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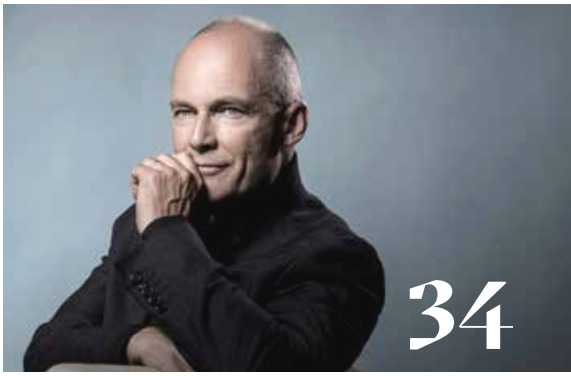
The Trend Magazine — Special Edition Winter 2020/2021

10 Megatrends

That Will Occupy us in the New Decade



A Decade Full of Challenges and Opportunities

When we informed our employees on Friday, March 13 this year, that we would all be working from home for the next few weeks, I was the only one who had an account with the Zoom company. Only a few days later our weekly team meeting in the digital world took place and every employee had an account.

Through the (corona) shock we all quickly learned to deal with an unexpected situation and to adapt our thinking and actions. Rethinking, situational adaptation and creatively mastering new challenging situations – these are skills that will become important competencies in the future. This applies to us humans, and to companies as well as to governments and authorities.

Rethinking, situational adaptation, mastering new challenging situations – skills that will become important competencies in the future.

Far-reaching developments will continue to challenge us in the new decade. How do we find solutions to the climate crisis? How do we react to the exponentially developing technologies that will significantly change our society and our working world? How do we shape the Education of our children and grandchildren so that they can find their way in this new world? "The secret of change is to focus all your energy on building new things instead of fighting old ones", the Greek philosopher Socrates already said. Let's actively bring on and help shape the changes of the new decade.

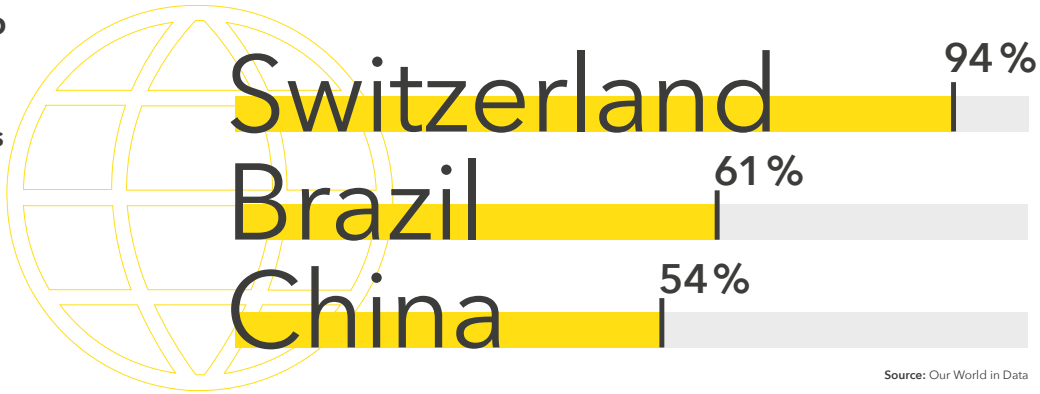
I wish you all the best for embarking on a certainly challenging, but hopefully positive new decade.

Reto Ringger
Founder and CEO

The Changing of our World in Numbers

CONNECTED WORLD

Percentage of the population that has used the Internet in the last three months

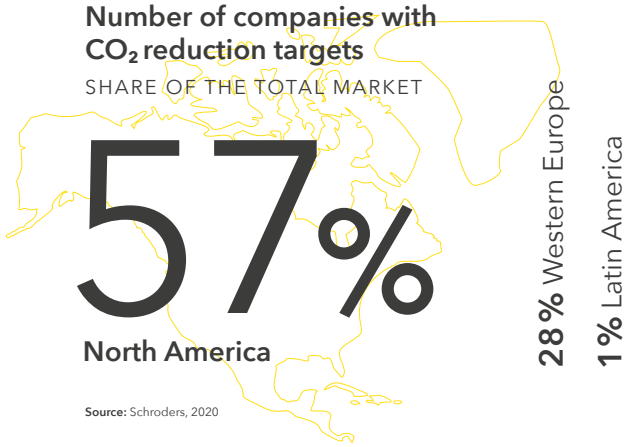


Source: Our World in Data

DECARBONIZATION

Number of companies with CO_2 reduction targets

SHARE OF THE TOTAL MARKET

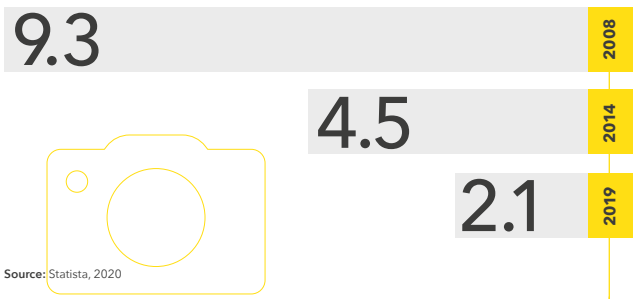


Source: Schroders, 2020

DEMATERIALIZATION

Sales of digital cameras in Germany

IN MILLION UNITS

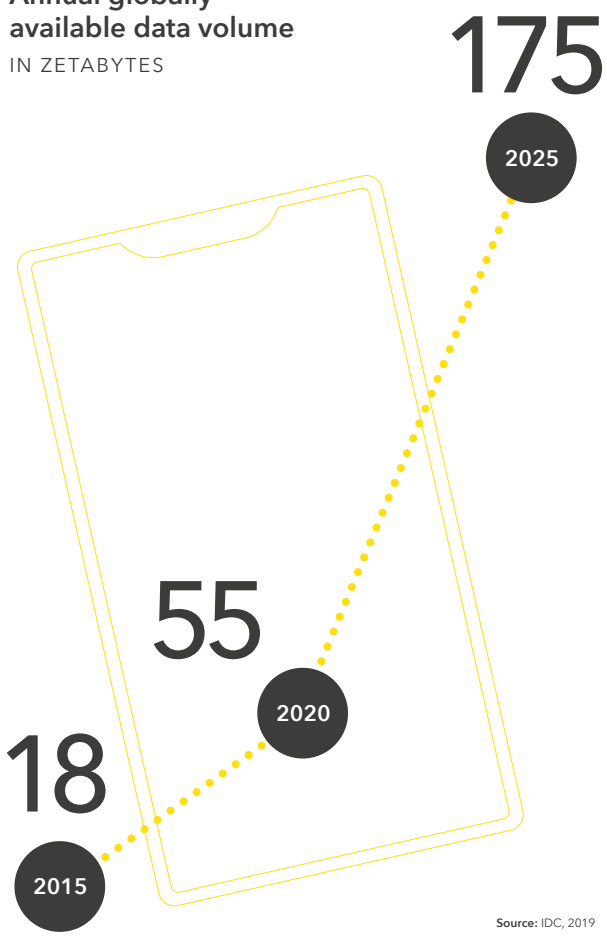


Source: Statista, 2020

BIG DATA

Annual globally available data volume

IN ZETABYTES

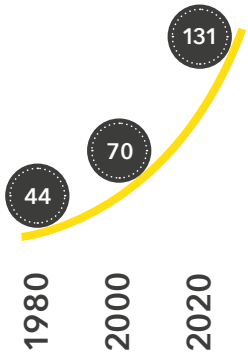


Source: IDC, 2019

ECONOMICS

Global debt of OECD countries

AS A PERCENTAGE OF THE GROSS DOMESTIC PRODUCT



Source: OECD

NATURAL CAPITAL

Annual contribution of the ecosystem to the national economy (Nature's Contributions to People, NCP)

IN BILLION US DOLLARS

24'000
North America

3'500
Amazon rain forest

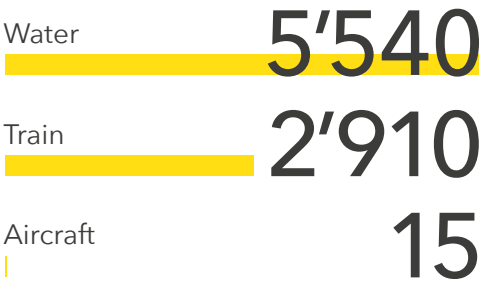
5.7
Great Barrier Reef

BILLIONS

Source: Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES)

GLOBAL VALUE CREATION

Transport kilometers of all food products worldwide according to transport method



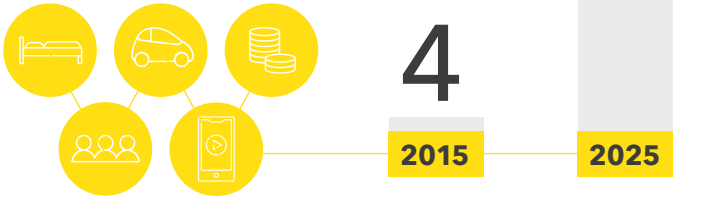
MILLION TONS /KM

Source: Our World in Data

SHARING ECONOMY

Estimated turnover across Europe in the five key sectors of the Sharing Economy

IN BILLION EUROS

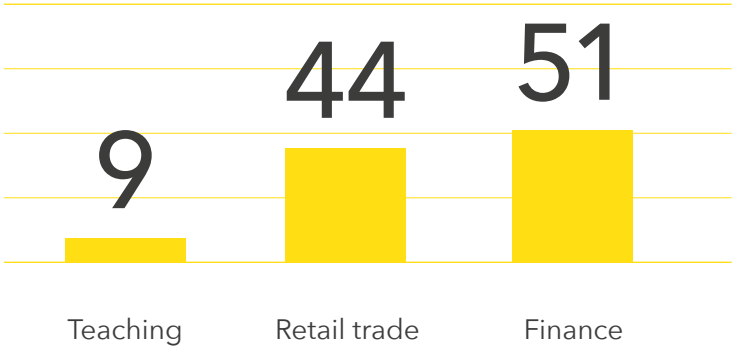


Source: PwC

ARTIFICIAL INTELLIGENCE

Forecast of the proportion of jobs that will be significantly changed by automation by 2035

IN PERCENT



Source: PwC

LONG LIFE

Percentage of 65 to 74-year-olds who shopped on the Internet in 2019

IN PERCENT

Source: Eurostat / Springer

Ten Megatrends That Will Occupy us in the New Decade

The new decade brings new opportunities and challenges. We present ten developments that will shape our next decade. Many of them will also affect us personally.

1

Human or Machine

New Skills for a New World

Our world is changing, requirements are changing – the digital transformation is stirring up the job market. Will tried and tested skills have to make way for new requirements in the future? And how are our children prepared for the changing world? What we need tomorrow and what we can do today!

PAGE 8

2

Glocalization

From Langnau instead of Shenzen

Are we experiencing the end of globalization? And what influence does the transfer of data have on the trade in goods? How new technologies are transforming added value and supply chains, why 'Made in Europe' is becoming more attractive again, and why people are talking about slow-speed cross-border competition.

PAGE 10

3

Transparency

Blackbox Was Yesterday

The call for transparency and openness penetrates all areas of life. Where does my food come from, how sustainable is my employer? Transparency creates trust and never before has it been so easy. Read about the opportunities this offers us.

PAGE 12

Illustrations: Irina_Strelnikova / iStock

4 Big Data Takes Over

Problem or Solution?

The incessant flood of data creates the well-known angels and devils. Am I being manipulated as a transparent citizen or is Big Data creating added value for me? Can powerful data and artificial intelligence help us save the climate? What impact does this have on our lives and our economy?

PAGE 14

5 Sharing Economy

Sharing instead of Owning

You don't own an e-car, but would like to be able to use one at any time? No problem in our networked society! Today providers and users find each other easily, profit from independence and save our resources. Pure wishful thinking or does the trend of sharing really work? What will we no longer need to own in the future and what opportunities does this open up?

PAGE 16

6 Decarbonization of the Economy

Can we Succeed?

Paris Climate Convention, the European Green Deal – the economy is challenged! The climate targets have been defined, but what now? Which transformative technologies will reduce carbon emissions in the future and what are the most urgent priorities? A look at the main emitters and the climate-friendly innovations of the future.

PAGE 18

7 Dematerialization

Software instead of "Hardware"

Physical products are increasingly disappearing from our lives and the smartphone combines countless of these features digitally – ready to hand in your pocket. Where is this leading, what does technological singularity mean and how do companies react? What sometimes still sounds like science fiction will change our everyday life and can have a positive impact on the future.

PAGE 20

8 True Costs

The New Reality

If free goods such as the air, lakes or forests are really available to everyone free of charge, who will actually pay for the environmental damage caused? The true costs are very revealing! Sooner or later business models will have to face reality. How do companies prepare for the threat of future CO_2 prices?

PAGE 22

9 Long Life

Long and Happy?

People are getting older – by 2050 the number of people over 60 will have doubled. A mammoth task for the healthcare system and the public sector? The Silver Society is also adapting and increasingly moving away from the classic three-stage life cycle.

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10 Digital Money

Everything Crypto or What?

The common online payment service PayPal will also offer a crypto service in the future. Will Bitcoin and Co. become attractive to the masses and how will the central banks react? What are the advantages and main differences to the conventional currencies? What are the benefits of the possible Introduction of an e-franc?

PAGE 25

*Information and Communication Technology
Source: WEF

1

Human or Machine

New Skills for a New World

Artificial intelligence and machine learning are the chiefs of the digital revolution. Due to increasing automation, skill profiles are changing and the overwhelming majority of today's workforce will need to develop new skills. In the future, companies will need people with the skills of tomorrow.

The fourth industrial revolution isn't just knocking on the door – it already has one foot in it. The "most wanted jobs" in many branches of industry are not even ten years old. The merry-go-round of change will turn even more rapidly – 65 percent of schoolchildren will have a job that doesn't even exist yet. In the USA and Europe the demand for manual skills for repetitive work will decline by almost 30 percent over the next decade. While the demand for technological skills is expected to increase by more than 50 percent, the demand for basic literacy skills is expected to decrease by 20 percent. The work of the future will also urgently need soft skills. So, complex cognitive aptitudes as well as highly-developed social and emotional skills are required. Pronounced initiative, leadership qualities and entrepreneurial spirit are welcome.

Investment in Employees

It is also up to the companies to introduce retraining and further training. Walmart, for example, is investing USD 4 billion to help front- and back-office employees transition to new roles. Amazon will spend USD 700 million on technology training to help employees make the transition to higher-skilled jobs by 2025.

Education Systems of the Future

The question must be whether our education systems are sufficiently focused on progress in the fields of artificial intelligence (AI), robotics, biotechnology and clean energy? Are students sufficiently encouraged to think critically about science, technology and innovation?

Skills of Tomorrow

Mathematics, computer science, natural and Engineering science and technology (STEM) will be in high demand in the coming years. According to the OECD Future of Education and Skills 2030 Project, the link between STEM and skills such as critical thinking, teamwork and intercultural awareness will form the foundation of tomorrow. These qualifications prepare young people for future professions that do not exist today. The educational system will be the architect of this reconstruction and accordingly the building system must be radically rethought and the cornerstones of it must be redefined.

A JOB OF THE FUTURE: DRONE PILOT

The start-up Wingcopter has developed the fastest drone in the world. Among other things, the remote-controlled flying object measures the concentration of greenhouse gases in the Canadian Arctic and provides blood supplies to inhabitants of the African savannah. Drone pilots are responsible for the planning and control of the flights and have great opportunities in the jobs market of the future.

> **65 % of our children will have a job that does not exist today.**

But what skills will it take to be in demand as an employee in the next decade?

Investments in education, science and technology must be coordinated so that young people develop the skills of the 21st century early on and are prepared for a changing future.

STEM training requires cost-intensive laboratory equipment for research and experiments. Some students, however, lack adequate equipment and the skills to manage their own learning. It will be essential to develop creative ways to ensure that young people of all socio-economic backgrounds are able to access research-based learning at home. Lab4U addresses this challenge and uses smartphone sensors to design and conduct scientific experiments – a "portable lab for the trouser pocket". Further software solutions for virtual laboratories and experiments include the PhET (Physics Education Technology) simulations of Nobel Prize winner Carl Wieman and the free online platform LabXchange run by Harvard University.

Photo: Fotomek / iStock

2

Glocalization

From Langnau instead of Shenzen

Increasing economic globalization and the internationality of trade seemed for a long time to be irreversible. Jobs from industrialized countries shifted to emerging markets and supply chains became internationalized.

For a long time it was called Shenzen instead of Langnau. But intensified competition between the Chinese and US economic systems shook the foundations of globalization and the coronavirus crisis has shown how sensitive the system of international value creation is. Delivery and Retail chains were suddenly interrupted and the global production network disrupted.

Trends towards 'Cosmopolitan' Patriotism

However, even before the pandemic, trade disputes and punitive tariffs, reshoring was on the rise. More and more companies are reshoring their value and supply chains, especially in the chemical, automotive and pharmaceutical industries. Many companies are planning to expand into their own national regions.

Are we experiencing the end of globalization?

Or this is merely a cosmetic change, and globalization is actually an unstoppable process. A kind of decentralization of markets and value chains with simultaneous intensification of cooperative systems – locally and yet globally.

Bits and Bytes instead of Containers

The trade in goods is outdated, the future belongs to cross-border flows of data. Trade in services is growing 60 percent faster than trade in goods. New technologies in the form of digital platforms and artificial intelligence are giving global supply chains a transformative look. Whereas otherwise unfinished capital goods such as industrial plants, machines, plant or vehicles were previously shipped to all regions of the world, today it is sufficient to send digital design sketches or construction plans. The desired end product can thus be manufactured at the customer's site exactly as required.

Data transfer makes trade in goods in the broadest sense obsolete. Bold claim or a fact? The US company General Electric changed its production methods years ago. Instead of delivering 20 individual parts for a fuel nozzle to its site in India, production plans are transferred. The 3-D printer takes care of the rest of the production on site. Additive production reduces delivery and logistics costs, and it shortens the cycle time by up to ten times through simplification and enables On-demand product solutions for businesses. Incidentally, the quality exceeds that of its traditional predecessors.

In the future, this will result in comprehensive changes in the flow of goods and this will simultaneously relieve the transportation routes and the environment.

Photo: kynny / iStock

> **Trade in services is growing 60% faster than trade in goods.**

Slowbalisation

Empirical evidence does not point to the end of globalization, but to a significant Restructuring of trade linkages.

The low-wage strategy, for example, is nearing its end. Of course, semi-finished products and inputs from Europe or the USA are still shipped to Asia in containers to be processed into consumer goods by cheaper workers – but the trend is declining.

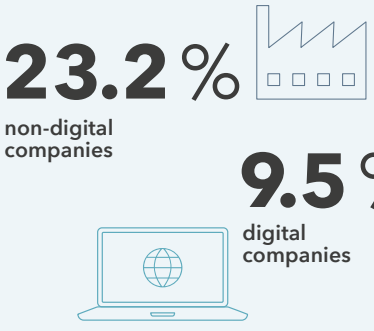
Wage, environmental and social costs are also rising in Asia, China and India in particular will have to produce more for their own needs, and digital technologies are calling time on the low-wage project. Cheaper "made in Europe" products are becoming more attractive again thanks to artificial intelligence and Big Data. The threat of punitive trade tariffs have also left their mark. Globalization strategies are therefore increasingly associated with risks and higher costs. The result is currently a cross-border trade slowdown, which the Economist calls "Slowbalisation".

Globalization is out for the count, it is changing its shape and we are witnessing the beginning of glocalization – more Langnau, less Shenzen. Business models and markets remain global, but specific solutions are becoming increasingly localised in nature. Fewer containers, but more global exchange of knowledge and data. Decentralized production at the customer's premises instead of relocation to low-wage countries. This is how future movers work. This is how digital globalization works.

WILL TAX REVENUES SOON GROW BY USD 100 BILLION ANNUALLY?

Progressive digitalization leads to new forms of Value creation and tax avoidance models. The reform of the OECD is above all focusing on the GAFA technology groups (Google, Apple, Facebook, Amazon). The planned digital tax will in future not only be levied at the company headquarters, but also in the countries where the products are marketed. In summary: Taxes are paid where the value chain is achieved. So is it farewell to aggressive tax planning and the flight to tax havens? Wait and see – the negotations among 137 states will run until mid 2021.

Effective Tax Rate on Company Earnings



Source: European Commission, 2018 data

3

Transparency

Blackbox Was Yesterday

Where does my avocado come from and how many liters of water did its cultivation require? What imported food was used for my meat and what impact does this have on the rainforest? In our current networked society, transparency weighs very heavily in the scale of socio-economic concerns.

A radical openness has taken hold of us. The everyday use of smartphones, news apps, Twitter and Co provides us with news and enlightens us. We are informed. The awareness of sustainability, climate protection and nutrition has increased considerably and people are demanding even more transparency. The amount of information collected about every person, every product and every organization will grow and the responsibility to share it will increase.

This offers opportunities for openness and enlightenment. But does everyone want that?

The Open World

Open Government provides the public with freely usable administrative data made available by federal agencies. This opening up of government and administration to the population is intended to promote transparency and participation. Open Science, on the other hand, opens up science digitally and creates collaborative access to publications and research data. The aim is to create collaborations, improve the quality of scientific work, and increase the efficiency of research. A large number of scientists can work on projects simultaneously and make their results available to the general public. A paradigm shift that can contribute to the active solving of problems in the future. The culture of openness, ethics and trust in companies should be promoted by the legal protection of whistleblowers. Internal Whistleblowers are the most important factor in detecting irregularities and can minimize economic risks and possible reputational damage.

Transparent Patient?

You know the scenario: "Hopefully I haven't forgotten to give the new doctor any crucial information." At this point, a personalized and bundled health profile would be ideal. Although medical data is increasingly being stored digitally today, the systems often operate in isolation and make it difficult to exchange information. In the future, the use of block chain technology could bring together all relevant information in a decentralized manner, thereby ensuring more efficient supply and preventing the avoidable use of energy. In addition, you as a patient would still be part of the blockchain network and have direct access to your patient file. In order to explore the further potential of this technology in healthcare and to eliminate any data protection risks, research projects such as the BloG³ are required.

NiCe to KnO_2w

The sustainability project CarbonBlock of the Berlin-based start-up CircularTree provides the actual CO_2 footprint of materials in the supply chain. Companies can use the blockchain application to compare the footprint of their suppliers and set targets for reductions.

Porsche and BASF recently tested this in a pilot project that won the global innovation award of the Plug and Play Tech Center.

Trust becomes the decisive currency!

In vino veritas

Even today we often still come across vague manufacturer's specifications, although origin, regionality and responsibility play an important role in the purchase decision. The Blockchain can be used as decentralized, unchangeable Data Register to create the "Internet of values" and supply chains, and to digitally depict supply chains from manufacturers and traders. The idea is to give customers full information about production, transport and processing simply by looking at their smartphone. When buying wine it's good to know which seed was used for the vines, how long the wine was stored for, and how far the wine has travelled to get to the shelf at the retail outlet.

Transparency Creates Trust

Millenials in particular would like to know that their shopping behaviour makes a difference – so there's a demand for sustainability certification marks. Transparency is already a decisive Leverage for companies to generate customer confidence. The retail and wholesale company Carrefour is already responding to the demands of transparent supply chains with the block chain platform IBM Food Trust. By 2022, the French retailer wants to extend the technology to all of its 12'000 stores. The app "Thank My Farmer" provides transparency for coffee lovers. With the help of IBM Food Trust, it enables consumers to trace the coffee bean from the retailer to its place of origin. Used appropriately and in a carefully considered manner, transparency creates trust and and becomes the decisive currency.

Blackbox Was Yesterday

Loyal readers know it: Globalance also criticizes the investment world as a kind of "black box". Here, transparency regarding impact, risk and return is the basic prerequisite for conscious and responsible investing. A world first in the financial market provides a remedy. With Globalance World – the digital globe for investors – transparency and new perspectives are opened up in a breadth and depth never before achieved.

Discover

globalanceworld.com

4

Big Data Takes Over

Problem or Solution?

Smart irrigation systems reliably supply the garden, intelligent heating control systems protect the environment and the refrigerator of tomorrow orders missing food autonomously. Has the smart home also moved in with you and are you already chatting with Alexa and Co?

The Internet of Things (IoT) generates a never-ending flood of data. Worldwide, almost nine billion IoT devices are already connected today and by 2023 this figure will already be 19.8 billion. Another gigantic big data supplier is growing up. All in all, the amount of data has soared exorbitantly in the recent past – 90 percent is no more than two years old and an additional 40 percent growth is predicted every twelve months.

The Oil of the 21st Century

Two thirds of the world is always connected and the smartphone is their loyal everyday companion which collects geopositional data and uses facial recognition, as well as apps like TikTok to record people's movement patterns. All this generates Megadata, which is processed, recorded and stored amazingly quickly. Big Data is made available for the carrying out of evaluations and it provides a preliminary breakdown of the raw data. The quantity and diversity of data is overwhelming and far in excess of human analytical. abilities. With the help of AI, Big Data can be stored in Real-time processing, sorting and be made usable in the long term. At the same time the "new Oil" is AI and acts as its Elixir of life. We already use AI almost 220 times a day. According to Data Age surveys, the frequency will rise to 4,800 uses by 2025.

This may seem disconcerting at first glance – who likes to call oneself a "transparent citizen"?

Nevertheless, artificial intelligence and big data offer us the potential to make economic sectors more efficient.

Data on the Assembly Line – Industry 4.0

Big Data creates opportunities across all sectors. From transportation and healthcare to retail and power and heat generation. Digital car repair shops repair remotely, autonomous driving is on the doorstep, the quality of medical treatment is monitored. Will fitness trackers possibly contribute to more efficient therapies in the future? Big Data feeds besides the marketing strategies with customer behavior patterns and enables intelligent power grids.

The impact on the digital transformation of industrial production will also be considerable. Internal Processes are optimized, production times can be shortened by bottleneck detection and faulty production processes can be reduced.

Smart into the Future

Siemens produces about 17 million programmable logic controllers (SIMATIC) each year for the automation of industrial production. The highlight – production at the Siemens plant in Amberg is controlled by these SIMATIC components. The automated production is 75 percent controlled by robots, resulting in a quality standard of 99.9 percent.

AI-supported, predictive maintenance can inform plant operators between 12 and 36 hours before a possible system failure. The IoT therefore automates so entire industrial processes along the value chain and enables a direct communication between Machines, equipment, Goods and people.

Areas such as machine and deep learning, virtual reality, data-driven predictive analysis and connectivity is all growing at double-digit rates.

Photo: AzmanL / iStock

Viewed through green glasses, the heart of sustainability also smiles – low levels of faulty production help to conserve resources and early, precise defect detection can prevent complete breakdowns.

Agriculture of the Future

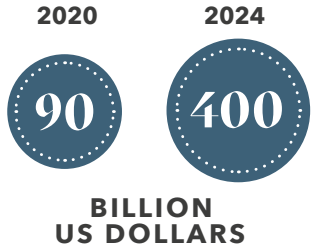
Smart farming can also be an innovative key to the door of climate neutrality. For example, sensors and intelligent cameras can detect weeds and use crop protection products much more selectively. Herbicide use can be reduced by up to 95 percent through AI precision techniques. Robots already systematically take soil samples and check them for any characteristic values that can be viewed via app. IoT-Farming uses intelligent power grids to enable precise calibration of greenhouses and indoor agriculture to produce environmentally friendly vegetables and fruit.

Reduction of CO_2 emissions through optimized supply chains and logistics processes, energy savings in the smart home sector or the development concepts of Green Cities – Big Data and AI can become real gamechangers providing countless practical ways to achieve climate targets. According to a World Economic Forum survey of more than 600 IoT applications, 84 percent of digital solutions contribute to achieving SDGs.

Big Data is the Ploughshare of Digitization

Only the sheer availability of data makes many of the new digital business models and their faster, cheaper, smarter and customized solutions possible. Big Data opens up exciting investment opportunities in the areas of "data storage", "data preparation" and "artificial intelligence". However, investors should pay attention to the handling of private data and the ethical design of artificial algorithms.

The streaming market for **music, video and Gaming** is one of the fastest growing areas and is expected to **quadruple** by the end of 2024.



Peer-to-peer platforms, streaming providers and the vital suppliers of the gig and Sharing Economy now belong in every sustainable investor portfolio.

5

Sharing Economy

Sharing instead of Owning

You're a dog lover but don't own a four-legged friend? The dog sharing platform Hundelieb allows you to walk your dog without having to give up walking and throwing sticks. You swipe your way through the digital profiles, discover an adorable dog in your area and take your four-legged friend for a stroll.

Your son wants to build a cupboard in his new apartment – but he has never owned a drill. In the Sharely community, he can easily borrow everyday objects in his environment online. And for the technically unskilled, mediation platforms like TaskRabbit offer "help at the touch of a button". This is all sharing!

Well-tried, New Shared

Sharing things is not a modern phenomenon – just think of the classic library. In its current form the sharing economy is the result of a Redesign of well-established concepts. Flea markets, car-sharing and neighborhood assistance are examples of social interaction. However, digital possibilities simplify access and reduce transaction costs. Today, smartphones make it easy for providers and users to get in touch with each other, enabling completely new areas to be created and already existing ones to be set up anew.

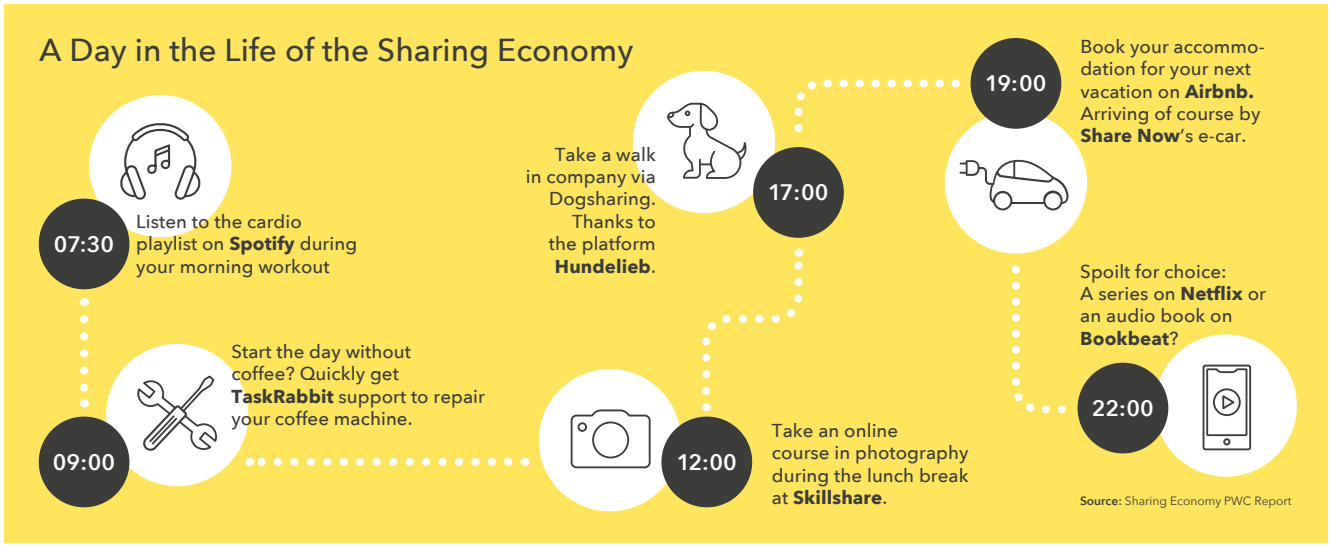
Mi casa es su casa

Sharing has established itself in countless areas of life in recent years. Nowadays we no longer need to own things in order to use them. The Modern Lifestyle is moving from being less weighed down by property towards sustainability, flexibility and independence. The original basic idea was to offer society more social, resource-saving and diverse alternatives to the usual possessions. The guidelines for functioning community sharing are idle capacity, belief in the community and trust between strangers. Sharing generates a more targeted utilization of goods. If my apartment is vacant during my vacation, I offer it on Airbnb and enable another person to have accommodation via accommodation sharing. The older version of this, couch-sharing, is based on more or less the same concept, but it also gives rise to another benefit of sharing – social participation.

Alternative ways of doing things are also opening up for large companies and freelancers. Coworking Spaces not only offer suitable office space, but also focus on "networking" through open office landscapes.

The Trend Takes Hold in the City

In a society that is becoming increasingly aware of the issues of "environmental awareness" and "energy efficiency", rental bikes and carpooling and sharing are becoming increasingly important as mobile alternatives. This market is expected to grow by USD 7.65 billion between 2020 and 2024. For example, Share Now, a provider of BMW and Daimler cars, offers a fleet of rental cars in major European cities, which can be found at "every corner" and can be parked free of charge in public park-



ing lots. Whether the car is needed for two minutes or two weeks, there is a suitable tariff for every period. No monthly basic fee, availability around the clock and the app as a digital key.

Not Smart Enough!

Whether the car is needed for two minutes or two weeks, there is a suitable tariff for every period. No monthly basic fee, availability around the clock and the app as a digital key.

The electric share of share-now vehicles is around 25 percent and is to be further expanded in the future. A drop of bitterness and a hint at the same time: the e-cars had to be temporarily removed from the rental program in Berlin. At present, the necessary conditions for a successful partially electric vehicle fleet are not guaranteed. This is one of the reasons why smart cities will have to offer an adequate infrastructure for e-mobility in the future, so that Sharing Economy can continue to contribute to green progress.

Which Industries Are Affected?

1. Mobility industry
2. Retail and consumer goods
3. Tourism and hotel industry
4. Entertainment, multimedia and telecommunications
5. Financial sector
6. Energy sector
7. Human resources sector

Source: Sharing Economy PWC Report

SHAREWASHING?!

In its current form, the networked sharing economy allows for a new kind of economic activity. Critics accuse individual players, such as Uber or Airbnb, of "sharewashing" – economic benefits under the guise of sharing. The transitions between private and commercial offers are often fluid. Legal frameworks can often only be set with a delay due to the speed of development. Rules and regulations are often not yet defined or are not clearly defined, so disputes may arise. Especially traditional and regulated industries such as hotels and cabs feel disadvantaged in competition.

6

Decarbonization of the Economy

Can we Succeed?

1.5 °C! This limit value has been reverberating through society and the global economy as an urgent appeal for five years now. The United Nations' Paris Climate Convention is the authoritative guide to limiting climate change.

The European Green Deal takes responsibility and sets the target of net zero by 2050. CO_2 emissions are to be reduced to zero in order not to exceed the all-important 1.5 °C limit that has been set.

Global Warning – Keeping a Cool Head in Order to Get to Net Zero

Over the past 150 years concentrations of CO_2 have increased by about 45 percent. Every year, we emit billions of tons of CO_2 into the atmosphere. Changes in small steps to existing processes and systems will no longer be enough in future – we have to radically change the path of carbon emissions. The switches must be set using transformative technologies that sustainably reduce CO_2 emissions and pave the way to a carbon dioxide-free global economy.

4 Things That Need to Change

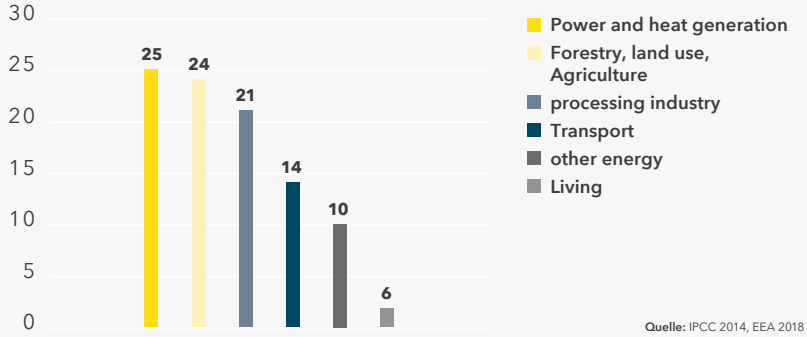
Among the main emitters of greenhouse gases the energy industry, transport, the manufacturing industry and agriculture take 'pride of place'. Any 1.5 °C scenario will require major economic changes in these sectors.

Foodure – Hunger for Vegetable Meat

About 20 percent of annual greenhouse gas emissions, which are primarily caused by methane, come from agriculture. Our diet will change. According to a study by the thinktank RethinkX, we will eat almost no animal meat anymore by 2035. The consumption of beef alone is forecast to fall by 90 percent. Plant-based Meat is only one of many alternatives, and it consists completely of vegetable ingredients and is similar to animal meat products. Wheat, yellow peas and Coconuts have come to the fore as ingredients due to their meat-like taste profile.

Global CO_2 Emissions by Sector

IN PERCENT



Quelle: IPCC 2014, EEA 2018

Transformative Technology

A new era in the use of hydrogen as clean energy? The Hyundai Motor Company recently delivered the first range of fuel cell commercial vehicles to Swiss customers. Heavy traffic only emitting water vapour – Coop, Migros and several other Companies want to get involved and have already placed advance orders. A further 1,600 XCIENT Fuel Cell Trucks are expected to be delivered by 2025. Hyundai is responding to

The global market for

ELECTRIC VEHICLES

is to **increase twentyfold** in 5 years. This corresponds to a growth rate of more than

80%

PER YEAR

But topics such as "energy efficiency" (smart grids), "renewable energy infrastructure" (solar, wind) and "energy distribution and storage" (decentralized batteries) are also growing at between 15 and 20% per year.

the increasing demand for environmentally friendly transport solutions and has announced that it is expanding into North America and China in addition to Europe. The South Korean automobile manufacturer supports the growing hydrogen ecosystem and is striving for a nationwide network of filling stations in Switzerland. The declared goal is the further development of fuel cell technology. Energy for a clean and sustainable form of mobility.

Hello, climate-neutral transport – goodbye, CO_2 emissions!

Green Cement

40 percent of carbon emissions are attributable to the industrial sector as a whole. A better integration of the circular economy, the optimization of processes and an increase in efficiency would enable a large cross-section of industry to reduce its CO_2 emissions by one third by 2050. The world market leader LafargeHolcim is now also mixing construction waste into its "cement of the future", which is why using "Susteno" in concrete production already produces 10% less CO_2.

Carbon Management

CO_2 directly from the ambient air filter? The Start-up Climeworks based in Zurich has invented a kind of vacuum cleaner invented the CO_2 from the atmosphere pulls. collectors filter the carbon dioxide and remove the greenhouse gase from the air – Direct-Air-Capture-Technology (DAC). This technology uses about 400 times less space than the planting of trees and other plants would do. Coca-Cola already buys the separated carbon dioxide and uses it to produce beverages. The price per "captured" tonne of CO_2 is expected to be around 100 Swiss francs by 2030. The construction of a CO_2 storage facility is currently being planned, which will store the captured CO_2 underground and thus produce negative emissions.

When Outsiders Overtake Insiders

True innovation is usually not related to a particular industry. For example, traditional car manufacturers increase in the efficiency of combustion engines for decades. But it was newcomer Tesla who rewrote the chapter on mobility. Investors must add Futuremover stocks to their portfolios at an early stage, because the innovations they incorporate rewrite the rules of the energy industry (renewable instead of fossil), mobility (shared instead of owned), agriculture (smart instead of mass) and industrial manufacturing (additive instead of subtractive).

7

Dematerialization

Software instead of “Hardware”

When did you last open an encyclopedia, look for a road map or print a plane ticket? Physical products are increasingly disappearing from our lives – dematerialization is not only in full swing, it's transforming our lives. Wikipedia is just a click away, Google Maps opens by voice command and the QR code for check-in is at hand.

Once expensive and unwieldy devices such as radios, cameras and navigation systems are now on our smartphone, fit in your pocket and are always available. Before you know it, for an old product is replaced by an uncomplicated app. More and more people are reading on “e-readers” and our children already know CDs only from stories. Instead, for 13 Swiss francs we now get access to Spotify and millions of songs. 20 years ago, we couldn’t even buy a CD with 15 tracks for this amount. And video and DVD collections are giving way to Netflix and the other streaming providers.

Are you Still Leafing or Are you Already Wiping?

The sentimental thinking associated with the travel guide you used for your last road trip, the sand which still trickles from the book you read on your last beach holiday, and your proud presentation of our own vinyl records is in all of us. Socio-economically, however, dematerialization offers considerable opportunities. The reduction of value chains considerably reduces the amount of materials and energy that are consumed.

The ticket on the cell phone no longer requires paper, the printer is not necessary.

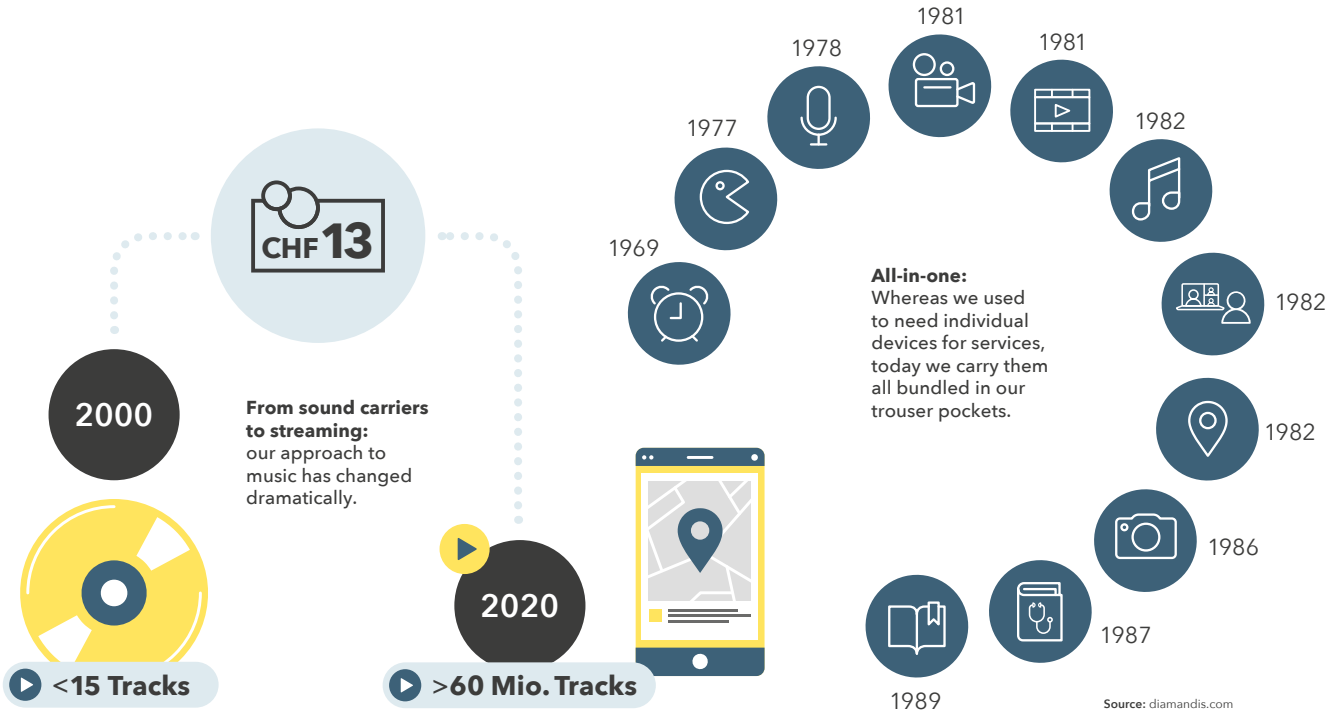
Toner is obsolete, production of individual parts and logistics are eliminated – the material cycle is relieved, resources are saved. More software instead of “hardware”!

We Only Know the Opening Act

Human perception and our imagination of what the future will be like is linear, but digital progress is exponential. This growth is difficult to grasp and leads to technological singularity, i.e. to a point in time when further technological progress cannot be predicted. If digitalization was compared to a concert, then after the sound check the support band would have just entered the stage, while the main act in the backstage area would not yet know which songs it would be playing. In the future, companies will have to study developments in an agile manner and react to them before they lose their competitiveness, while partners exploit the new potentials.

Easily Digestible for Humans and Climate

The ‘food-as-software’ model also has a dematerializing and transformative effect because it can replace the current animal agriculture system and lead to a 45 percent reduction of greenhouse gas emissions in this sector by 2030. Food is developed by scientists at the molecular



level and uploaded to databases, and food designers can access it worldwide and produce products such as Cell-based Meat. To do this, animal cells that are genetically identical to conventional animal products are cultivated in a bioreactor. Et voilà – the sustainable and diverse alternative, freed from price fluctuations, is in place.

Augmented Reality (AR) and the Worry about the "Kodak Moment"

AR, augmented reality may change our interaction with the networked environment in the future. It creates a mixed reality between real and digital reality. AR provides us with additional information to existing real perceptions.

The Swiss start-up Way-Ray has recently developed a holographic laser system that projects information onto the windshield of cars. Navigation cues are placed directly into the environment, giving the impression that the markings are really installed on the road – head-up displays for the car.

Technology giant Alibaba and the car companies Porsche and Hyundai have already invested in Way-Ray. The first car models with this technology should be on the market by 2023 at the latest.

These disruptive changes, combined with advances in 3-D printing and AI, will continue to drive dematerialization in the future.

The market for **industrial 3D print production** is growing at a good **65% per year.** A major advantage: 3D printing reduces complexity. An aircraft is currently being manufactured from

220'000
INDIVIDUAL PARTS

Using 3D printing, by 2030 this number will shrink to

<50'000
INDIVIDUAL PARTS

Open source solutions, cloud computing, software as a service and industrial automation are all attractive growth areas for investors in an increasingly dematerialized world.

8

True Costs

The New Reality

Free goods such as air, lakes, rivers or forests are characterized by the fact that they are available in almost unusable quantities and, by definition, are available to everyone free of charge. This is what economics students are taught. But who pays for it if environmental damage is caused to the "free" goods?

Does the factory that discharges wastewater into a river pay for the necessary drinking water treatment or are the externalized costs transferred to society as a whole? The debate about true costs and the polluter-pays principle will be an inevitable part of sustainable development and it often reflects the conflict between environment, society and economy.

It is High Time

"Biodiversity and nature's contributions to humanity are our common heritage and the most important life-sustaining safety net for humanity. But our safety net is stretched almost to breaking point". – Prof. Sandra Diaz (Chair of IBPES)

Half of the 560 wild bee species are threatened or even already extinct. Monocultures change natural ecosystems and significantly minimize habitat and food diversity. The agricultural use of pesticides also contributes considerably to the reduction of diversity. Bees are the most important labour force in agriculture. 75 percent of the cereals grown worldwide and a third of food production depend on their pollination. Without their busy little legs much of the ripening of fruit and vegetables would be largely absent. The economic benefit of this insect species is estimated at 153 billion euros worldwide. Each species plays its own role in its ecosystem. Soils as the basis of our food would be unimaginable without earthworms. Forests not only provide habitats for many animal species, but also the oxygen we need to breathe. The greater the diversity of insects, bacteria and fungi, the better the plants that we eat thrive. Biodiversity generates considerable economic value, which is almost immeasurable in terms of ecosystem services.

> **Over the last ten years, the cost of solar power has fallen by a factor of 5 or more.**
>
> — Ramez Naam,
> Expert in technology and energy

SUBSIDIZATION OF FOSSIL FUELS AKA THE FINANCING OF OWN DESTRUCTION

The subsidies granted by the USA to fossil fuel producers amount to about 20 bn USD and for Europe about 55 bn Euro. Paradoxically, countries that have all signed the Paris Climate Convention are promoting an industry that is responsible for 65 percent of global greenhouse gas emissions. According to the International Monetary Fund, emissions could have been 28 percent lower without these subsidies. Instead of lobbying and providing misguided support, we need high subsidies for a successful energy turnaround and clean technology for a prosperous future.

Invoice from Today or Receipt for Tomorrow?

Would the prices of organic products be more competitive if conventional agriculture had to bear "hidden" additional costs? Probably yes. The use of synthetic fertilizers and herbicides has an impact on many types of environmental damage, but is not sufficiently taken into account in the calculation of food prices. Organic farming, on the other hand, represents a more realistic price that already takes social and environmental costs into account. According to a study by Vision Landwirtschaft, consumers pay only half of the CHF 15.9 billion costs of Swiss agriculture. The rest is offset by government subsidies and the general public, which is involuntarily affected by environmental pollution. Not really an incentive model!

Rewe Group wants to draw attention to the true costs and is opening up a sustainability market that discloses both prices. The business information scientist Tobias Gaugler has calculated the hidden costs and demands that environmental damage must be included in food prices and should not be a burden to the general public and future generations.

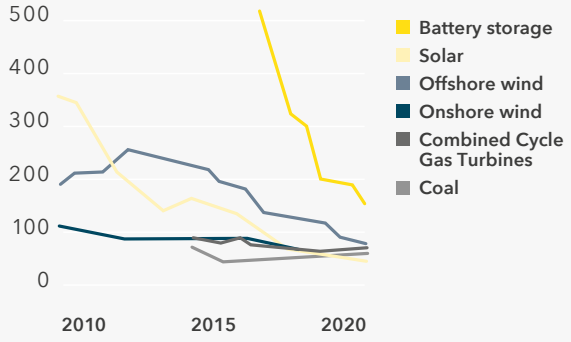
Ideally, the price should fully reflect the costs incurred up to that point in all stages of production – including the effort required to remedy any disruptions to the environment and society. Consumers are likely to wonder if meat should actually be up to 175 percent more expensive.

Tackling the Freeloaders

Nobel Prize winner William Nordhaus and numerous economists think that there are too many climate protection freeloaders. The future damage should be scientifically estimated and charged to today's emitters without exception via a CO_2 tax. This could give consumers and producers the right incentives to reduce emissions and develop climate-friendly technologies. At the beginning of 2020, for example, Swiss Re was the first multinational company to voluntarily introduce its internal CO_2 taxes in the three-digit dollar range. In the future, the promotion of true costs and adherence to the polluter-pays principle could be a way of balancing the economic success of a national economy with environmental protection. That would be a real boost for social justice!

Energy Cost Compensation

PRICE IN US DOLLARS PER MEGAWATT HOUR (MWh)



Source: The Economist, 2019 prices

The What-if Question

Market inefficiencies are not sustainable in the long term. Sooner or later, every business model has to face reality. That is why investors successfully think ahead: What would happen to this share if one ton of CO_2 cost USD 100? The Globalance Footprint® helps provide guidance – positive Footprint companies are well prepared for a change in framework conditions, but negative ones must be avoided.

9

Long Life

Long and Happy?

Physical and mental fitness, vitality and a healthily lifestyle are highly valued. They underpin increased life expectancy, together with medical progress, access to adequate health care and better hygiene and working conditions – all in all, increased prosperity.

While a European today is on average 13 years older than in 1950 and can expect to live to be over 80 years old, life expectancy in sub-Saharan Africa is less than 60 years. The global average is currently 72, and the discrepancy is easy to explain. The more affluent the society, the older the person becomes.

By 2050, the number of people over 60 will have doubled.

By then, one in four Europeans and North Americans will be over 65. The trend of ageing populations affects many countries. The main cause of this development is the changing birth rate. Fewer and fewer children are being born in the industrialized countries and some emerging countries are also experiencing a declining birth rate.

Another reason is the changed world of work in which both parents are often employed. The education of women is a strong influencing factor, which makes economic independence possible and leads to self-determination. In many developing countries, however, there is a high fertility rate. For example, a woman in Afghanistan has an average of 4.7 children.

Downaging – Grow Old Healthy

Redefining the traditional concept of age? Aging and the burden of old age are negative terms of the past. Although in industrialized countries today there is one pensioner for every three people of working age, in 1990 the ratio was still 1:5. But the gap between perceived and actual age is currently widening. Older people today feel up to 15 years below their biological age, and in relative terms they are. At 65, life has an average of 15 more years in store for them, not so long ago it was eight.

Long Live the Human

There is a growing trend away from the classic three-stage life cycle of training – working life – retirement. Growing health awareness and the "perceived age" of the silver generation are already having an impact on the labor markets. The aim is often no longer to retire as early as possible, but to remain active for a long time. The number of 60 to 64-year-olds in the working world, for example, already rose by 21 percent between 2000 and 2010. Part-time working models beyond retirement age are also becoming increasingly popular.

Nevertheless, household spending in ageing economies will shift steadily. Nursing care is also facing an increasing burden. Innovative companies that offer novel technologies and solutions for more effective and cheaper care will benefit from demographic change.

10

Digital Money

Everything Crypto or What?

Digital developments like Bitcoin and Blockchain could revolutionize the monetary system. Facebook is also announcing Libra, a private currency that would be linked to an asset or basket by means of stablecoin, which would eliminate the volatility associated with virtual money. PayPal is in no way inferior to this development and will also offer a crypto service in the future. But what actually distinguishes private virtual money from our conventional currencies?

Money is a social convention and is based on trust. Fiat currencies are declared legal tender by governments, they are an integral part of modern economies and are issued by central banks. We accept them in exchange for goods and services, in the confidence that our fellow human beings will show the same acceptance. This is because national currencies do not have any intrinsic value. Rather, it is the belief in a long-term stable price level and confidence in the guardians of the currency that keep the value of money stable. Proponents of cryptocurrencies regard the fiat money system as inherently unstable and susceptible to inflationary risks, and regard it as an inefficient payment system. Crypto currencies, on the other hand, have a limited number of digital units, which is why they are often said to be deflationary in nature. Digital currencies are also intended to provide broader, easier and cheaper access to financial services. While 1.7 billion people worldwide still do not have adequate bank accounts, hopes are pinned on technical innovations to increase connectivity – the cell phone as a payment method.

The market for

MOBILE PAYMENTS

is booming and growing by

>100%

PER YEAR

Transactions Made Easy

There is no central governing body for crypto currencies. Bitcoin and Co are based on the block chain, a kind of decentral database on which all transactions are stored. This is intended to provide increased transparency and, in the best case, help reduce tax offenses and money laundering. The increase in efficiency with direct peer-to-peer money transfer is also highlighted by its advocates – transfers within seconds, without involvement of a bank and high fees. However, many recognize a potential threat to financial stability if digital currencies become stronger and increasingly diverge from the traditional financial system. A wake-up call for politicians and central banks?

Digital Money under the Supervision of Central Banks?

However, potential regulation of digital money should in no way slow down technological progress. The new technology's potential for greater efficiency, reliability, security, speed, and flexibility must be fully exploited. Is the international monetary system at a crossroads and will digital central bank money follow in the future? With regard to the Chinese and Swedish pioneers, the way forward can be clearly seen. China's central bank has a sporting chance of managing to introduce digital currency electronic payment for the 2022 Winter Olympics. Unlike crypto currencies, however, this digital currency would remain under the supervision of the central bank. A pilot project is also already underway in Sweden using a blockchain currency. A decision about the output of the E-Krona is not yet available. More than 70 percent of central banks are currently examining the merits of their own digital currencies (CBDC).

> **In a few years we will have a digital Euro.**
>
> — Christine Lagarde, President EZB

Innovative Solutions for our World of Tomorrow

WHAT ARE FUTUREMOVERS?

Futuremovers are companies that successfully respond to worldwide megatrends and develop solutions for global challenges.

They use future-oriented concepts to replace outdated business models and at the same time achieve a positive footprint. They are building smart megacities, enabling the energy turnaround, relying on recycling management or developing sustainable mobility platforms.

SPAIN

Siemens Gamesa Renewable Energy, S.A.

Siemens Gamesa, a provider of wind energy solutions, is building gigantic wind turbines. The largest offshore wind turbine on the sea has a diameter of 222 meters. Over its lifetime, it is expected to save 1.4 million tons of CO_2 and generate a capacity of 14 MW (= 18,000 households). The real innovation: The excess energy is used to produce hydrogen directly on the turbine. Commercial market launch is planned for 2024.

1,3 °C | 78 | 100 %

INDIA

Azure Power Global Limited

The Indian solar power producer Azure Power Global Limited, headquartered in New Delhi, produces and sells rooftop solar power systems. It is thus not only making a successful contribution to decarbonization, but also to the electrification of households that do not yet have access to electricity. Its mission: to be the world's most cost-effective power generator. Over the next five years, growth of 35 percent p. a. is expected.

1,3 °C | 83 | 100 %

CHINA

New Oriental Education & Technology Group, Inc.

As a provider of educational services such as online education, the company is currently the largest private educational company in China in terms of the number of programmes offered, enrolled students and geographical presence. More than 10 million students (2020) provide jobs for over 40,000 teachers in 100 cities. After setbacks due to the COVID-19-pandemic in the first half of 2020, the company is already reporting double-digit sales growth again.

5,0 °C | 47 | 100 %

NORWAY

Lerøy Seafood Group ASA

As a specialist in the breeding, processing and distribution of fish, the Norwegian company also contributes to the habitat of its products. In its "Ocean Forest" project, Leroy Seafood uses waste products from aquaculture to create a closed-loop economy. Among animal protein sources, fish from aquacultures is considered to be comparatively resource-friendly, with further potential for growth in the future, particularly through alternative feeds.

2,3 °C | 64 | 100 %

USA

Inovalon Holdings, Inc.

The technology company offers cloud-based tools to support data-driven healthcare. Inovalon provides technologies that support over 500 organizations. It improves the provision, efficiency and quality of healthcare, making it a big player in two megatrend areas at once: digitization and health and old age.

2,1 °C | 63 | 100 %

Health and Age

For example, companies that develop efficient medical innovations for an aging, and in many places, overweight society.

Digitization

Companies that drive the digital, automated and data-driven revolution of business and society.

Scarcity of Resources

Companies whose products and services contribute to resource efficiency, recycling management and sustainability in the fields of agriculture and biodiversity.

Knowledge-Based Society

Companies that use new media to develop learning technologies, provide access to education even for peripheral groups, individualize education and promote learning across all age groups.

Climate and Energy

Companies that develop innovative products and services such as efficiency, storage and distribution in the renewable energy sector.

WARMING POTENTIAL

GLOBALANCE FOOTPRINT®

MEGATREND EXPOSURE

Disruption – How Can we Make our Customers Happier?

When I first heard the term "disruption", everyone was talking about the onslaught of so-called platform businesses. Two terms that I had to google at that time.

Suddenly there were companies that enabled the exchange between two groups purely via a platform (e.g. an app). These new business models not only took traditional industries by surprise, but in some cases made them almost superfluous. One example is the cab industry, which was disrupted by Uber. Disruption is understood as a disruption or confusion of the existing. But how can it happen that a service that has been accessible to everyone since the 17th century* suddenly loses its importance?

The reasons for disruption are usually **not drastic new inventions,** rather existing ones are used and offered **better, easier and cheaper.**

If we stay with the example of the cab industry, it is the transporting of people from A to B. Before Uber it was an unemotional service which adequately satisfied a basic need (transport) sufficiently to swell. Uber creates an overall experience out of a cab ride that begins before the actual ride and continues afterwards.

Today, entrepreneurs are looking for people who think disruptively in order to be able to foresee such developments as Uber. The goal: to disrupt themselves before someone else does. A good thought, although we should bear one thing in mind: Disruptors don't reinvent themselves, they make existing things better. A look at the core of the company and the question "How can we make our customers happier?" can therefore sometimes be enough.

In any case, I am happy when the Uber driver greets me personally and offers me water during the ride.

Tanja Schug

After more than a decade in the strategic consulting world, Tanja Schug founded Zero Senses in 2018. There she combines precise classical analysis with conscious intuition. The results are clear business strategies for her clients.

*Source: History of the cab, Wikipedia

A Futuremover with Potential

Sprouts Farmers Market

Photo: krblokhin / iStock

Sprouts Farmers Market is a supermarket chain with headquarters in Phoenix, Arizona (USA). The grocery store offers a wide range of natural and organic foods, including fresh products, loose food, vitamins and food supplements, but also natural body care products and household items.

Sprouts employs more than 35,000 people and operates over 340 stores in 23 states. A typical store is about 2,800 square meters in size. The Business magazine Fortune included Sprouts 2018 and 2019 in its list of most admired companies in the world.

The company is very interesting: On the one hand, it benefits from the megatrends of health and consumption: Its use of organic food, sensible packaging and a healthy nutrition is state-of-the-art. Sprouts Farmers Market is excellently positioned in one of the largest domestic markets in the world.

Sprouts has a positive footprint: The company is committed to high environmental standards, product quality and transparency in the supply chain. It also has a zero-waste program, in which surplus food is distributed to the needy and used as animal feed or organic fertilizer. The company is also actively involved in the government's GreenChill program to continuously reduce its refrigerant emissions and thus counteract climate change.

David Hertig
Head of Investment and Founding Partner

USA

Sprouts Farmers Market

3,7 °C | 52 | 100 %

Equal Rights is a Matter of Sustainability

«We are all part of the problem, hence we all have to be part of the solution.»

Interview Aylin Aslan

You are a strong advocate of gender equality and equal pay. How much do you think can and will change with regards to this topic in the next decade?

We have to focus on the fact that a lot still has to change, and it is definitely possible. Equality is a matter of social, economic and environmental sustainability and at the moment, the inequality in the world is enormous. By moving towards closing the gender gap and striving for equal pay, companies and societies can benefit from huge improvements in areas such as health, education, the GDP, and many more.

What can each and every one of us do when spotting inequality in the workplace?

As leaders, we can commit and act. It's not only about making statements; actions speak louder than words. Make a commitment, set goals, measure what is happening and take action accordingly. As individuals, we can be aware, be vocal about issues and share them to spread the awareness.

SIMONA SCARPALEGGIA

Simona Scarpaleggia is an advocate for gender equality. She is the former CEO of Ikea Switzerland, where the management board now consists of 50% women. She is the founder of the association «Advance – Women in Swiss Business» and the global head of «Edge Strategy», a company helping enterprises to move towards gender equality.

Which trends – in businesses and society – do you think will be highly topical in the next decade?

I think there are three domains that continue to be very important. The first is digitalisation, which is unstoppable. Quite a complex topic – and how we deal with it is on us. Technology is a fantastic tool but we must be aware of the consequences and always keep the ethical aspect in mind. We have to use it in a way that keeps humanity in the centre of it all.
The second domain is the climate crisis. We are very late in dealing with it, but we have the tools to intervene. The difficulty is the pace of the crisis, but we have the potential to handle it, so we must face it.
Thirdly, there is the complex topic of equality, which is intertwined with the other two topics. There is not only a gender divide but also an income divide, an education divide and many more. What's happening in Europe right now in terms of migration is only a fraction of what's going to happen once some parts of the world – for example in Asia – become inhabitable. The people will have to migrate elsewhere.

What are your thoughts on the topic of decarbonisation?

We are all part of the problem, hence we all have to be part of the solution. I'm talking about us as individuals, citizens, and governments. It's a joint effort and a shared responsibility, but each and every one of us can take action as well. Circular economy is a trend and I personally value it a lot. Mobility is also a huge factor contributing towards the goal of decarbonisation; people can take trains or ride their bikes more, meetings can be had virtually instead of flying countless miles around the globe. Especially recently we have proven that this is doable.

Do you think we're preparing our young well enough for what the job market is going to ask of them once they enter it? What – in your opinion – are skills of the future?

There are three areas of skills that become more and more important. The first area is that of digital skills. We as individuals all need them nowadays and shouldn't be scared of them. Most are relatively easy to acquire. Companies, however, need to upscale or rescale to be able to keep up. The second area is the development of cognitive skills. Abilities like connecting the dots, development of logic and problem-solving should be enhanced. We need to learn how to navigate through the huge amount of information we're exposed to every day. Thirdly, I think that social skills are going to be extremely important in the future. The ability to listen, feel and express empathy were a bit neglected in the old education system. We have to make space for creativity, doubts and challenging ourselves – after all, this has been the engine for the progress of humanity.

What is your very personal goal for the next decade?

I've already achieved one of my goals. After 40 years in business and 20 years at Ikea, I now work for a social tech company that is an accelerator for gender equality. I also want to continue mentoring young people, something that I am already doing now.

Globalance Launches a World First and Creates New Perspectives for Investors

What is the actual temperature of your portfolio? How sustainable is it? And what is the Footprint of your portfolio? Is it still invested in the past or are future themes part of the investment strategy?

Find out now with Globalance World!

Globalance World is a digital globe for investors, which they can use to assess the future viability and sustainability of their investments. Interactive information graphics help you to better understand the complex interrelationships of financial investments and their effects in the real world. Globalance World builds on the Globalance Footprint® introduced in 2012 and adds an interactive dimension and thus enables transparency in a width and depth never achieved before. The tool enables the analysis and assessment of the future viability and sustainability of currently more than 6'000 listed companies and stock indices in terms of climate, footprint, megatrends and returns. Globalance Insights also informs you continuously about the worldwide developments, that are relevant for your portfolio.

A kind of "Google Earth" for investors and an independent resource that testifies to Globalance's vision and innovative power.

CLIMATE

The warming potential is based on a method developed by MSCI Carbon Delta to analyze the orientation towards a long-term 2 °C climate stabilization scenario.

FOOTPRINT

The Globalance Footprint® shows what an index or portfolio does around the world – individually and at a glance.

MEGATRENDS

The Globalance megatrend analysis shows the share of turnover of companies that is generated in one or more megatrends.

> I like the idea of transforming a very complex, dry world of numbers into an intuitively accessible dynamic graphic globe that leads to completely new insights and findings. My portfolio has suddenly acquired an identity and expressiveness that I have never been able to imagine before.
>
> — Globalance Client

> We can already look forward to the further developments of Globalance World. The journey is unlikely to be over for a long time yet. And it is good that it has now begun.
>
> — Neue Zürcher Zeitung

> The transparency of Globalance World is refreshing.
>
> — Financial Times

> It would have needed something like this for a long time to show investors their impact and to make them aware of sustainability. To motivate investment.
>
> — Globalance Client

Globalance World inspires, accompanies and enables private investors, families and foundations to successfully invest in future-oriented companies and other assets that contribute to solving global challenges and shaping a positive future.

Did you know? The warming potential of the DAX is 4.3 degrees.

Discover now free of charge
globalanceworld.com

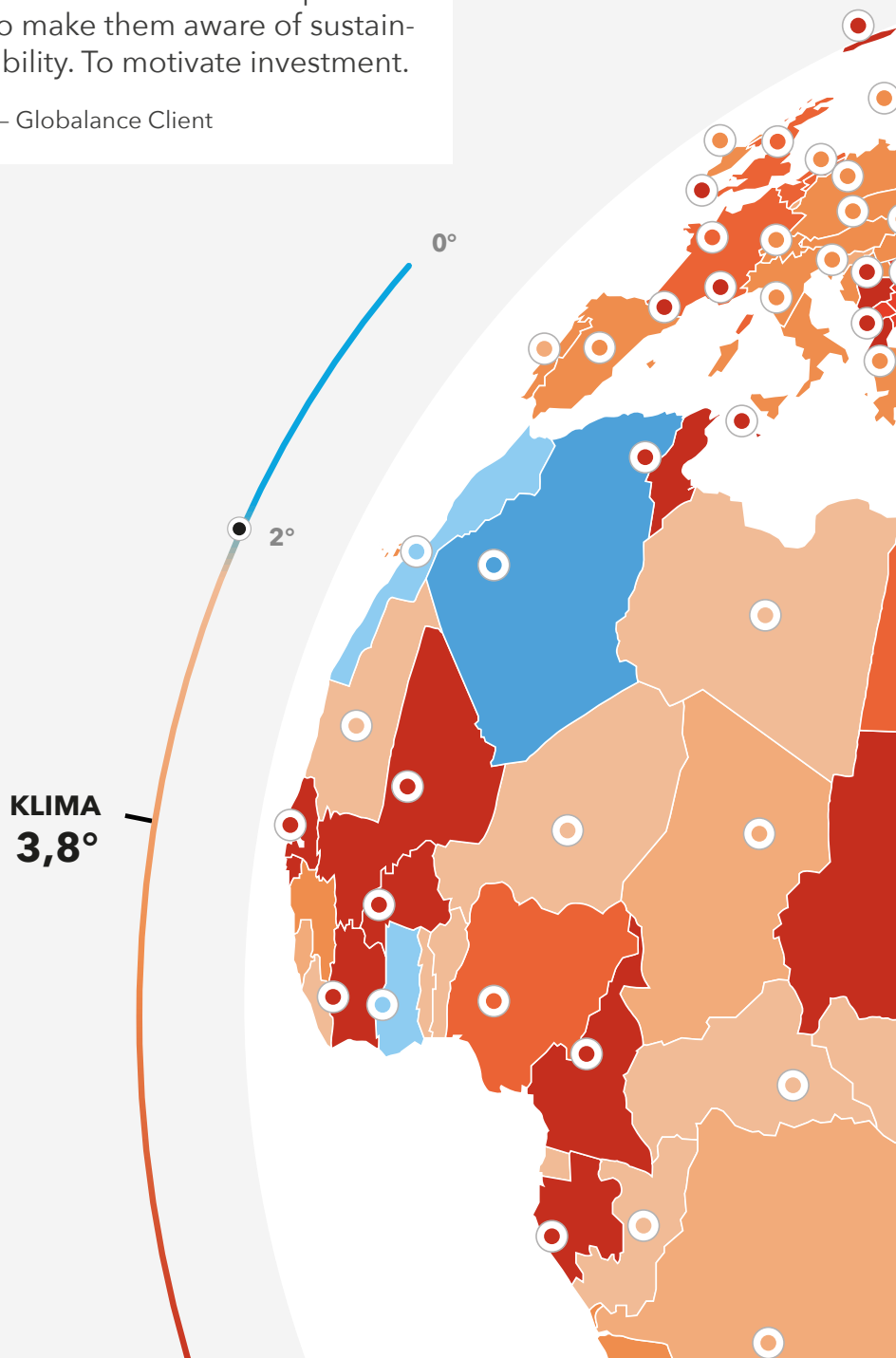


Photo: © AFP

BERTRAND PICCARD

Explorer, Psychiatrist and President of the Solar Impulse Foundation

…when **investing**

What is important for you, when investing?

Profitability on the long-term. I do not want to invest in stranded assets, such as fossil fuels, because I am absolutely certain that they will collapse.

What would you change if you were king of the financial markets?

The idea developed by Milton Friedman, that a corporate board should focus on nothing else but to maximize shareholder value is nonsense. Any company, if it wants to be prosperous in the future, needs to take into account the interests of all of their respective stakeholders, including society and the environment.

Protecting the environment is today more profitable than to destroy it!

Track Betrand Piccard's portfolio live:
globalanceworld.com

…as an **entrepreneur**

What did you learn from your adventure with Solar Impulse?

The impossible does not exist in reality. Only in the minds of people who cannot free themselves from old beliefs and habits. Never be afraid to fail, otherwise you will never attempt new. Perseverance, because it took much more time, cost much more money than planned and included a lot of setbacks that we had to overcome.

What do you want to achieve with your foundation?

Prove that the protection of the environment is much more profitable than its destruction. Today, our world has to stop wasting if we want to be more profitable. To that end, the Solar Impulse Foundation is now labelling 1000 solutions that can protect the environment in a profitable way in order to bring to governments, corporations and investors the tools needed.

If I were to create a start-up, then it would be…

… a financing company that would help people buy clean technologies.

…personal

Are you optimistic or pessimistic about the future? What do you think the world will look like in 50 years?

I am very optimistic when I see the number of solutions to protect the environment, but very pessimistic about how long it takes to implement them and to change current regulations. Hence, I am realistic, because I want to act now. Two options: Either we don't do anything, and our quality of life will become a disaster, or we implement all the possible actions, and we will have a much cleaner, more efficient and fairer world.

How do you refill your energy when your personal power level is low?

I tell myself that if what I am doing was easy, someone else would have done it already.

What do you learn from your daughters?

Among many other things, that my jokes are completely outdated, and what used to make people laugh when I was young, is clearly different from today.

Voted the Best Bank in Switzerland

As if November 16 this year with the launch of the world novelty Globalance World was not gripping enough, we received joyful news from the German capital on the same day. Once again we were awarded to the "Fuchsbrief Private Banking Summit".

In the category "Tops 2021 – Annual Ranking", we prove ourselves as the best Swiss bank with 1st place, occupy an excellent 2nd place in an international comparison with the "Top Provider" award and are thus the only Swiss bank in the Top 10.

> "Only a cream layer of banks and asset managers is really deep in the subject, which is just beginning to gain a foothold among private customers."

Such an appreciation of our philosophy and Pioneering work fills us with pride and great joy. It is a confirmation that we are on a successful and promising path, but also a motivational boost to further expand our position and continue on the Globalance path together with our customers.

The Fox Goes Around

The Fuchs I Richter Prüfinstanz is a renowned address for independent and objective assessments of banks and asset managers in the German-speaking countries. Since 2003, they have been scrutinizing consulting qualities in Germany, Switzerland, Austria and Lichtenstein. In the recent market test approximately 80 offerers were tested on heart and kidneys, whereby special attention was paid to the main criteria consulting discussion, investment strategies, transparency and Beauty Contest – for which we received the rating "very good" without exception. One focus of the undercover quality tests was, among other things, advising customers according to their individual sustainable value concepts and taking into account their personal sustainability values in the investment proposals.

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