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EUROPEAN BUSINESS FORUM 2017

Odense, Denmark

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THE GLOBAL ACCELERATION=

Rise of global shifts of
unprecedented magnitude,
and speed

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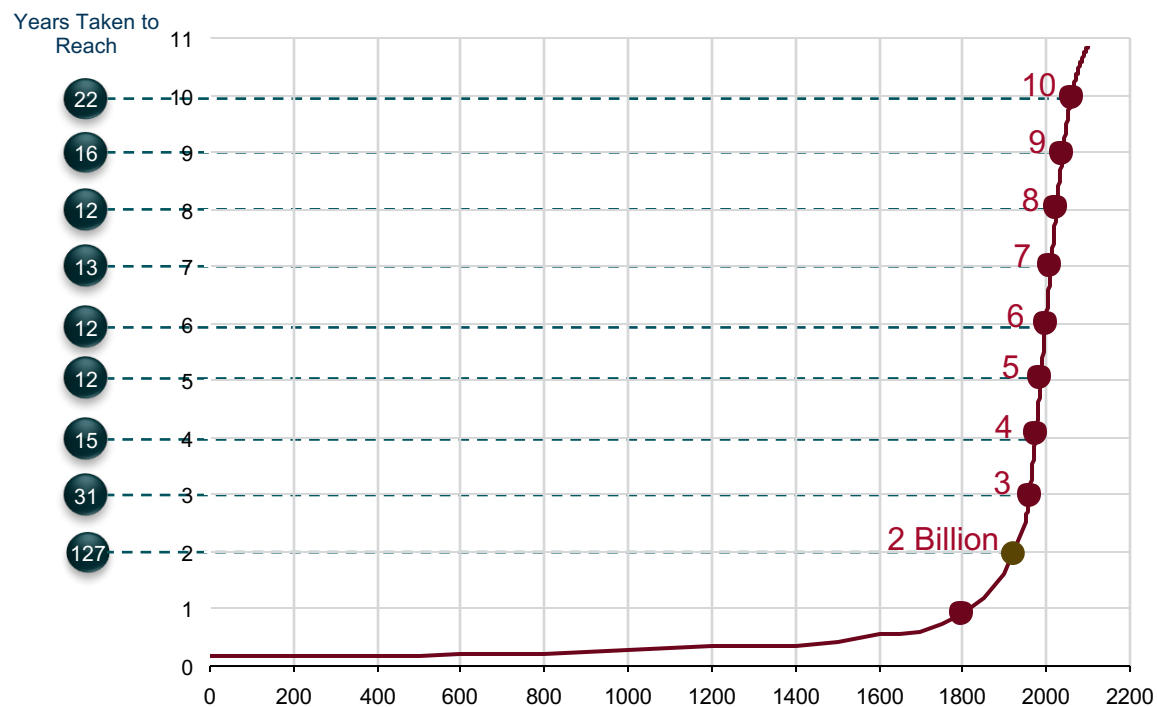


**THE WORLD IS GROWING CROWDED,
OLDER AND MORE URBANIZED WORLD**

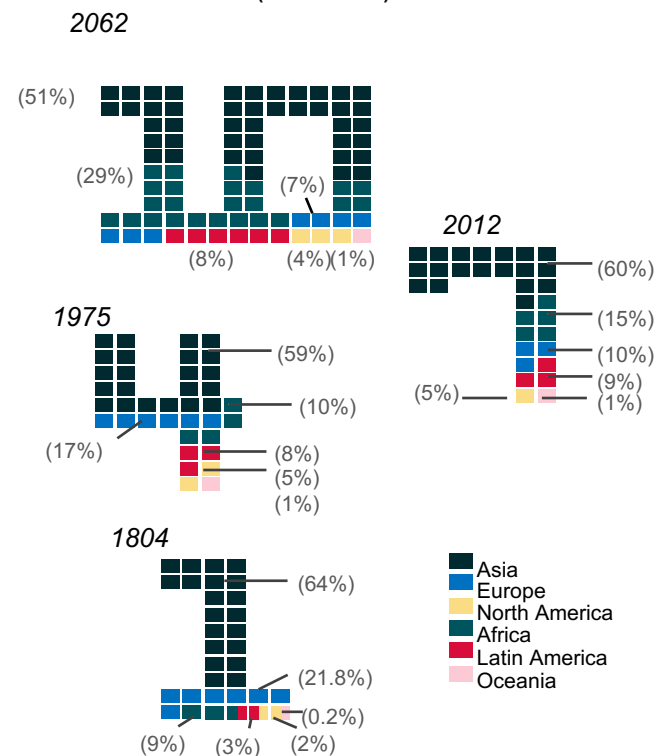
THE WORLD POPULATION WILL REACH 8 BILLION by 2024, 12 years since its last billion, but increasing at a decreasing rate

World population has reached its first billion around 1804. In the last 2 centuries, the next 6 billions have been reached and another 4 will be delivered by the end of this century. However, population growth is starting to slow down. The annual population growth between the 3rd billion and the 7th billion was 1.7% while the expected growth from now till 2100 will be 0.5%. Population growth will be driven mainly by Asia and Africa which will represent 51% and 29% respectively by 2062 of total global population

Global Population (In Billions, CE 1-2100)



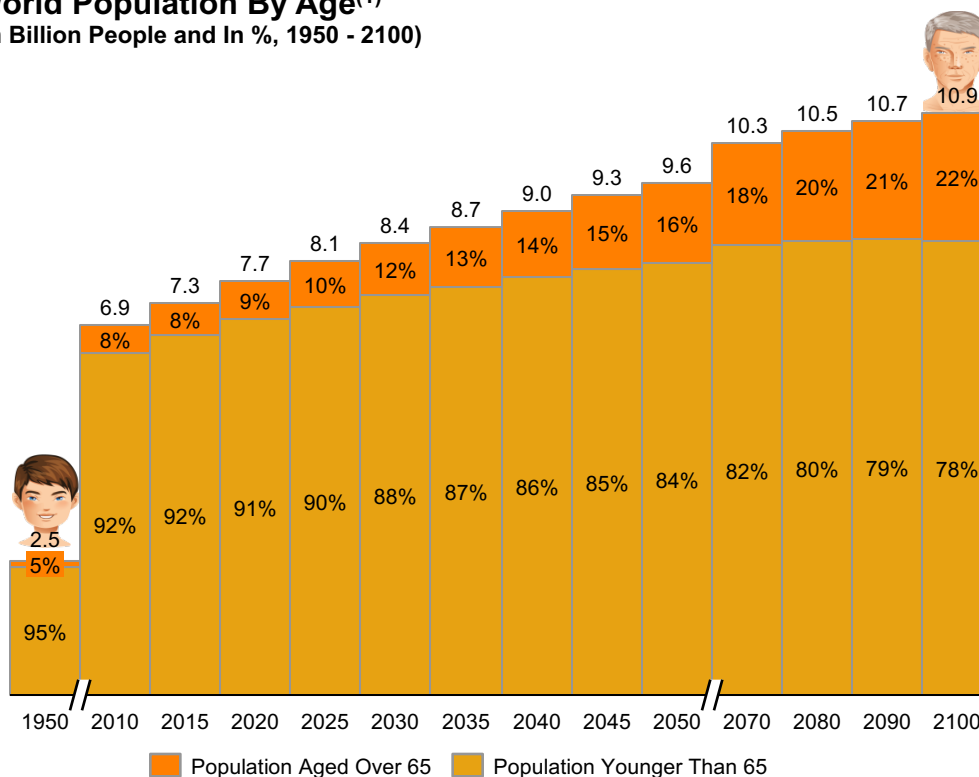
Population Billions by Region (1804 – 2062)



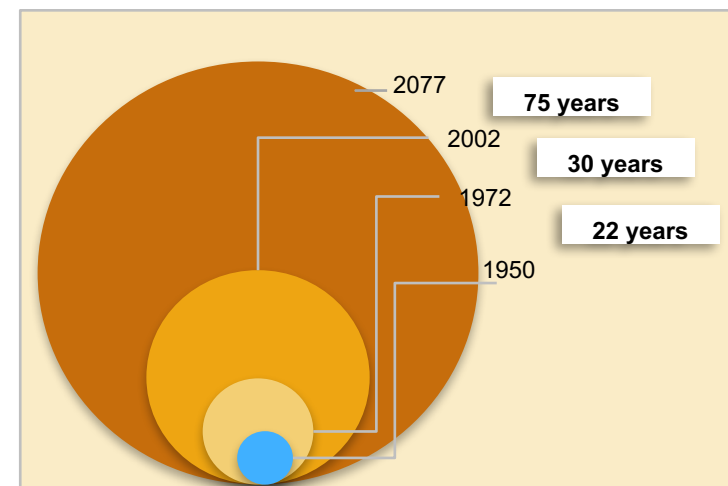
THE ELDERLY POPULATION WILL BE 22% of total global population by the year 2100

In the 20th century, global population was growing fast that it doubled twice. However, this growth rate has decreased since and as such another doubling is not expected till the end of this century. The number of people over 65 though doubled in 22 years from 1950 to 1972, then in 30 years and will double again in the next 75 years. These structural changes are likely to have dramatic impact on consumption, labor markets, and economic activity

World Population By Age⁽¹⁾
(In Billion People and In %, 1950 - 2100)



Years to Double Old Age Population
(In Actual Year of Doubling and In Number of Years to Double, 1950 - 2100)

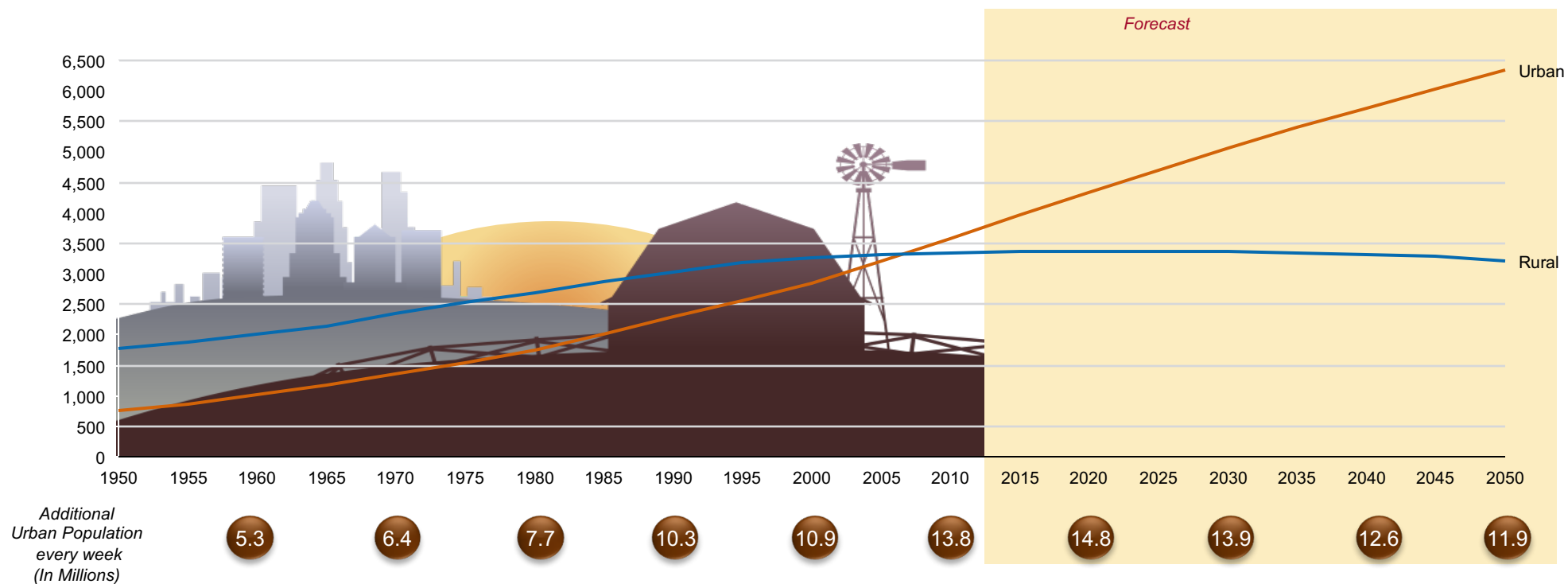


Note: (1) All projections used are based on the 'Medium Fertility' scenario. Other scenarios include: high, low, constant fertility and constant mortality
Sources- Left and Right Charts: United Nations, Department of Economic and Social Affairs, World Population Prospects, 2012; CPC Analysis

BY 2050, TWO THIRDS OF GLOBAL POPULATION WILL BE LIVING IN URBAN AREAS

The global urban population surpassed the rural one in 2009/2010. However, with this pace of growth it is likely that by 2050, the urban population will be double that of the rural and accounting for two thirds of global population

Growth in Urban vs Rural Population Globally
(In Millions, 1950-2050)

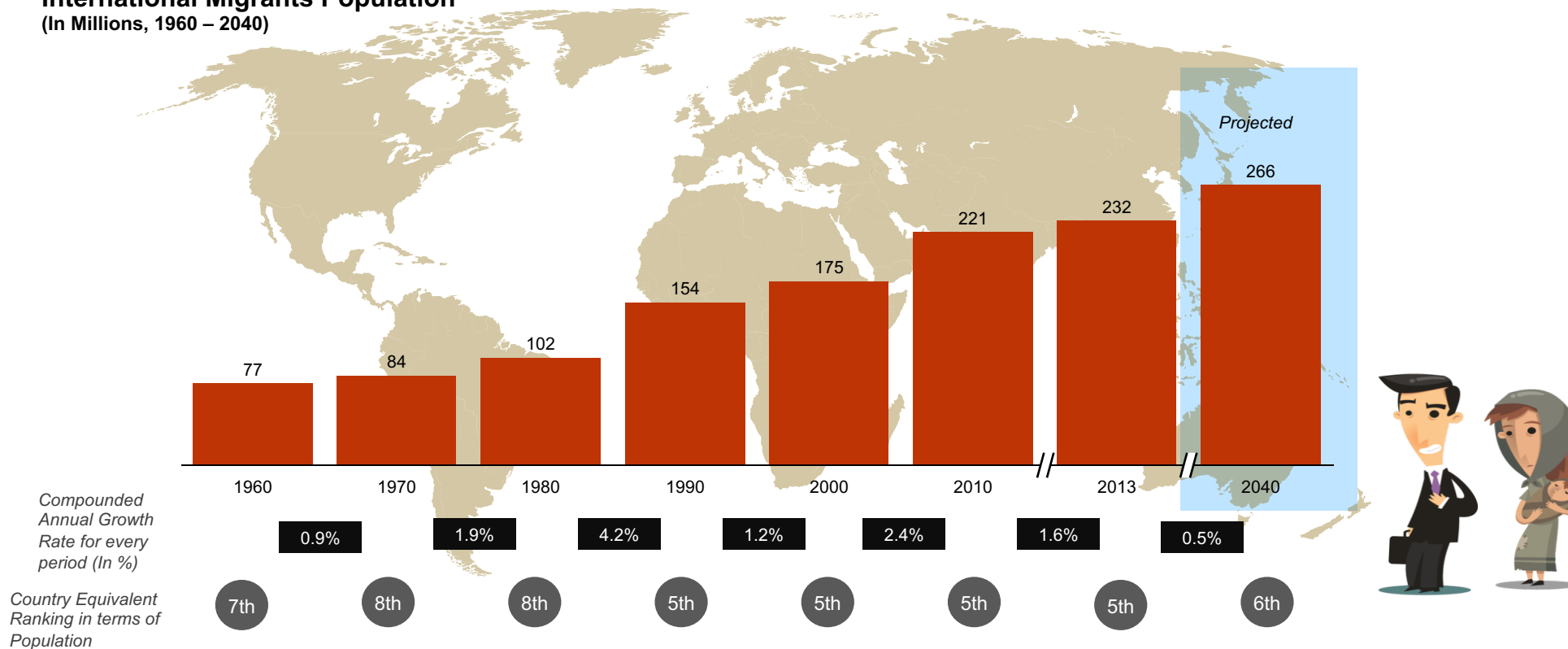


Source: "World Urbanization Prospects", United Nations, 2014

INTERNATIONAL MIGRANTS HAVE INCREASED BY ~60 MILLION IN THE LAST 13 YEARS constituting the world's 5th largest country

The fastest growing period of migration has been the decade between 1980 and 1990. Since then (i.e. 1990), migration has increased by 65% reaching 232 million people in 2013. Today, one in every 7 is a migrant. Migration is also expected to continue growing to reach 266 million by 2040. In general, migration numbers are underestimated because national censuses do not capture temporary migration

International Migrants Population
(In Millions, 1960 – 2040)



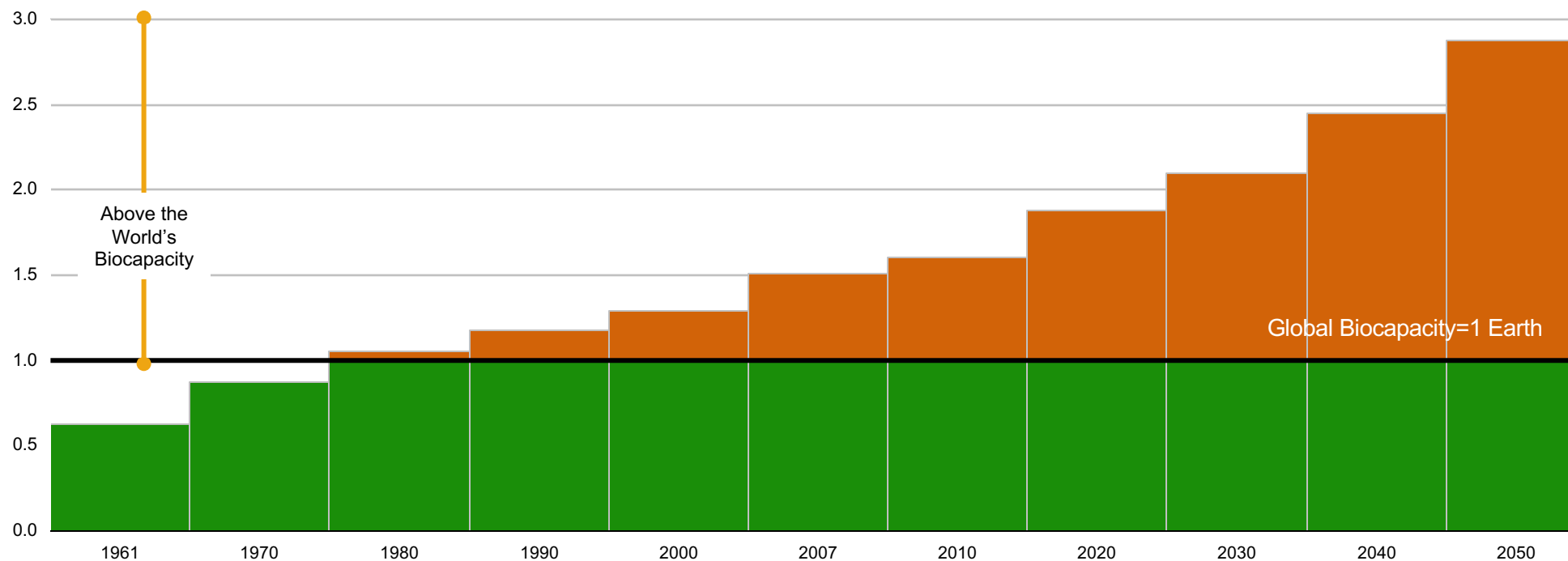
**...PUTTING MORE DEMAND ON
RESOURCES, WHICH ARE SCARCE**

THE GLOBAL POPULATION USES RESOURCES BEYOND ITS MEANS

which puts further pressure on the global ecology

The threshold of what Earth can sustainably provide was reached in 1976. Currently, we are using the equivalent of over 1.5 Earths—in other words, exceeding what nature can provide by more than half. It is predicted that if the world continues on that pace that we would need almost 3 earths by 2050. Which means it will take the earth 3 years then to regenerate what has been used in one year

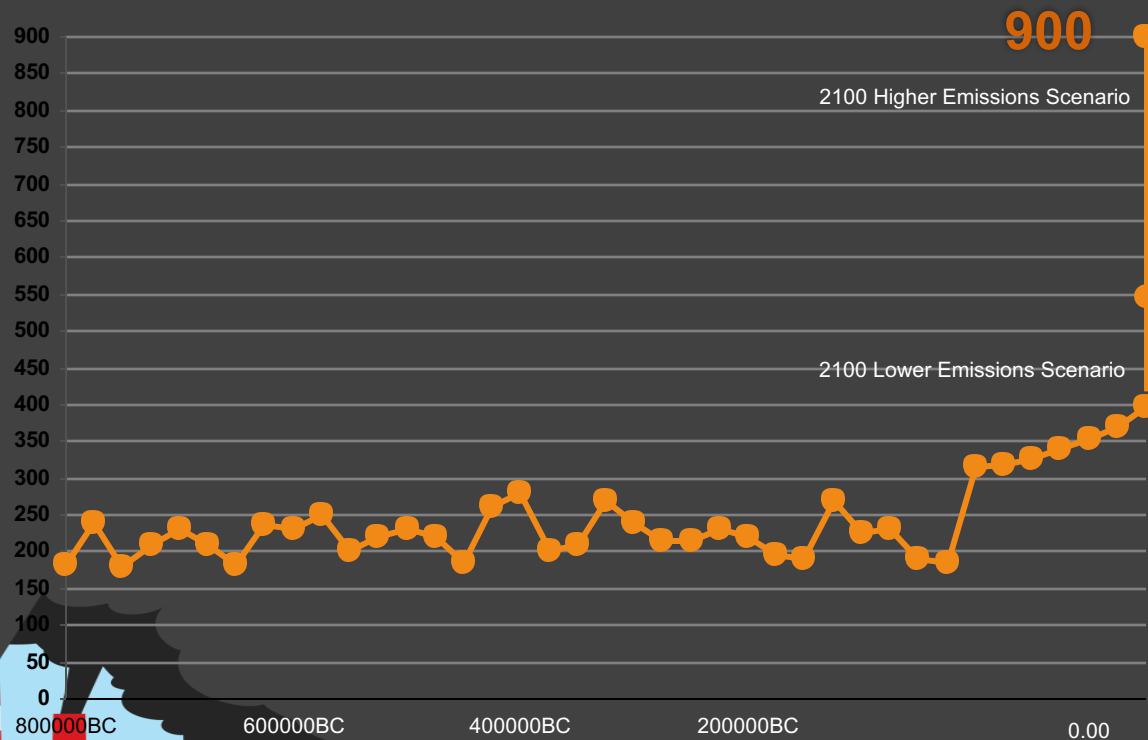
Global Ecological Footprint
(In Number of Earths Needed, 1961 - 2050)



CO₂ EMISSIONS - THE MAIN SOURCE OF GLOBAL WARMING - HAVE REACHED UNPRECEDENTED LEVELS

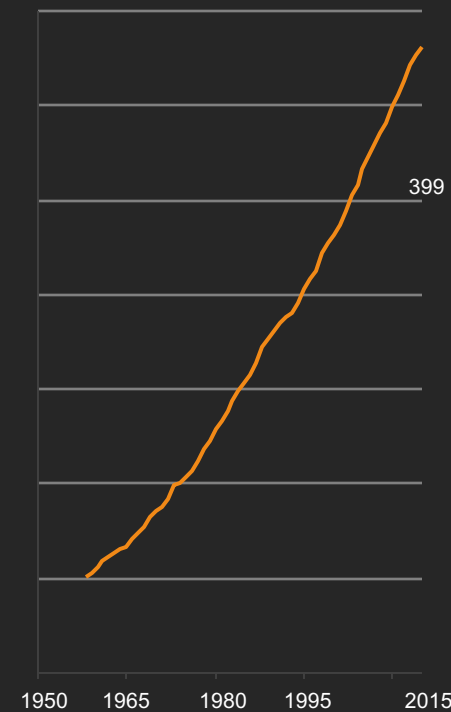
Global carbon emissions from fossil fuels have significantly increased since 1900. Emissions increased by over 16 times between 1900 and 2008 and by about 1.5 times between 1990 and 2008. Current levels are at an unprecedented high reaching 400ppm for the first time in 2013. This hints to the start of a new geological era

CO₂ Emissions
(In Parts per Million, -500,000 - 2010)



Source- National Oceanic & Atmospheric Administration (NOAA)

CO₂ emissions in Recent History
(In ppm 1955-2015)

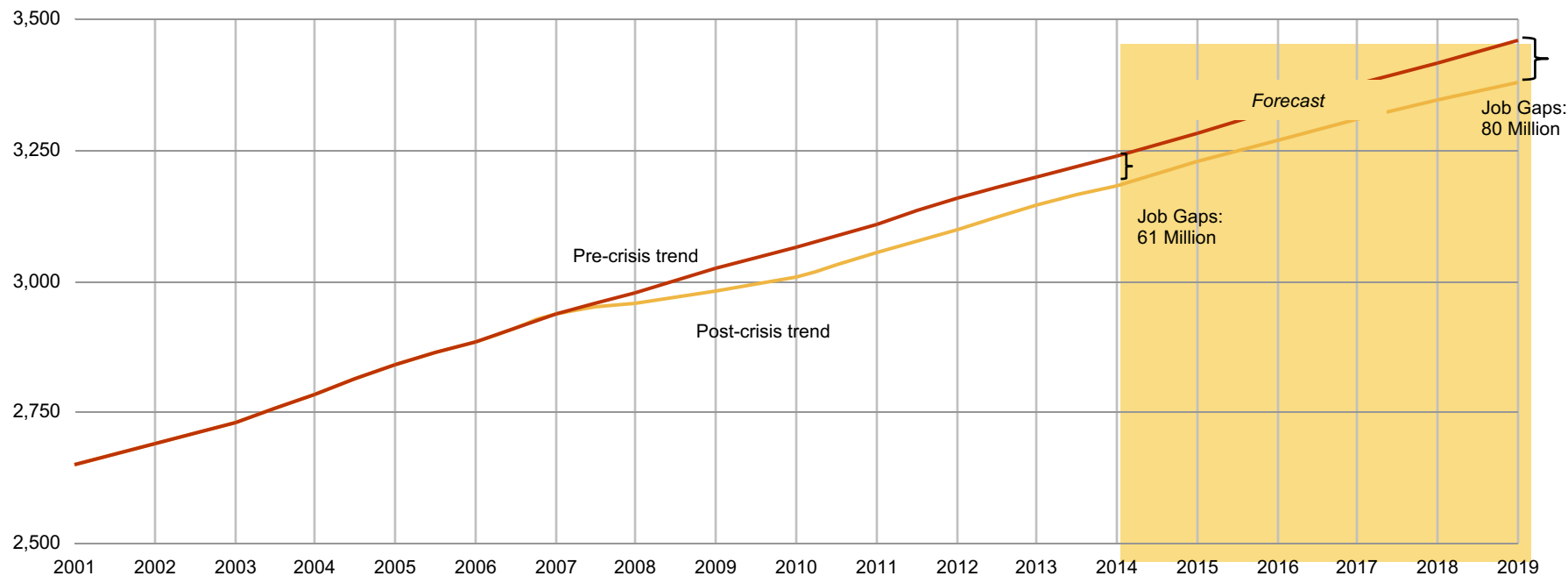


**SOCIAL WELLBEING: HOW HAVE WE
FAIRED SO FAR?**

GLOBAL EMPLOYMENT CREATION HAS BEEN ALMOST STAGNANT growing slower than any pre-crisis year and with a projected 80 million jobs needed by 2018 to close the crisis-related jobs gap

Employment is not expanding fast enough to keep up with the growing labor force. If current trends continue, global unemployment is set to worsen further, gradually reaching around 212 million jobseekers by 2019. In 2014, the ILO predicted that around 40 million net new jobs would be created every year, which is less than the 42.6 million people expected to enter the labor market every year. The bulk of the increase in global unemployment is in the East Asia and South Asia regions, which together represent more than 45 per cent of additional jobseekers, followed by Sub-Saharan Africa and Europe

Current and Pre-Crisis Employment Trend
(In Millions, 2001-2019)

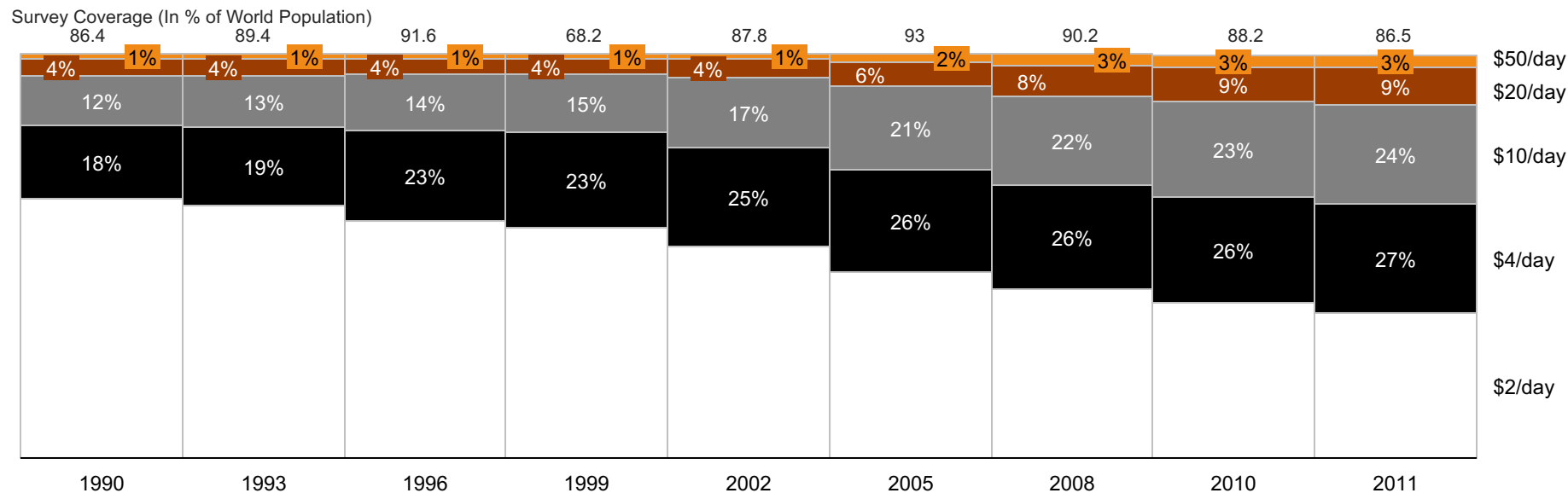


Source: "World Employment Social Outlook Trends 2015", ILO, 2015

THE GLOBAL MIDDLE CLASS IS GROWING ALTHOUGH NEARLY 50% OF IT REMAINS “FLOATING” (susceptible to going back to poverty), with variation in social and economic profiles within the different strata

The global middle class is projected by the OECD to reach 4.9 billion people by 2030. The majority of this growth will come from Asia, which will account for over 65% of the global middle class by 2030 compared to 28% in 2009. However, much of the emerging middle class remains vulnerable; in 2011 over 1.6 billion people lived within the “floating class” \$2-4/day, at risk of falling back below poverty lines. Younger populations, lower education rates, and dependence on low-paying industrial and agrarian jobs set emerging middle class countries apart from their developed counterparts

Population of the Global Middle Class⁽¹⁾ over Time
(In % of Total Population and In Millions of People, 1990-2011)



Total Population Living on \$2-50/day (In Billions)⁽²⁾



Notes (1): Middle Class is defined as population living on between \$2-50/day, PPP or \$60-15,00/month, PPP

(2): Only includes population within survey sample

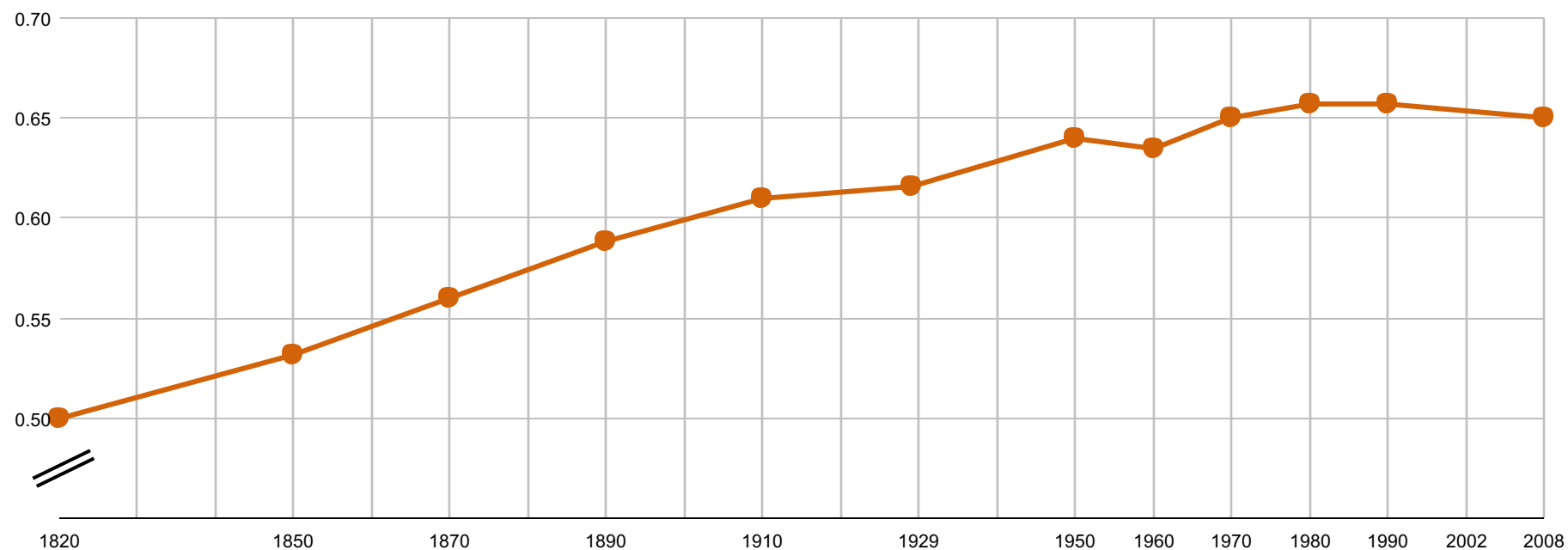
Source – Upper Chart: World Bank POVCAL Dataset.

Source – Lower Chart: World Bank Databank

DESPITE ITS LONG-TERM RISE, GLOBAL INEQUALITY HAS TAPERED IN THE PAST 3 DECADES

While our world has grown richer, it has also grown more unequal, both within and among countries. The world GINI coefficient, a measure of global inequality, grew by 20% between 1820 and 2008, from 0.5 to over 0.6. While data from 1980 to 2008 indicate that inequality may have slightly declined, more recent analysis of growing dispersion in economies affected by the 2008 economic crisis forecast that inequality is likely to remain stagnant or again rise in the near to intermediate future.

Global Inequality⁽¹⁾ over Time
(In GINI coefficient, 1820-2008)



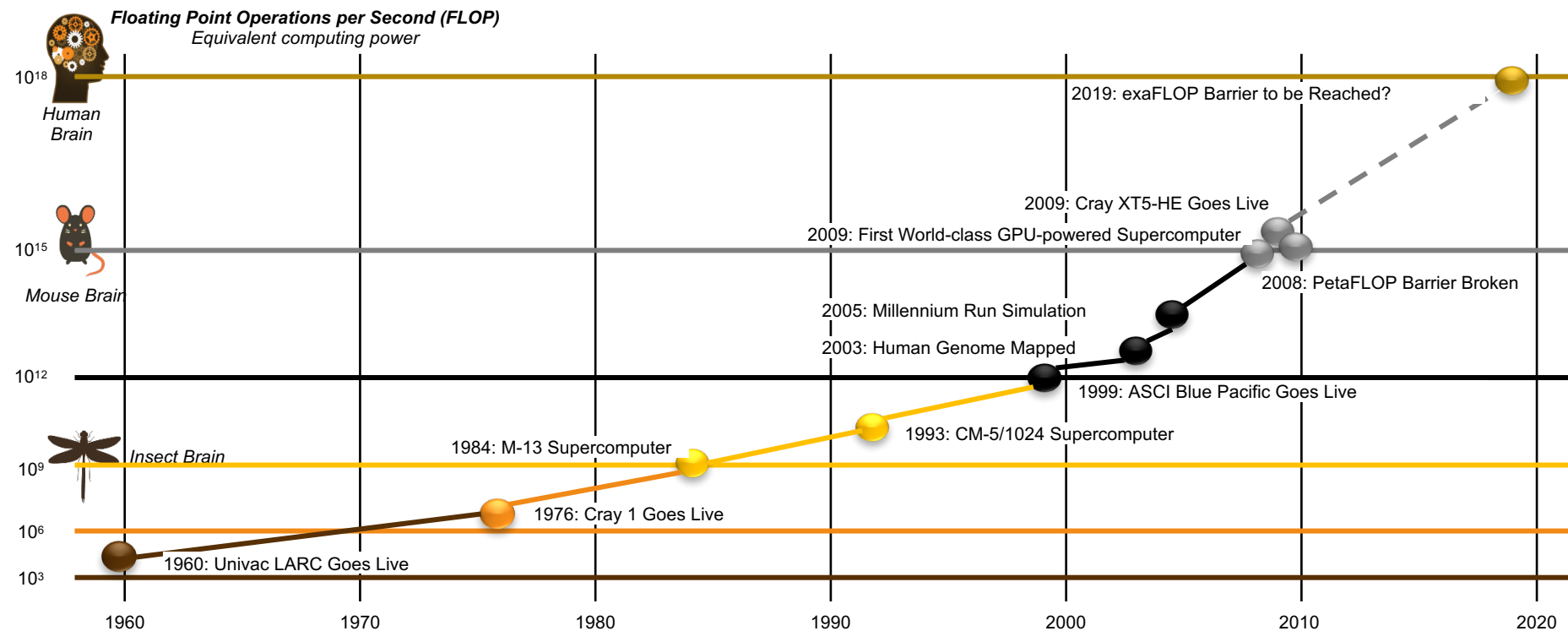
Note: (1) Based on the paper "Globalization, Poverty, and Inequality since 1980" by David Dollar
Sources: "For Richer, For Poorer," The Economist, 2012; "A Short History of Global Inequality: The Past Two Centuries," Branko Milanovic, 2011

**DRAMATIC SHIFTS: ARE THEIR
OPPORTUNITIES THAT WILL ALLOW US
TO STEER THE SHIP?**

INFORMATION MANAGEMENT HAS BEEN FACILITATED BY BETTER PROCESSING POWER OF TRANSISTORS, which became much faster over time

With processing powers increasing over time such that the trend analysis of the time required to match the human brain decreased to around year 2020. As such, Moore's law that predicts the doubling of transistors on integrated circuits every two years has been met. In fact some argue we have reached "More Moore" with transistor size and cost decreasing

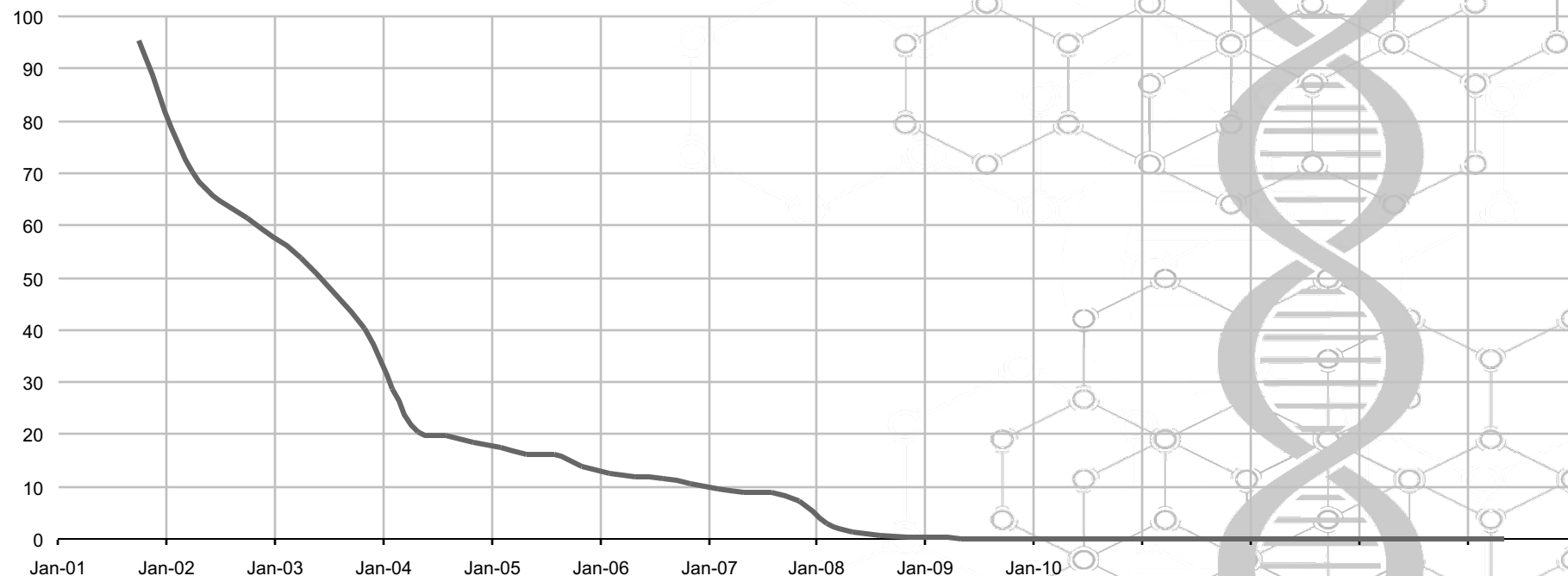
Computer Power Milestones (In Floating Point Operations per Second, 1960-2019)



ADVANCEMENTS IN SCIENCE AND MEDICINE ARE LIKELY TO YIELD GAINS IN TERMS OF BETTER LIFESTYLES in the future especially with the drop in cost of genomic sequencing

As medical technology improves, so does human life expectancy. In addition to new breakthroughs in stem cells, organ printing, dead heart transplant and DNA tailored treatments coming into the market, the cost of the technologies is also decreasing drastically. The cost of DNA sequencing for example has dropped to under one 20,000th its cost in 2001. There is a technological race with nations and companies aiming at gaining the advantages of the newer technologies.

Cost of Sequencing a Human Genome Over Time
(In US\$ Million, Sep. 2001 - Apr. 2014)

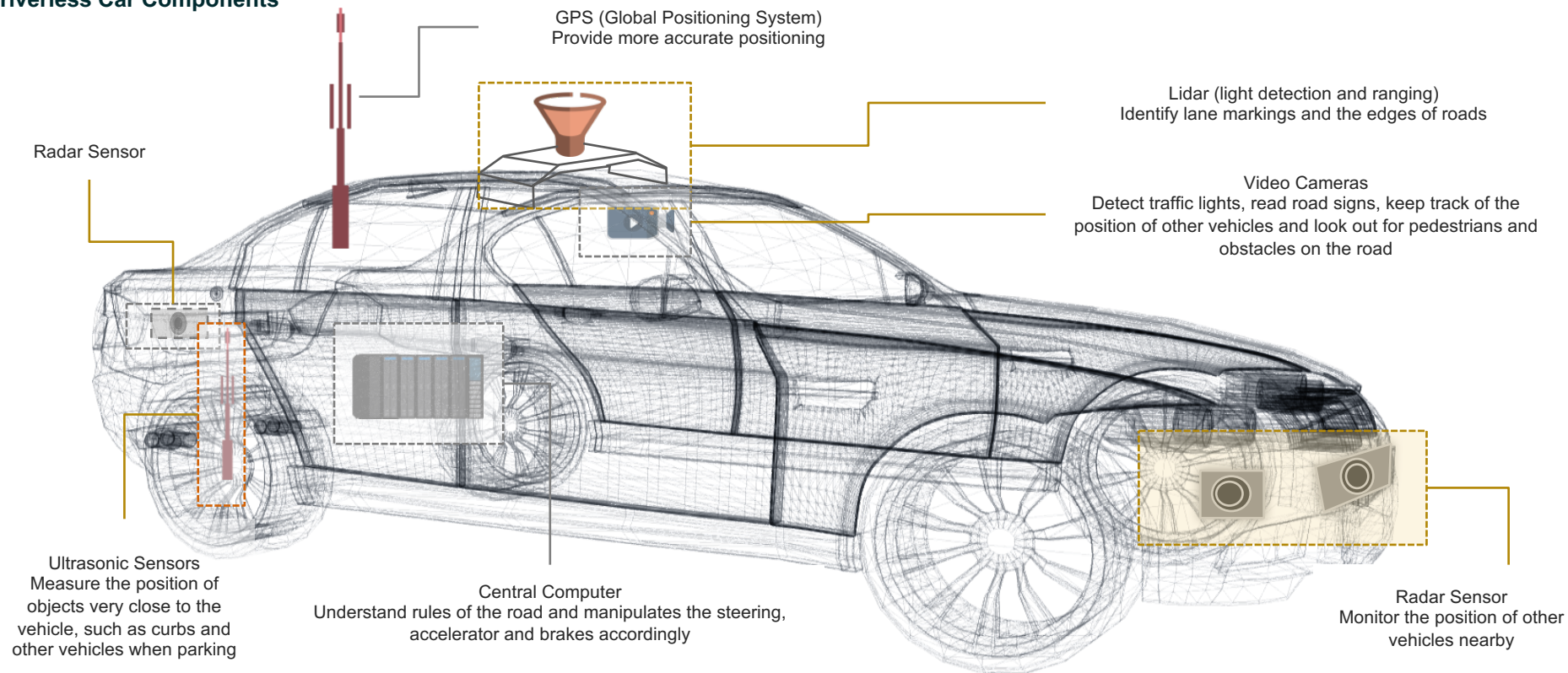


Source- Upper Chart: National Institute of Health, Human Genome Project, 2014
Source- Lower Chart: Stem Cell Research in China, CKGSB Knowledge, 2014 (based on Paul Knoepfler's 2013 study)

PARTIALLY AUTONOMOUS CARS ARE ALREADY IN THE MARKET driven by assisted driving technologies with the potential of a fully automated car by 2020

Although full automation of cars is not expected yet in all cars, gradual automation has already been happening. The technology is already used in instalments as carmakers have been introducing "assisted driving" features as options, even on mass-market models. Driverless cars will be relying on a large number of sensors

Driverless Car Components

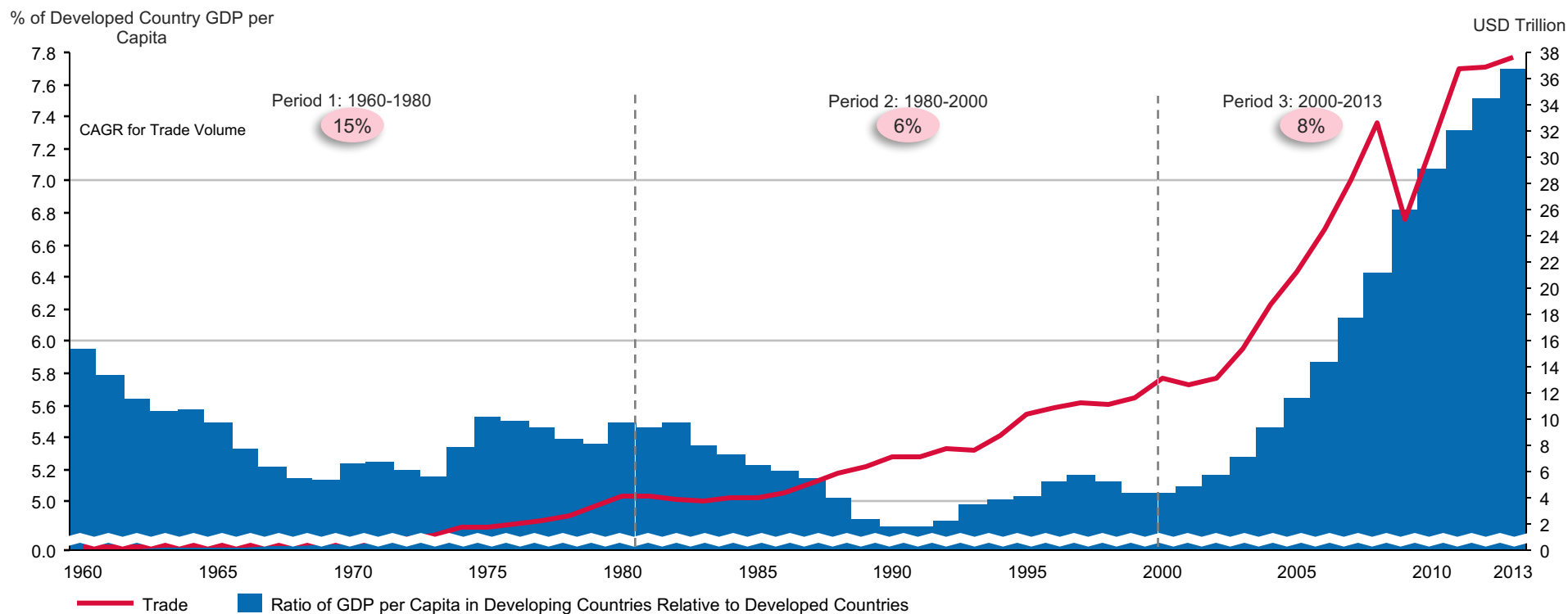


VALUE OF GLOBAL TRADE HAS GONE UP OVER 180% SINCE 2000, but only in the last decade has it started being correlated with gains in developing countries' standards of living

Global trade has increased dramatically over the past half century, expanding by over 800% between 1980 and 2013. Yet growth has slowed substantially in the wake of the 2008 financial crisis. While rising demand for imports and cost-saving technologies in transport and logistics will continue to drive the flow of goods, ongoing economic weakness will counter these effects. Despite the rise in trade and globalization, it is clear that only in the past decade or so has this openness started translating into reduction in standards of living gaps between developing and developed countries

Aggregate Value of World Imports and Exports over Time and Ratio of GDP per Capita in Developing Countries Relative to Developed Countries

(In US\$ Trillion at Current Prices and Current Exchange Rates and % of Developed Country GDP per Capita, 1960-2013)

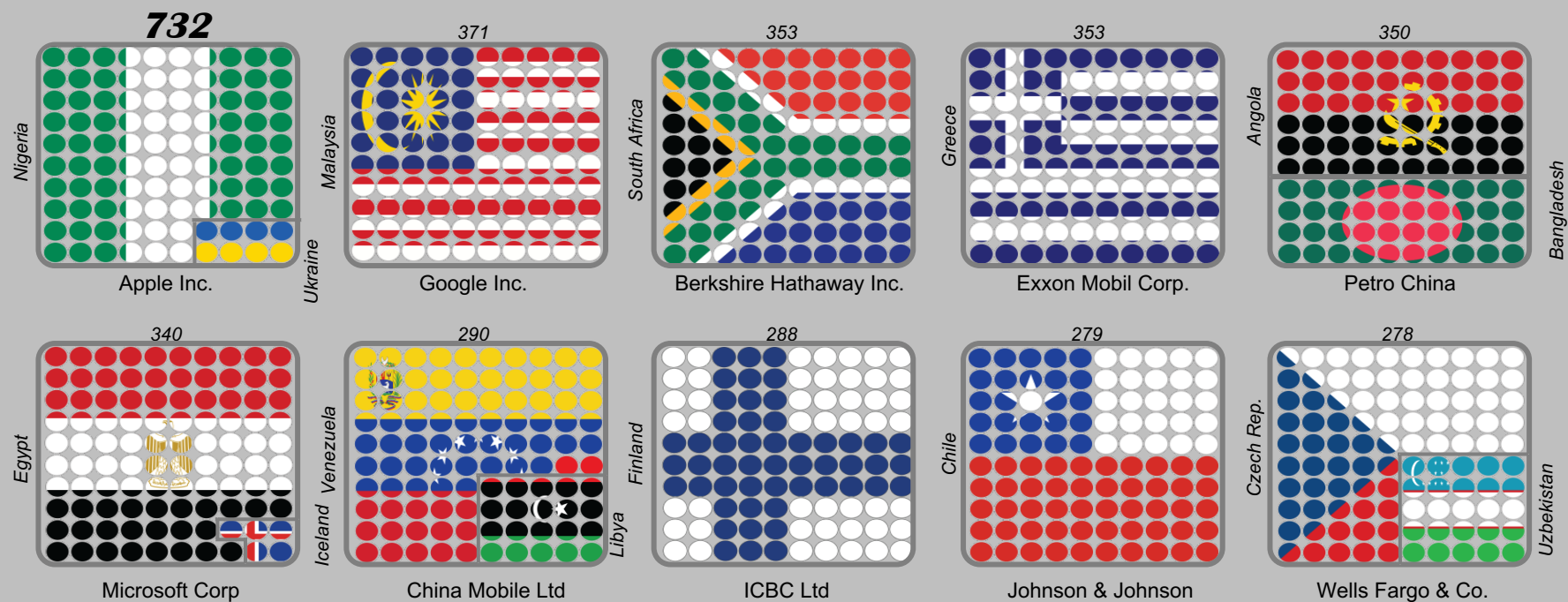


Sources: UNCTAD; World Bank Development Indicators

GLOBALIZATION HAS HELPED CREATE “MEGA” MULTINATIONAL COMPANIES, with their market capitalization and sales equivalent to one or more major economies

Global companies can be equivalent to major countries or group of countries when comparing their market capitalization or sales to GDP. For instance, Apple surpasses 168 countries' GDP at a market capitalization of US\$ 732 Billion (based on April 9th, 2015 data). Top ranking companies by market capitalization are however not necessarily top performers in sales (whereby only 2 companies figured in the top 10 by market capitalization and sales based data retrieved on April 9th, 2015)

Top Global Companies by Market Capitalization and Closest Equivalent Countries and Group of Countries by GDP
(In US\$ Billion, 2015⁽¹⁾)



Note: (1) Retrieved on 9th of April 2015
Sources- Upper and Lower Charts: "World Economic Outlook", IMF, Oct. 2014; Bloomberg Industry Market Leaders

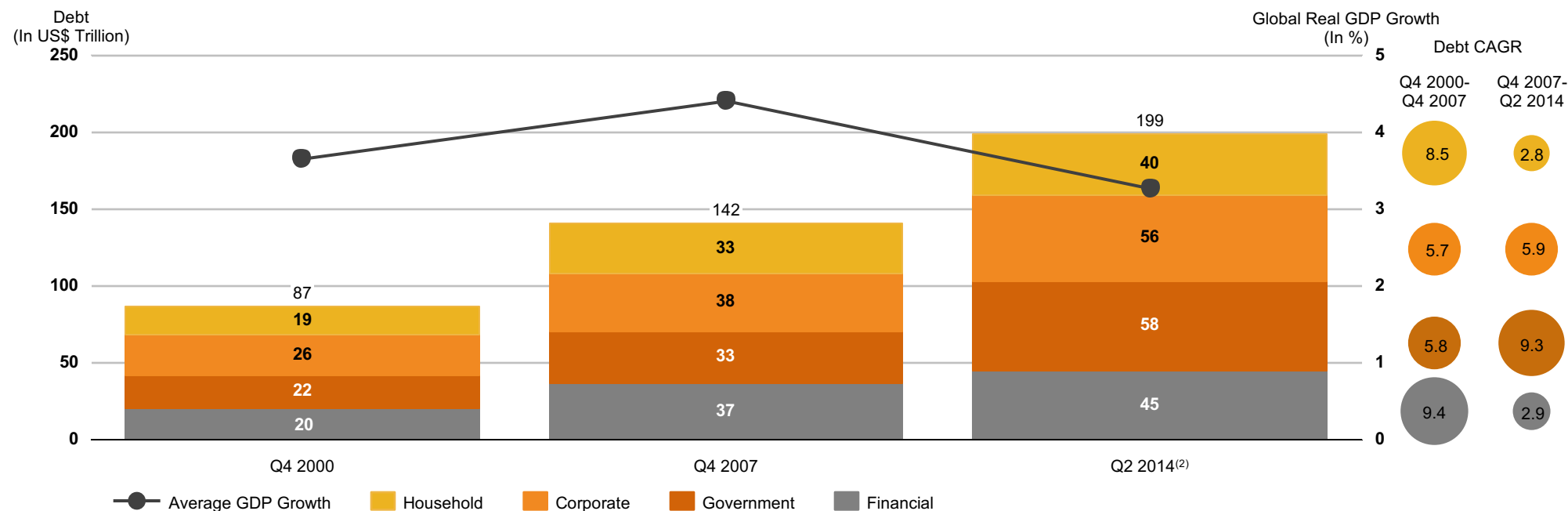


ECONOMIC STRUCTURAL CONSTRAINTS

GLOBAL DEBT IS GROWING FASTER THAN REAL GDP with public debt growing fastest after the financial crisis

According to MGI, the total world debt increased by US\$ 57 trillion between 2007 and 2014, growing an average of 5.3% per year. At the same time, average growth in world GDP has slowed from its pre-crisis peak down to an average of 3.3% per year, creating a world that is increasingly leveraged. While household and financial sector debt were the primary drivers behind world debt expansion from 2000-2007, since the recession government and corporate have taken the lead, growing at 9.3% and 5.9% per year respectively

Global Debt and Real GDP Growth⁽¹⁾ over Time
(In US\$ Trillion at 2013 Prices and Average % Annual Change, Q4 2000, Q4 2007, and Q2 2014)



Notes: (1) Average real GDP growth represents average of 7 years prior to year listed (Example: 2000 represents average annual growth from 1993-2000)

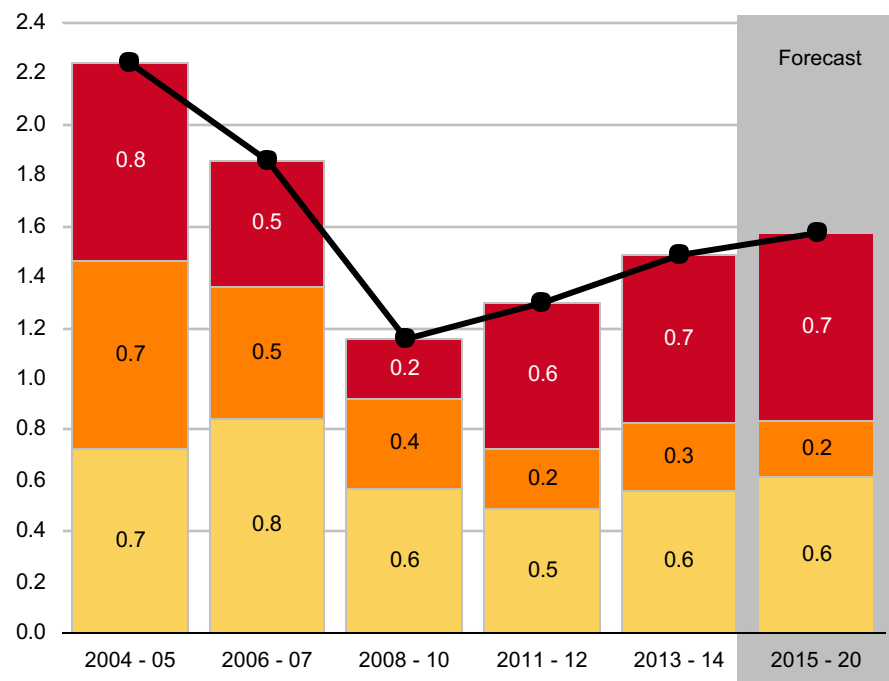
(2) Q2 2014 data for advanced economies and China

Sources: McKinsey Global Institute; IMF

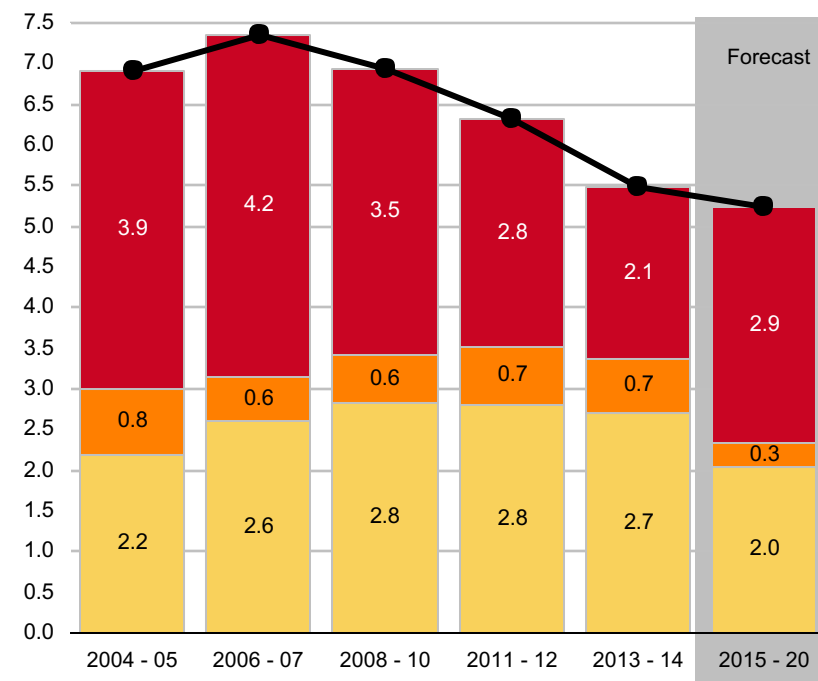
THE GLOBAL ECONOMY IS GOING INTO A PERIOD OF LOW POTENTIAL GROWTH with the risk of secular stagnation driven by ageing population and slowing innovation affecting standards of living

Both developed and emerging markets have witnessed a decline in potential growth after the crisis. In developed economies much of this slowdown is attributed to low capital growth and potential employment driven by ageing population. As for emerging markets, low factor productivity is the major driver of low potential growth. This has led many economists including those at the IMF to raise the risk of "secular stagnation" as a result of this low growth. This implies that economies might be growing slower going forward making it hard to raise standards of living

Potential Growth of Advanced Economies
(In %, 2004 - 2020)



Potential Growth of Emerging Economies
(In %, 2004 - 2020)



Potential Output Growth
 Total Factor Productivity Growth
 Potential Employment Growth
 Capital Growth

THE SUSTAINABLE DEVELOPMENT GOALS WILL BUILD UPON THE MILLENNIUM DEVELOPMENT GOALS which reach their end by 2015 and the majority of which were not met

The 17 Sustainable Development Goals (SDG) objectives and their expected 169 targets build upon the existing Millennium Development Goals (MDGs) which will reach their end in 2015. Some SDG goals are a continuation of what has already been achieved and those are in relation to health and education. Poverty remains a major focus of SDGs. New focus areas are also being pushed forward such as food security, peace, and marine life sustainability among others



\$2.5 TRILLION DEVELOPMENT INVESTMENT GAP

HOW CAN WE GET THERE?

WHY SHOULD YOU CARE?



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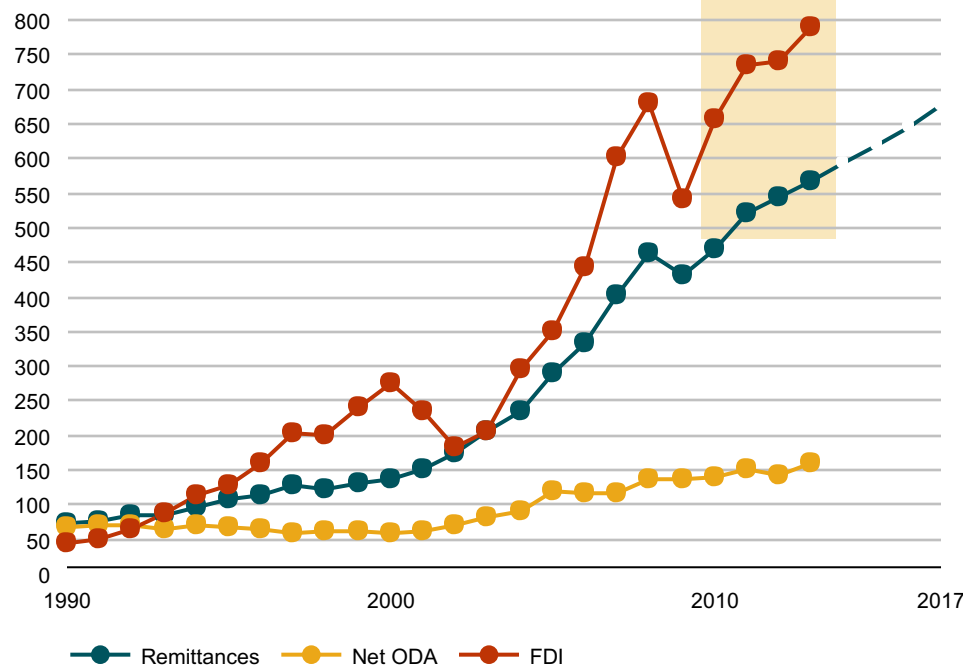
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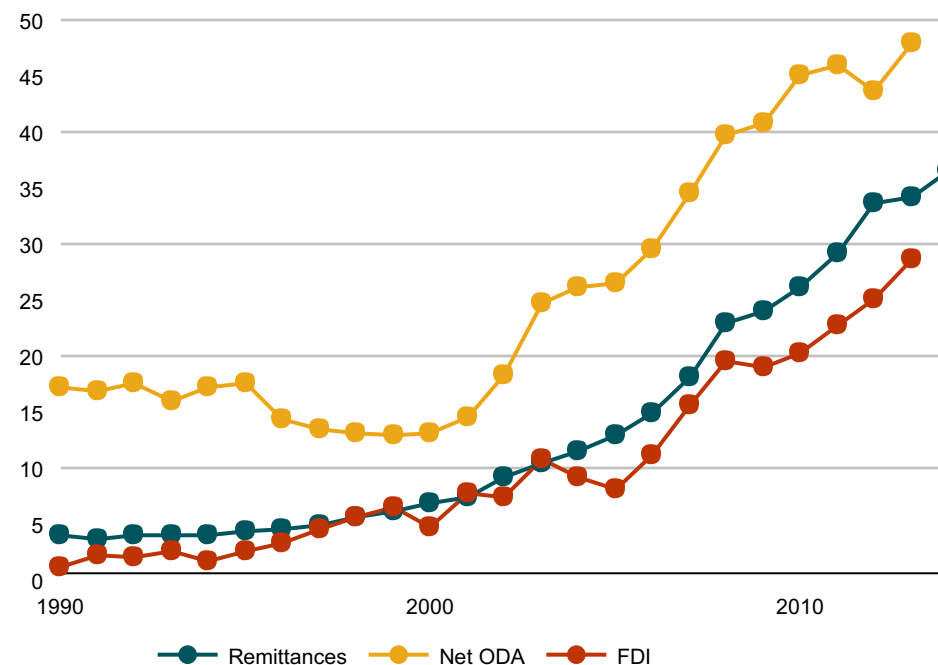
MIGRANTS' REMITTANCES TO DEVELOPING COUNTRIES WILL REACH ~600 MILLION IN 2015

Global remittances in 2014 were more than double the level of official development assistance. Least Developed Countries receive more remittances than FDI. The cost of sending remittances is declining across all regions but remain costly when sent to Africa. In a special analysis, the World Bank estimates that as much as US\$100 billion in migrant savings could be raised annually by developing countries by reducing remittance costs

Remittances, FDI to Developing Countries and Net ODA (In US\$ Billion, 1990 - 2017)



Remittances, FDI and Net ODA to Least Developed Countries (In US\$ Billion, 1990 - 2014)



Note: (1) The migrant population in this graph includes those from the regions on the left graph only
 Sources- Left and Middle Chart: World Development Indicators; World Bank Development Prospects Group
 Source- Right Chart: "Remittance Prices Worldwide", World Bank, March 2015; United Nations Population Division