



QUARTERLY NEWSLETTER

Oct - Dec 2025

As we pause to reflect on a year of meaningful milestones, we are pleased to share this Oct-Dec edition of the Chapter Newsletter, capturing the moments, milestones, and meaningful conversations that defined the final quarter of 2025. This period has been one of reflection, connection, and renewed purpose, as our community came together to learn, engage, and prepare for the year ahead.

The past few months have seen a rich blend of dialogues, learning sessions, and interactions that reinforced the strength of our network. From thought-provoking discussions on stewardship and governance to member-led experiences that showcased innovation, resilience, and collaboration, each initiative reflected the depth and diversity of our family business community. These engagements not only strengthened relationships but also deepened our collective understanding of the responsibilities and opportunities that come with building multigenerational enterprises.

This quarter also offered moments to pause and reflect on the progress made through the year, the lessons learned, and the values that continue to anchor us. As we concluded 2025, the emphasis on long-term thinking, intergenerational alignment, and purposeful leadership remained central to our conversations, reminding us of the importance of stewardship in an evolving business landscape.

Through this edition, we invite you to revisit the highlights of Oct-Dec 2025 and draw inspiration from the voices and experiences shared within these pages. As we look ahead to a new year, we do so with optimism and confidence, guided by the strength of our community and a shared commitment to learning and growth.

We thank you for your continued engagement and contribution, and we look forward to building on this momentum together as we step into the year ahead.

In this Newsletter:

Message from the
Chairman

Expert Speak

A Journey Through
Colours

Glimpses from the
Annual Convention

Gearing up for 2026





Message from the Chairman

Dear FBN Family / Members and Friends,

The year 2025 has been a remarkable one for the FBN India Chapter. From insightful local meetings to our Annual Convention in Kochi, we witnessed families come together with an eagerness to learn, share, and grow. Each gathering reinforced a simple yet profound truth: family businesses thrive when families invest in themselves through knowledge, dialogue, and shared experiences.

Our conversations this past year highlighted not only the importance of governance and succession, but also the deeper spirit of stewardship—nurturing what we hold today so that we pass it on in better shape than we inherited it for the next generations that follow. The world around us is changing rapidly with much uncertainty and turbulence, and it is our responsibility as business-owning families to lead with clarity of values, long-term thinking, and a genuine commitment to people and society.

In the coming months, the India Chapter will continue to strengthen its learning platforms, create more opportunities for peer-to-peer engagement, expand member learning within India, and foster deeper regional connections across the country and with various FBN chapters. We also encourage you to come forward and join our focused communities based on your interests— **Entrepreneurship, Impact, NextGen, NowGen** and **Family Office**. These communities offer deeper engagement, peer learning, and opportunities to collaborate with like-minded members across our global network.

This year also marked strong engagement through the wider **FBN International community**. Chapters around the world hosted a rich array of learning events, cross-border visits, thematic forums, and global summits that brought business families together from Europe, the Middle East, Africa, Asia, and the Americas. Whether through international NextGen programmes, global family office exchanges, or regional learning journeys, 2025 showcased the true strength of our global network—one built on shared values, shared experiences, and a shared vision of continuity and responsible ownership. These international interactions continue to inspire the India Chapter and strengthen our sense of belonging within a global family of business-owning families.

I encourage each of you—across generations and roles—to participate actively. The power of FBN lies not only in the content we create for our events, but in the wisdom that is derived from the sharing of real personal experiences. Thank you for your trust, participation, and continued belief in this community. Together, let us build a future where family businesses remain resilient, responsible, and rooted in the values that define us.

As we step into the new year, I extend my warmest wishes to you and your families. I wish you and your families a wonderful year ahead and may 2026 bring you joy, good health, and prosperity.

Warm regards,
Farhad Forbes
Chair, FBN India Chapter





PROF. PAOLO MOROSETTI

SENIOR LECTURER, SDA BOCCONI UNIVERSITY

Expert Speak

Ensuring Engineering Longevity Beyond the Three-Generation Curse

'Shirtsleeves to shirtsleeves in three generations' – this is a maxim echoed in family business circles across the globe. Americans use it, Italians warn *dalle stelle alle stalle* ('from the stars to the stables') and the Japanese speak of 'rice paddies to rice paddies'. Regardless of the context, the premise is universal: A founder builds a business, the second generation maintains it and the third dissipates it.

Most failures occur because the boundaries between family and business are often blurred. Consequently, the system collapses when 'family' emotions dictate 'business' decisions or when 'ownership' rights are confused with 'management' capabilities.

In many cases, relevant data support this pessimism. For example, fewer than one in ten family businesses survive into the third generation. By then, the entrepreneurial fire of the founder may have faded into mere formality, and unity often gives way to inertia or infighting. Cousins, raised in separate households, frequently hold conflicting ambitions, with some wishing to lead and others wanting to exit. The result is often deadlock, division or dissolution.

Holding the Wealth Paradox

The 'three-generation rule' is a tidy but ultimately misleading maxim. Research conducted by economist Gregory Clark indicated that wealthy families tend to remain affluent for over 10–15 generations. In fact, a study of Florentine tax records from 1427 to 2011 revealed that the wealthiest families in Florence today are the direct descendants of elite families from six centuries ago.

The fact that wealth persists despite specific business changes is a phenomenon that is particularly evident in the Indian business landscape. Specific communities, such as the Jain, Marwari, Gujarati and Parsi, are considered benchmarks for entrepreneurial persistence. These communities provide a 'fertile soil' for absorbing entrepreneurial values into the family culture. Here, wealth is not just an individual achievement but a cultural identity that keeps the entrepreneurial fire burning across generations. However, a critical question remains: If the family wealth survives, why do specific businesses often fail or end up being sold?

Research has long highlighted the significant difference between considering the family firm as the unit of analysis and focusing on the entrepreneurial family that controls it.

Navigating the Culture Spectrum

Founders and their successors typically shape their organisations' cultures along a critical spectrum, and identifying one's current position amidst this network is the first essential step towards engineering generational longevity.





PROF. PAOLO MOROSETTI

SENIOR LECTURER, SDA BOCCONI UNIVERSITY

Expert Speak

Family-First Cultures prioritise internal cohesion and emotional well-being above all else. In such organisations, employment is often viewed as a birthright; relatives are hired regardless of merit, and compensation is equalised to prevent internal friction. While these cultures foster intense loyalty, they are notoriously prone to the 'harmony trap'. This means that difficult conversations regarding underperformance are often suppressed to avoid conflict, ultimately leading to a talent drain, as high-performing, nonfamily managers realise that the glass ceiling is constructed from bloodlines rather than brilliance.

Business-First Cultures, in contrast, operate on the principle that a company is a vehicle for value creation and not a social welfare system for relatives. Here, family members must compete with external talent, and performance is the primary driver of one's pay. Furthermore, governance is professionalised, often incorporating independent directors who provide an objective 'outside-in' perspective. Business-first cultures accept that while sentiment might be sacrificed in the short term, sustainability is secured in the long term.

While the spectrum between family-first and business-first cultures often appears binary, true longevity is discovered in the deliberate orchestration of both systems. These two cultures can coexist - and indeed thrive together - through the strategic separation and integration of the family and business spheres.

As Paolo and Gildo Zegna of the renowned Zegna Group aptly put it, 'A great family makes a great company; a great company makes a great family'.

Strategic Diversification: Avoiding the 'Kingdom' Trap

Diversification is an important mechanism that allows for the renewal of the business portfolio in which an entrepreneurial family has invested. It may occur through internal development, mergers and acquisitions, and strategic alliances. This phenomenon is particularly characteristic of the Indian business landscape, wherein as the second or third generation joins the enterprise, entrepreneurial families often transform a single firm into a diversified business group, essentially granting each branch its own 'kingdom' to manage.

While this approach can facilitate continuity by keeping family members meaningfully engaged, the strategy must rigorously pass the '**Better-Off Test**' introduced by the question, 'Is the group truly worth more than the sum of its individual parts?' A classic pitfall of this vertical-based solution is the potential lack of mechanisms to promote a healthy, meritocratic culture. This scenario becomes evident when profitable, cash-generating businesses ('cash cows') are used to persistently subsidise cash-consuming ventures that are maintained in the portfolio solely to satisfy an influential family member or to preserve a superficial sense of harmony. However, such practices lead to systemic value destruction rather than long-term value creation. In a thriving entrepreneurial family, capital allocation must be governed by discipline rather than sentiment. If a specific vertical fails to meet performance benchmarks, then the strategy must allow for divestment, regardless of emotional ties in the interest of long-term longevity and enduring harmony within the family itself.





PROF. PAOLO MOROSETTI

SENIOR LECTURER, SDA BOCCONI UNIVERSITY

Expert Speak

The Quiet Power of Being Organised

If the transition from the second to the third generation, or from a small entrepreneurial family to a larger one, is dense with complexity, how is it possible to succeed?

Thriving entrepreneurial families do not dwell on romanticised ideals; they are resilient and focus on the practical aspects of business. They treat legacy as an asset for the future rather than as a reason for nostalgia. Furthermore, they exploit 'The Quiet Power of Being Organised' - a commitment to disciplined strategic decision-making and professional governance. This approach involves the following:

- Evolving from a family of affection into an entrepreneurial family.
- Helping the family set a strategic direction for the future while preserving its core identity.
- Professionalising governance by inviting external voices and expertise to ensure accountability.
- Planning for continuity by agreeing in advance on rules for employment, performance and succession, rather than assuming that they will occur naturally.

Several steps can be undertaken to translate these guidelines into actionable points:

- Shift from sentiment to stewardship: Recognise that ownership is not a right but a responsibility to be managed for future generations.
- Disciplined capital allocation: Avoid being trapped in legacy businesses with no growth perspective. Instead, be willing to pivot or divest to remain competitive.
- Legacy as a dialogue: Use the family's history to cocreate a future vision with the next generation, rather than imposing a static monologue.
- Professionalise early: Build governance structures before they are needed to better manage the complexities of an expanding family.
- Develop entrepreneurial talent: Ensure that each generation develops the skills to create value, whether inside or outside the original firm.
- Update values: Use family values as a compass but ensure that they are updated to reflect the circumstances of a changing world.

Choice, Not Fate!

The 'shirtsleeves' myth persists because it is a simple narrative of destiny. However, the truth is more hopeful: Many entrepreneurial families fail not because of fate, but because they avoid difficult conversations and resist professionalising when it matters most.

Finally, continuity is not an accident but a choice. It depends on the values an entrepreneurial family wishes to perpetuate, the governance they design and the discipline with which they execute their strategies. In the end, a business-first firm may sacrifice sentiment, but it often gains the sustainability required to keep the family - and the business - together for centuries to come.





EDUARDO EISCHEN

G3, LA PROVENCALE, LUXEMBOURG & FBN LUXEMBOURG MEMBER

India Through an FBN Lens

A Journey Through Colours, Organised Chaos, and Kindness

Earlier this quarter, my friend Catherine and I had the incredible opportunity to spend nine unforgettable days travelling through Delhi, Jodhpur, Jaipur, and Agra. What an experience it was — a whirlwind of impressions, contrasts, and emotions that continue to resonate with us long after returning home.

The sheer number of people struck us first. Life moves at a different rhythm there — fast, vibrant, and full of energy. Coming from Luxembourg, where things are more calm, structured, and neatly organised, being surrounded by such constant motion felt like stepping into another dimension. Yet there was something refreshing about this “organised chaos”.

And then, the colours, the fragrances and the food — three things impossible to forget. Every corner seemed to burst with shades of red, gold, and turquoise; every market offered new fragrances and spices that made our senses come alive. We discovered flavours we had never known, and this delighted us — from street food stalls serving fresh Pyaaz Kachori to quiet rooftop restaurants overlooking the city skyline. Even now, the aromas and tastes seem to follow us home, reminding us of the warmth of the people who prepared and shared them with such pride.

Speaking of warmth — nothing could match the generosity and hospitality of the people we met, especially those from the FBN community. From the moment we arrived, we were welcomed with open arms and genuine kindness. Conversations flowed easily, laughter was shared, and we left each encounter feeling not just like guests, but part of their family.

We returned to Luxembourg with hearts full of gratitude, minds full of colour, and a renewed appreciation for the richness of human connection — something that transcends borders, languages, and cultures. Special thank you again to Gaurav, Aditya, Alok, Nishant, Pooja and Manisha. Let’s keep in touch, and please let us know if you travel to Luxembourg and would like to come by. It would be our pleasure to host you.



Welcoming Global Family Business Peers

CII FBN India members hosted a delegation of French family businesses from the Lyon region in Mumbai. The interaction on 1st December 2026 enabled meaningful exchange on family enterprise, legacy, and long-term value creation. The evening fostered cross-cultural dialogue and strengthened ties between Indian and French family business communities.



24TH EDITION OF CII-FBN INDIA ANNUAL CONVENTION

4-5 DECEMBER 2025
KOCHI, KERALA

Glimpses from Annual Convention



Family business leaders at the 24th CII-FBN India Annual Convention, Kochi

Convention at a Glance

- 3 Days | Kochi
- Learning Journeys
- Family Business Leaders & Next Gen
- Plenaries, Workshops & Simulations
- Indian & Global Perspectives
- Hosted Dinners

Setting the Context - Stewardship in a Time of Change

The 24th CII-FBN India Annual Convention brought together family business leaders from across the country for two days of reflection, dialogue, and deep engagement on a theme that sits at the heart of every enduring enterprise — stewardship. Held in Kochi, the Convention explored what it truly means to balance legacy and innovation in an increasingly volatile, fast-changing world.

As global uncertainty continues to redefine economic and social landscapes, family enterprises find themselves uniquely positioned — anchored by long-term thinking, values, and intergenerational responsibility. The Convention opened by reframing ownership not merely as control of assets, but as stewardship of institutions, relationships, and purpose across generations. Through global and Indian perspectives, participants were invited to reflect on how governance, business strategy, and family dynamics intersect to shape sustainable legacy.

Thought-provoking plenaries and conversations examined the challenge of maintaining a long-term mindset in a short-term world. Discussions highlighted how families can stay resilient amid disruption by investing in sound governance structures, cultivating leadership across generations, and remaining open to reinvention without losing their core identity.

A recurring insight throughout the day was clear: legacy is not something to be preserved in isolation, but a living asset that must evolve. When stewarded consciously, it can serve as a powerful catalyst for innovation, relevance, and continuity.



24TH EDITION OF CII-FBN INDIA ANNUAL CONVENTION

3-5 DECEMBER 2025
KOCHI, KERALA

Day 0: Learning Journeys



Group photograph at Synthite Industries



Group photograph at Sreedhareeyam Ayurvedic Eye Hospital



(L-R) Aasiya Tejani, Director, GITS Food Products, Aju Jacob, Managing Director, Synthite Industries, Jacob Ninan, Director, Synthite Industries, & Ashok Mani, Director, Synthite Industries in a panel discussion

Delegates embarked on two parallel learning journeys, each offering distinct yet equally enriching perspectives. One group visited **Synthite Industries**, gaining insights into the scale, systems, and strategic thinking behind a global leader in spice and botanical extracts, and understanding how innovation and governance drive long-term growth.

The other group explored **Sreedhareeyam Ayurvedic Eye Hospital**, where tradition met purpose, learning how Ayurveda-led healthcare, patient-centric practices, and disciplined processes have enabled the institution to create global impact while staying rooted in core values.

Both learning journeys converged at the Synthite Industries Corporate Tower, where delegates came together for a reflective panel discussion featuring **Aju Jacob**, Managing Director, Synthite Industries, along with **Jacob Ninan** and **Ashok Mani**, Directors at Synthite Industries. Moderated by **Aasiya Tejani**, Director, GITS Food Products, the conversation brought together diverse insights from industry and leadership, linking operational excellence with values-driven growth and offering a shared platform for dialogue on stewardship, innovation, and long-term impact.

Event Highlight



The hosted dinners stood out as a key highlight of the Convention, graciously hosted on 3rd December by the family of Synthite Group, and on 4th December by the family of Muthoot Pappachan Group, creating warm, informal spaces for meaningful connections.



24TH EDITION OF CII-FBN INDIA ANNUAL CONVENTION

3-5 DECEMBER 2025
KOCHI, KERALA

Day 1



Drawing on his experience across cycles, **Gopal Srinivasan**, Chairman and Managing Director, TVS Capital, reflected on building long-term value amid short-term pressures, in a conversation moderated by journalist **Govindraj Ethiraj**.

Shankar Vanavarayar, President, Kumaraguru Institutions, and **Arjun Ranga**, Partner, N R Group, discussed balancing tradition and transformation, moderated by **Arjun Chowgule**, Managing Director, Chowgule Group.



Soumya Rajan, Founder and CEO, Waterfield Advisors, placed Indian family businesses at the centre of India's growth story, with the discussion moderated by **A L Shah**, Managing Director, Fastenex Pvt Ltd.



Prashant Trivedi, Founder, Multi Act, examined how economic cycles and disruption often signal innovation opportunities, during his session.



24TH EDITION OF CII-FBN INDIA ANNUAL CONVENTION

3-5 DECEMBER 2025
KOCHI, KERALA

Day 2



Aleski Arpiainen, CEO, TT Gaskets, Finland, shared a global family business case, offering insights on leadership, resilience, and innovation relevant to Indian enterprises.

Aleski Arpiainen, CEO, TT Gaskets, Finland, and **R. Dinesh**, Executive Chairman, TVS Supply Chain Solutions Limited, came together to bridge global innovation trends with Indian realities.



Nupur Goenka, Executive Director, Tally Solutions, reflected on innovation and adaptability in building resilient family enterprises, with insights drawn out by **Shankar Vanavarayar**, President, Kumaraguru Institutions.



"Family businesses that survive are those that grow, evolve, and adapt while remaining true to the family's core values."

— Professor John L. Ward





SOUMYA RAJAN

FOUNDER & CEO, WATERFIELD ADVISORS

Expert Speak

Daughters of the Dynasty: Women as Leaders in Legacy Businesses

In my years of working with India's wealthiest families, I have observed a significant shift in succession patterns. For a long time, succession followed a predictable rhythm: Fathers passed the baton to their sons, and the male lineage continued through corporate structures much as it did through inheritance rituals. Daughters were either not a part of the picture or given roles adjacent to power; either way, they were rarely placed at its centre. But today, women from business families are increasingly stepping into roles of responsibility and authority in their family businesses.

The foundations for this shift were laid decades ago. India's family planning policies in the 1960s led to smaller families and changes in inheritance laws in the mid-2000s paved the way for women to become an integral part of family business succession. Simultaneously, regulatory changes such as SEBI's mandate for at least one woman director on listed company boards have pushed families to rethink the role of women in governance and leadership. Equally, the broader backdrop to this transformation is the progress made in advancing gender equality, including increased participation in the workforce, greater access to higher education, and shifting cultural expectations. In the context of family businesses, all these changes have positioned daughters as both capable and competent successors.

But the road ahead is long. In 'India: State of Family Business Report 2023' by SPJIMR, while 68% of surveyed family firms reported active involvement of women family members, only 11 firms had women CEOs, and just 2 reported women in senior leadership roles. The report also found that participation varies depending on the size of the business: While small enterprises reported 43.2% active women members' participation, medium and large enterprises accounted for only 19% and 3% respectively.

While progress must be acknowledged, we must reflect on its depth to ensure that the shift is not merely symbolic.

Women Scions in India's Largest Business Families are Paving the Way

We are witnessing a historic intergenerational wealth transfer underway across the Asia-Pacific region, with an estimated 5.8 trillion dollars expected to change hands between 2023 and 2030, and Indian business families account for a significant portion of this transition. As the focus shifts to wealth preservation and long-term stewardship, the traditional model of primogeniture is gradually giving way to merit-based succession planning, especially when complex businesses and large pools of assets are involved.

Today's women scions are entering family businesses with not only legacy ties but also impressive academic and professional credentials. Many bring with them experiences from consulting, investment banking, law, venture capital, or other fields that sharpen strategic thinking and build professional credibility.





SOUMYA RAJAN

FOUNDER & CEO, WATERFIELD ADVISORS

Expert Speak

Gender-Diverse Leadership is not just a Social Statement, but a Strategic Edge

Recent research supports what many in the family business ecosystem already observe: companies with gender-diverse leadership tend to outperform their peers. McKinsey's 2023 study found that such companies were 39% more likely to deliver better financial results, up from 15% in 2015.

Studies show that women leaders prioritise collaboration over command and avoid rigid power structures, opting instead to work alongside people to find consensus and drive results. They also use their positions to create opportunities for others and are more likely to invest in employee training, create mentorship programs, and build inclusive workplace cultures. Importantly, women leaders tend to hire more women, establishing pathways for future generations. These qualities lend themselves to a fresh narrative about women's leadership that moves beyond proving they are as competent as men.

Despite these Developments, Challenges Persist

For women who have not been able to enter the business, the key roadblock is the hesitation to voice their thoughts despite their willingness to participate. Families must take deliberate efforts to create spaces for dialogue and contribution so that capable women can add strategic and relational value to the business.

Women who do participate still have to overcome deeply embedded scepticism. They may be expected to demonstrate a higher level of competence than their male siblings, or their decisions may be more closely scrutinised. Or, they may not be taken as seriously, facing implicit doubts about their long-term commitment to the business, especially when expected to juggle family responsibilities alongside leadership roles.

Despite resistance, their success speaks to their capability, resilience, and long-term vision. It also reveals the importance of encouraging and supporting women in the same way we do men.

From a wealth management perspective, families that formalise women's roles early and embed them into succession frameworks tend to achieve smoother transitions and better business continuity outcomes.

The Current Moment Represents Partial Progress Rather than Complete Transformation

While the winds of change are blowing stronger than ever, they are not yet steady. True change will come from reimagining leadership norms, succession models, and governance priorities. For wealth management professionals, this means helping families develop transition strategies that recognise women's capabilities while addressing legitimate concerns about continuity and performance.

This is really the start of a larger conversation about how we share these lessons with future generations. Families who are at the helm of these changes will not only build more resilient enterprises but also leave a legacy of equality and empowerment.



2026

Gearing up for 2026

Carrying forward the momentum of a purposeful year, shared learning, and strong community bonds, CII FBN India now turns its gaze forward — towards 2026. The year ahead represents not just a continuation of momentum, but an opportunity to deepen our collective impact as responsible family business owners.

Building on the insights and relationships forged through our flagship gatherings, learning journeys, and peer exchanges, we will focus on strengthening collaboration across generations, sectors, and regions. Our agenda for 2026 will place renewed emphasis on actionable stewardship, long-term value creation, and the evolving role of ownership in an increasingly complex business environment.

We look forward to curating platforms that enable families to move from reflection to execution — through immersive forums, next-generation engagement, global exposure, and knowledge partnerships that address real-world challenges. Equally important will be our commitment to nurturing trusted spaces for candid conversations, where experiences are shared openly and learning is mutual.

As CII FBN India prepares for the year ahead, we do so with confidence, clarity, and a shared sense of purpose. Together, we will continue to strengthen our community, contribute meaningfully to society, and shape the future of family enterprise in India — responsibly, collaboratively, and with conviction.

Upcoming

Workshop

Daughter to Director Dialogue

Daughters to Director is a focused dialogue designed to support women family members in their transition into ownership, governance, and leadership roles within Indian family businesses.

The session explores mindset shifts, governance responsibilities, and the realities of board participation, while addressing cultural and generational dynamics unique to family enterprises.

30 January 2026

Mumbai

