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#### About EY Family Enterprise

As trusted advisors to ambitious business-owning families, including more than 80% of the world's top 500 family enterprises, EY teams have the experience, authority and know-how to help the entire family enterprise grow and succeed from generation to generation: families, their family business and their family office. Drawing from more than 100 years of experience supporting the world's most entrepreneurial families, we understand that family enterprises face unique challenges as they balance the need to accelerate growth with the effort to build the family legacy. Leveraging the EY Growth DNA Model for the family enterprise and the EY 7 Drivers of Growth, EY Family Enterprise professionals can pinpoint the issues and areas of focus that will help family businesses grow and build a long-term, intergenerational legacy.

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EYG no. 004250-20Gbl

BMC Agency  
GA 1014573

ED None

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## Does having deep roots guarantee a strong family tree?

Here's to the Family Business Award of Excellence winners 2019-20 whose ambitions help regenerate our world.

**#FamilyEnterprise**

The better the question. The better the answer.  
The better the world works.

**EY**

Building a better  
working world

The EY Family Business Award of Excellence winners stand as a testament to the unique resilience, values, long-term vision and entrepreneurial spirit that characterize the world's most successful family enterprises.



**Helena Robertsson**  
EY Global Family Enterprise Leader

The EY Family Business Award of Excellence recognizes exceptional entrepreneurs who lead some of the world's most successful, multigenerational family enterprises. Our 2019-20 winners are from many different sectors, and as you will read in their profiles, they are all true innovators and, more often than not, lead their market and contribute significantly to their communities.

Family enterprise owners face unique challenges as they balance their ambition to grow with the effort to build the family legacy. With the latest worldwide developments, organizations of all sizes are forced to drastically rethink their business models, supply chains and working practices.

It is in a period of crisis such as this that the real strengths of family enterprises come to the fore. These strengths include their long-term perspective, entrepreneurial spirit, agility and guiding sense of purpose.

Congratulations to all winners! We are proud to recognize the outstanding achievements of these remarkable women and men in pursuing their ambitions and building a long-term, intergenerational legacy. Please read on and join us in celebrating family enterprises around the world.

*Helena Robertsson*



**Austria**

**Rudolf Staudinger**

Director of the Board  
International subsidiaries

**Fritz Poppmeier**

Director of the Board  
Expansion and Retail

**Gerhard Drexel**

CEO

**Hans K. Reisch**

Director of the Board  
Finance and Branches

**SPAR**

Founded: 1954

Generation: 3rd

Industry: Retail



## Understanding consumer needs has led SPAR from strength to strength

The rapidly growing SPAR family company has recently celebrated its 65th anniversary and cemented its position as a major Central European retailer. Now in the hands of the third generation, the business has been increasing its footprint across Europe with 1,557 branches and 59 restaurants, an incredible transformation from its beginnings as a single Austrian grocer.

The leadership is committed to a forward-thinking, modern approach to running customer-friendly stores, and they have shown a willingness to adapt to local consumer demands. It is a strategy that has seen the

company as market leader in the Austrian food retail sector and continually increase its market share, both for 10 consecutive years: "We were able to increase last year's market share to the historic high of 32.8 percent," said Spar CEO Dr. Gerhard Drexel.

The team has also built on its extensive range of its own SPAR brands, ensuring that the company provides healthy, nutritious products and limits the use of plastic.



Belgium

Michel Moortgat  
CEO

Duvel Moortgat

Founded: 1871

Generation: 4th

Industry: Brewing



## Quality and craftsmanship are at the heart of the Moortgat brewery

Founded in 1871, Duvel Moortgat is a Belgian brewery that is now run by the fourth generation of the Moortgat family. What started as a small business delivering a few crates of beer is now an international group operating several brands, with a presence in more than 70 countries. Quality, craftsmanship and a pioneering spirit are central to the history of this family-owned group, which has more than 2,000 employees.

Respected for their corporate governance, the family has managed to consistently grow the business while staying true to its traditions. Michel explains, "Our beers are the result of years of brewing with a lot of passion and a focus on quality."

The family also has a leading sustainability policy and is deeply rooted in social engagement. All electricity for the brewery is from renewable sources, and the family continually sets targets to reduce waste and increase efficiencies.



Brazil

**Ivan Botelho**

Chairman of the Board

**Maurício Botelho**

CFO

**Ricardo Botelho**

CEO

**Energisa Group**

Founded: 1905

Generation: 5th

Industry: Electric energy distribution, distributed energy generation, power transmission, electric utility, electricity free market



## Energisa Group celebrates 115 years of investing in the future

In February 2020, Energisa Group celebrated its 115th year, marking a journey of remarkable growth that has seen it become the 5th largest energy distribution group in the country, with 20,500 employees and 7.8 million customers.

Throughout this period, the family has maintained the founders' values of "Safety, People, Innovation, Commitment, Results and Customers." They are focused on becoming an energy platform to meet all profiles, from consumers within the current energy distribution model to the most personalized consumers.

Ricardo, the CEO, says, "If I had to choose one word to define the legacy we want to leave, it would be 'comfort.' I want our customer's experience with Energisa to be comfortable. I want them to be surprised at how we work hard to earn their trust. This is the challenge for companies in general, and we want to be our customers' choice."



Denmark

**Bent Jensen**  
CEO and Owner

**LINAK A/S**

Founded: 1907

Generation: 3rd

Industry: Manufacturing



## Bent Jensen's innovative idea forged a new industry and grew LINAK into a global company

LINAK has gone through a remarkable transformation since being founded in 1907. It originally made pulleys and grinding mills, but, when Bent joined the family company in 1976, he brought with him a brand new idea: the design for the first actuator. It was an invention that was to change the course of the company and set it on a steep growth trajectory.

Bent came up with the idea while working on a wheelchair for a disabled fellow student; he discovered that he could make linear actuators convert power into linear motion. These devices are now used around the world in industrial equipment, furniture and hospital beds, greatly improving the lives of their users.

LINAK now has more than 2,400 dedicated employees; production facilities in Denmark, Slovakia, China and the USA; and subsidiaries in more than 35 countries. Bent's leadership has ensured that the company retains its position as the world leader in the design and manufacturing of electric actuator systems. His ambition is to "maintain our position in our different segments and ensure that the LINAK name is still there in the future."



Finland

### Antti Aho

Owner and CEO  
Aava Terveyspalvelut Oy

### Kari Jussi Aho

Owner and Chairman of the Board  
Rukakeskus Oy

### Ville Aho

Owner and CEO  
Rukakeskus Oy

### Annakajja Lappalainen

Owner  
Aho Group Oy

### Miia Porkkala

Owner and Chairwoman of the Board  
Aho Group Oy

### Aho Group

Founded: 1964

Generation: 2nd

Industry: Travel and health care



## Five siblings with a common goal – to restore the Aho family business to growth

Aho Group was founded in 1964 by husband and wife team Juhani and Eila Aho. They first set up a medical center before moving into the travel sector. Gradually, they added to the growing group of Aho companies. However, when it came to handing over the business to the second generation, the companies were nearly worthless due to a recession and foreign currency loans.

Undeterred, the second generation of five siblings set about restoring the travel and health care companies and has since driven a formidable period of growth. Today, the Aho group's turnover is EUR 125 million, and it employs more than 1,000 professionals and 600 doctors.

The siblings believe a key factor in their success has been the trust built between them and having a shared common goal. This has enabled them to overcome the challenge of transitioning the company from single ownership to splitting the ownership equally between the siblings. They explain, "We have put a lot of effort to build and agree on governance, rotation, lifetime learning and to positively expose the next generation to the businesses."

They have also kept alive the company's commitment to "brave and joyful entrepreneurship, long-term thinking and sustainability."



France

**Michel Haag**

CEO

**Edouard Haag**

Commercial Manager

**Yolande Haag**

Communications Director

**Brasserie Meteor**

Founded: 1640

Generation: 8th

Industry: Brewing



## Quality and sustainability are at the root of France's oldest brewery

Surrounded by hop fields in the Grand Est region of France lies METEOR, a pioneering family brewery founded in 1640 that has been run by the Haag family for eight generations.

In a time when most breweries in France have shut, the family has fought hard to maintain its independence and the jobs of its 200 employees. The family has met the challenge through its ongoing commitment to quality beer, such as the infamous "METEOR Pils" and through being to bring its brands to an international clientele. METEOR now has a

presence in China, Italy, England and the United States. It has also created a positive work environment, where employee turnover is low, and morale is high.

METEOR is a leader in sustainability, becoming the first brewery to obtain its ISO 50001 certification, an energy management system aimed at radically reducing energy consumption. METEOR has built its own wastewater treatment plant, and 80% of its METEOR brands use returnable containers.





Germany

Dr. phil. Nicola Leibinger-Kammüller  
CEO

### Trumpf GmbH & Co. KG

Founded: 1923

Generation: 2nd

Industry: Industrial manufacturing



## High-tech solutions have future-proofed TRUMPF for the next generation

Over the last 100 years, TRUMPF has transformed from a workshop into a global high-tech company and world leader in the manufacturing of machine tools and industrial lasers. The business was passed from founder Christian Trumpf to his godson and apprentice, Berthold Leibinger. Today, the company is in the capable hands of Berthold's daughter Nicola, who took over management in 2005.

Under her leadership, the company has more than doubled its sales to 3.8 billion euros and increased its employees to 14,500. Nicola has been responsible for future-proofing the

business by bringing high-tech solutions into TRUMPF's production, such as smart factories. She has also focused on sustainability, ensuring that the company is on track to be completely CO<sup>2</sup>-neutral worldwide by the end of the year.

Nicola is a widely respected and influential leader in the German economy, and has received the Federal Cross of Merit for her contributions to the wider community.



Italy

### Attilio Zanetti

Vice President and Executive Member of the Managing Board

### Matteo Zanetti

Vice President and Executive Member of the Managing Board

### Paolo Zanetti

Executive Member of the Managing Board

### Zanetti S.p.A.

Founded: 1900

Generation: 5th

Industry: Food and beverage



## The Zanetti family's quality cheeses have global appeal

Founded at the end of the nineteenth century, Zanetti has grown into a world leader in the production and trade of Italian cheeses. Based in Lombardy, each generation of the family has preserved the region's traditional approach to making quality cheeses, a strategy that has seen it become the number one Italian exporter of Grana Padano and Parmigiano Reggiano.

Zanetti was one of the first Italian companies to start exporting cheeses in the post-war era, and the company has led the way in international expansion: from its seven production units in Italy, Zanetti exports directly to more than 80 countries across the world. Its export sales now account for 55% of turnover.

Attilio and his family have placed sustainability and innovation at the heart of their growth ambitions. They were first movers in building a fully automated maturing warehouse and have incorporated sustainable, local practices into each step of the cheese-making process.



Netherlands

Family Van der Leegte

**VDL Groep**

Founded: 1953
Generation: 3rd
Industry: Manufacturing



## A commitment to innovation and cooperation spans three generations

In 1953, Pieter van der Leegte founded VDL Groep with just five employees. Today, it is an international, industrial family business, operating 104 companies in more than 20 countries, with 16,000 employees. VDL operates four divisions: Subcontracting, Car Assembly, Buses and Coaches, and Finished Products.

VDL successfully combines the clout of a multinational with the flat organization and open, informal working atmosphere of a family business, where priority is given to growth

opportunities and continuity. Each generation of the family has built on the core value of "strength through cooperation."

In November 2016, after 50 years of entrepreneurship, Wim van der Leegte passed the reins of the family business onto the management team, which includes his three children, Pieter, Jennifer and Willem. They will continue the company's heavy investment in R&D and innovation in order to bring the very latest in technical solutions to their clients.



New Zealand

**Kiri Barfoot**

Director

**Peter Thompson**

Managing Director

**Stephen Barfoot**

Director

**Barfoot & Thompson**

Founded: Early 1920s
Generation: 4th
Industry: Real estate



## Diversity is at the heart of Barfoot & Thompson's family culture

For almost 100 years, Barfoot & Thompson has steadfastly remained a family business – overcoming war, economic downturns and changes in regulation to become New Zealand's largest, privately owned real estate company. The company has 75 branches and 17,000 residential rental properties under management.

The third generation, Kiri, Peter and Stephen, have brought new skills to the business, and believe part of their strength lies in never standing still. "We have evolved over time, embracing technology, diversity in hiring and innovations in the industry." They have also

kept true to their families' values of "Family, Community, Diversity, People," and this is reflected in a workforce made up of 75 different ethnicities and an ongoing commitment to community service.

Throughout their company's growth trajectory, they have protected their financials. "Instead of the families taking money out, we keep putting money aside to shore up the company. We own about 80% of the buildings we work out of, so we're financially very sound. That's important. It gives security to the people that work for us and it's allowed us to make sure we can keep giving back."



Singapore

## Far East Organization

Founded: 1960

Generation: 2nd

Industry: Real Estate



## Singapore's largest private property developer is built on values

Far East Organization is a Christian Enterprise, which develops real estate and operates businesses by serving with grace and love, integrity and honesty. Together with its Hong Kong-based sister company, Sino Group, Far East Organization is one of Asia's largest real estate groups, with presence in Singapore, Malaysia, Australia, Hong Kong and mainland China. It was established in 1960 by the late Mr. Ng Teng Fong and has contributed to the transformation of Singapore's urban landscape with over 780 developments.

As the largest private property developer and residential landlord in Singapore today, Far East Organization develops, owns and manages a diverse spectrum of real estate products in the residential, hospitality,

retail, commercial, healthcare and industrial space segments.

It seeks to inspire better lives by doing good business and doing good in business. Led by the belief that the places in which we live, work and play help nurture progress and success, it is committed to constantly innovating and creating effective spaces that will improve the lives of customers and property users.

Far East Organization today includes three listed entities: Far East Orchard Limited, Far East Hospitality Trust and Yeo Hiap Seng Limited. It is the winner of 11 FIABCI World Prix d'Excellence awards, the highest honor in international real estate.

Photo shows Ms. Koh Kah Sek, Chief Financial Officer and Executive Director, receiving the award on behalf of Far East Organization.



Slovenia

Marko Lotrič  
CEO

### LOTRIČ Metrology Ltd.

Founded: 1991

Generation: 2nd

Industry: Metrology



## The pioneering Lotrič family leads the way in Slovenia's metrology sector

When Marko Lotrič, Director of Slovenia's leading metrology company, was asked if he would ever slow down, his answer was an emphatic "Never!" It is this determination, coupled with a strong work ethic, that has been the driving force behind the success of LOTRIČ Metrology Ltd., the company he founded in 1991.

The business, which now includes an active second generation, is internationally renowned for its state-of-the-art measurement products and services for trade, health, safety and the environment. The family members all agree, "We need to adapt to new developments, be in step with the times and invest heavily in development."

The company has lived up to these aims, cooperating with 16 research institutes and co-founding NELA, the main regional R&D center for the electronics industry. It has also partnered with others during the COVID 19 crisis on developing a new ventilator, as well as testing the efficacy of face masks.

The company's emphasis on building partnerships and sharing knowledge has established it as a regional pioneer in the metrology industry.



South Korea

Young Ju Park  
Chairman

Seung Jun Park  
President

## EAGON

Founded: 1972

Generation: 2nd

Industry: Construction materials



## Father and son combine their love for nature with a successful business

In 1972, nature lover Young Ju Park founded Eagon Industrial with a mission to create an environmentally friendly, Timber business. Together with his son, they have achieved this goal; the company successfully operates across a numerous sectors including the lumber, plantation and energy, with clients around the world.

It is the plantation division that really underlines the family's commitment to sustainability. Eagon has planted trees throughout the Solomon Islands to replace cut trees, as well

as provided education and medical facilities for the locals. Seung Jun wants to continue his father's legacy. "We have to make long-term goals in the same manner as we plant trees and watch them grow over many years."

The company is using the latest technology to create energy-efficient doors and windows. As Eagon looks to the future, it will create products for extreme climates, ensuring diversity and expansion of their products for future generations.



Spain

**Ignacio Osborne**  
CEO

### **Grupo Osborne**

Founded: 1772

Generation: 6th

Industry: Food and beverage



## A visionary spirit has underpinned Grupo Osborne's 250 years of growth

At the end of the 18th century, a young English merchant, Thomas Osborne, arrived in the Cadiz region of Spain to sell wines from the area. He soon began acquiring various wineries and brought them together under one brand: Osborne. In the following 250 years, each generation has continued in the Osborne family tradition of "quality, authenticity and origin," making it the second oldest family business in Spain.

Ignacio Osborne represents the 6th generation, becoming CEO in 1996 and President in 2017. He has been instrumental in overseeing Osborne's global expansion. Its iconic brands,

such as Cinco Jotas 100% and Montecillo Rioja wine, have found international acclaim, and Osborne products are now sold in 70 countries around the world.

Ignacio notes that, "Diversification is key to our current business model, and without innovating and stepping outside our comfort zone, we would not be what we are today." Osborne has been bold in successfully branching out into the food sector and other beverages, such as gin. Ignacio adds that Osborne is well known for its "Visionary spirit. Experience has taught us to look beyond just one generation."





Sweden

**Martin Bengtsson**

CEO

**Fabian Bengtsson**

Chairman of the Board

**Isabel Bengtsson**

Member of the Board

**Eva Bengtsson**

**SIBA Invest AB**

Founded: 1951

Generation: 3rd

Industry: Retail, finance and real estate



## A "customer is king" mindset sees SIBA grow from a corner shop to a retail giant

SIBA, one of the leading retail companies in the Nordic region, began life in 1951 as a small corner shop selling radios and chandeliers. Over three generations, the Bengtsson family has grown the business to include retail, finance and real estate.

SIBA's success has not been without its hurdles. In 1961, when founder Folke suddenly died, his son, Bengt, took over the business. It was in bad shape financially, but, over the next four years, Bengt transformed the business and succeeded in building a debt-free company. Before long, he was ready to open Sweden's first department store for radio and television, with the motto "Lower prices – better service." It was to change the face of the home electronics industry.

Fabian and Martin represent the third generation, and, with Fabian's flair for understanding people and organizations, coupled with Martin's analytic mindset, the brothers have been unstoppable in growing the business. They have embraced the future with a strong focus on digitalization and innovation, at the same time continuing their father's legacy: "Our father's lessons and unique ability to see opportunities and create success live on and permeate all our companies."



Switzerland

**Stefan Ganzoni**

Owner

**Christian Ganzoni**

Owner

**Sigvaris Group**

Founded: 1864

Generation: 4th and 5th

Industry: Medical supplies  
(compression stockings)



## A long-term outlook has seen Sigvaris through 150 years of growth and success

When Sigvaris was founded by Moritz Ganzoni-Sträuli in 1864, it was a small haberdashery, employing just one other person. Today, it's the world leader in the manufacturing of compression stockings, with more than 1,600 employees and a reputation for innovation and quality.

Throughout Sigvaris's 150-year history, the company has always remained a 100% family-owned business. There are currently three generations of the family working for the company, with Stefan and Christian representing the fourth and fifth generations. Stefan explains that it is their family values of "Long-term orientation and a sound financial background" that have contributed to their success.

The company continues to innovate and grow, keeping to its motto of "Every day a step further." Stefan and Christian have overseen Sigvaris's transformation from two companies to a holding group with 19 companies. They have expanded their product line from medical compression stockings to well-being and sports, and now produce nine million stockings a year, with customers in more than 70 countries around the world.



UK

**Sarah Dunning**

Owner

**Jane Lane**

Owner

**Westmorland**

Founded: 1970

Generation: 2nd

Industry: Hospitality



## Championing "local" makes the Westmorland brand stand out

In a sector dominated by private equity owners and uniform environments, the Westmorland motorway service areas stand out. Founded by farmers 50 years ago, the family has created a unique experience for motorway users, offering homemade fresh food, alongside a locally sourced farm shop, all set in award-winning designed buildings that respect the local landscape.

Second generation sisters, Jane and Sarah, continue the family mission to "Connect People with Place." They explain, "We champion 'local' in our businesses and in doing so we reinvest in our communities."

It is a model that has proved to be very successful. The company has grown from 450 employees in 2005 to 1,300 this year, and has generated significant growth in that same time. As well as consistently growing the business, the sisters are "working to ensure that the third generation will be as proud of the business as we are."



USA

**Thomas Hartland-Mackie**  
President and CEO

### City Electric Supply

Founded: 1951

Generation: 3rd

Industry: Electrical  
wholesale distributor



## Integrity is the founding principle of the City Electric family business

When Thomas took over the reins of City Electric Supply (CES), he was just 20 years old and had only two years of experience working in the family business. He was grateful for the words of his grandfather, who founded CES in 1951: "If you take care of your employees, they take care of your customers."

It proved to be sage advice. Thomas's increase in responsibility coincided with the 2008 financial crisis. Thomas says it was a sink-or-swim moment, and drowning wasn't an option. So he followed his grandfather's advice and turned to his employees for help, asking for input as pivotal decisions arose. CES emerged from the crisis, and, under Thomas's leadership,

the company achieved its ninth year of double digit revenue growth, representing 14% growth year-over-year.

Thomas has been instrumental in the digital transformation of the business, in keeping with his determination to always adapt to customer needs. He has also focused on growing the company's renewable energy department, and his ambition now is to work on electric vehicle charging. He has continued the family values of integrity and treating employees as family. The family has established two foundations, each committing 5% of its global profits to charity.