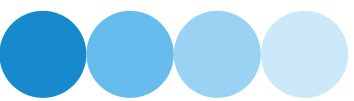




FBN Inspirace



FBN CZECH

16. 1. 2023

PREZENTACE

PROGRAM

- **16:00 – 17:30** Bruno Carvajal, 5G, CARVAJAL S. A.
- **17:30 – 18:00** Přestávka
- **18:00 – 19:00** Panelová diskuse členů FBN: Motivace externího managementu
 - Jaroslav Horák ALBATROS MEDIA
 - Leon Jakimič LASVIT
 - David Piškanin HOPI
 - Moderuje: Tomáš Vala SIKO
- **Od 19:00** Neformální část – networking a večere formou rautu

SETKÁNÍ EXPLORERS A RODIČŮ

- Sobota 25. 2. – Potvrzení účasti nejpozději do **20. 1.**

RODIČE:

- Podpora teenagerů na cestě k entrepreneurshipu
- Kurz vaření: Filip Sajler

EXPLORERS:

- Workshop: sebepoznání a nacházení své vlastní cesty
- Povídání s NextGenem



Martin Smrž
JA Czech



Filip Sajler
šéfkuchař



Jana Kastnerová
psycholožka

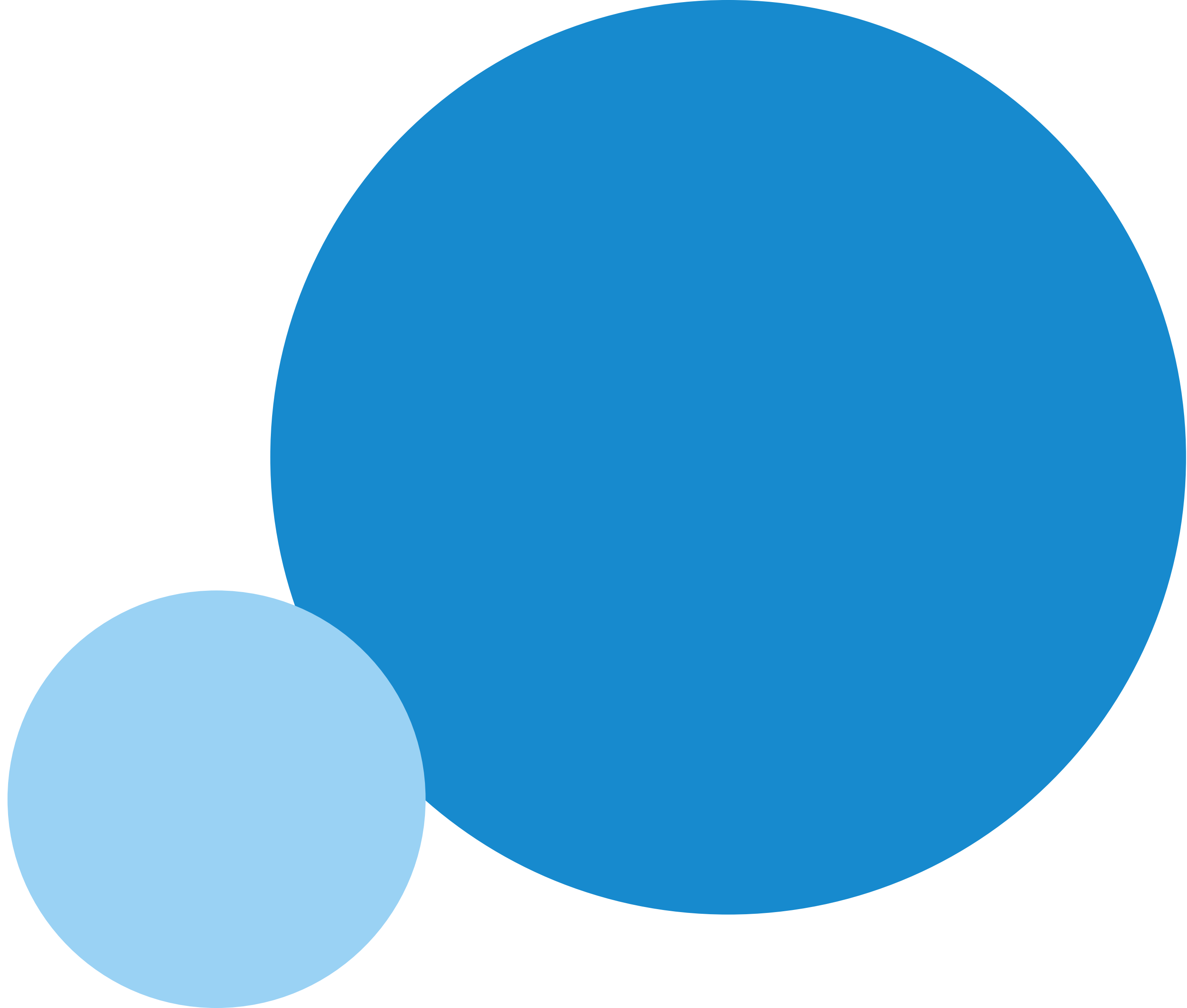


Valerie Pazmino
NWT

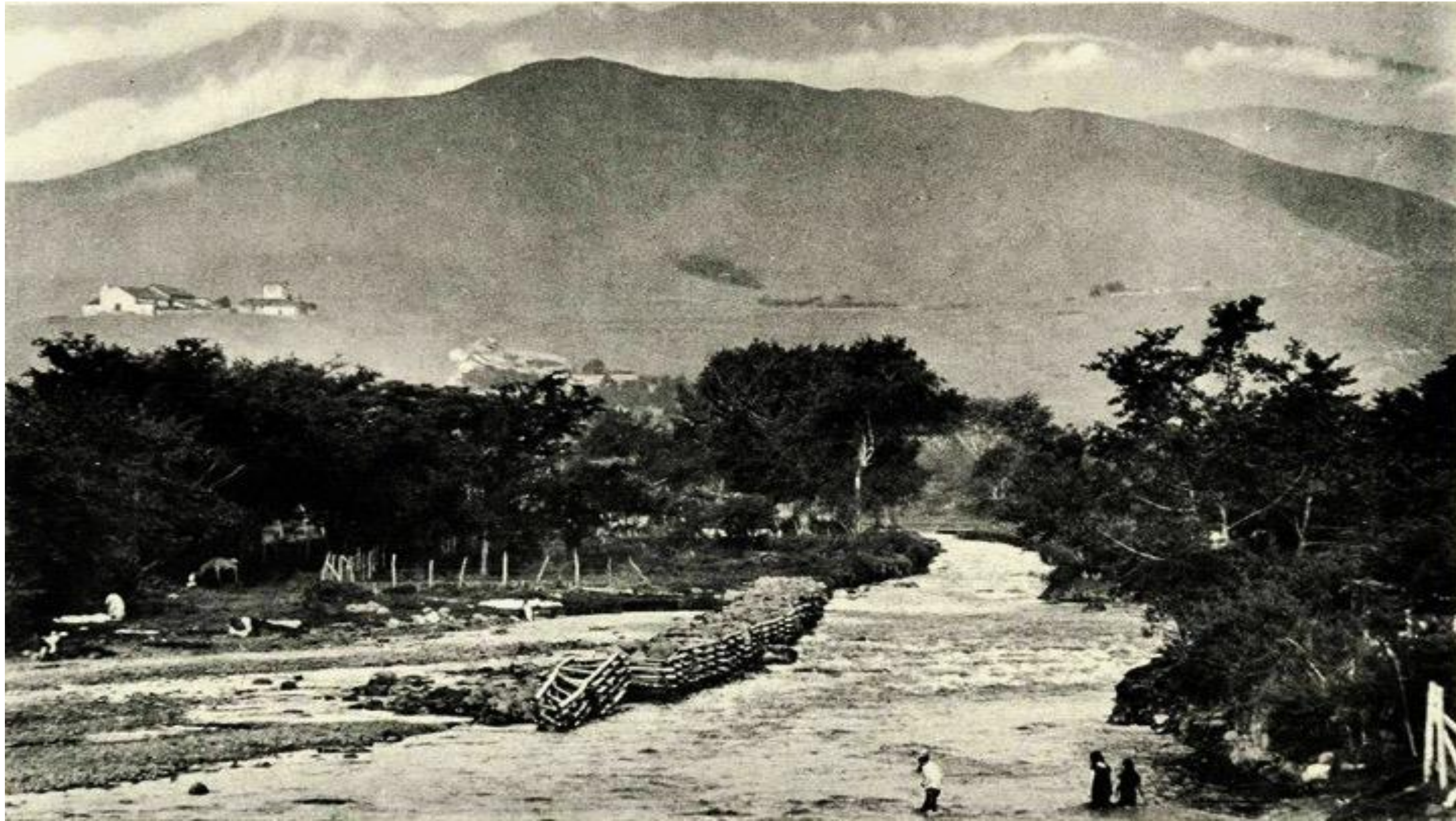
BŘEZNOVÉ LYŽOVÁNÍ

- 23. – 26. 3.
- Kaprun - Zell am Zee, Rakousko
- Ubytování: Hotel Antonius v Kaprunu
- Do 8. 2. pokoje za speciální ceny
 - ozvěte se na info@hotel-antoniuss.at
 - do předmětu uveďte: FBN CZECH





It all starts here in 1904...

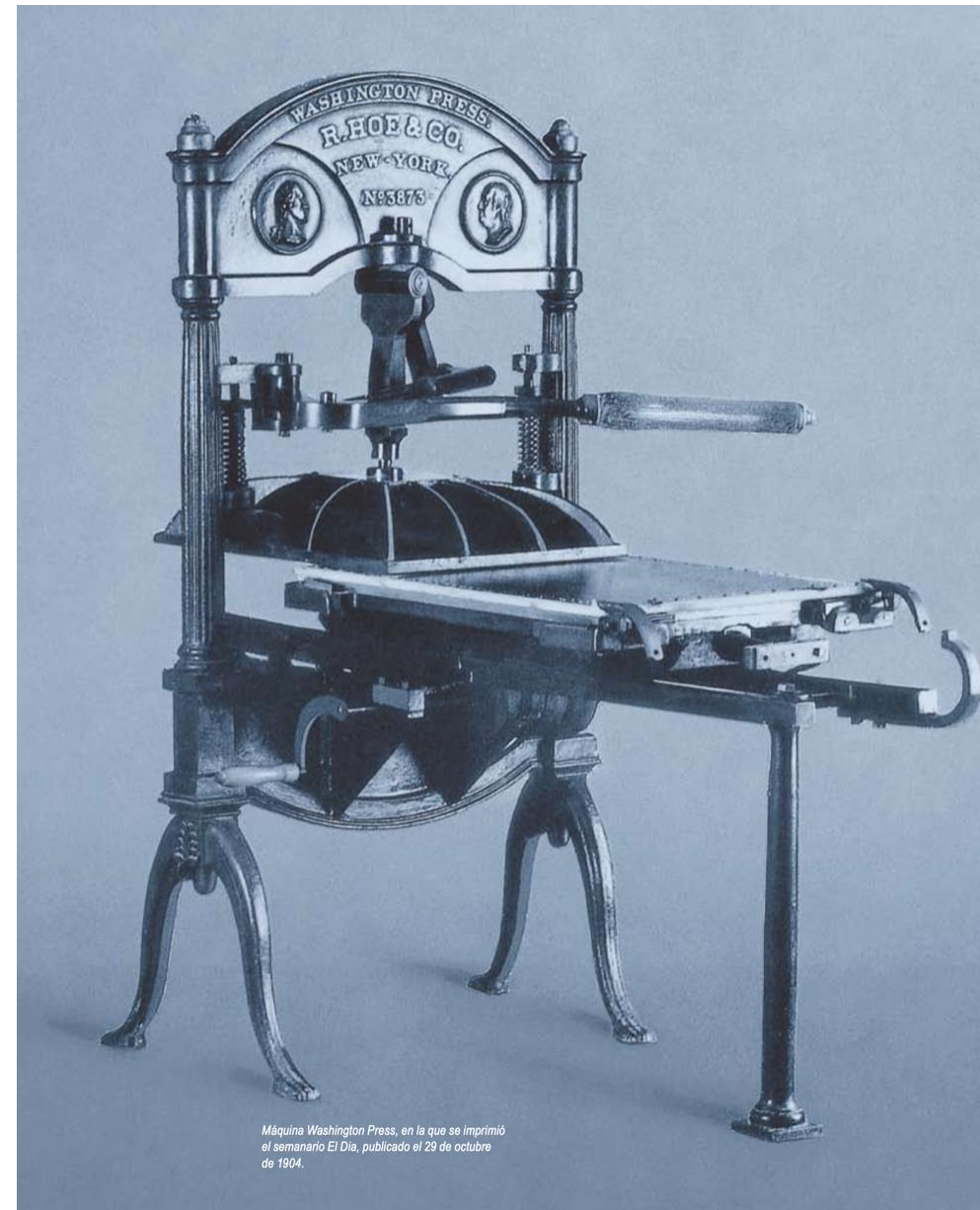




Manuel Carvajal Valencia (1851-1912)

Founder
Manuel Carvajal Valencia
Professor, Politician, Journalist

Sells his wife's land...



Máquina Washington Press, en la que se imprimió el semanario El Día, publicado el 29 de octubre de 1904.

to buy a printing press

***and
 produce a newspaper***





BEFORE

2023



100+ years...

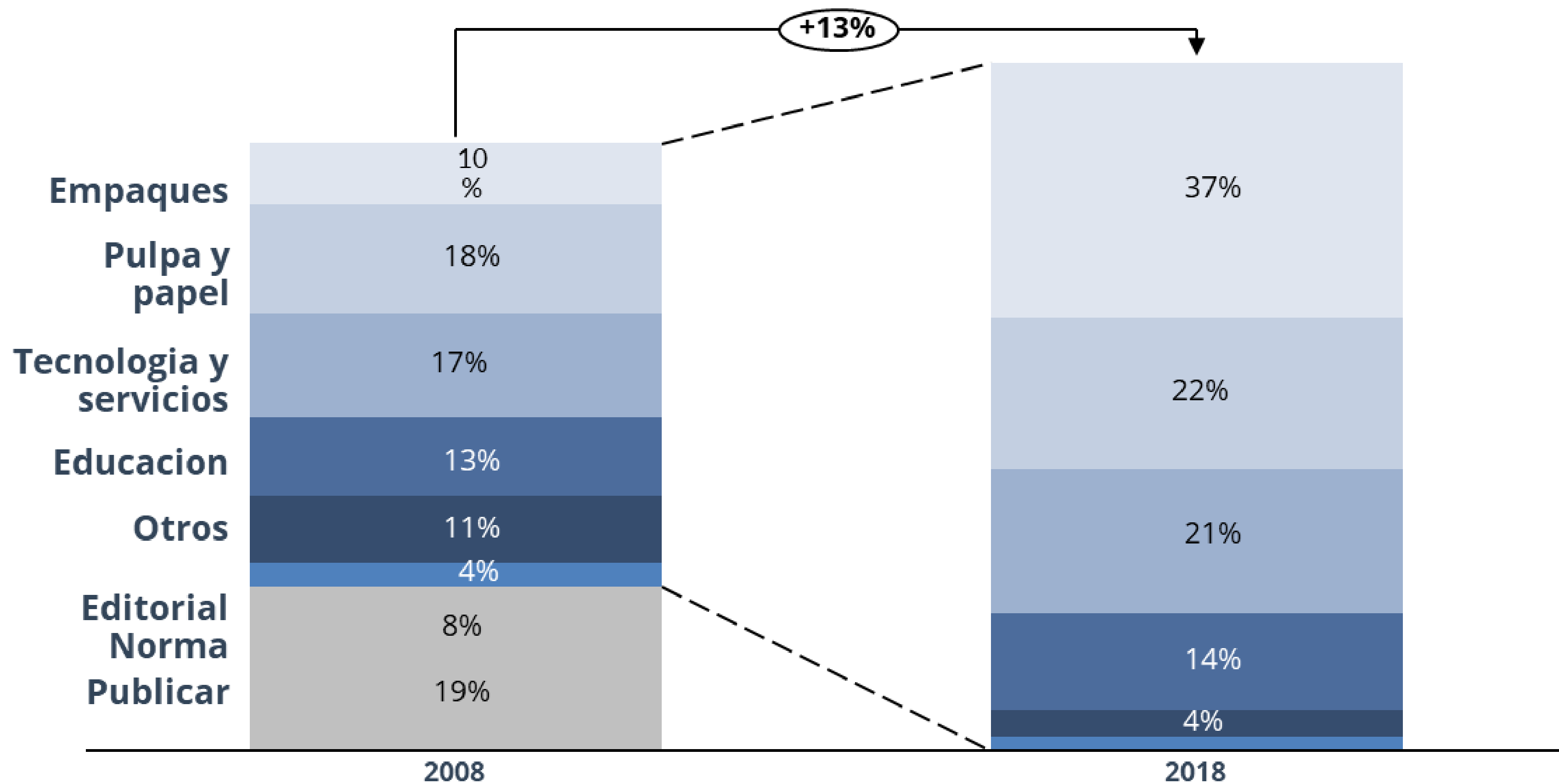


Business built around paper & printing related products

Our largest accomplishment is surviving...

- Two World Wars
- Several global recessions
- Violence, guerrillas & drug cartels
- The Internet revolution
- 5 family generations

Reinvent the company many times, keep family united



Sectors



Paper and Packaging



Carvajal
Packaging



Carvajal Pulp and
Paper



Carvajal
Education



Technology and Services



Carvajal Technology and
Services



Carvajal Communication
Solutions



Americas BPS



Real Estate



Real Estate

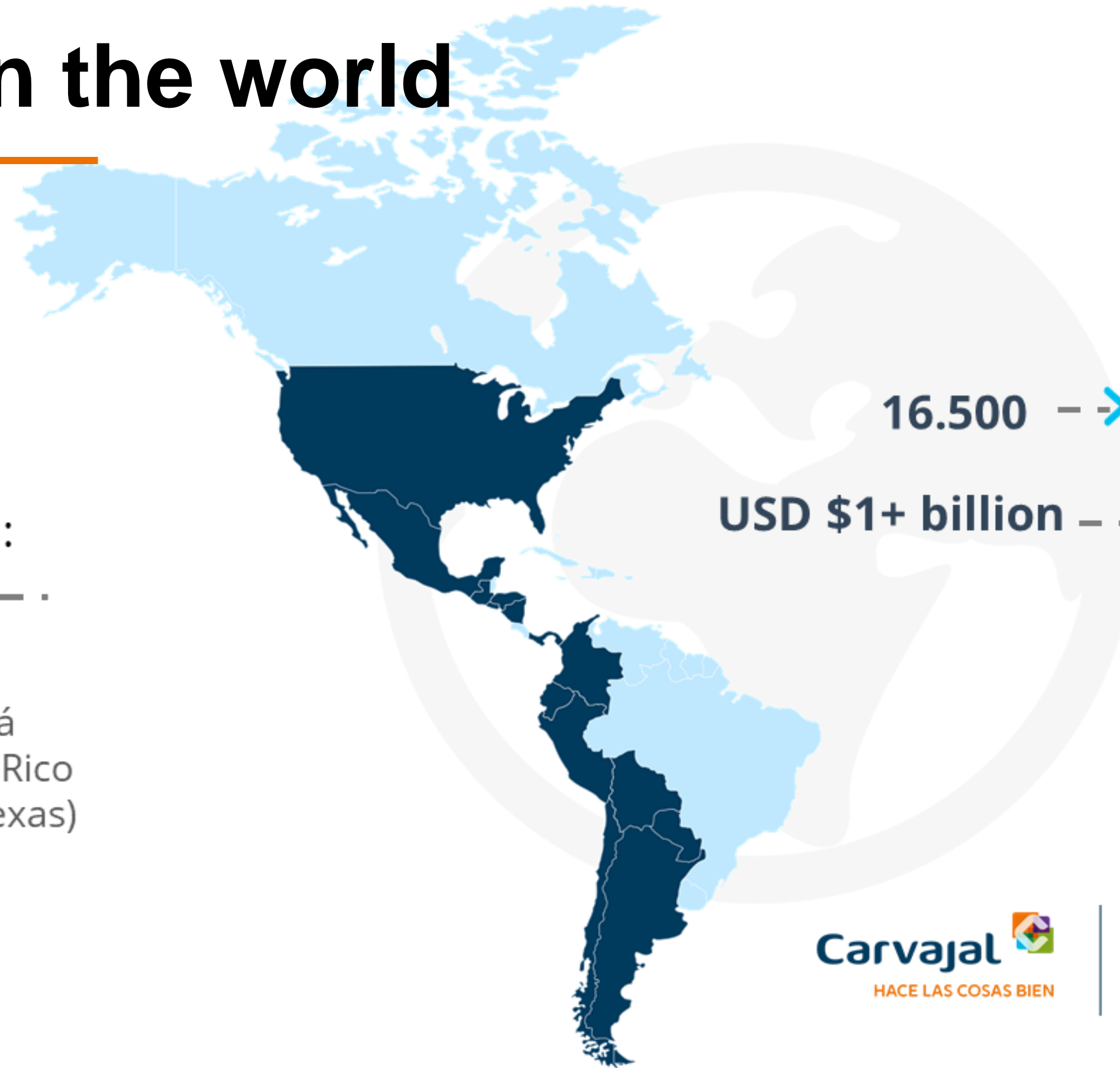


Carvajal Spaces

Carvajal in the world

Carvajal operates in:

- Argentina
- Colombia
- Costa Rica
- Chile
- Ecuador
- El Salvador
- Guatemala
- Mexico
- Perú
- Panamá
- Puerto Rico
- USA (Texas)



EMPLOYEES

REVENUE

Carvajal 
HACE LAS COSAS BIEN

IMPULSAMOS
EL **DESARROLLO**
ECONÓMICO Y SOCIAL HACIENDO LAS
COSAS BIEN

Carvajal Education



Carvajal Pulp & Paper



Carvajal Packaging



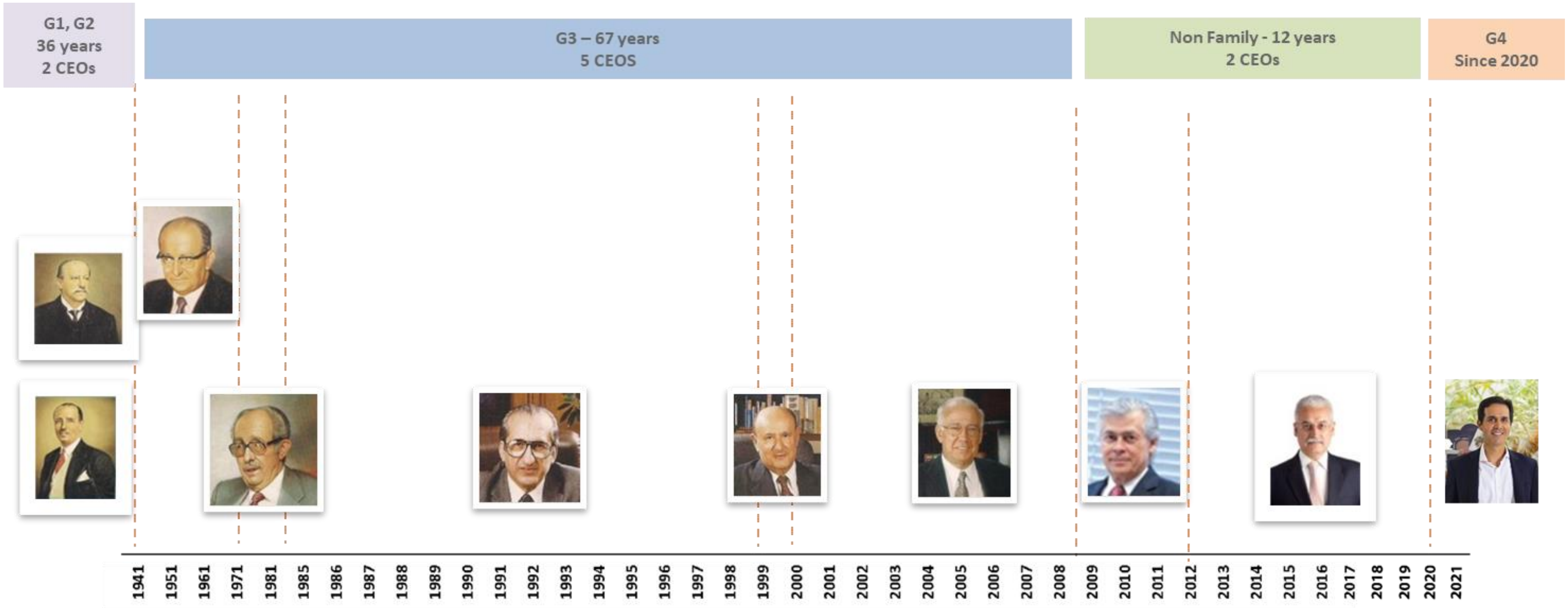
Carvajal Spaces



Carvajal Real Estate - Zonamerica



Leadership at the Carvajal Enterprise



FAMILIA CARVAJAL

Unidos hacemos las cosas bien

300+ members

Family Today*

G3: 10

G4: 101

G5: 151

G6: 51



**Carvajal
Generations**

G1: 1

G2: 6

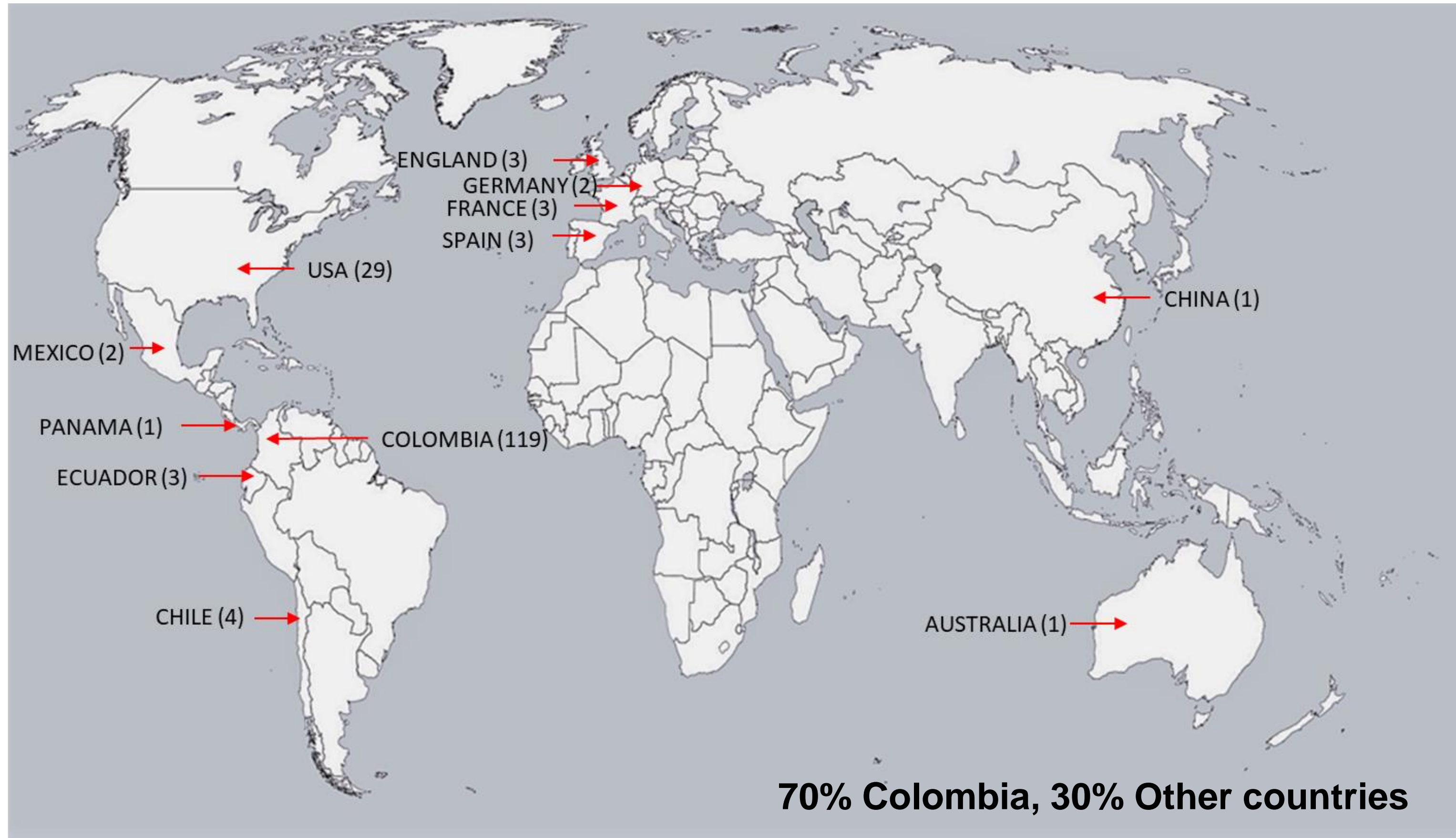
G3: 20

G4: 64

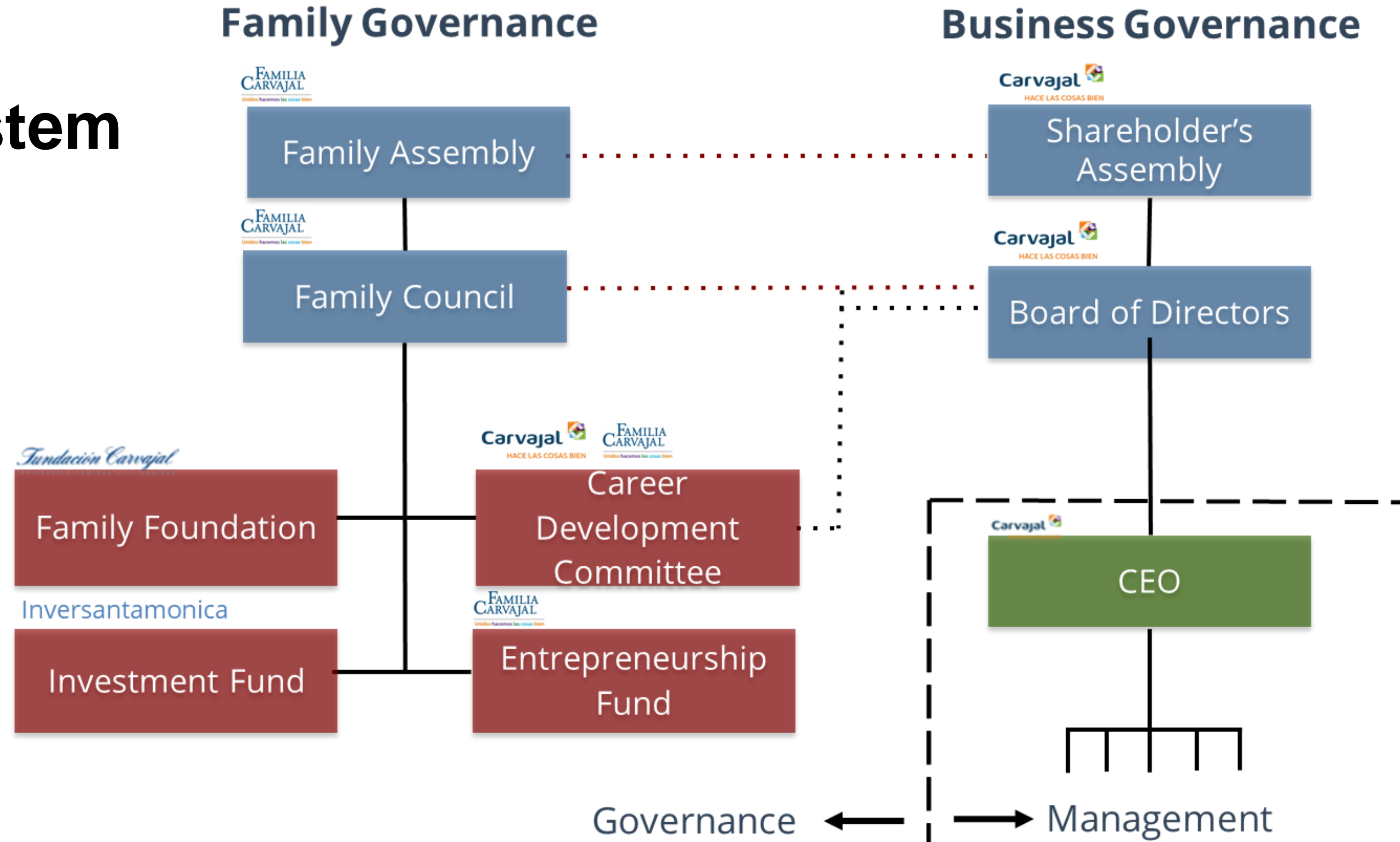
G5: 125

G6: 51*

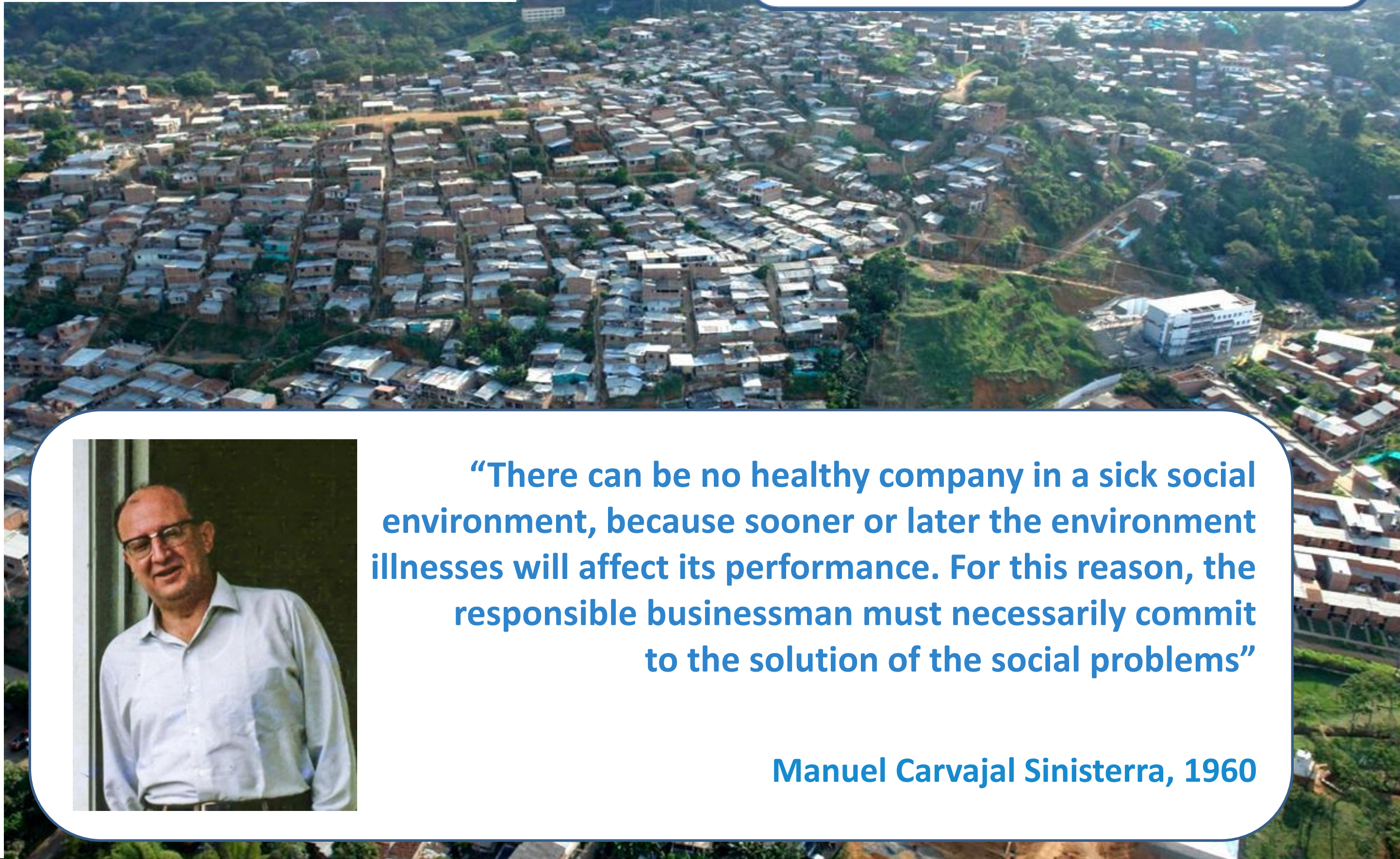
Carvajal Family 18+ years of age



Governance System



Family donated 23.5% of shares
Largest shareholder

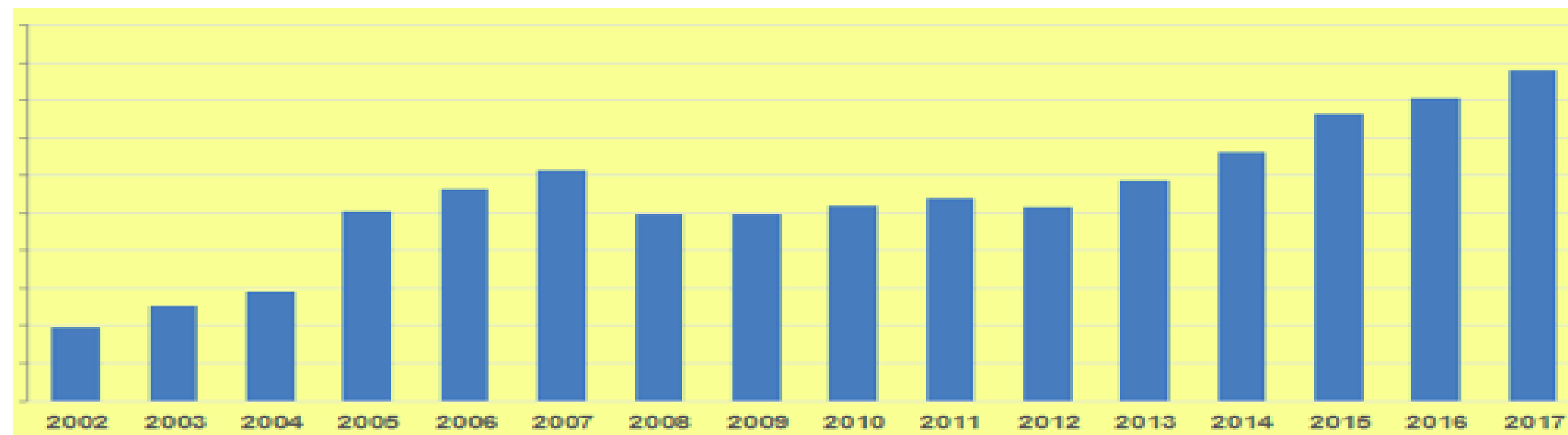


“There can be no healthy company in a sick social environment, because sooner or later the environment illnesses will affect its performance. For this reason, the responsible businessman must necessarily commit to the solution of the social problems”

Manuel Carvajal Sinisterra, 1960

Investment Fund

- We have an investment fund separate from the operation
- Its purpose
 - Pay dividends in case the operating company is not able
 - Cover costs associated to the Family / Family Council
 - Pay for our SOCIAL DIVIDEND – by head count
 - Education (school, undergrad) – G5, G6
 - Housing down payment – G4, G5
 - Medical Insurance – G4, G5, G6
 - We also have some properties shared by the family



CONSEJO FAMILIA CARVAJAL

Unidos hacemos las cosas bien

Est. 1995

Maintain family unity
& the integrity of the Carvajal Organization



Family Vision Milestones

IMPLICIT vs EXPLICIT

- 1904 – “El Día” newspaper
- 1960 – Carvajal Foundation
- 1996 – Family Council, Protocol (& Social Dividend)
- 2004 – Family Values
- 2018 – G3 life, Family Values in action, Carvajal 2050
- 2020 – Family Vision

Communication



Carva Camp

Entrelazando Futuro



NextGens1 @ boards of directors



**Paulina
Llano
Ruíz**



**Nicolás
Lukauskis
Carvajal**



**Santiago
Delgado
Castro**

**Investment
Fund**



**Isabela
Marín
Carvajal**



**Daniel
Carvajal
García**



**Diana
Crump
Guevara**



**David
Crump
Gómez**

**Carvajal
Real Estate**

CARVALAB

Entrepreneurship Fund

CHOCOLOGY®
lo mejor está por dentro

Nuevomundo
Fondo de Capital Privado



MICHÚ

ATELIER CRUMP



SALNES

Metáfora
Mente Proyectual

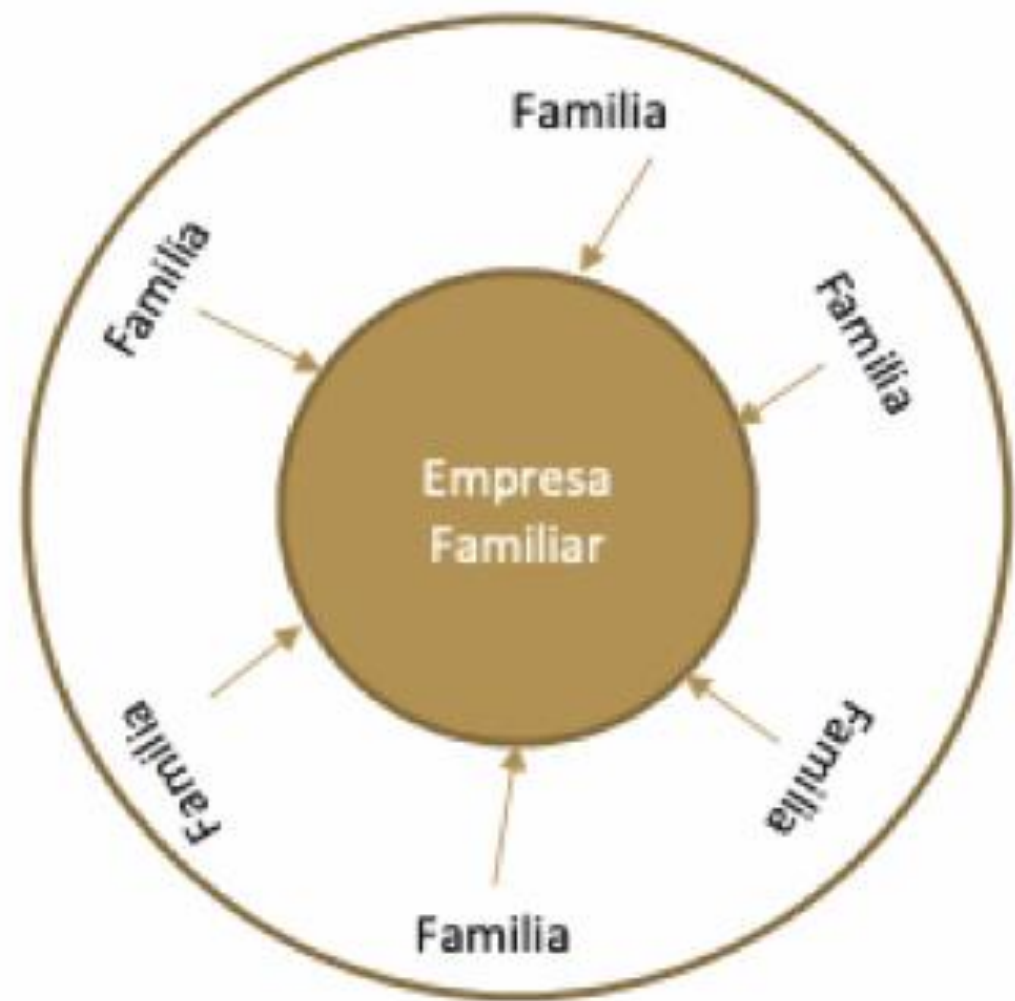


AGRONUEVOMUNDO S.A.

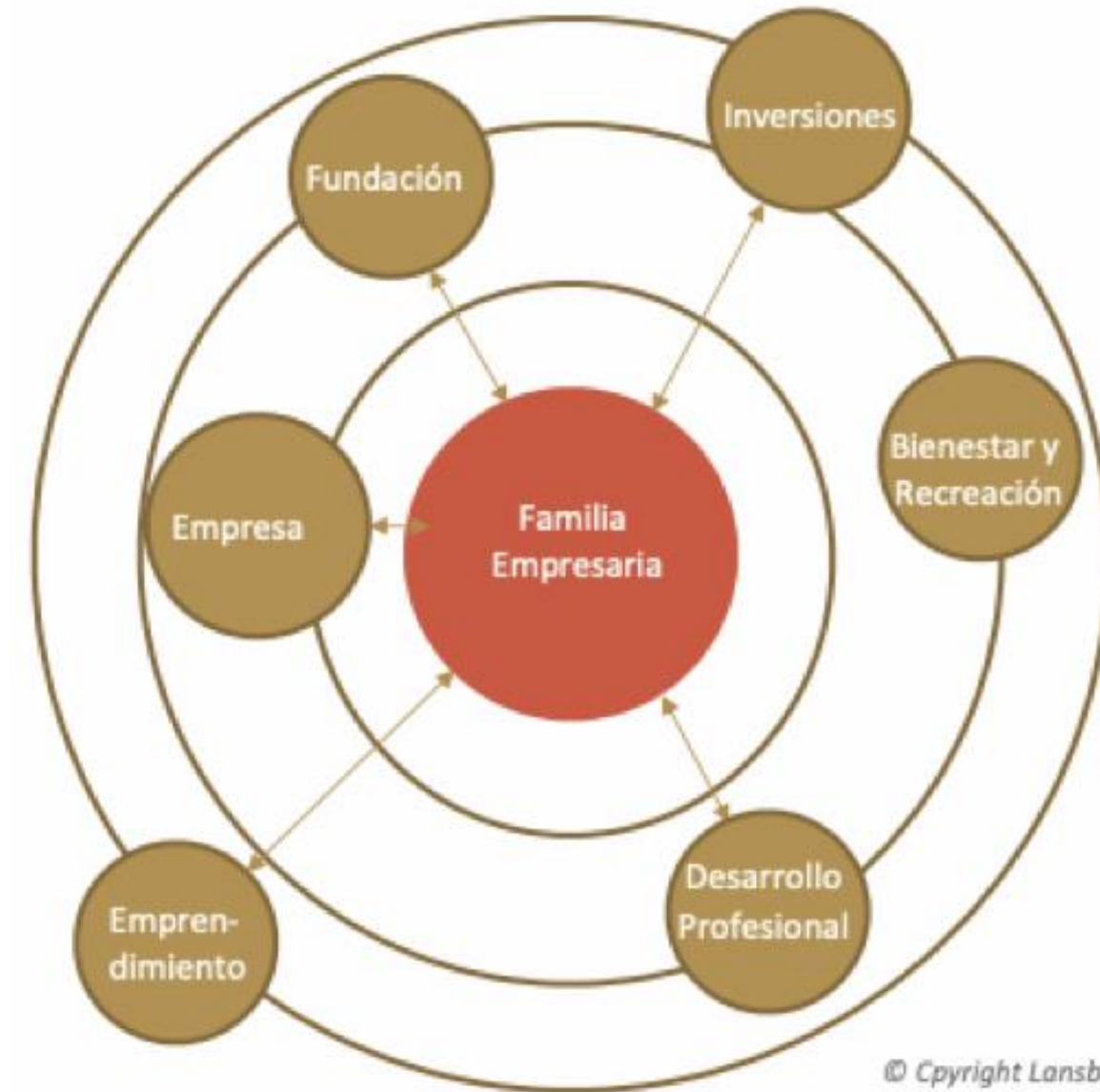


Final thought...

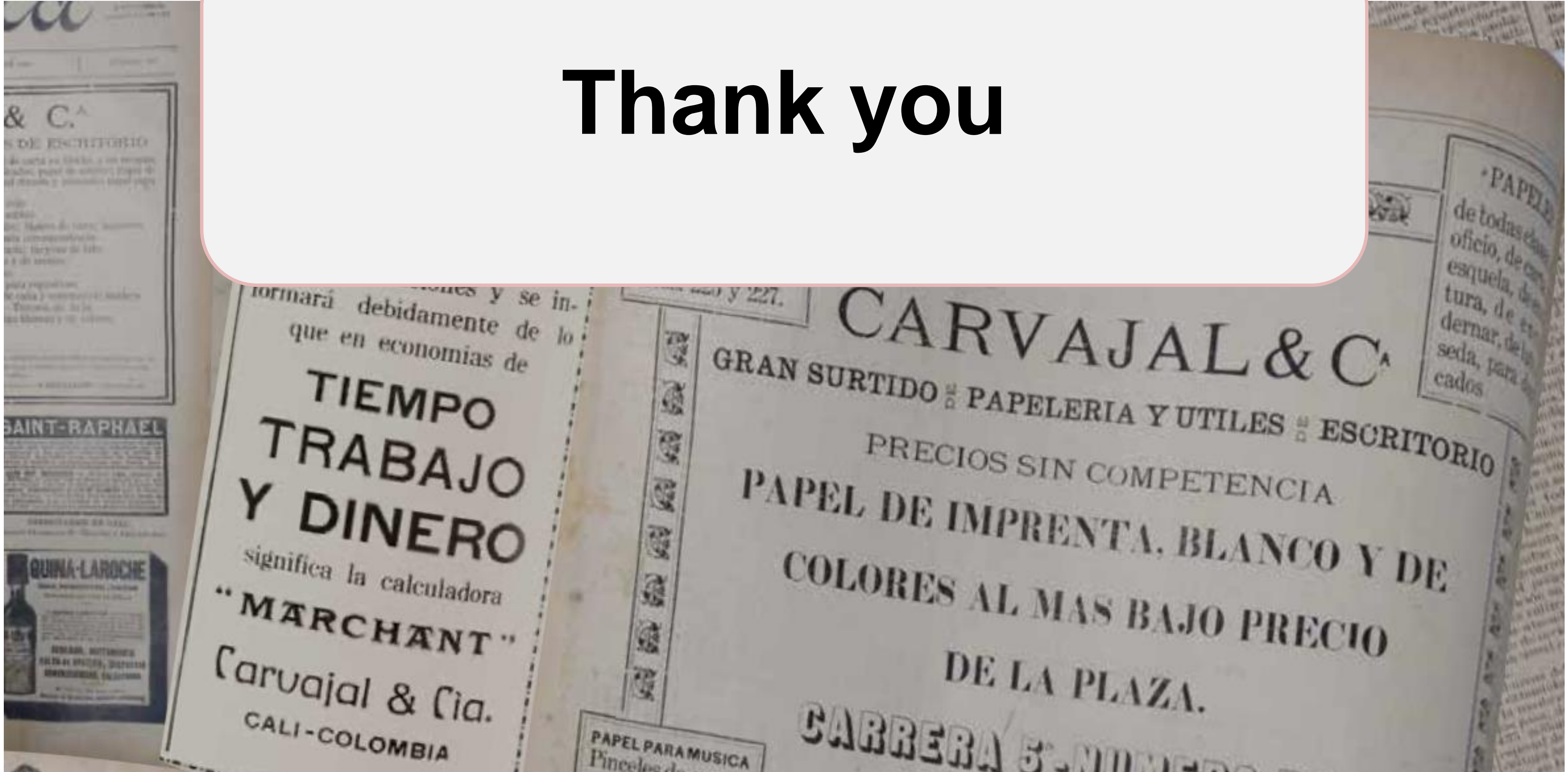
1: Family Business



2: Business Family



Thank you



MOTIVACE EXTERNÍHO MANAGEMENTU



Tomáš Vala,
2G, SIKO



Jaroslav Horák,
1G, ALMBATROS
MEDIA



Leon Jakimič,
1G, LASVIT



David Piškanin
2G, HOPI

Obrat	6 mld CZK	1,2 mld CZK	1+ mld CZK	10 mld CZK
Počet firem ve skupině / vlastnictví	9 firem: <ul style="list-style-type: none"> • 6: 100% rodina • 3: externí spolumajitel 	5 firem: <ul style="list-style-type: none"> • 100% rodina 	1 holding – 20 firem: Holding: <ul style="list-style-type: none"> • 87 % rodina • 7 % management • 6 % externí investor 	1 holding – 30 firem: <ul style="list-style-type: none"> • 20: 100% rodina • 10: externí spolumajitel (10-15%)
Top management	9 osob CEO z rodiny	5 osob Všichni externí	<u>Executive Board</u> : 3 osoby (vlastníci only: Leon + 2 ext. investoři) <u>Creative Art Board</u> : 3 osoby (Leon + 2 externí) <u>Top management</u> : 10 osob (externí)	<u>HOPI Holding Board</u> : 7 osob (David, Martin + 5 externí) <u>Logistics Board</u> : 10 osob (HOPI Holding Board + 3 externí) <u>Foods&Agri Board</u> : 12 osob (HOPI Holding Board + 5 externí)