

From: [Lindbäck, Lise](#)
To: [Thorsheim, Gudrun](#)
Subject: FW: fra Nicolai Tangen / AKO
Date: Monday, April 20, 2020 10:08:16 AM

From: Nicolai Tangen < [REDACTED] >
Sent: 05 May 2016 10:50
To: Lindbäck, Lise [REDACTED]
Subject: RE: fra Nicolai Tangen / AKO

Tusen takk. mvh Nicolai

From: Lindbäck, Lise [REDACTED]
Sent: 05 May 2016 09:40
To: Nicolai Tangen
Subject: RE: fra Nicolai Tangen / AKO

Hei hei

Linken er videresendt.

Ha en fin torsdag.
Hilsen fra
Lise

Sent with Good (www.good.com)

-----Original Message-----

From: Nicolai Tangen [[REDACTED]]
Sent: Thursday, May 05, 2016 09:19 AM W. Europe Standard Time
To: Lindbäck, Lise
Subject: fra Nicolai Tangen / AKO

Hei Lise,

Jeg traff Yngve på en middag på mandag og skulle gjerne ha sent ham en link. Kan du videresende dette er du snill da jeg ikke har emailen hans? Tusen takk. Mvh Nicolai

Hei Yngve,

Takk for sist, det var hyggelig å treffe deg.
Vi snakket litt om kunstprosjektet i Kr.sand og jeg tenkte jeg skulle sende deg linken til

arkitektkonkurransen som er:

<http://www.kunstsilo.no/wp-content/uploads/2016/Vedlegg/Kanalbyen-arkitektkonkurranse-anbuddokument6-EN.pdf>

Hyggelig hvis du deler denne med din kone. Vi har Leonard Richard med i juryen sa kunstnerenes syn skulle vaere godt ivaretatt.

Ser frem til a treffe deg igjen i Oslo i august.

Mvh

Nicolai

Nicolai Tangen
Chief Executive Officer
AKO Capital LLP
61 Conduit Street
London W1S 2GB
Tel: +44(0)20-7070-2400
Fax: +44(0)20-7070-2430

This email is confidential and may contain information that is privileged. If you are not the intended recipient, please notify the sender immediately and delete this email. Any unauthorised review, use, disclosure, dissemination or copying of this email is prohibited. Norges Bank does not accept liability for any loss or damage of any nature, however caused, which may result directly or indirectly from this email or any file attached, including computer viruses and other defects.

This email is from AKO Capital LLP and may contain information that is confidential or privileged. If you are not the intended recipient, do not read, copy or distribute the email or any attachments. Instead, please notify the sender and delete the email and any attachments. AKO Capital LLP is a limited liability partnership registered in England and is authorised and regulated by the Financial Conduct Authority.

This email is confidential and may contain information that is privileged. If you are not the intended recipient, please notify the sender immediately and delete this email. Any unauthorised review, use, disclosure, dissemination or copying of this email is prohibited. Norges Bank does not accept liability for any loss or damage of any nature, however caused, which may result directly or indirectly from this email or any file attached, including computer viruses and other defects.

This email has been scanned by the Symantec Email Security.cloud service.
For more information please visit <http://www.symanteccloud.com>

From: [Lindbäck, Lise](#)
To: [Thorsheim, Gudrun](#)
Subject: FW: NBIM konferanse i august
Date: Monday, April 20, 2020 10:00:30 AM

From: Lindbäck, Lise
Sent: 10 February 2016 15:30
To: [REDACTED]
Subject: NBIM konferanse i august

Hei Nicolai

Håper alt står bra til med deg. Skal en dømme ut i fra oppslagene i avisene her hjemme, ser det ut til å ha gått riktig så bra for både deg og AKO den siste tiden. Det er hyggelig. Vi i NBIM arrangerer i august hvert år en stor konferanse om aktuelle tema innen finans. Yngve Slyngstad ba meg om å ta kontakt med deg i den forbindelse. Jeg tror det enkleste kunne være om du ringte meg på telefon [REDACTED] en gang i løpet av de nærmeste dagene slik at jeg kunne fortelle litt mer om planene vi har.

Mvh

Lise Lindbäck

From: [Lindbäck, Lise](#)
To: [Thorsheim, Gudrun](#)
Subject: FW: NFRC 2016
Date: Monday, April 20, 2020 10:01:47 AM
Attachments: [NFRC 2015 Programme.pdf](#)

From: Lindbäck, Lise <[REDACTED]>
Sent: 11 February 2016 12:57
To: nicolai.tangen [REDACTED]
Cc: NBIM NFI Administration <nfi.administration@nbim.no>
Subject: NFRC 2016

Hi

It was nice talking to you yesterday. I ask you to reserve August 30 for the Norwegian Financial Research Conference. Normally, we host a dinner the night before the conference to which you will be invited. The working title for this year's conference is "Perspectives on asset management". The programme is still under construction and I will get back to you with information as it starts to find its form.

The conference is a part of the Norwegian Finance Initiative (NFI), which is our effort to promote excellence in research and teaching in the field of financial economics. The conference is a one-day event aiming to address prevailing themes and challenges faced by investment professionals and academic researchers in various areas of financial economics. In 2015, we devoted the conference to a broad theme related to "well-functioning markets – macro and micro perspective". I enclose a copy of last year's conference programme for your reference. We will invite both academics and practitioners to contribute in two separate sessions. Each session will comprise of 3-4 presentations of 30-45 minutes and each will be concluded with a panel debate. The conference is typically attended by around 150 participants, with a broad mix of financial market practitioners and academics.

Let us stay in touch

Kind regards

Lise

From: [Lindbäck, Lise](#)
To: [Thorsheim, Gudrun](#)
Subject: FW: NFRC 2016
Date: Monday, April 20, 2020 10:08:39 AM

From: Nicolai Tangen [REDACTED]
Sent: 11 February 2016 14:19
To: Lindbäck, Lise [REDACTED]
Subject: Re: NFRC 2016

Thanks a lot Lise, this is now in my diary.
All the best
Nicolai

From: Lindbäck, Lise [REDACTED]
Sent: Thursday, February 11, 2016 12:56 PM
To: Nicolai Tangen
Cc: NBIM NFI Administration <nfi.administration@nbim.no>
Subject: NFRC 2016

Hi

It was nice talking to you yesterday. I ask you to reserve August 30 for the Norwegian Financial Research Conference. Normally, we host a dinner the night before the conference to which you will be invited. The working title for this year's conference is "Perspectives on asset management". The programme is still under construction and I will get back to you with information as it starts to find its form.

The conference is a part of the Norwegian Finance Initiative (NFI), which is our effort to promote excellence in research and teaching in the field of financial economics. The conference is a one-day event aiming to address prevailing themes and challenges faced by investment professionals and academic researchers in various areas of financial economics. In 2015, we devoted the conference to a broad theme related to "well-functioning markets – macro and micro perspective". I enclose a copy of last year's conference programme for your reference. We will invite both academics and practitioners to contribute in two separate sessions. Each session will comprise of 3-4 presentations of 30-45 minutes and each will be concluded with a panel debate. The conference is typically attended by around 150 participants, with a broad mix of financial market practitioners and academics.

Let us stay in touch

Kind regards

Lise

This email is confidential and may contain information that is privileged. If you are not the intended recipient, please notify the sender immediately and delete this email. Any unauthorised review, use, disclosure, dissemination or copying of this email is prohibited. Norges Bank does not accept liability for any loss or damage of any nature, however caused, which may result directly or indirectly from this email or any file attached, including computer viruses and other defects.

From: [Lindbäck, Lise](#)
To: [Thorsheim, Gudrun](#)
Subject: FW: Your contribution to NFRC 2016, Oslo, 30 August
Date: Monday, April 20, 2020 10:07:16 AM

From: Nicolai Tangen [REDACTED]
Sent: 13 June 2016 16:09
To: Misje, Anne [REDACTED]
Cc: Lindbäck, Lise [REDACTED]; Nicola Staples [REDACTED]
Subject: RE: Your contribution to NFRC 2016, Oslo, 30 August

Anne,
Thank you very much for this.
In answer to your questions, I can confirm that:

1. Yes the title is OK
2. Yes I am happy to be on a panel.
3. I have pasted my bio below
4. Yes please to dinner. Do you know when it will start?

I will separately send a photo.

All the best
Nicolai

Bio:

Nicolai Tangen is the founder and CEO of AKO Capital, a leading \$9 billion London based hedge fund. The firm follows a multi-disciplinary approach to investing, with traditional equity research complemented by an in-house 23-person market research team, a dedicated team of forensic accountants and a behavioural analysis unit led by a former Detective Chief Superintendent from the UK police.

AKO's investment philosophy is to hold the best assets for the long term, an approach that is supported by the firm's high quality investor base which includes many of the world's leading endowments and foundations. AKO was nominated by Eurohedge as the best European equity fund in 2006, 2009, 2010, 2012 and 2014.

Before setting up AKO Capital, Nicolai was a partner at Egerton Capital (1997-2002) and, prior to that, he worked as an equity analyst at Cazenove & Co. (1992-1997), where he built up and headed the Nordic department. Nicolai has a B.Sc. in Economics from The Wharton School of the University of Pennsylvania (1989-1991) where he now sits on the EMEA Advisory Board. Between leaving Egerton and setting up AKO, Nicolai completed an MA in Art History from the Courtauld Institute in London, specializing in German Expressionist wood cuts. From July 1986 through December 1987 Nicolai served in the Norwegian Armed Forces' School of Intelligence and Security where he studied

Russian and trained in interrogation.

In 2013 Nicolai set up the AKO Foundation which supports various charitable initiatives within the arts and education. It is funded by a profit share from AKO Capital, and an important part of the Foundation is the AKO Give Back Initiative which offers all AKO staff the opportunity to nominate a charity for a grant. Since its inception the Foundation has been funded with a total income in excess of NOK 500m.

From: Misje, Anne [REDACTED]
Sent: 13 June 2016 14:50
To: Nicolai Tangen
Cc: Lindbäck, Lise
Subject: Your contribution to NFRC 2016, Oslo, 30 August

Dear Nikolai,

I refer to your earlier contact with Lise Lindbäck.

Enclosed with this e-mail you find the draft programme for this year's NFRC to which you will be one of the key contributors.

I kindly ask for your feedback on the following:

- 1) Are you ok with the proposed title for your contribution? - *"Investing for the long-term in high, quality companies"*
- 2) Are you willing to participate on a panel with some of the other speakers
- 3) Your bio – the enclosed draft is based on available public information
- 4) Are you able to attend an informal dinner with NBIM CEO Yngve Slyngstad on August 29?

To finalise the programme, we also need a picture of you in high resolution (min. 300 dpi).

We would appreciate your feedback by the end of this week.

We are looking forward to welcoming you to Oslo in August and wish you all the best for the summer.

Please do not hesitate to contact us, should you have any questions.

Kind regards,
Anne

Anne Misje
Business Manager
The Norwegian Finance Initiative (NFI)

Allocation Strategies

Norges Bank Investment Management
P.O. Box 1179, 0107 Oslo
Norway

Tel: [REDACTED]
www.nbim.no

This email is confidential and may contain information that is privileged. If you are not the intended recipient, please notify the sender immediately and delete this email. Any unauthorised review, use, disclosure, dissemination or copying of this email is prohibited. Norges Bank does not accept liability for any loss or damage of any nature, however caused, which may result directly or indirectly from this email or any file attached, including computer viruses and other defects.

This email has been scanned by the Symantec Email Security.cloud service.
For more information please visit <http://www.symanteccloud.com>

From: [Lindbäck, Lise](#)
To: [Thorsheim, Gudrun](#)
Subject: FW: fra Nicolai Tangen / AKO
Date: Monday, April 20, 2020 10:08:02 AM

From: Nicolai Tangen [REDACTED]
Sent: 24 May 2016 13:34
To: Lindbäck, Lise [REDACTED]
Subject: RE: fra Nicolai Tangen / AKO

Hei Lise,

Haper alt star bra til.

Ifm seminaret i august tenkte vi at tilhorerne kunne fa en bok hver av Quality Investing siden det jo bl.a er dette jeg skal snakke om. Hvor mange kopier trenger vi og hvor kan vi sende det til?

Mvh
Nicolai

From: Lindbäck, Lise [REDACTED]
Sent: 05 May 2016 09:40
To: Nicolai Tangen
Subject: RE: fra Nicolai Tangen / AKO

Hei hei

Linken er videresendt.

Ha en fin torsdag.
Hilsen fra
Lise

Sent with Good (www.good.com)

-----Original Message-----

From: Nicolai Tangen [REDACTED]
Sent: Thursday, May 05, 2016 09:19 AM W. Europe Standard Time
To: Lindbäck, Lise
Subject: fra Nicolai Tangen / AKO

Hei Lise,

Jeg traff Yngve pa en middag pa mandag og skulle gjerne ha sent ham en link. Kan du videresende

dette er du snill da jeg ikke har emailen hans? Tusen takk. Mvh Nicolai

Hei Yngve,

Takk for sist, det var hyggelig a treffe deg.

Vi snakket litt om kunstprosjektet i Kr.sand og jeg tenkte jeg skulle sende deg linken til arkitektkonkurransen som er:

<http://www.kunstsilo.no/wp-content/uploads/2016/Vedlegg/Kanalbyen-arkitektkonkurranse-anbuddokument6-EN.pdf>

Hyggelig hvis du deler denne med din kone. Vi har Leonard Richard med i juryen sa kunstnerenes syn skulle vaere godt ivaretatt.

Ser frem til a treffe deg igjen i Oslo i august.

Mvh

Nicolai

Nicolai Tangen
Chief Executive Officer
AKO Capital LLP
61 Conduit Street
London W1S 2GB
Tel: +44(0)20-7070-2400
Fax: +44(0)20-7070-2430

This email is confidential and may contain information that is privileged. If you are not the intended recipient, please notify the sender immediately and delete this email. Any unauthorised review, use, disclosure, dissemination or copying of this email is prohibited. Norges Bank does not accept liability for any loss or damage of any nature, however caused, which may result directly or indirectly from this email or any file attached, including computer viruses and other defects.

This email is from AKO Capital LLP and may contain information that is confidential or privileged. If you are not the intended recipient, do not read, copy or distribute the email or any attachments. Instead, please notify the sender and delete the email and any attachments. AKO Capital LLP is a limited liability partnership registered in England and is authorised and regulated by the Financial Conduct Authority.

This email is confidential and may contain information that is privileged. If you are not the intended recipient, please notify the sender immediately and delete this email. Any unauthorised review, use, disclosure, dissemination or copying of this email is prohibited. Norges Bank does not accept liability for any loss or damage of any nature, however caused, which may result directly or indirectly from this email or any file attached, including computer viruses and other defects.

This email has been scanned by the Symantec Email Security.cloud service.
For more information please visit <http://www.symanteccloud.com>

From: [Lindbäck, Lise](#)
To: [Thorsheim, Gudrun](#)
Subject: FW: fra Nicolai Tangen / AKO
Date: Monday, April 20, 2020 10:01:41 AM

From: Lindbäck, Lise [REDACTED]
Sent: 24 May 2016 15:50
To: Nicolai Tangen [REDACTED]
Cc: Misje, Anne [REDACTED]
Subject: RE: fra Nicolai Tangen / AKO

Hei Nikolai

Alt vel her. Regner med å sende deg et utkast til program for konferansen med forslag til tittel etc. i løpet av et par uker.
Ser frem til sommeren, som nå skal være i anmarsj.

Med fullt hus (og om du ønsker at alle skal få) regner vi med 180 deltagere.

Bøkene kan sendes til –
Norges Bank Investment Management
c/o Anne Misje
P.O. Box 1179 Sentrum
0107 Oslo
Norway

Hilsen fra

Lise

From: Misje

From: Nicolai Tangen [REDACTED]
Sent: 24 May 2016 13:34
To: Lindbäck, Lise [REDACTED]
Subject: RE: fra Nicolai Tangen / AKO

Hei Lise,

Haper alt star bra til.

Ifm seminaret i august tenkte vi at tilhorerne kunne fa en bok hver av Quality Investing siden det jo bl.a er dette jeg skal snakke om. Hvor mange kopier trenger vi og hvor kan vi sende det til?

Mvh

Nicolai

From: Lindbäck, Lise [REDACTED]
Sent: 05 May 2016 09:40
To: Nicolai Tangen
Subject: RE: fra Nicolai Tangen / AKO

Hei hei

Linken er videresendt.

Ha en fin torsdag.
Hilsen fra
Lise

Sent with Good (www.good.com)

-----Original Message-----

From: Nicolai Tangen [REDACTED]
Sent: Thursday, May 05, 2016 09:19 AM W. Europe Standard Time
To: Lindbäck, Lise
Subject: fra Nicolai Tangen / AKO

Hei Lise,

Jeg traff Yngve på en middag på mandag og skulle gjerne ha sent ham en link. Kan du videresende dette er du snill da jeg ikke har emailen hans? Tusen takk. Mvh Nicolai

Hei Yngve,

Takk for sist, det var hyggelig å treffe deg.
Vi snakket litt om kunstprosjektet i Kr.sand og jeg tenkte jeg skulle sende deg linken til arkitektkonkurransen som er:

<http://www.kunstsilo.no/wp-content/uploads/2016/Vedlegg/Kanalbyen-arkitektkonkurransenbuddokument6-EN.pdf>

Hyggelig hvis du deler denne med din kone. Vi har Leonard Richard med i juryen så kunstnerenes syn skulle være godt ivaretatt.

Ser frem til å treffe deg igjen i Oslo i august.

Mvh

Nicolai

Nicolai Tangen
Chief Executive Officer
AKO Capital LLP
61 Conduit Street
London W1S 2GB
Tel: +44(0)20-7070-2400
Fax: +44(0)20-7070-2430

This email is confidential and may contain information that is privileged. If you are not the intended recipient, please notify the sender immediately and delete this email. Any unauthorised review, use, disclosure, dissemination or copying of this email is prohibited. Norges Bank does not accept liability for any loss or damage of any nature, however caused, which may result directly or indirectly from this email or any file attached, including computer viruses and other defects.

This email is from AKO Capital LLP and may contain information that is confidential or privileged. If you are not the intended recipient, do not read, copy or distribute the email or any attachments. Instead, please notify the sender and delete the email and any attachments. AKO Capital LLP is a limited liability partnership registered in England and is authorised and regulated by the Financial Conduct Authority.

This email is confidential and may contain information that is privileged. If you are not the intended recipient, please notify the sender immediately and delete this email. Any unauthorised review, use, disclosure, dissemination or copying of this email is prohibited. Norges Bank does not accept liability for any loss or damage of any nature, however caused, which may result directly or indirectly from this email or any file attached, including computer viruses and other defects.

This email has been scanned by the Symantec Email Security.cloud service.
For more information please visit <http://www.symanteccloud.com>

From: [Lindbäck, Lise](#)
To: [Thorsheim, Gudrun](#)
Subject: FW: fra Nicolai Tangen / AKO
Date: Monday, April 20, 2020 10:07:34 AM

From: Nicolai Tangen [REDACTED]
Sent: 24 May 2016 16:11
To: Lindbäck, Lise [REDACTED]
Subject: Re: fra Nicolai Tangen / AKO

Supert. Tusen takk.

Mvh Nicolai

From: Lindbäck, Lise [REDACTED]
Sent: Tuesday, May 24, 2016 02:50 PM
To: Nicolai Tangen
Cc: Misje, Anne [REDACTED]
Subject: RE: fra Nicolai Tangen / AKO

Hei Nikolai

Alt vel her. Regner med å sende deg et utkast til program for konferansen med forslag til tittel etc. i løpet av et par uker.

Ser frem til sommeren, som nå skal være i anmarsj.

Med fullt hus (og om du ønsker at alle skal få) regner vi med 180 deltagere.

Bøkene kan sendes til –
Norges Bank Investment Management
c/o Anne Misje
P.O. Box 1179 Sentrum
0107 Oslo
Norway

Hilsen fra

Lise

From: Misje

From: Nicolai Tangen [REDACTED]
Sent: 24 May 2016 13:34
To: Lindbäck, Lise [REDACTED]
Subject: RE: fra Nicolai Tangen / AKO

Hei Lise,

Haper alt star bra til.

Ifm seminaret i august tenkte vi at tilhorerne kunne fa en bok hver av Quality Investing siden det jo bl.a er dette jeg skal snakke om. Hvor mange kopier trenger vi og hvor kan vi sende det til?

Mvh
Nicolai

From: Lindbäck, Lise [REDACTED]
Sent: 05 May 2016 09:40
To: Nicolai Tangen
Subject: RE: fra Nicolai Tangen / AKO

Hei hei

Linken er videresendt.

Ha en fin torsdag.
Hilsen fra
Lise

Sent with Good (www.good.com)

-----Original Message-----

From: Nicolai Tangen [REDACTED]
Sent: Thursday, May 05, 2016 09:19 AM W. Europe Standard Time
To: Lindbäck, Lise
Subject: fra Nicolai Tangen / AKO

Hei Lise,

Jeg traff Yngve pa en middag pa mandag og skulle gjerne ha sent ham en link. Kan du videresende dette er du snill da jeg ikke har emailen hans? Tusen takk. Mvh Nicolai

Hei Yngve,

Takk for sist, det var hyggelig a treffe deg.
Vi snakket litt om kunstprosjektet i Kr.sand og jeg tenkte jeg skulle sende deg linken til arkitektkonkurransen som er:

<http://www.kunstsilo.no/wp-content/uploads/2016/Vedlegg/Kanalbyen-arkitektkonkurranse->

[anbuddokument6-EN.pdf](#)

Hyggelig hvis du deler denne med din kone. Vi har Leonard Richard med i juryen sa kunstnerenes syn skulle vaere godt ivaretatt.

Ser frem til a treffe deg igjen i Oslo i august.

Mvh

Nicolai

Nicolai Tangen
Chief Executive Officer
AKO Capital LLP
61 Conduit Street
London W1S 2GB
Tel: +44(0)20-7070-2400
Fax: +44(0)20-7070-2430

This email is confidential and may contain information that is privileged. If you are not the intended recipient, please notify the sender immediately and delete this email. Any unauthorised review, use, disclosure, dissemination or copying of this email is prohibited. Norges Bank does not accept liability for any loss or damage of any nature, however caused, which may result directly or indirectly from this email or any file attached, including computer viruses and other defects.

This email is from AKO Capital LLP and may contain information that is confidential or privileged. If you are not the intended recipient, do not read, copy or distribute the email or any attachments. Instead, please notify the sender and delete the email and any attachments. AKO Capital LLP is a limited liability partnership registered in England and is authorised and regulated by the Financial Conduct Authority.

This email is confidential and may contain information that is privileged. If you are not the intended recipient, please notify the sender immediately and delete this email. Any unauthorised review, use, disclosure, dissemination or copying of this email is prohibited. Norges Bank does not accept liability for any loss or damage of any nature, however caused, which may result directly or indirectly from this email or any file attached, including computer viruses and other defects.

This email has been scanned by the Symantec Email Security.cloud service.
For more information please visit <http://www.symanteccloud.com>

This email is confidential and may contain information that is privileged. If you are not the intended recipient, please notify the sender immediately and delete this email. Any unauthorised review, use, disclosure, dissemination or copying of this email is prohibited. Norges Bank does not accept liability for any loss or damage of any nature, however caused, which may result directly or indirectly from this email or any file attached, including computer viruses and other defects.

This email has been scanned by the Symantec Email Security.cloud service.
For more information please visit <http://www.symanteccloud.com>

From: [Lindbäck, Lise](#)
To: [Thorsheim, Gudrun](#)
Subject: FW: Hei fra Nicolai
Date: Monday, April 20, 2020 10:02:22 AM

-----Original Message-----

From: Lindbäck, Lise
Sent: 30 August 2016 17:19
To: Nicolai Tangen [REDACTED]
Subject: RE: Hei fra Nicolai

Hei hei

Takk for at du tok deg tiden til å komme. Du gjorde en solid innsats og jeg har fått mange positive tilbakemeldinger.

Hilsen fra

Lise

-----Original Message-----

From: Nicolai Tangen [REDACTED]
Sent: 30 August 2016 17:13
To: Lindbäck, Lise [REDACTED]
Subject: Hei fra Nicolai

Hei Lise,

Fikk ikke sagt adjo, men vil gjerne takke for at jeg ble invitert, det var virkelig en stor aere. Og også tusen takk for veldig hyggelig og nydelig middag igar.

Ha en fortsatt fin uke.

Mvh Nicolai

This email is from AKO Capital LLP and may contain information that is confidential or privileged. If you are not the intended recipient, do not read, copy or distribute the email or any attachments. Instead, please notify the sender and delete the email and any attachments. AKO Capital LLP is a limited liability partnership registered in England and is authorised and regulated by the Financial Conduct Authority.

From: Nicolai Tangen [REDACTED]
Sent: onsdag 24. mai 2017 18:09
To: Slyngstad, Yngve
Subject: RE: Hei fra Nicolai - privat

Hei Yngve,
Tusen takk for flotte innspill. I like mate ta gjerne kontakt nar du er i London.
Mvh
Nicolai

From: Slyngstad, Yngve [REDACTED]
Sent: 24 May 2017 15:58
To: Nicolai Tangen
Subject: RE: Hei fra Nicolai - privat

Hei Nicolai,
Fin samling. Dette vil bli veldig bra som utstilling. Det sier også min bedre halvdel som er bedre til å vurdere dette.
Her er et par kommentarer hvis du er interessert:

- Fint utvalg av tidlig Reidar Aulie et interessant valg.
- Fin samling av kvinnelige malere, Anna-Eva Bergmann et høydepunkt.
- Gunnar S Gundersen veldig bra som samlingspunkt.
- Johannes Rians egen reise er hele samlingens/norsk etterkrigskunst sin reise?

Interessant at du tar et nordisk perspektiv. Jeg var heller ikke klar over at design også var med. Viktig for perioden etter krigen tror jeg der urbanisering/modernisering setter ting til nybygde hjem i fokus.

Alltid hyggelig å møte deg. Ta gjerne kontakt når du er i Oslo.

Yngve

From: Nicolai Tangen [REDACTED]
Sent: 18 May 2017 14:30
To: Slyngstad, Yngve [REDACTED]
Subject: Hei fra Nicolai - privat

Hei Yngve,

Takk for sist, som alltid hyggelig og interessant a se deg.

Ifall du har lyst pa litt avveksling pa jobben, sa oversender jeg deg en oversikt over kunstsamlingen som vi snakket om. Du kan gjerne dele PDF'en med din kone som kanskje er interessert i dette, men forovrig er det fint hvis behandler den litt 'privat'.

mvh

Nicolai

Nicolai Tangen
Chief Executive Officer
AKO Capital LLP
61 Conduit Street
London W1S 2GB
Tel: +44(0)20-7070-2400
Fax: +44(0)20-7070-2430

This email is from AKO Capital LLP and may contain information that is confidential or privileged. If you are not the intended recipient, do not read, copy or distribute the email or any attachments. Instead, please notify the sender and delete the email and any attachments. AKO Capital LLP is a limited liability partnership registered in England and is authorised and regulated by the Financial Conduct Authority.

This email is confidential and may contain information that is privileged. If you are not the intended recipient, please notify the sender immediately and delete this email. Any unauthorised review, use, disclosure, dissemination or copying of this email is prohibited. Norges Bank does not accept liability for any loss or damage of any nature, however caused, which may result directly or indirectly from this email or any file attached, including computer viruses and other defects.

This email has been scanned by the Symantec Email Security.cloud service.
For more information please visit <http://www.symanteccloud.com>

From: Nicolai Tangen [REDACTED]
Sent: tirsdag 4. juli 2017 18:23
To: Slyngstad, Yngve
Cc: Lindbäck, Lise
Subject: from Nicolai Tangen - Corporate culture study at the LSE / suggestion to NBIM
Attachments: AKO European LO Fund_Investment manager report_30 June 2017.pdf; AKO funds_Investment manager report_30 September 2016.pdf

Dear Yngve and Lise,

Hope you are well.

As I mentioned briefly when we met in Oslo AKO is sponsoring a very exciting project into Corporate Culture. On further reflection I believe NBIM might enjoy investigating and potentially participating in this project.

Very briefly this study is funded by AKO Foundation and run by the Department for Social Psychology at the London School of Economics with an aim to produce the first ever tool for evaluating the quality of corporate culture from the outside. Such a tool would also enable longitudinal studies of corporate culture to be undertaken and relationships with investment performance can be investigated.

I am attaching our June newsletter which we published today and which details this project on page 7. There is also some background information in our September letter which I have also attached.

We would love to connect the relevant people at NBIM with the research group and the LSE and I would be happy to personally facilitate the introduction.

Please let me know if you think this would be of interest to NBIM.

With my very best regards,

Nicolai

Nicolai Tangen
Chief Executive Officer
AKO Capital LLP
61 Conduit Street
London W1S 2GB
Tel: +44(0)20-7070-2400
Fax: +44(0)20-7070-2430

This email is from AKO Capital LLP and may contain information that is confidential or privileged. If you are not the intended recipient, do not read, copy or distribute the email or any attachments. Instead, please notify the sender and delete the email and any attachments. AKO Capital LLP is a limited liability partnership registered in England and is authorised and regulated by the Financial Conduct Authority.

From: Lindbäck, Lise
Sent: onsdag 5. juli 2017 16:34
To: Nicolai Tangen
Cc: Slyngstad, Yngve;Johnsen, Petter
Subject: RE: from Nicolai Tangen - Corporate culture study at the LSE / suggestion to NBIM

Dear Nicolai,

All is well here in Oslo. The past week has been warm and sunny as you may be aware of, so we have nothing to complain about.

I have discussed your proposal with Yngve and Petter and they both agree that it could be interesting for NBIM to learn more about this project. A meeting with the research group and the LSE seems like a natural first step. Petter Johnsen, as CIO Equities, will be the main contact person from our side. He may choose to involve other members from his area as he see fit. I would appreciate if you could facilitate an introduction of Petter to the research team in charge of the project.

All the best

lise

From: Nicolai Tangen [REDACTED]
Sent: 04 July 2017 18:23
To: Slyngstad, Yngve [REDACTED]
Cc: Lindbäck, Lise [REDACTED]
Subject: from Nicolai Tangen - Corporate culture study at the LSE / suggestion to NBIM

Dear Yngve and Lise,

Hope you are well.

As I mentioned briefly when we met in Oslo AKO is sponsoring a very exciting project into Corporate Culture. On further reflection I believe NBIM might enjoy investigating and potentially participating in this project.

Very briefly this study is funded by AKO Foundation and run by the Department for Social Psychology at the London School of Economics with an aim to produce the first ever tool for evaluating the quality of corporate culture from the outside. Such a tool would also enable longitudinal studies of corporate culture to be undertaken and relationships with investment performance can be investigated.

I am attaching our June newsletter which we published today and which details this project on page 7. There is also some background information in our September letter which I have also attached.

We would love to connect the relevant people at NBIM with the research group and the LSE and I would be happy to personally facilitate the introduction.

Please let me know if you think this would be of interest to NBIM.

With my very best regards,

Nicolai

Nicolai Tangen
Chief Executive Officer
AKO Capital LLP
61 Conduit Street
London W1S 2GB
Tel: +44(0)20-7070-2400
Fax: +44(0)20-7070-2430

This email is from AKO Capital LLP and may contain information that is confidential or privileged. If you are not the intended recipient, do not read, copy or distribute the email or any attachments. Instead, please notify the sender and delete the email and any attachments. AKO Capital LLP is a limited liability partnership registered in England and is authorised and regulated by the Financial Conduct Authority.

From: Nicolai Tangen [REDACTED]
Sent: fredag 7. juli 2017 13:10
To: Slyngstad, Yngve;Lindbäck, Lise;Johnsen, Petter
Subject: Pattern recognition / intuition in fund management fra Nicolai / AKO
Attachments: Dissertation.docx

Hei igjen Yngve,

Vi diskuterte masterstudiet da vi traff hverandre i Oslo og som avtalt sender jeg deg en kopi av oppgaven jeg leverte igar. Som en del av denne intervjuet jeg 20 av de best fonds forvalterne i Europa. Utrolig spennende tematikk synes jeg.

Ha en fin sommer.

mvh

Nicolai

Nicolai Tangen
Chief Executive Officer
AKO Capital LLP
61 Conduit Street
London W1S 2GB
Tel: +44(0)20-7070-2400
Fax: +44(0)20-7070-2430

This email is from AKO Capital LLP and may contain information that is confidential or privileged. If you are not the intended recipient, do not read, copy or distribute the email or any attachments. Instead, please notify the sender and delete the email and any attachments. AKO Capital LLP is a limited liability partnership registered in England and is authorised and regulated by the Financial Conduct Authority.

From: Nicolai Tangen [REDACTED]
Sent: torsdag 20. juli 2017 13:39
To: Slyngstad, Yngve
Subject: Re: Pattern recognition / intuition in fund management fra Nicolai / AKO

Hei Yngve,

Takk for hyggelig tilbakemelding. Enig i at 5.1 er svakest, men professoren mente det burde med, nettopp fordi akademikere ikke kan mye om forvaltning.

En doktorgrad kommer nok dessverre aldri, til det er det for mange andre spennende mastergrader vi kan ta istedenfor :)

Ha en fortsatt fin sommer.
Mvh Nicolai

Sent from my iPad

On 20 Jul 2017, at 14:18, Slyngstad, Yngve [REDACTED] wrote:

Hei Nicolai,
Hadde noen dager på hytta og leste din avhandling. Interessant lesning. Her består du uten problem.

Hadde det vært en disputas ville jeg lurt på om signalene i 5.1 er litt enkle, og om ikke det oftest er mer interessant i hvilke tilfeller intuisjon overstyrer disse. De fleste signaler er kriterier som også kvanteforvaltere kan legge inn (riktignok ikke din 'management assessment'), mens intuisjon ofte er den som overstyrer/ignorerer disse. Med andre ord ville jeg gått rett på NDM avsnittet i 5.2 og fokusert mest på dette. Jeg ga forøvrig din bok om kvalitet-investeringer til vår risikofaktor gruppe til utvikling av deres kvalitets-risikofaktor variabler.

Et annet spørsmål er kommunikasjonsutfordringen - om du mest skriver til akademia om forvaltning, eller om du skriver til forvaltere hva vi kan lære fra akademia. En master oppgave skal vel gjøre det første, mens du når du snakker om temaet med folk du møter mest må gjøre det andre.

Ser frem til en doktoravhandling senere.

Fortsatt god sommer
Yngve

From: Nicolai Tangen [REDACTED]
Sent: 07 July 2017 13:10
To: Slyngstad, Yngve [REDACTED] ; Lindbäck, Lise [REDACTED] ; Johnsen, Petter [REDACTED]
Subject: Pattern recognition / intuition in fund management fra Nicolai / AKO

Hei igjen Yngve,

Vi diskuterte masterstudiet da vi traff hverandre i Oslo og som avtalt sender jeg deg en kopi av oppgaven jeg leverte igar. Som en del av denne intervjuet jeg 20 av de best fonds forvalterne i Europa. Utrolig spennende tematikk synes jeg.

Ha en fin sommer.

mvh

Nicolai

Nicolai Tangen
Chief Executive Officer
AKO Capital LLP
61 Conduit Street
London W1S 2GB
Tel: +44(0)20-7070-2400
Fax: +44(0)20-7070-2430

This email is from AKO Capital LLP and may contain information that is confidential or privileged. If you are not the intended recipient, do not read, copy or distribute the email or any attachments. Instead, please notify the sender and delete the email and any attachments. AKO Capital LLP is a limited liability partnership registered in England and is authorised and regulated by the Financial Conduct Authority.

This email is confidential and may contain information that is privileged. If you are not the intended recipient, please notify the sender immediately and delete this email. Any unauthorised review, use, disclosure, dissemination or copying of this email is prohibited. Norges Bank does not accept liability for any loss or damage of any nature, however caused, which may result directly or indirectly from this email or any file attached, including computer viruses and other defects.

This email has been scanned by the Symantec Email Security.cloud service.
For more information please visit <http://www.symanteccloud.com>

From: Lindbäck, Lise
Sent: mandag 12. mars 2018 11:07
To: Nicolai Tangen
Cc: Slyngstad, Yngve
Subject: RE: Ide fra Nicolai Tangen - Jamie Oliver til NBIM

Hei Nikolai,

Alt vel her i Oslo.

Teamet for foredraget ligger litt utenfor hva vi normalt inviterer inn eksterne foredragsholdere til å prate om, men jeg er enig med det i at temaet er høyst aktuelt og ser at det kan være spennende å få Jamie på besøk. Jeg sjekker opp internt, og melder tilbake til deg i løpet ikke så altfor lang tid. Håper det er ok.

Hilsen fra
Lise

-----Original Message-----

From: Nicolai Tangen [REDACTED]
Sent: 11 March 2018 10:59
To: Slyngstad, Yngve [REDACTED]; Lindbäck, Lise [REDACTED]
Subject: Ide fra Nicolai Tangen - Jamie Oliver til NBIM

Hei Yngve og Lise,

Håper alt står bra til med dere. Jeg har en ide.

Tirsdag 15 mai tar jeg med Jamie Oliver til Norge for å holde Business for Peace foredraget i Aulaen. Som dere vet er det ingen i verden som har gjort mer for barn's mathelse (gjennom 'School meals', 'sugar tax' etc) enn Jamie.

Vi setter nå opp et prosjekt som har som mål å halvere 'child obesity' innen 2030. Fedme blant barn er et utrolig stort problem, både når det gjelder helse, selvfølelse og sosial rettferdighet (fordi det rammer de vanskeligstilte mest). Jamie kommer til å fronte med nye TV program, vi har Brett Wigdortz som startet Teach First på organisasjon og AKO Foundation betaler. Det er ambisiøst, men realistisk og tiden er også riktig (se f.eks artikkel i FT igår). Jeg tror dette kommer til å bli en stor greie fremover, både innen filantropi men også innen Business.

Hvis dere vil kan vi komme til Oslo litt tidligere slik at Jamie kan holde et lite foredrag hos dere kl 1130 den 15 mai. Han er en utrolig foredragsholder, han brenner for saken, og så er han også en fantastisk person.

Ka dykk tru?

Nicolai

Sent from my iPad

This email is from AKO Capital LLP and may contain information that is confidential or privileged. If you are not the intended recipient, do not read, copy or distribute the email or any attachments. Instead, please notify the sender and

delete the email and any attachments. AKO Capital LLP is a limited liability partnership registered in England and is authorised and regulated by the Financial Conduct Authority.

From: Nicolai Tangen [REDACTED]
Sent: onsdag 2. mai 2018 17:18
To: Slyngstad, Yngve
Subject: Re: En spesiell invitasjon fra Nicolai Tangen

Fantastisk, dette blir bra. Og si gjerne ifra hvis det er andre du har lyst til å ha i panelet (jeg tenkte kanskje Jeremy Siegel fra Wharton?) eller andre du generelt kunne tenke deg å høre på. Det er så mange spennende temaer å ta fatt i. Ha en fortsatt fin uke.
Mvh Nicolai

Sent from my iPhone

On 2 May 2018, at 3:13 pm, Slyngstad, Yngve [REDACTED] wrote:

Hei Nicolai,
Imponerende langtidsplanlegging. Det høres selvsagt spennende ut.

Mark Carney har jeg møtt en del ganger, og sitter jeg gjerne på panel med hvis anledningen passer. Jeg kan sette et merke i kalenderen.

Mvh
Yngve

From: Nicolai Tangen [REDACTED]
Sent: 02 May 2018 12:43
To: Slyngstad, Yngve [REDACTED]
Subject: En spesiell invitasjon fra Nicolai Tangen

Hei Yngve,

Ser frem til å se deg med Jamie Oliver den 15. mai.

I mellomtiden har jeg en veldig spennende invitasjon som jeg veldig gjerne vil snakke med deg om når vi møtes.

Som du kanskje vet sitter jeg i styret på Wharton og jeg skal arrangere en 'Back to University' helg 14-17 november 2019 (altså neste år). Dette er en helg hvor jeg inviterer ca 100 bedriftsledere, opinion leaders og venner til å komme tilbake til skolebenken for å lære mer om rekke temaer. Vi har allerede en fantastisk line up med Sentralbanksjef Mark Carney (og jeg lurte på om du ville være på et panel med ham om 'kapitalismen's fremtid?'), Lord Hague (på Engelsk utenrikspolitikk), Rachel Botsman (som skrev 'Trust'), Adam Grant, Angela Duckworth ('Grit'), Daniel Pink, Esther Perel ('Infidelity'), Jamie Oliver (obesity), Jeff Hancock (Founder of Stanford Social media lab) etc. Jeg lager programmet sammen med University of Pennsylvania Provost og Adam Grant. Vi har også utestående forespørsler med Yval Harrari (Homo Sapiens) og Barack Obama (vi får svar i juni). Det blir også foredrag om kunst, arkitektur etc. Du kjenner allerede noen av mine norske venner som kommer, som f.eks Henrik Syse, Fredrik Sejersted og Ulf Sverdrup og jeg tenker å også inkludere dem i forskjellige paneler. Fredag kveld er det middag på Barnes Collection med Gregory Porter og vi har Sting på hold for lørdag kveld og Norah Jones for søndag lunch. Du gjerne ta med din kone hvis du vil, og det blir anledning til å betale for kostnader

selv for de som vil. Jeg tror dette blir en ufattelig laererik helg utenom det vanlige og haper du har anledning til a bli med.

Mvh Nicolai

Nicolai Tangen
Chief Executive Officer
AKO Capital LLP
61 Conduit Street
London W1S 2GB
Tel: +44(0)20-7070-2400
Fax: +44(0)20-7070-2430

This email is from AKO Capital LLP and may contain information that is confidential or privileged. If you are not the intended recipient, do not read, copy or distribute the email or any attachments. Instead, please notify the sender and delete the email and any attachments. AKO Capital LLP is a limited liability partnership registered in England and is authorised and regulated by the Financial Conduct Authority.

This email is confidential and may contain information that is privileged. If you are not the intended recipient, please notify the sender immediately and delete this email. Any unauthorised review, use, disclosure, dissemination or copying of this email is prohibited. Norges Bank does not accept liability for any loss or damage of any nature, however caused, which may result directly or indirectly from this email or any file attached, including computer viruses and other defects.

This email has been scanned by the Symantec Email Security.cloud service.
For more information please visit <http://www.symanteccloud.com>

From: Thorsheim, Gudrun
Sent: onsdag 13. juni 2018 10:17
To: Nicolai Tangen;MORTEN HANSEN [REDACTED]
Cc: Slyngstad, Yngve;Lindbäck, Lise;NBIM External Relations
Subject: RE: Introduction to Morten Hansen from Nicolai Tangen/AKO

Dear Nicolai and Morten,

Thank you very much for the introduction and this interesting opportunity. We will get back to you as soon as we have had the chance to discuss internally.

All the best,
Gudrun

Gudrun THORSHEIM (Ms.)

CEO Office
Advisor External Relations
Norges Bank Investment Management
Visiting address: Bankplassen 2, Oslo
E-mail: [REDACTED]
Phone: [REDACTED]

From: Nicolai Tangen [REDACTED]
Sent: 13 June 2018 09:34
To: Slyngstad, Yngve [REDACTED]; Lindbäck, Lise [REDACTED]; Thorsheim, Gudrun [REDACTED]
Cc: MORTEN HANSEN [REDACTED]
Subject: Introduction to Morten Hansen from Nicolai Tangen/AKO

Dear NBIM team,

I had the pleasure of hosting Morten Hansen at an event in London yesterday and he also gave a lecture at AKO. As you may know Morten is a professor at Berkeley and at the Apple University, and recently published the book 'Great at Work'. He has a very distinguished career at Harvard, Insead etc and previously co-wrote Great by Choice together with Jim Collins. Everybody at AKO just loved the session.

Morten is going to be in Oslo in the period 3-7th September (and July 31st-2nd August) in connection with the book launch. Should it suit you, he said he would be willing to hold a session at NBIM. Morten is cc'd on this mail and I leave it to you to liaise directly.

On a separate note he is also considering a 'Profit and purpose' project and so you may find some common ground here as well.

All the best
Nicolai

Nicolai Tangen
Chief Executive Officer
AKO Capital LLP
61 Conduit Street
London W1S 2GB
Tel: +44(0)20-7070-2400
Fax: +44(0)20-7070-2430

This email is from AKO Capital LLP and may contain information that is confidential or privileged. If you are not the intended recipient, do not read, copy or distribute the email or any attachments. Instead, please notify the sender and delete the email and any attachments. AKO Capital LLP is a limited liability partnership registered in England and is authorised and regulated by the Financial Conduct Authority.

From: MORTEN HANSEN [REDACTED]
Sent: fredag 15. juni 2018 03:48
To: Slyngstad, Yngve;Lindbäck, Lise;Thorsheim, Gudrun
Cc: Nicolai Tangen
Subject: Re: Introduction to Morten Hansen from Nicolai Tangen/AKO

Thanks Nicolai for the introduction. I realize that I once received an invitation to join your January 2018 offsite (see e-mail below), but was otherwise engaged in another event.

I would be happy to stop by for a meeting or do a 1-hour session over lunch or coffee as I did for Nicolai. I will launch the Norwegian translation of the book first week of September ("Suveren på Jobb", Kagge Forlag), and I will be in Norway around Nov 28 as well.

Best regards, Morten

Dear Morten,

Norges Bank Investment Management (Oljefondet) has worked over the last year in developing its managers through an in-house Leadership Development Programme. We have in total more than 80 leaders worldwide in the organisation. The next module of our programme will be on "Collaboration". The module will be held on **January 16th, 2018** in Kleivstua (you might know this place - just an hour outside of Oslo). We have seen the amazing work you have done on Collaboration and we would hence be very interested to know if this could be of interest for you to participate and share your knowledge to the group ; and if so whether you will be available on the above date. I appreciate the distance could make it difficult but still however hope you will consider this request.

I am looking forward to hearing from you. In the meantime, please receive my sincere salutations.

Mvh,
Fabienne

Fabienne Bøe Lucq
HR Business Partner
People & Organisational Development
Norges Bank Investment Management
Email: [REDACTED]
Mobile: [REDACTED]

On Jun 13, 2018, at 12:34 AM, Nicolai Tangen [REDACTED] wrote:

Dear NBIM team,

I had the pleasure of hosting Morten Hansen at an event in London yesterday and he also gave a lecture at AKO. As you may know Morten is a professor at Berkeley and at the Apple University, and recently published the book 'Great at Work'. He has a very distinguished career at Harvard, Insead etc and previously co-wrote Great by Choice together with Jim Collins. Everybody at AKO just loved the session.

Morten is going to be in Oslo in the period 3-7th September (and July 31st-2nd August) in connection with the book launch. Should it suit you, he said he would be willing to hold a session at NBIM. Morten is cc'd on this mail and I leave it to you to liaise directly.

On a separate note he is also considering a 'Profit and purpose' project and so you may find some common ground here as well.

All the best
Nicolai

Nicolai Tangen
Chief Executive Officer
AKO Capital LLP
61 Conduit Street
London W1S 2GB
Tel: +44(0)20-7070-2400
Fax: +44(0)20-7070-2430

This email is from AKO Capital LLP and may contain information that is confidential or privileged. If you are not the intended recipient, do not read, copy or distribute the email or any attachments. Instead, please notify the sender and delete the email and any attachments. AKO Capital LLP is a limited liability partnership registered in England and is authorised and regulated by the Financial Conduct Authority.

From: Thorsheim, Gudrun
Sent: fredag 15. juni 2018 16:01
To: MORTEN HANSEN
Cc: Nicolai Tangen; Slyngstad, Yngve; Lindbäck, Lise; Hegg, Kyrre
Subject: RE: Introduction to Morten Hansen from Nicolai Tangen/AKO

Dear Morten,

Thank you so much for following up. We would be delighted to welcome you to NBIM for a lunch time session during the first week of September. My colleague Kyrre Hegg (in cc) will contact you directly to organize the details.

We are already looking forward to the event.

Wishing you a nice weekend!

Kind regards,
Gudrun

Gudrun THORSHEIM (Ms.)
CEO Office
Advisor External Relations
Norges Bank Investment Management
Visiting address: Bankplassen 2, Oslo
E-mail: [REDACTED]

From: MORTEN HANSEN [REDACTED]
Sent: 15 June 2018 03:48
To: Slyngstad, Yngve [REDACTED]; Lindbäck, Lise [REDACTED]; Thorsheim, Gudrun [REDACTED]
Cc: Nicolai Tangen [REDACTED]
Subject: Re: Introduction to Morten Hansen from Nicolai Tangen/AKO

Thanks Nicolai for the introduction. I realize that I once received an invitation to join your January 2018 offsite (see e-mail below), but was otherwise engaged in another event.

I would be happy to stop by for a meeting or do a 1-hour session over lunch or coffee as I did for Nicolai. I will launch the Norwegian translation of the book first week of September ("Suveren på Jobb", Kagge Forlag), and I will be in Norway around Nov 28 as well.

Best regards, Morten

Dear Morten,

Norges Bank Investment Management (Oljefondet) has worked over the last year in developing its managers through an in-house Leadership Development Programme. We have in total more than 80 leaders worldwide in the organisation. The next module of our programme will be on "Collaboration". The module will be held on **January 16th, 2018** in Kleivstua (you might know this place - just an hour outside of Oslo). We have seen the amazing work you have done on Collaboration and we would hence be very interested to know if this could be of interest for you to participate and share your knowledge to the group ; and if so whether you will be available on the above date. I appreciate the distance could make it difficult but still however hope you will consider this request.

I am looking forward to hearing from you. In the meantime, please receive my sincere salutations.

Mvh,
Fabienne

Fabienne Bøe Lucq
HR Business Partner
People & Organisational Development
Norges Bank Investment Management
Email: [REDACTED]
Mobile: [REDACTED]

On Jun 13, 2018, at 12:34 AM, Nicolai Tangen [REDACTED]

Dear NBIM team,

I had the pleasure of hosting Morten Hansen at an event in London yesterday and he also gave a lecture at AKO. As you may know Morten is a professor at Berkeley and at the Apple University, and recently published the book 'Great at Work'. He has a very distinguished career at Harvard, Insead etc and previously co-wrote Great by Choice together with Jim Collins. Everybody at AKO just loved the session.

Morten is going to be in Oslo in the period 3-7th September (and July 31st-2nd August) in connection with the book launch. Should it suit you, he said he would be willing to hold a session at NBIM. Morten is cc'd on this mail and I leave it to you to liaise directly.

On a separate note he is also considering a 'Profit and purpose' project and so you may find some common ground here as well.

All the best
Nicolai

Nicolai Tangen
Chief Executive Officer
AKO Capital LLP
61 Conduit Street
London W1S 2GB
Tel: +44(0)20-7070-2400

Fax: +44(0)20-7070-2430

This email is from AKO Capital LLP and may contain information that is confidential or privileged. If you are not the intended recipient, do not read, copy or distribute the email or any attachments. Instead, please notify the sender and delete the email and any attachments. AKO Capital LLP is a limited liability partnership registered in England and is authorised and regulated by the Financial Conduct Authority.

From: Slyngstad, Yngve
Sent: tirsdag 20. november 2018 16:13
To: Nicolai Tangen
Subject: RE: From Nicolai Tangen - update on the Back to University event next year

Nicolai,

This is set to become a very exciting weekend. An interesting group of people. (The Norwegians you mention, with the exception of Torbjorn, I all know very well.)

Already in my calendar, and I am looking forward to it.

Best regards
Yngve

From: Nicolai Tangen [REDACTED]
Sent: 20 November 2018 10:46
To: Slyngstad, Yngve [REDACTED]
Subject: From Nicolai Tangen - update on the Back to University event next year

Dear Yngve,

I hope you are well. Since we are now 'only' one year away from the 'Back to University' event I wanted to give you a brief update.

Adam Grant and I have invited 100 business leaders, opinion-formers and friends for a few days of immersion in a wide array of topical discussions, and the response has been absolutely overwhelming. We have planned the program together with the Wharton Dean Geoff Garrett and the Penn Provost Wendell Pritchett.

The program now includes:

- Mark Carney, the Governor of the UK Central Bank, the Head of JP Morgan China, Wharton Dean Geoff Garrett on the future of Capitalism. We would absolutely love to have you as part of this panel, or whatever other panel you want to be on. Or you can have a separate session if you want. If there are any other people you would like to have as part of this discussion, then please let me know.
- International politics: Lord William Hague, Dr. Karin von Hippel (Director-General Royal United Services Institute (RUSI)), Ulf Sverdrup (the Director of NUPI). We also have indications that the Secretary General of NATO Jens Stoltenberg will try to make it, depending on the state of the world.
- Health and nutrition: Jamie Oliver (on Childhood obesity).
- Social psychology: Adam Grant (on several topics), Angela Duckworth (on 'grit'), Daniel Pink (on 'drive' and 'motivation'), Tom Reader/Alex Gillespie (on corporate culture).
- Challenges facing business: Torbjorn Roe Isaksen (the Norwegian Minister of Trade and Industry), Ian Davies (ex Global Head of McKinsey), Helge Lund (Chairman BP, and Novo) well as CEOs from companies such as Schibsted, Nordea and Kone.
- Trust: Henrik Syse (Nobel Peace Prize committee member), Rachel Botsman (author of 'Who Can you Trust?'), Mona Juul (who, by then, will be the Norwegian Ambassador to the UN).
- The future of education: Lucy Kellaway (FT), Brett Wigdortz (Founder of Teach First), Amy Gutman (President of Penn University)

- Social Media: Jeff Hancock (Founder of the Stanford Social Media Lab),
- Psychology: Esther Perel (on 'infidelity')
- Medicine: The current state of Cancer research (by the Head of Penn Medical School cancer research Dr. Robert Vonderheide and Dr. Susan Domcheck), Michael Platt (Neuroscience/Brain power/Difficult decisions).
- Art and architecture: Frances Morris (Director of Tate Modern), Nancy Ireson (Head curator at the Barnes Collection), Thomas Heatherwick, Tom Duckhoff (BBC)
- Charity: There will be a range of speakers on various charitable causes.
- Music: Guy Ramsay on African Music's influence on today's pop music. On that note, Friday night will be held at the Barnes Collection with entertainment from Gregory Porter; and Sting is playing on Saturday night.

There are still a couple of other high-profile invites outstanding, such as Yuval Noah Harari (author of Homo Deus and Sapiens) and Barack Obama. We have been told that HRH the Crown Prince of Norway most likely will join the whole or part of the event.


The event goes from Thursday 14th – Sunday 17th November and you are welcome to stay for as long or as short as you want. Some people are bringing their partners/spouses and you are very welcome to do the same. I think this will be a very special and illuminating weekend.

Kind regards
Nicolai

Nicolai Tangen
Chief Executive Officer
AKO Capital LLP
61 Conduit Street
London W1S 2GB
Tel: +44(0)20-7070-2400
Fax: +44(0)20-7070-2430

This email is from AKO Capital LLP and may contain information that is confidential or privileged. If you are not the intended recipient, do not read, copy or distribute the email or any attachments. Instead, please notify the sender and delete the email and any attachments. AKO Capital LLP is a limited liability partnership registered in England and is authorised and regulated by the Financial Conduct Authority.

From: Nicolai Tangen [REDACTED]
Sent: tirsdag 5. mars 2019 15:14
To: Y. Slyngstad
Subject: Invitation from Nicolai - follow up / action needed
Attachments: new BTU invite.Yngve.pdf



14-17
NOV 2019

BACK TO UNIVERSITY

A World in Flux

"An investment in knowledge pays the best interest."
BENJAMIN FRANKLIN
Inventor, founder of University of Pennsylvania

Dear Yngve,

We are thrilled that you will be joining Katja and me as our guest in Philadelphia for our **Back to University Weekend** - an immersion in a wide-ranging and fascinating program of topical lectures and discussions.

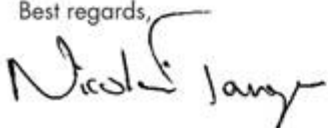
We will arrange all travel and accommodation. To ensure that we track your pertinent information accurately, we have developed a secure website. Please click on the link below, set a personal password and complete the RSVP form at your earliest convenience.

Access our website at: <https://www.backtouniversity.org?E=yn@nbim.no>

Our event coordinators, Karen Homer and Fred Stein, are based in Philadelphia and will communicate regularly with you ahead of the event; please accept their correspondence. Please contact Karen directly at karen.homer@backtouniversity.org should you have any questions regarding the registration.

The full agenda and final roster of speakers will be added to the site as we draw closer to Autumn.

I sincerely hope you are as excited as I am about going Back to University!

Best regards,


Nicolai Tangen
Chief Executive Officer
AKO Capital LLP

61 Conduit Street
London W1S 2GB
Tel: +44(0)20-7070-2400
Fax: +44(0)20-7070-2430

This email is from AKO Capital LLP and may contain information that is confidential or privileged. If you are not the intended recipient, do not read, copy or distribute the email or any attachments. Instead, please notify the sender and delete the email and any attachments. AKO Capital LLP is a limited liability partnership registered in England and is authorised and regulated by the Financial Conduct Authority.

From: Olsen, Aleksander Lee
Sent: torsdag 27. juni 2019 10:29
To: Nicolai.Tangen [REDACTED]
Cc: Y. Slyngstad;NBIM External Relations
Subject: RE: from Nicolai Tangen - Back to University

Dear Nicolai,
Thank you for your info.

You can find Yngve's bio [here](#), and photo [here](#).

Kind regards,
Aleksander

Aleksander Lee Olsen

Advisor, Communications and External Relations
Norges Bank Investment Management

www.nbim.no

From: Nicolai Tangen [REDACTED]
Sent: 16 June 2019 16:17
To: Y. Slyngstad [REDACTED]
Cc: Diana Fox Carney [REDACTED]
Subject: from Nicolai Tangen - Back to University

Dear Yngve,

I hope you are well.

Thank you so much again for agreeing to participate at the Back to University weekend that I am are hosting in Philadelphia on 15-17 November 2019. We are so much looking forward to the event and to your contribution to what we anticipate will be a vibrant, engaging and thought-provoking discussion.

As you know, the aim of the weekend is to bring together around 120 inspiring thought-leaders and friends to talk about some of the key issues of our times. The intimate setting and impressive backdrop of Penn / Philadelphia will, I hope, be highly conducive to fostering an open and frank dialogue.

I am presently working on the exact details of the programme, as well as the timing of your participation. I am being assisted in this task by Diana Fox Carney (cc'd), who runs the programming for Pi Capital, London's best

content-based membership organisation. She will reach out to you over the coming weeks to firm up your contribution.

For now, I would be grateful if you would confirm that you are still able to attend and also if you could share a photo (ideally at least 300dpi) and short bio (100-200 words) for the programme. Should there be any limitations on your availability for the weekend (which runs from Thursday night to Sunday lunch) please do let me know now for programming purposes. Also, do let me know if you have any questions or queries.

You will be receiving a further note from the logistics team towards the end of this month. Thank you in advance.

I very much look forward to seeing you in Philadelphia in November.

Best Nicolai

PS. I just read a very good book called 'Working' by Robert Caro (probably the greatest biographer of our times, according to Sunday Times). In order to research Lyndon B. Johnson he moved with his wife and lived several years in the village where LBJ grew up. So we are now launching the AKO Immersion Project where we go deeper into companies than we have ever done before. I look forward to telling you all about it.

Nicolai Tangen
Chief Executive Officer
AKO Capital LLP
61 Conduit Street
London W1S 2GB
Tel: +44(0)20-7070-2400
Fax: +44(0)20-7070-2430

This email is from AKO Capital LLP and may contain information that is confidential or privileged. If you are not the intended recipient, do not read, copy or distribute the email or any attachments. Instead, please notify the sender and delete the email and any attachments. AKO Capital LLP is a limited liability partnership registered in England and is authorised and regulated by the Financial Conduct Authority.

From: Nicolai Tangen [REDACTED]
Sent: torsdag 4. juli 2019 14:54
Subject: Important Update from Nicolai Tangen – Back to University 2019
Attachments: Summer Update.pdf

Summer update – Back to University, 14-17 November

I hope you are well.

Katja and I are thrilled that you will be joining us for **Back to University, 14-17 November** in Philadelphia. Before summer begins in earnest, I wanted to give you a bit of a sense of what to expect and also suggest some (optional!) summer reading.

The aim of the weekend is to **rekindle a sense of discovery and intellectual engagement** that, all too often, gets squeezed out of our busy lives. A great group of friends, opinion leaders and trusted colleagues – around 120 people in total – will gather together at UPenn, my *alma mater*, to share thoughts, ideas and an abundance of wonderful food and entertainment.

We are working on the programming now and will share the outline with you after the summer. Expect an eclectic mixture of discussions around geopolitics, business, medicine, art, human behaviour and how we might make the world a better place.

I am really excited that one of our guests in Philadelphia will be artist **Ólafur Eliasson** – known for his captivating installations, his efforts to make art relevant to society as a whole and his engagement with the environment and climate change. If you are in London over the summer, I strongly urge you to visit [his show at the Tate Modern](#) which opens next week (July 11) and runs right up until November. Just email the director of programmes, [Heather Sturdy](#), and she will provide you with a complimentary ticket.

Everyone's **travel plans** should, by now, be registered with the team. Should you have any queries on that front, please contact [Karen](#). If you are travelling on the London plane, please note that it will depart from Stansted at 4pm on Thursday 14th November, returning by 6am on Monday 18th. The Oslo flight leaves at 3.20pm on 14th November and gets back around 8am on Monday 18th.

Finally, if you want to get ahead of the game, why not include some of the books below on your summer reading list? I'm delighted to say that all these authors (and more) will be joining us in November.

Rachel Botsman: *Who can you trust? (2018)*

Angela Duckworth: *Grit: Why passion and resilience are the secrets to success (2017)*

Tom Dyckhoff: *The Age of Spectacle: The Rise and Fall of Iconic Architecture (2018)*

Ólafur Eliasson: *Experience (2018)*

Adam Grant: *Give & Take (2014) Originals (2017) and Option B (2017 - with Sheryl Sandberg)*

Amy Gutmann: *Everybody Wants to Go to Heaven but Nobody Wants to Die: Bioethics and the Transformation of Health Care in America (forthcoming August 2019)*

Amy Gutmann and Dennis Thompson: *The Spirit of Compromise: Why Governing Demands it and Campaigning Undermines it (2012)*

Morten Hansen: *Great at Work: How Top Performers Do Less, Work Better, and Achieve More (2018)*

Thomas Heatherwick: *Making (2015)*

Jamie Oliver: So many choices of fabulous cookbooks

Dan Pink: *To Sell is Human (2012), Drive (2011), When: The Scientific Secrets of Perfect Timing (2019)*

Jeremy Till: *Architecture Depends (2013)*

Edmund de Waal: *The Hare with the Amber Eyes (2011), The White Road (2016)*

Brett Wigdortz: *Success Against the Odds – Five lessons in how to achieve the impossible; the story of Teach First (2012)*

Have a great summer.

Best

Nicolai

This email is from AKO Capital LLP and may contain information that is confidential or privileged. If you are not the intended recipient, do not read, copy or distribute the email or any attachments. Instead, please notify the sender and delete the email and any attachments. AKO Capital LLP is a limited liability partnership registered in England and is authorised and regulated by the Financial Conduct Authority.

From: Nicolai Tangen [REDACTED]
Sent: tirsdag 1. oktober 2019 18:09
Subject: Important information from Nicolai Tangen
Attachments: BTU_Travel Itinerary STANSTED as of 30Sep_.docx; BTU_Travel Itinerary OSLO as of 30Sep_.docx

Greetings

I hope you are well and looking forward to our weekend together in Philadelphia, 14-17 November.

Below are a few details that should make your preparations easier.

Travel: By now I hope that all travel arrangements are sorted. If you are traveling on one of the charters, details are in the attached sheets. For any queries, please contact Karen Homer (details below). The London flight leaves from the private terminal at **Stansted at 16h50** on 14 November. We are still finalising the timing of the **Oslo** flight. At present the departure time is **17h35** but this may be brought forward a little. We will keep you posted. Please note that timing is tight. The planes will not wait for you because we have a fixed landing slot – so please arrive on time (allow 60 minutes for check-in). We have reserved parking slots at both terminals. Do let Karen know if you intend to use one.

Both planes **depart Philadelphia at 18h00 on Sunday**. Arrival times on Monday 18 November are **06h00 into Stansted** and **07h40 into Oslo**.

Arrival, departure and programme: The programme starts on Thursday evening with a welcome dinner available at our hotel, The Inn at Penn, from 19h00. We have a packed schedule on both Friday and Saturday, rounded off with evening dinners – at the Barnes Collection on Friday evening with music from jazz musician, Gregory Porter, and downtown on Saturday with Sting. Sunday, we will start a little later and end with lunch at Butcher & Singer in downtown Philly from 12h30 – 15h30, with music by Sarah Bareilles. We'll send you a full programme for the whole event at the start of November.

Visas: Most people will be covered by the ESTA visa waiver for the US (this works on private as well as commercial flights). Do remember to apply for this online at least 72 hours before departure. Should you have any other queries, please contact Karen.

Weather: Expect chilly but not freezing weather, with a range of about 4-12C. We will be walking between venues on campus and using coaches for longer excursions. Umbrellas will be provided.

Dress: There is no dress code. I myself will be wearing casual attire during the day. I'll put on a jacket for Friday night and will be wearing jeans for our Saturday evening club experience!

Food: There will always be plenty of choice to accommodate all tastes, but if you have any specific dietary concerns, do make sure that Karen is aware.

Support: Staff will be available 24/7 throughout your stay. For any questions, now or when you arrive, please contact our coordinators in Philadelphia.

Karen Homer Karen@backtouniversity.org 1-610-291-6745

Fred Stein Fred@backtouniversity.org 1-610-291-6744

I very much look forward to seeing you in Philly.

Best

Nicolai

This email is from AKO Capital LLP and may contain information that is confidential or privileged. If you are not the intended recipient, do not read, copy or distribute the email or any attachments. Instead, please notify the sender and delete the email and any attachments. AKO Capital LLP is a limited liability partnership registered in England and is authorised and regulated by the Financial Conduct Authority.

From: Diana Fox Carney [REDACTED]
Sent: torsdag 3. oktober 2019 11:04
To: Diana Fox Carney
Cc: Nicolai Tangen
Subject: Back to University: Action required
Attachments: Section 1 - programme draft October 3.docx; Back to University V5(2).pdf

Good morning

First, let me thank you for sharing your bios and photos and for all the back and forth that I have engaged you in around the programme for Nicolai's Back to University event. We have a truly exceptional group of speakers (and entertainers) for this event, and it is a privilege to work with you all.

We now have less than 6 weeks to go and I am putting the final touches to the printed materials. Attached to this email you will find.

1. A booklet with all the **speaker bios**. In many cases, I have edited bios for length and consistency. **Please would you check your own entry and ensure that you are happy with it.** Things to look for are:

- Any errors (of course)
- Anything that you feel I have missed out that should be in there (with the proviso that we cannot add to length in most cases, so some bits have had to go...).
- Any copyright detail that needs to be added to your photo. I have this included already where it has been brought to my attention.

2. The current version of the **event programme**. This is not yet typeset so please do not worry unduly about any formatting inconsistencies, but please let me know if:

- You find yourself in a spot that is different to where you understood you would be (I am in trouble if this is the case!)
- You would like a change in the way your name and brief title is displayed.

Please respond to this email by Monday 7th October, if at all possible. I would be grateful for a '**no changes required**' acknowledgement if you are happy with what you find (which I hope will be the case for the majority of you).

When you are responding, please do also let me know if for any reason you do not feel that your session is 'in control' (i.e. you have had inadequate briefing or connection with your fellow panelists) and if you intend to use slides/a presentation so I can ensure that everything is sorted for you.

Any questions, let me know.

I look forward to seeing you in Philly.

Best
Diana

Diana Fox Carney
Executive Director

Pi Capital 16 St. James's Street, London SW1A 1ER

M [REDACTED]

W picapital.co.uk

If you are receiving this email in relation to event attendance or membership, your information is held on our database for the purposes of membership communication and/or event organisation. Our non-member privacy policy is [here](#). If you are a Pi member, you will have been provided with and signed a separate privacy policy. You may request a further copy of this at any time. If you wish to request that your details be removed from our database please [email events@picapital.co.uk](mailto:email_events@picapital.co.uk).



Disclaimer

The information contained in this communication from the sender is confidential. It is intended solely for use by the recipient and others authorized to receive it. If you are not the recipient, you are hereby notified that any disclosure, copying, distribution or taking action in relation of the contents of this information is strictly prohibited and may be unlawful.

This email has been scanned for viruses and malware, and may have been automatically archived by **Mimecast Ltd**, an innovator in Software as a Service (SaaS) for business. Providing a **safer** and **more useful** place for your human generated data. Specializing in; Security, archiving and compliance. To find out more [Click Here](#).

From: Nicolai Tangen [REDACTED]
Sent: onsdag 16. oktober 2019 13:28
Subject: Back to University - A peek at the speakers!
Attachments: BIOs Back to University low res.pdf

Hi there,

I very much look forward to seeing you in Philadelphia next month. To whet your appetite I am attaching a file with the speakers' bios; I hope you agree with me that this is a very inspiring group!

I'll be sharing the full event programme at the beginning of November.

Do let me know if you have any questions.

With my best regards
Nicolai

Nicolai Tangen
Chief Executive Officer
AKO Capital LLP
61 Conduit Street
London W1S 2GB
Tel: +44(0)20-7070-2400
Fax: +44(0)20-7070-2430

This email is from AKO Capital LLP and may contain information that is confidential or privileged. If you are not the intended recipient, do not read, copy or distribute the email or any attachments. Instead, please notify the sender and delete the email and any attachments. AKO Capital LLP is a limited liability partnership registered in England and is authorised and regulated by the Financial Conduct Authority.

From: Nicolai Tangen [REDACTED]
Sent: tirsdag 5. november 2019 14:01
Subject: Back to University Program from Nicolai
Attachments: 2 - BTU Programme.pdf

With just over a week to go until we meet at the *Back to University* event in Philadelphia, please find attached the full programme.

You will see that we will be very busy (!) over the days we are together. We will hear from a wide range of impressive speakers about many of the key issues of our time.

My hope is that we will all learn, contribute and have fun.

I look forward to seeing you there.

If you have any remaining questions, do let me know.

Best
Nicolai

Nicolai Tangen
Chief Executive Officer
AKO Capital LLP
61 Conduit Street
London W1S 2GB
Tel: +44(0)20-7070-2400
Fax: +44(0)20-7070-2430

This email is from AKO Capital LLP and may contain information that is confidential or privileged. If you are not the intended recipient, do not read, copy or distribute the email or any attachments. Instead, please notify the sender and delete the email and any attachments. AKO Capital LLP is a limited liability partnership registered in England and is authorised and regulated by the Financial Conduct Authority.

From: Y. Slyngstad
Sent: torsdag 21. november 2019 16:39
To: Nicolai Tangen
Subject: RE: Thanks from Nicolai

Hei Nicolai

Det var i alle ordets betydninger en usedvanlig helg. Hatten av og en stor og hjertelig takk.

Jeg satte særlig pris på tid med deg og Olafur, men du hadde virkelig fått med en fin samling folk og en velkomponert samling innlegg, som din kunstsamling vil jeg tro.

Mvh Yngve

From: Nicolai Tangen [REDACTED]
Sent: 20 November 2019 10:49
To: Y. Slyngstad [REDACTED]
Subject: Thanks from Nicolai

Dear Yngve,

I just wanted to say a BIG thank you for your important contribution to the Back to University weekend. You could probably sense my excitement as the weekend took shape: bringing together so many wonderful friends to discuss such important issues, and enjoy each other's company, was a dream come true for me. I could not have done it without you, so thank you for being there, for your thoughts and for your friendship.

With my very best regards

Nicolai

Nicolai Tangen
Chief Executive Officer
AKO Capital LLP
61 Conduit Street
London W1S 2GB
Tel: +44(0)20-7070-2400
Fax: +44(0)20-7070-2430

This email is from AKO Capital LLP and may contain information that is confidential or privileged. If you are not the intended recipient, do not read, copy or distribute the email or any attachments. Instead, please notify the sender and delete the email and any attachments. AKO Capital LLP is a limited liability partnership registered in England and is authorised and regulated by the Financial Conduct Authority.

From: Nicolai Tangen [REDACTED]
Sent: onsdag 11. desember 2019 10:46
Subject: From Nicolai – Save the Date – Edmund de Waal: Library of exile



[View this email in your browser](#)



Save the date

The Trustees and Director of the British Museum invite you to a reception and installation opening.

Wednesday 11 March 2020
19.00–22.00

Edmund de Waal: Library of exile

A formal invitation and further details to follow.

Supported by



Unsubscribe

Update preferences

Privacy policy

We will process your personal data, and that of any additional guests you nominate, where it is in our legitimate interests to promote the British Museum through exhibitions and events by inviting you to attend this event and others in the future. You can **unsubscribe** from these emails at any time.

This email is from AKO Capital LLP and may contain information that is confidential or privileged. If you are not the intended recipient, do not read, copy or distribute the email or any attachments. Instead, please notify the sender and delete the email and any attachments. AKO Capital LLP is a limited liability partnership registered in England and is authorised and regulated by the Financial Conduct Authority.

From: Nicolai Tangen [REDACTED]
Sent: mandag 6. januar 2020 15:15
To: Y. Slyngstad
Subject: Sporsmal fra Nicolai Tangen

Hei Yngve,

Godt Nytt år, håper du har hatt en fin ferie. Jeg lurte på om jeg kunne spørre deg om en liten tjeneste? Dine sko som leder av NBIM blir veldig vanskelige å fylle, men noen må jo forsøke, og vi var såvidt innom dette i Philadelphia. Hadde du hatt 30 min på et tidspunkt for å fortelle meg hva jobben innebærer med politiske føringer, muligheter og den slags? Jeg kan komme til Oslo onsdag 15 januar, eller hvis du er i London kan jeg 10, 11, 13 eller 14. Passer noe av dette?

Ha en fortsatt fin uke.

Mvh Nicolai

Sent from my iPad

This email is from AKO Capital LLP and may contain information that is confidential or privileged. If you are not the intended recipient, do not read, copy or distribute the email or any attachments. Instead, please notify the sender and delete the email and any attachments. AKO Capital LLP is a limited liability partnership registered in England and is authorised and regulated by the Financial Conduct Authority.

From: Nicolai Tangen [REDACTED]
Sent: fredag 31. januar 2020 13:54
To: Y. Slyngstad
Subject: 27 Feb - from Mark Carney and Nicolai Tangen - Sir David Attenborough

Kjaere Yngve,
[REDACTED]

[REDACTED] Du kan gjerne se bort fra denne inbydelsen, men hvis du er i London den 27 februar og har lyst til å bli med a mote Sir David Attenborough sa er du hjertelig velkommen. Invitasjon fra Mark er under.
Alt godt Nicolai

I am pleased to invite you to an exclusive preview of Sir David Attenborough's forthcoming film, followed by an in-conversation event between Sir David and myself to launch the Finance Agenda for COP26 [on Thursday 27 February 2020 from 08.30 – 12.30](#) at the Guildhall in London.

This new film, a witness statement to the devastating changes humanity has caused to our planet, and Sir David's vision for the future, will set the scene for how finance will contribute to the transition to net zero. This event will also be an exclusive opportunity to hear about the plans for finance for COP26.

Last year, as the attention on the climate crisis intensified, the UK lead 70 other countries around the world in committing to reach net zero emissions by 2050.

The financial sector will play a critical role in achieving this commitment. A sustainable financial system can accelerate and smooth the transition to a net zero economy by funding private sector initiatives and amplifying the effectiveness of government climate policies.

Increasingly every country, every company and every investor will be asked what their plan is for the transition to net zero. Now is the time to ensure that the financial sector has what it needs so that every financial decision takes climate transition into account.

The UK is at the forefront of innovation and houses the world's largest global financial centre. COP26 in Glasgow in November provides a platform to bring the risks from climate change, and the opportunities from transition to a net zero economy, into the heart of financial decision-making.

Disclosures of climate risk must become comprehensive, climate risk management must be transformed and investing for a net-zero world must go mainstream.

I very much hope you are able to join me at this special event with Sir David Attenborough to launch the ambitious COP26 agenda for global finance.

Mark

This email is from AKO Capital LLP and may contain information that is confidential or privileged. If you are not the intended recipient, do not read, copy or distribute the email or any attachments. Instead, please notify the sender and delete the email and any attachments. AKO Capital LLP is a limited liability partnership registered in England and is authorised and regulated by the Financial Conduct Authority.

From: Nicolai Tangen [REDACTED]
Sent: onsdag 5. februar 2020 13:06
Subject: Opening of Edmund de Waal's library of exile - from Nicolai

[\[emails.britishmuseum.org\]](https://www.britishmuseum.org)

[View this email in your browser \[emails.britishmuseum.org\]](https://www.britishmuseum.org)

The British
Museum [\[emails.britishmuseum.org\]](https://www.britishmuseum.org)

The Trustees and Director of the British Museum invite you to a reception and exhibition opening.

Edmund de Waal
library of exile



Wednesday 11 March 2020
19.00–22.00

RSVP using the button below or by calling +44 (0)20 7323 8976

Smart/casual attire

Main entrance
Great Russell Street
London WC1B 3DG

RSVP

Supported by

AKO Foundation

Unsubscribe [\[emails.britishmuseum.org\]](mailto:emails.britishmuseum.org)

Update preferences [\[emails.britishmuseum.org\]](mailto:emails.britishmuseum.org)

Privacy policy [\[emails.britishmuseum.org\]](mailto:emails.britishmuseum.org)

Image credit: Edmund de Waal (b.1964), *psalm, I* (detail). 2019
Courtesy of the artist and Gagosian. Photo by H el ene Binet.

We will process your personal data, and that of any additional guests you nominate, where it is in our legitimate interests to promote the British Museum through exhibitions and events by inviting you to attend this event and others in the future. You can **unsubscribe** [\[emails.britishmuseum.org\]](mailto:emails.britishmuseum.org) from these emails at any time.

This email is from AKO Capital LLP and may contain information that is confidential or privileged. If you are not the intended recipient, do not read, copy or distribute the email or any attachments. Instead, please notify the sender and delete the email and any attachments. AKO Capital LLP is a limited liability partnership registered in England and is authorised and regulated by the Financial Conduct Authority.