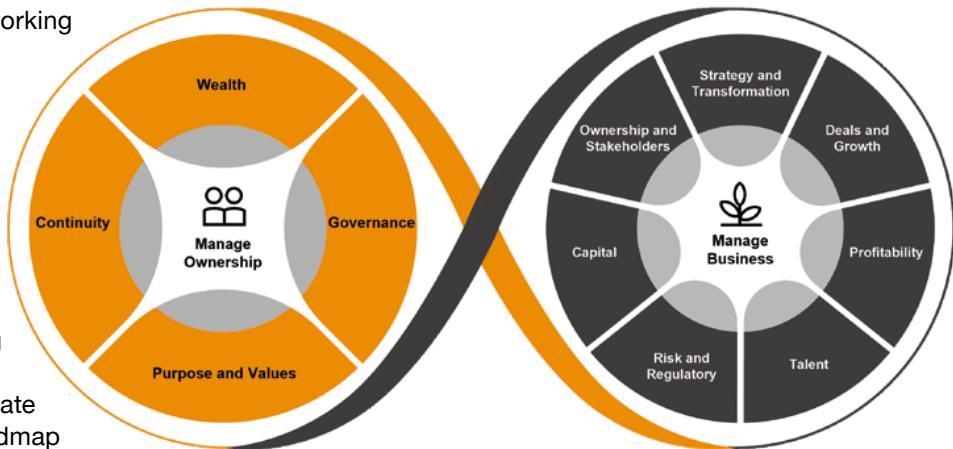
Be part of a reinventing generation! At the end of your Academy week, you will be invited to join our Global NextGen Network. This is an exclusive and complimentary offer to become part of a community that will help you elevate your growth trajectory from both a personal and business perspective. Drawing on the huge collective knowledge and experience across our diverse family capital ecosystem, we

will work with you to develop an actionable, personalized approach to leadership – one that will enable you to maximize your impact as a new leader in your family enterprise or own venture. Let us help to boost your individual and business growth agendas through our inspirational thought leadership, virtual masterclasses, exclusive roundtable gatherings, mentoring, and customized development programs.

Customized programs

Owner's Agenda

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 your own specific interests and challenges. Our Owner's Agenda framework is the cornerstone of all our learning offerings, specially designed to take account of your needs both as an owner and a business leader – while also recognizing that these are fundamentally interrelated. You can kickstart your exciting professional Owner's Agenda adventure in one of our Academies, or arrange for a private session with us to build your individual roadmap for success based on your core family values.



Owner Strategy



From family membership to business roles, and from workforce issues to vital skills, our Owner Strategy development process will take you on a journey to learn, reflect or even rethink the cornerstones of your family business. The program is equally well-suited to a single family member or a group of family members wanting to learn more about their family business or seeking closer alignment. The process has also proven to be of benefit for now-generation leaders in family businesses who are aiming either to rethink their owner strategy or open up the dialogue on succession.

Advisory Council

Are you interested in connecting with one of our NextGen Advisory Council members to learn more about our Network and Academies? Or do you simply want to pick the brains of your peers? Either way, please reach out by emailing us at de_nextgen@pwc.com.

Our Advisory Council members are next- and now-generation members themselves, all committed to helping us shape learning and networking offerings that are relevant for you – whatever the current stage of your leadership journey. They are also available whenever needed to provide you with an authentic view on how to get the most from our programs.



Impact Days

As a PwC NextGen Network member, you will be provided with the opportunity to join our prestigious, invitation-only Impact Days. These are exclusive and complimentary annual gatherings, at which you can connect strategically with peers, academics, entrepreneurs and professionals from across our extensive and diverse family capital ecosystem. Held in some of the world's most exciting locations, PwC NextGen Impact Days are usually hosted by a leading local family business. Interested in participating? Then simply email us at de_nextgen@pwc.com to discover where we are heading next!

Vienna 2024

The 2024 NextGen Impact Days took place in Vienna – providing our international network members with an opportunity to experience a captivating city that has fully embraced the power of AI, with many research institutions and technology companies. NextGens from ten different countries and regions joined this high-profile event to be inspired both by one another, and also by the way Vienna cherishes its strong tradition of family business entrepreneurship. Maintaining this rich heritage, Vienna today boasts a vibrant community of family-owned companies that make a massive contribution to the city's diverse and dynamic economic fabric and irrepressible entrepreneurial spirit.





Event highlights

- Exclusive visit of the United Nations' Vienna office to discuss today's geopolitical conflicts and the impacts of the fast-evolving global business environment
- Personalized tour of Ottakringer, Vienna's last remaining large brewery
- Insights by Christiane Wenckheim, Chair of the Supervisory Board, about Ottakringer's Family Governance and Family Charter
- Personalized tour of Frequentis, an Austrian high-tech company specializing in communication and information systems for air traffic, public safety and transport
- Insights by Markus Bardach, Managing Director, skyzr, and second-generation member of Frequentis' owning family
- Workshop on AI at the PwC DC Tower



PwC NextGen Network contacts

Meet our PwC family capital 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 maximize your impact 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!



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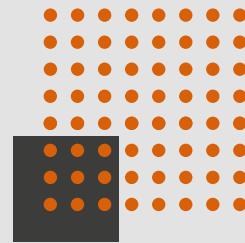
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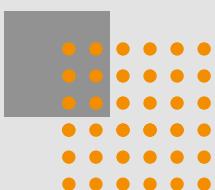
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