

An illustration of a person in a yellow suit running to the right, carrying a white folder. The person is in a dynamic, forward-leaning pose. Two red diagonal lines intersect the scene: one from the top right pointing towards the person's head, and another from the bottom left pointing towards their leg. The background is a blurred office environment with windows and other people in motion.

THE XYNTEO EXCHANGE/NORWAY

REINVENTING. GROWTH. **TOGETHER.**

CONTEXT

What are the challenges we are facing?

REINVENTING.
GROWTH.
TOGETHER.

WE NEED TO REINVENT GROWTH

Making it fit for the future

HUMAN/NATURE

Growth that works with and not against nature

SHORT/LONG

Growth that maintains the dynamism of short-term action while delivering value over the long-term

FEW/MANY

Growth that benefits larger numbers of people



AN AGE OF ABUNDANCE

But we need leadership to capitalise

2-3 % of global income is sufficient to end extreme poverty, disease and environmental degradation.

“More than ever we need leaders with an acute sense of awareness of the world’s challenges.”

Paul Polman

Capital is treated as scarce, despite over \$1,8 trillion on the corporate balance sheets of US companies.

Only around 15 % of the money flowing from financial institutions makes its way into business investment

84 % of CEOs of listed companies experience pressure to prioritise short-term profits over investment.

The world has over a trillion idle brain hours a year to commit to shared projects. This is only growing.

US GDP grew 78 % between 1980 and 2014 – wages grew by 5 %.

Poverty rates are shrinking, but global inequality has roughly tripled since 1960.

The investment gap for 2DS REN power generation is \$208bn per year – in 2014, fossil fuel subsidies amounted to \$493bn.

THE POWER OF 'TRIBES'

Leveraging communities to drive transformation

“A tribe is a group of people connected to one another, connected to a leader, and connected to an idea. For millions of years, human beings have been part of one tribe or another. A group needs only two things to be a tribe: a shared interest and a way to communicate.”

Seth Godin



XYNTEO

THE EXCHANGE/NORWAY

Oslo, 15-16 November 2017

REINVENTING.
GROWTH.
TOGETHER.

TRACK RECORD

Adding differentiated value

Xynteo has a long history of bringing together inspirational leaders from global businesses, government, civil society and the arts, to Global Exchanges and Performance Theatres around the world.



THE EXCHANGE/NORWAY

The narrative

We live in **age of abundance**, with the talent, knowledge, technology and capital we need to reinvent growth.

Growth is a powerful force. The existing growth model has catalysed enormous progress, but it is no **longer fit for our needs**.

As leaders, we have the power to **correct this market failure**. At the Xynteo Exchange/Norway, we galvanise exceptional leaders who are already driving new growth models.

By **combining forces** across industries, sectors and borders, we can aggregate and scale existing efforts.

We need curious, impatient leaders who are willing to **stand up** for something bigger than themselves, to **defy** outdated metrics and mobilise action.

NORWAY'S RELEVANCE

Oslo as host city



A pioneering
laboratory for the
growth model of
the future

The **high standard of living** is a proof point of successful redistribution of wealth

Internationally recognised for commitment to **progressive values**

Responsible management of natural wealth – State pension fund is the world's largest sovereign wealth fund

THE XYNTEO EXCHANGE/NORWAY

Our objectives

**TO ADVANCE A NEW KIND OF
GROWTH**

**BY BUILDING A
LEADERSHIP TRIBE**

**BY CONNECTING
TALENT, CAPITAL
AND IDEAS**

**BY ADVANCING
SYSTEMS ACTION**

MOMENTUM IS BUILDING

ABS	AGDER	ENERGI	AKER	BP	/	Erna Solberg, Prime Minister of Norway	/	Svein Tore Holsether, CEO, Yara
COCA-COLA		NORWAY	DB		/	Vidar Helgesen, Norwegian Minister of	/	Karl Johnny Hersvik, CEO, Aker BP
SCHENKER	DNV	GL	EDB	EDP	/	Climate and Environment	/	Hans Vestberg, EVP, Verizon
ERICSSON	FINANS		NORGE		/	Monica Mæland, Norwegian Minister of	/	Henrik Madsen, Chair, Norwegian Research
FORSKNINGSRÅDET	GE	HINDUSTAN			/	Trade and Industry	/	Council
UNILEVER	HURTIGRUTEN	HYDRO			/	Antonio Simoes, HSBC	/	Thorhild Widvey, Chair, Statkraft
ICRC	IKEA	FOUNDATION			/	Natarajan Chandrasekaran, Chairman, Tata	/	Christian Rynning-Tønnesen, CEO Statkraft
INNOVATION	NORWAY	JINDAL			/	Sons	/	Dr Jeremy Leggett, Chair, Carbon Tracker
STAINLESS	STEEL	JONES	LANG		/	Yves Daccord, director-general, International	/	Carl Bildt, former Prime Minister of Sweden
LASALLE	KONGSBERG	GRUPPEN			/	Committee of the Red Cross	/	Connie Hedegaard, Former European
LYSE	MARINE	HARVEST			/	Jonas Gahr Støre, leader of the Norwegian	/	Commissioner for Climate Action
MASTERCARD		NORWEGIAN			/	Labour Party	/	Tarja Halonen, former President of Finland
MINISTRY	OF	CLIMATE	AND		/	Jan Egeland, Secretary General, Norwegian	/	Dr Wolfgang Schüssel, former Chancellor of
ENVIRONMENT	NORDEA	BANK			/	Refugee Council	/	Austria
NORWAY	RUTER	SHELL	SIKT		/	Lois Quam, CEO, Pathfinder	/	Henrik Henriksson, CEO, Scania
SNØHETTA	SPAREBANK	1			/	Paul Polman, CEO, Unilever	/	Satish Pai, managing director, Hindalco
FORSIKRING	STENA	STOREBRAND			/	Remi Eriksen, CEO, DNV GL	/	Industries
TECH	MAHINDRA	TECHNIP						
TELENOR	TINE	UMOE	UNILEVER					
VEIDEKKE	VEOLIA	WARTSILA	WWF					
NORWAY	YARA	ZERO*						

*Companies engaged in Xynteq-managed programmes and expected to participate in the Exchange. Most have representatives confirmed.

OUR CONCEPT

A future-fit city



THE SQUARE

Inspiration, leadership, narrative

Inspirational reflections setting the scene and agenda for the Exchange.

Livestreamed for maximum reach.

Major branding opportunity.

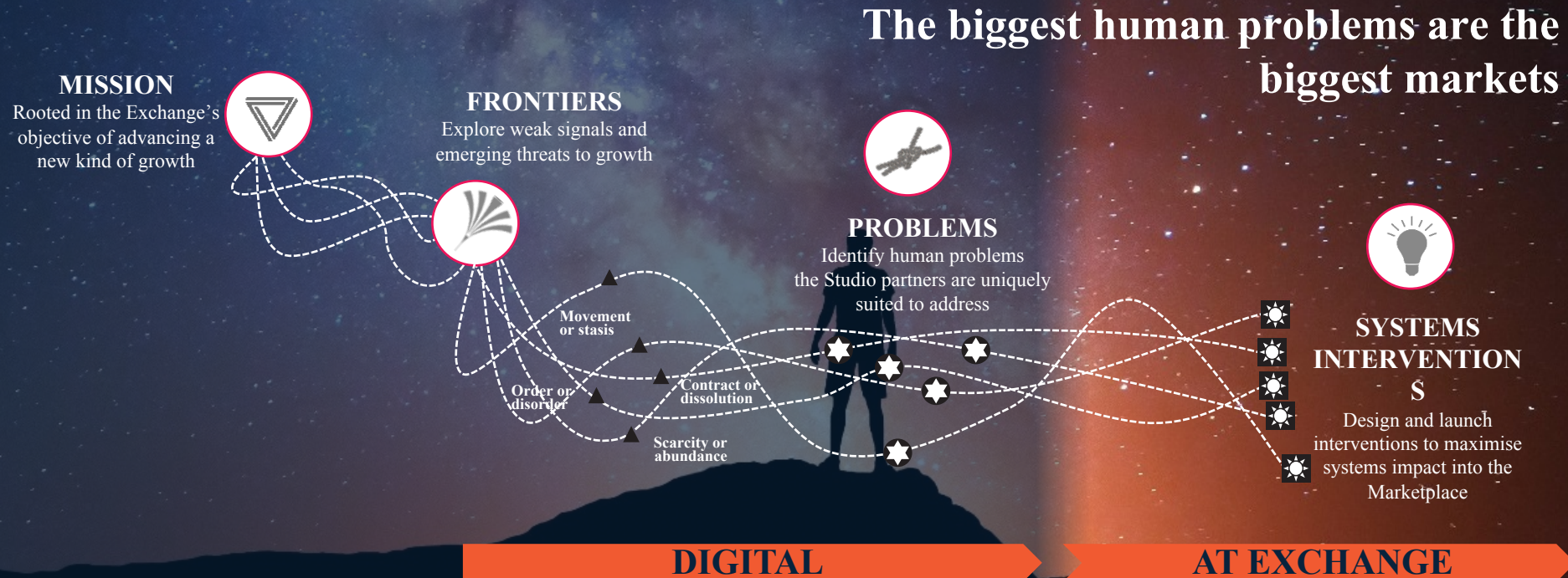
Speaker criteria:

- / Visionary leaders
- / Established track record
- / Mix of sectors, age and gender



THE STUDIOS

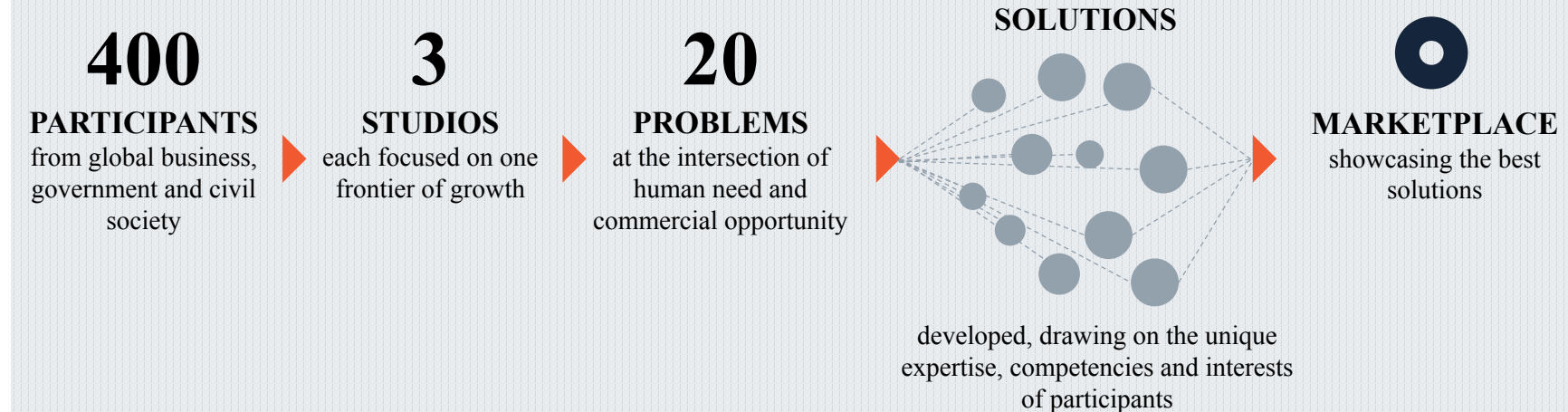
Incubation



THE STUDIOS

Finding solutions for a new growth model

The Studios will focus on the ‘frontiers of growth’ – broad systems-level themes, which will allow us to step out of our industries and sectors. Here, we will work together in a 'speed-incubation' process to generate solutions to specific systemic problems within those frontiers, that will allow us to build a new growth model.



STUDIOS

Frontiers and problem statements

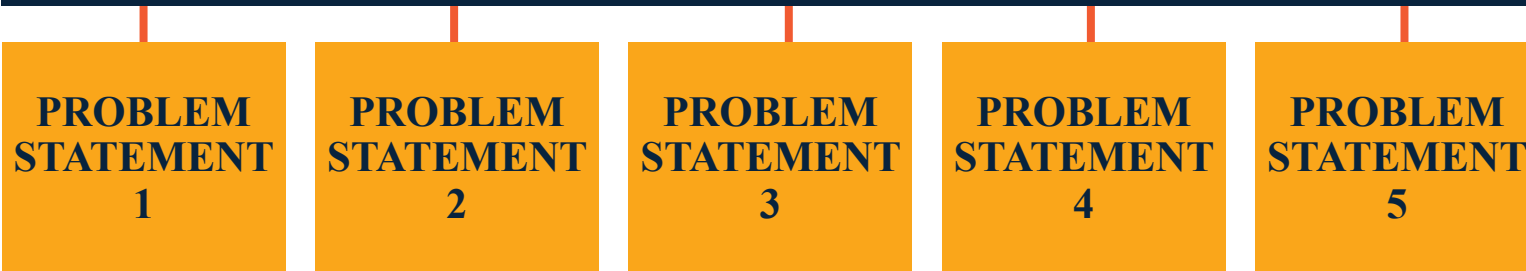
Powered by Yara

SCARCITY / ABUNDANCE

The natural systems that sustain humanity are showing stress as global resource production and consumption continues and global population edges past 7.4 billion people at a rate of more than 200,000 per day.

The one billion people still in absolute poverty and the 1.5 billion yet to be born will need and demand a fair share of global resources.

How can businesses help society to break away from the zero-sum dynamics of a resource-constrained world to deliver the benefits of growth more widely while preserving the stability of our biosphere?



STUDIOS

Frontiers and problem statements

Powered by Statkraft

ORDER / DISORDER

The world is changing rapidly, driven by complex relationships between technology, market forces, a changing resource picture and demographic change.

This is being accelerated and accompanied by a power shift – from ‘old power’, which is closed and held by a small minority, to ‘new power’ that is open and participatory. This shift is evident at many levels, from populist movements, distributed energy, crowdsourced financing and digital platforms changing the nature of work.

How can we leverage this shift to ensure maximum progress towards a future-fit growth model, for the world as well as our businesses?

PROBLEM
STATEMENT
1

PROBLEM
STATEMENT
2

PROBLEM
STATEMENT
3

PROBLEM
STATEMENT
4

PROBLEM
STATEMENT
5

STUDIOS

Frontiers and problem statements

Powered by Mastercard with NRC

MOVEMENT / STASIS

Humanity has always been on the move but in this year alone, more than 1 million refugees entered Europe from the Middle East and Northern Africa.

The leadership response so far has been weak and dangerously unimaginative and uncollaborative. We can either manage the problem and turn it into an opportunity, or we can let the problem manage us.

Our collective response to the current migration crisis could be the greatest test of collaboration of our time. How can we help political leadership make far-sighted, logical decisions, for example by tapping into migration as a source of talent?

PROBLEM
STATEMENT
1

PROBLEM
STATEMENT
2

PROBLEM
STATEMENT
3

PROBLEM
STATEMENT
4

PROBLEM
STATEMENT
5

A UNIQUE OPPORTUNITY

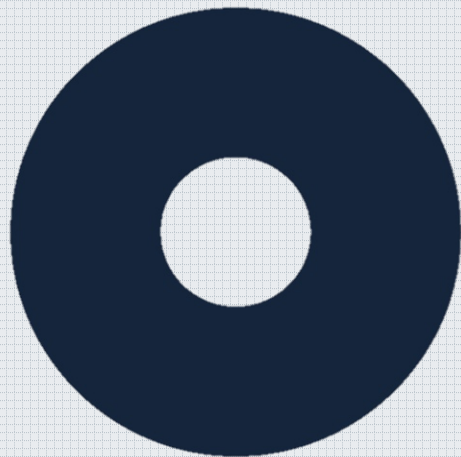
CONNECT WITH
WORLD-CLASS
LEADERS AND
THINKERS FROM
DIFFERENT SECTORS
AND INDUSTRIES

CONTRIBUTE TO
TACKLING SOME OF
THE WORLD'S
BIGGEST
CHALLENGES,
COLLABORATIVELY

DISCOVER AND
ACCELERATE IDEAS
THAT SCALE

REINVENTING GROWTH BY EXCHANGING TALENT, IDEAS AND CAPITAL

THE MARKETPLACE



- / The Marketplace will surround the Square, and act as a platform for exchanging **talent, ideas and capital** to empower collaborative commercial solutions
- / In this arena, approximately 40 projects will be showcased, embodying the spirit of our mission: to reinvent growth together. This will include start-ups using technology for purpose

THE MARKETPLACE MARKS THE SPOT

The scale of the challenges that threaten the future of our growth mean that no single organisation or institution can solve them alone.

SHOWCASE PROJECTS
TO REINVENT
GROWTH AND,
EXCHANGE AND
ATTRAC TALENT,
CAPITAL AND IDEAS
TO BRING THOSE TO
SCALE

CONNECT WITH AND
UNDERSTAND NEEDS,
CAPABILITIES AND
PREFERENCES OF
LIKE-MINDED
LEADERS

ASSOCIATE WITH
OTHER PURPOSE-
DRIVEN
ORGANISATIONS