

YPO GLOBAL IMPACT SUMMIT

RWANDA 2024

REIMAGINING CAPITALISM

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IMAGINE A WORLD WHERE CAPITALISM IS



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- ✓ **HUMAN-CENTERED**
- ✓ **EMPATHIC**
- ✓ **GOOD FOR THE PEOPLE
AND GOOD FOR THE PLANET**



IMAGINE A WORLD WHERE CAPITALISM IS

✓ **HUMAN-CENTERED**

✓ **EMPATHIC**

✓ **GOOD FOR THE PEOPLE
AND GOOD FOR THE PLANET**



✓ **NOT EXPLOITING A PERSON**

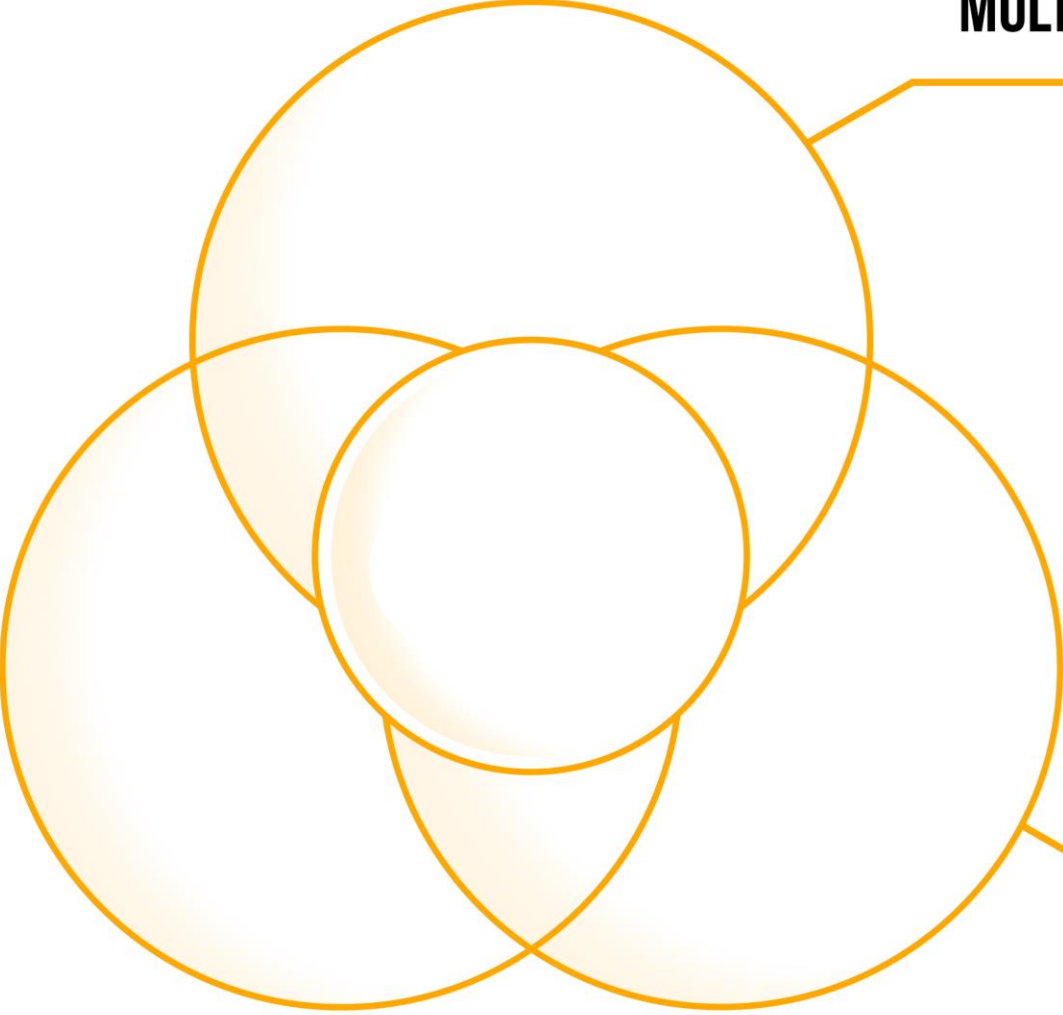
✓ **BUT REALIZING
THEIR TRUE POTENTIAL**

SUSTAINABLE BUSINESS-MODEL OF TOMORROW:

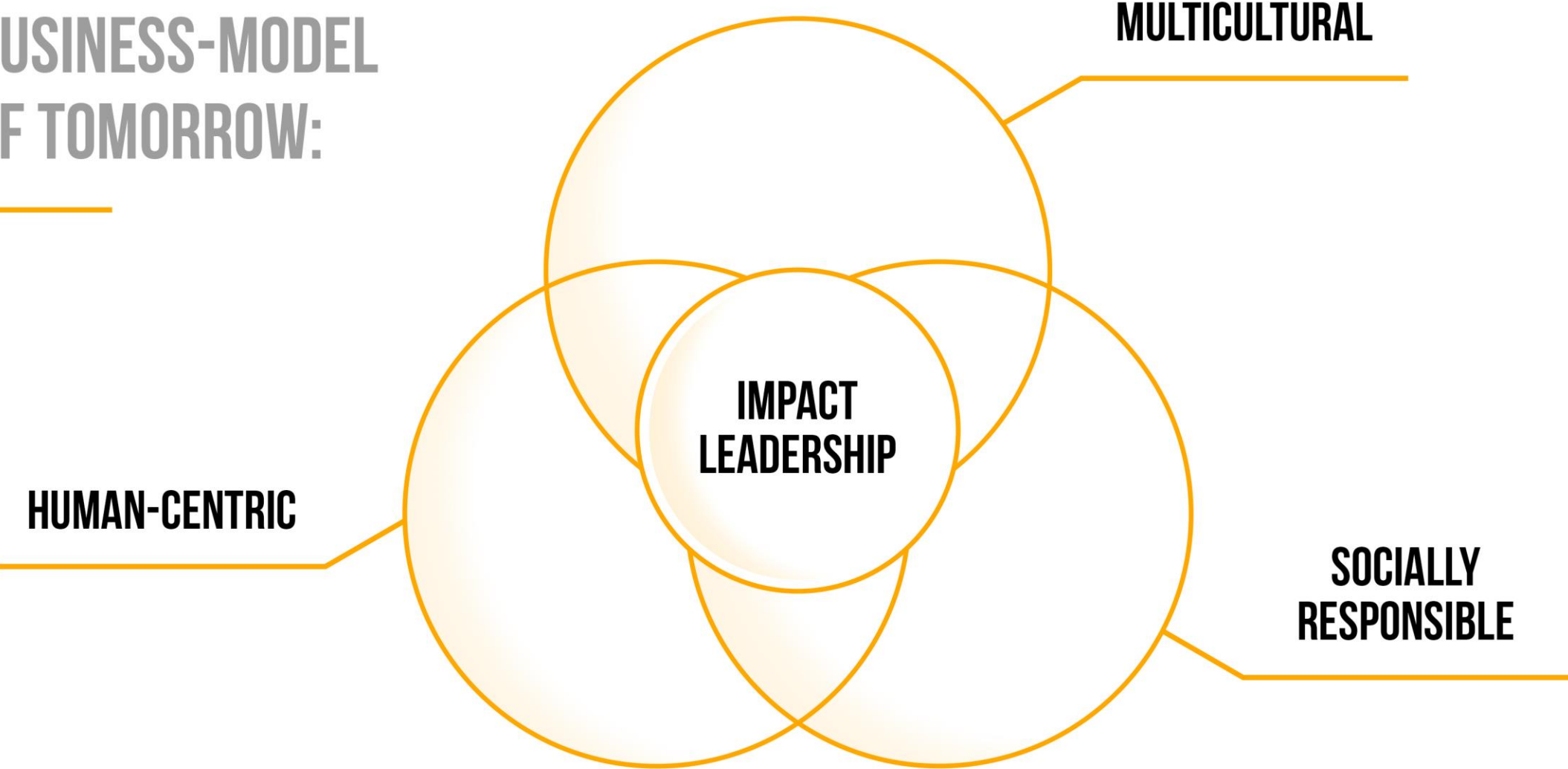
HUMAN-CENTRIC

MULTICULTURAL

**SOCIALLY
RESPONSIBLE**



**SUSTAINABLE
BUSINESS-MODEL
OF TOMORROW:**



IMPACT LEADER LIST OF COMPETENCE:

✓ **EMPATHY**

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- ✓ **EMPATHY**
- ✓ **VISUAL THINKING**
- ✓ **SELF-DISCIPLINE**
- ✓ **MODESTY IN PERSONAL CONSUMPTION**
- ✓ **THE ABILITY TO CARE ABOUT ONESELF, KNOW YOUR DREAM ABOUT ONESELF AND FOLLOW IT**
- ✓ **ABILITY TO SERVE A BIG IDEA / SOMETHING THAT IS OVER MONEY**

EMPATHY IS A CORE COMPETENCE OF IMPACT LEADER

- ✓ **EMPATHY UNROLLS SENSORY PERCEPTION AND VISUAL THINKING**
 - ✓ **IT MAKES YOU FEEL OTHER PEOPLE'S SUFFERINGS AS YOUR OWN**
 - ✓ **GIVES YOU THE OPPORTUNITY TO CREATE TOGETHER**
-

HOW TO CREATE CULTURE FOR
IMPACT LEADERS

3 BILLION USD

20 THOUSAND EMPLOYEES

16 FACTORIES

WORK IN **50** COUNTRIES

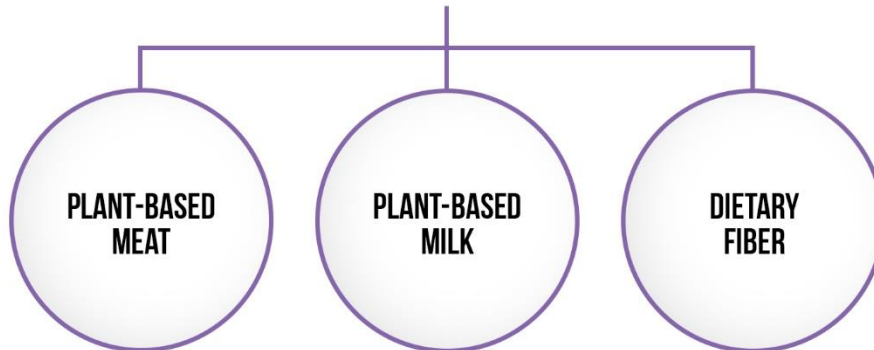
FEED **200** MILLION PEOPLE

HEALTHY INNOVATION

PROJECT
OF EFKO'S
SHAREHOLDERS



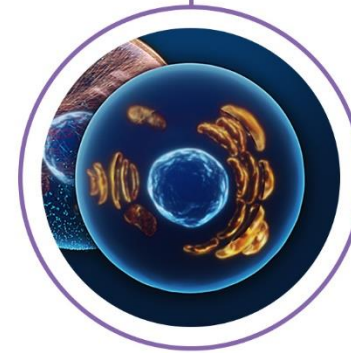
HI-FOOD
FOOD OF THE FUTURE



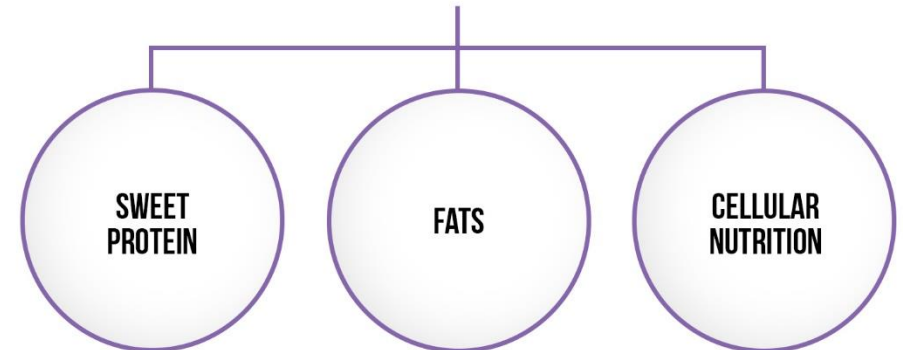
**PLANT-BASED
MEAT**

**PLANT-BASED
MILK**

**DIETARY
FIBER**



HI-BIO
BIOTECHNOLOGY



**SWEET
PROTEIN**

FATS

**CELLULAR
NUTRITION**

**AFFORDABLE
FOR EVERYBODY**

HUNGER



**MAKING
PEOPLE'S LIVES BETTER**

HEALTH



PLANET-FRIENDLY

ECOLOGY



SHAREHOLDER'S MODEL

- **NONE OF US HAS CONTROL. MAX ALLOWED OWNERSHIP IS 28%**
- **EVERYBODY IS WORKING. WORKING HARD**
- **OUR SHARES ARE NOT TRANSFERRED TO OUR CHILDREN**
- **IF YOU LEAVE THE COMPANY YOU LOSE YOUR OWNERSHIP**
- **EVERY EMPLOYEE CAN BE A SHAREHOLDER**
- **3% OF SHARES IS MIN. AND EVERYBODY HAS VETO RIGHT**

An aerial photograph of a university campus. The image shows several large, modern buildings with dark facades and large windows, interspersed with lush green lawns, trees, and winding paths. A prominent circular garden bed with a geometric pattern is visible in the lower right. The overall scene is bright and clear, suggesting a sunny day.

EFKO IS A SOCIAL EXPERIMENT THAT LASTS FOR 30 YEARS

**AN EXPERIMENT OF BUILDING A NON-CAPITALIST COMPANY
THAT COULD SURVIVE AND WIN IN THE FREE MARKET**

WEALTH AS A RESOURCE OF CREATION

SHARE CAPITAL 1:

THE FREEDOM TO CREATE

SHARE CAPITAL 2:

PERSONAL CONSUMPTION

WE DON'T TAKE OUT THE CAPITAL THAT CREATES SOCIAL BENEFITS. BECAUSE IT'S THE CAPITAL THAT GIVES US **THE FREEDOM TO CREATE.**

WEALTH AS A RESOURCE OF CREATION

SHARE CAPITAL 1:

THE FREEDOM TO CREATE

SHARE CAPITAL 2:

PERSONAL CONSUMPTION

IT'S NOT JUST ABOUT SAVING MONEY FOR OUR STRATEGY;
IT'S MORE ABOUT HOW REGULAR FOLKS SEE US AND OUR DEDICATION TO THE BUSINESS.
IT BUILDS A DIFFERENT KIND OF TRUST AND LOYALTY

NATURE OF POWER — COMPETENCE

IF YOU HAVE MONEY AND NO COMPETENCIES,
YOU **CANNOT BE** A SHAREHOLDER

IF YOU HAVE COMPETENCIES AND NO MONEY,
YOU **CAN BECOME** A SHAREHOLDER

PART OF OUR SHAREHOLDERS AGREEMENT.

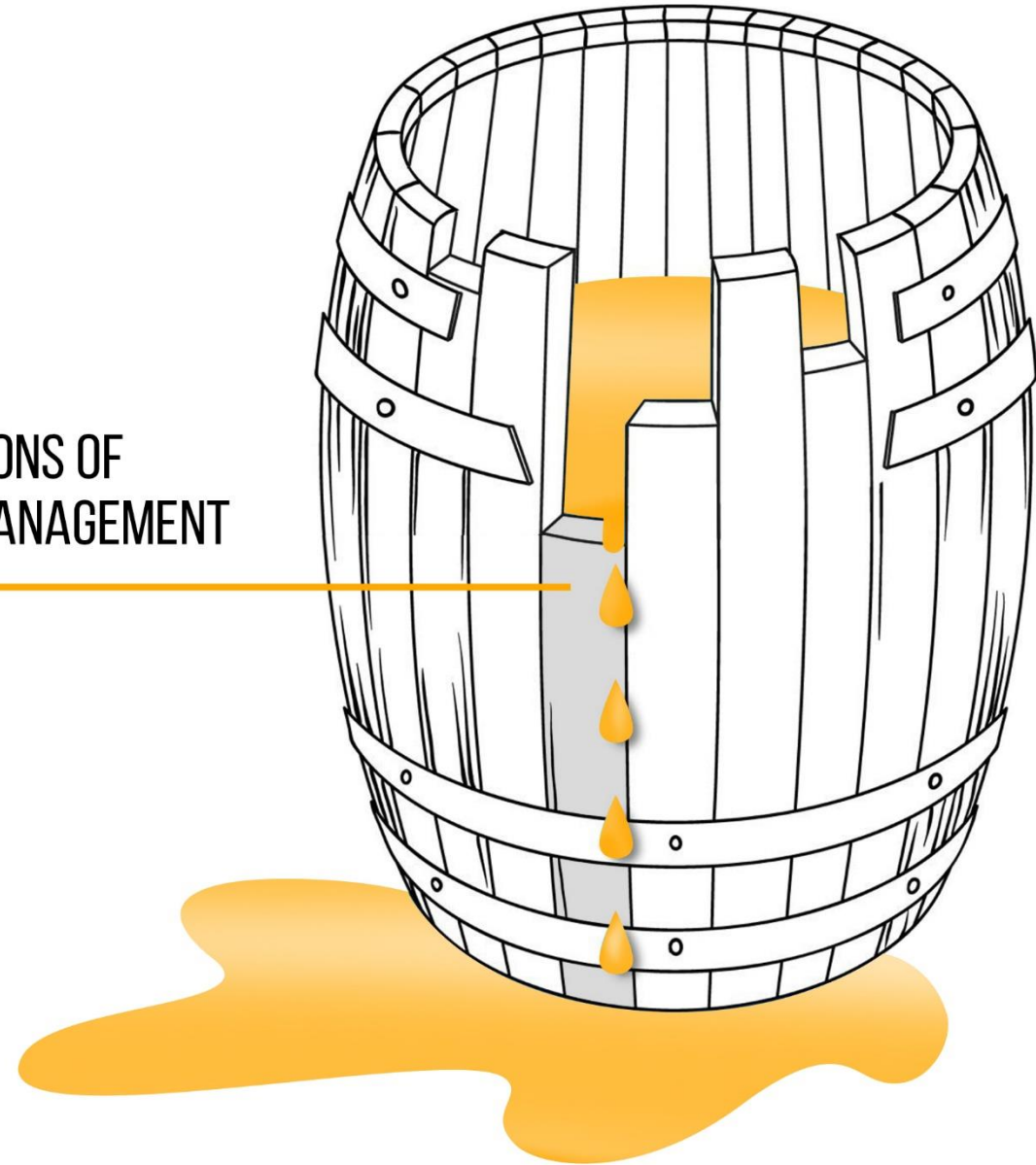
CONDITIONS FOR SUSTAINABILITY IN THE ABSENCE OF CONTROL

- 1) CARING FOR EACH OTHER**
- 2) WILLINGNESS TO BE JUNIOR (EVEN IF YOU ARE SENIOR)**
- 3) TEAMS SHOULD INCLUDE DIFFERENT PERSONALITY TYPES**
- 4) A REASONABLE LEVEL OF CONFLICT IS NORMAL**
- 5) BEING SELF-IRONIC**
- 6) ABILITY TO PERFORM COMPLEX AND MULTI-LEVEL MODELING**

6 TYPES OF RESOURCES

- **EMOTIONAL**
- **INTELLECTUAL**
- **COMMUNICATION**
- **ORGANIZATIONAL**
- **WILLPOWER RESOURCE**
- **MATERIAL (MONEY, ASSETS..)**

EMOTIONS OF
TOP MANAGEMENT



HR IS THE KEY ROLE IN OUR BUSINESS

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- **RECRUITMENT, ASSESSMENT, ASSIMILATION, TALENT MANAGEMENT —
IT'S NOT A BUSINESS OF HRD, IT'S RESPONSIBILITY OF SHAREHOLDERS**

HR IS THE KEY ROLE IN OUR BUSINESS

- **RECRUITMENT, ASSESSMENT, ASSIMILATION, TALENT MANAGEMENT — IT'S NOT A BUSINESS OF HRD, IT'S RESPONSIBILITY OF SHAREHOLDERS**
- **FOR IMPACT LEADERSHIP PROGRAM 70% OF ACADEMIC HOURS WE TEACH — PSYCHOLOGY, SOCIOLOGY, NEUROPHYSIOLOGY, PHILOSOPHY, COMPARATIVE THEOLOGY. WE ARE TRYING TO TEACH OUR LEADERS ABOUT THE HUMAN BEING AND HUMAN RELATIONSHIPS**

SCIENTIFIC-EDUCATIONAL CENTER



✓ 50 PHD AND PROFESSORS WORKED

✓ 5 HOURS OF TESTING (MMPI, EMPATHY, CULTURE)

✓ 25 YEARS OF EMPATHY RESEARCH

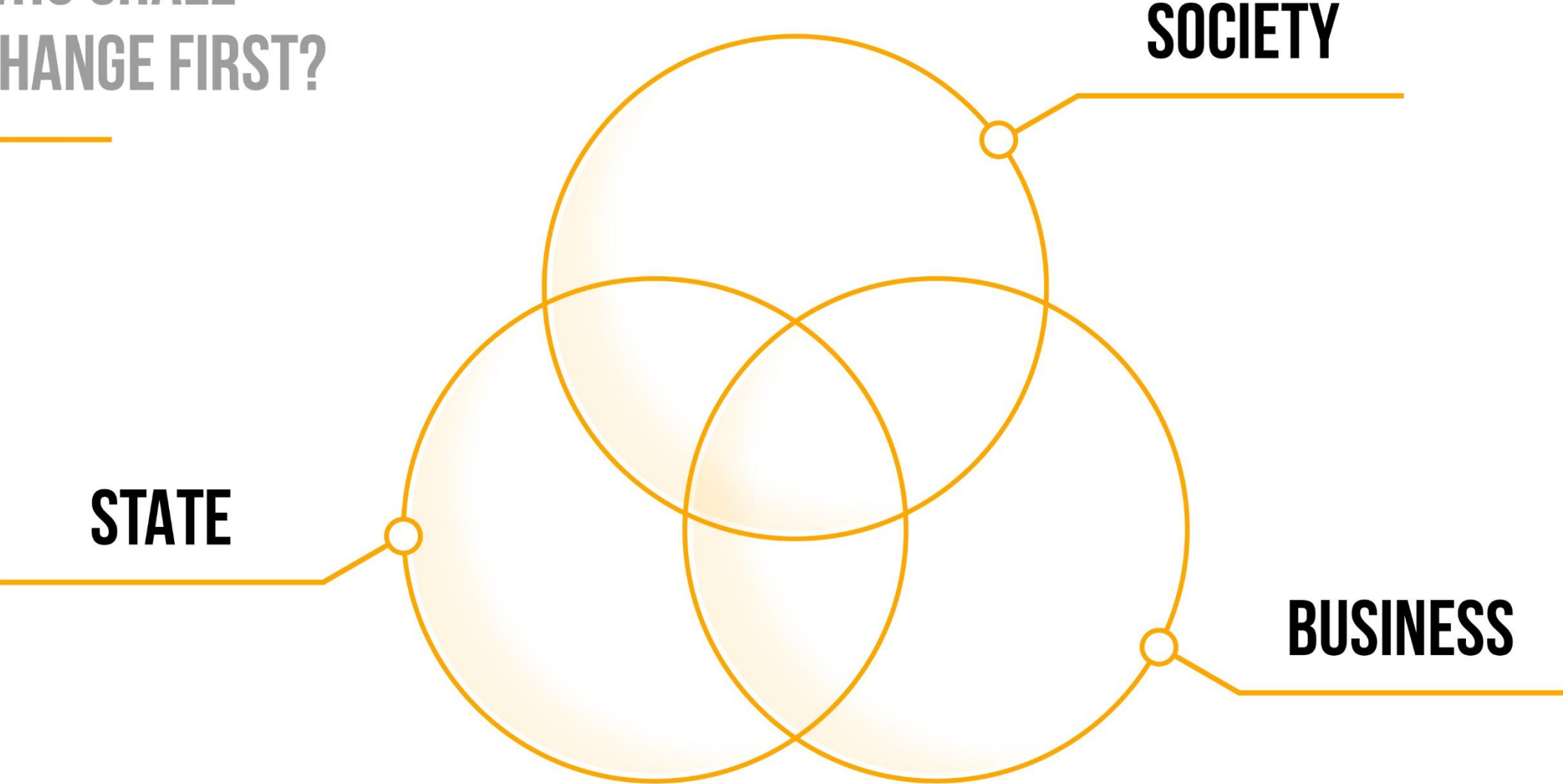
✓ EXCLUSIVE RECRUITING PROGRAM

**CORPORATE UNIVERSITY IS THE MAIN
FACTORY OF THE COMPANY**

**BUSINESS WILL CONTINUE
TO EXIST AS LONG AS IT IS ABLE
TO REPRODUCE NEW SHAREHOLDERS
(NEW IMPACT LEADERS)**



WHO SHALL CHANGE FIRST?



OWNERSHIP, OWNER

OWE

THE POWER OF BEING IMPACT LEADER

OWE TO MYSELF

OWE THE FAMILY

OWE THE SOCIETY

OWE THE PLANET





**BUT SEEK FIRST HIS KINGDOM
AND HIS RIGHTEOUSNESS,
AND ALL THESE THINGS WILL BE
PROVIDED TO YOU**

MATT. 6:33

BUT SEEK FIRST

DOING GOOD FOR OTHERS

AND ALL THESE THINGS WILL BE PROVIDED TO YOU



**THE KINGDOM OF GOD IS
WITHIN YOU**

LUKE 17:21

**BEFORE DOING GOOD
FOR OTHERS**

**START DOING GOOD
FOR YOURSELF**