

THE KEY TO PROSPERITY

UNLOCKING NEW FRONTIERS OF GROWTH



October 27-30, 2025

King Abdulaziz International Conference Center
Riyadh, Saudi Arabia

welcome to

THE GLOBAL PLATFORM SETTING THE WORLD'S INVESTMENT AGENDA

—unlocking pathways to sustainable growth, harnessing breakthroughs in innovation, and shaping capital for a future that empowers humanity's next chapter.

**Be part of our movement
building the future.**

WELCOME

9th Edition Roadmap

DAY 0

OCTOBER 27
FII PRE-SUMMIT

Day 0 hosts a series of exclusive, invitation-only conclaves convening the world's foremost investors, CEOs, and policymakers for unscripted dialogue. By tackling critical issues in a confidential setting, these sessions are designed to forge the trust and consensus needed to set a solutions-oriented agenda for the main conference. Additional Day 0 programming To be announced.

DAY 1

OCTOBER 28

DAY 2

OCTOBER 29

Days 1 and 2 of FII9 will spotlight global dialogues on the most consequential questions of our time. As an inclusive platform for luminaries in government, business, and technology, FII9 discussions will set the narrative on the future of investment and policy.

DAY 3

OCTOBER 30
INVESTMENT DAY

INVESTMENT DAY at FII9 is where deals are made. Delve into the strategy of renowned investment firms and hyper-growth ventures, demo next-gen tech, engage in high-value networking with global Founders and LPs—unlike any other investment event in the world.



FII9 Theme

The Key to Prosperity

The 9th Edition of the Future Investment Initiative will convene the world's most influential leaders to find the **key to global prosperity**, unlocking new solutions and pathways forward.

Prosperity is no longer a linear path. Humanity must now traverse a series of complex paradoxes: the paradox of progress, where advancement creates the very headwinds that slow future growth; the paradox of innovation, where breakthroughs generate constraints that hinder the next invention; and the paradox of fragmentation, where global integration fuels the very fracturing it was meant to overcome. FII9 will confront these complex realities not as obstacles, but as opportunities for growth.

By convening a unique assembly of global investors, visionary leaders, and pioneering minds, FII9 translates thoughtful debate and long-term vision into collaborative action. FII9 forges the actionable strategies required to build a future of broad-based, durable, and secure prosperity for all.

UNLOCKING KEY PARADOXES

THE PARADOX OF PROGRESS

Growth intensifies inequality and strains finite resources, sparking tensions that undermine long-term stability. Technological breakthroughs and demographic pressures amplify these risks, challenging society to confront long-held notions and indicators of progress. How will humanity ensure prosperity without jeopardizing future generations?

THE PARADOX OF INNOVATION

Relentless innovation and ambitious breakthroughs define today's landscape, yet the gravitational pull of policy and strategy leans toward control, risk management, and measurable returns. As innovation opens doors, it closes others, posing the challenge of how to innovate responsibly without creating new inefficiencies, dependencies, and imbalances in the global economy.

THE PARADOX OF FRAGMENTATION

Fragmentation is redefining alliances and challenging established financial systems and shared infrastructure. As investment and regulation accelerate, how can we balance national interests with international cooperation, open science, and security and avoid the risks of a fragmented global approach?

DAY

CONCLAVES

3:30 PM – 4:40 PM

INVITE ONLY: CAN WE WIN THE RACE TO QUANTUM—AND TURN IT INTO PROFIT?

Quantum breakthroughs are accelerating across sectors, from hardware advances and software breakthroughs to early deployment in pharmaceuticals and cybersecurity. Governments worldwide have already pledged over \$40 billion in public funding toward quantum technologies—a reflection of the strategic urgency driving this emerging, and highly competitive, global field. Breakthroughs are coming fast—but who gets there first, and who will reap the rewards?

Co-Chairs:

- Dr. Subodh Kulkarni, President & CEO, Rigetti Computing

- Co-Chair To be announced.

3:30 PM – 4:40 PM

INVITE ONLY: CAN A BREAKTHROUGH IN CARBON ACCOUNTING PROVIDE THE SOLUTION FOR HOW TO MEASURE CORPORATE CLIMATE PERFORMANCE? POWERED BY ARAMCO

Corporate carbon accounting is evolving and may soon be able to account for product-level performance. This could represent a significant breakthrough. Both traditional (“entity level”) carbon accounting and newer (“product level”) carbon accounting provide companies, investors and broader stakeholders the means to demonstrate performance in carbon emission footprints. Transparency, comparability and measurability of data would allow for a more informed public debate around corporate and product performance – and the setting and meeting of climate ambitions. Is there enough demand from investors and stakeholder for this potential to be realized, or will the technical challenges outweigh the strategic opportunity?

Co-Chairs:

- Musaab M. Almulla, VP, Market Analysis & Sustainability, Aramco

- Co-Chair To be announced.

3:30 PM – 4:40 PM

INVITE ONLY: CAN CRYPTO INFRASTRUCTURE REDEFINE GLOBAL FINANCE?

Cryptocurrency is no longer a speculative asset—it is evolving into critical financial infrastructure. With stablecoins gaining traction, CBDCs being piloted by central banks, and blockchain networks facilitating cross-border transactions, the financial landscape is shifting. As of 2025, over 130 countries are exploring CBDCs, with major financial institutions like Bank of America, PayPal, and Stripe entering the stablecoin market to enhance cross-border payments. But can crypto infrastructure deliver a more efficient, inclusive financial system, or will regulatory uncertainty and technological limitations stall its adoption?

Co-Chairs:

- Brad Garlinghouse, CEO, Ripple

- Co-Chair To be announced.



DAY



DAY 1

TUESDAY, OCTOBER 28

MAIN PLENARY STAGE

FUTURE
INVESTMENT
INITIATIVE
Powered by the FII Institute

EDITION
9TH

PROGRAM UPDATED AS OF 19 SEPTEMBER '25

7:30 AM – 8:30 AM

9:00 AM – 9:15 AM

9:15 AM – 9:30 AM

**NETWORKING
BREAKFAST**

OPENING SHOW

OPENING CONVERSATION

Speakers:

- H.E. Yasir Al-Rumayyan, Governor, PIF; Chairman, Saudi Aramco; Chairman, FII Institute

Moderator:

- Robert F. Smith, Founder, Chairman & CEO, Vista Equity Partners



PROGRAM SUBJECT TO CHANGE

9:30 AM – 9:50 AM

WHAT IS THE KEY TO PROSPERITY?

The world today demands leaders who dare to envision change that reaches beyond borders, reshaping societies and economies for the benefit of every person. Despite global GDP soaring to an unprecedented \$113 trillion, two-thirds of the world's population now live in countries where income inequality continues to rise, highlighting the paradox of progress at the heart of modern society. Professor Muhammad Yunus shares his bold vision for humanity's future through firsthand accounts of grassroots transformation and the power of the "Three Zeros" philosophy to drive inclusive growth. How can leaders reimagine what's possible and recognize their own potential to unlock prosperity for all?

Speakers:

- World leader to be announced.

9:50 AM – 10:45 AM

BOARD OF CHANGEMAKERS: GEOECONOMICS

Nations are now wielding trade routes, supply chains, and financial flows as the primary instruments of geopolitical influence, reshaping the global order more profoundly than traditional diplomacy. While global GDP growth is forecasted at 2.8% for 2025, this masks a deep fragmentation as commerce between rival blocs shrinks and internal regional trade intensifies. As capital, technology, and critical minerals become the new front lines of competition, will shared economic interest become a bridge for collaboration, or simply draw the lines for a permanently fractured world?

Speakers:

- Bill Ackman, Founder & CEO, Pershing Square Capital Management
- Cristiano R. Amon, President & CEO, Qualcomm Incorporated
- Jamie Dimon, Chairman & CEO, JPMorgan Chase
- Georges Elhadjery, CEO, HSBC
- Laurence Fink, Chairman & CEO, BlackRock
- Bruce Flatt, CEO, Brookfield Asset Management
- Adena Friedman, Chair & CEO, Nasdaq, Inc.
- Scott Nuttall, Co-CEO, KKR
- Stephen A. Schwarzman, Co-Founder, Chairman & CEO, The Blackstone Group
- David Solomon, Chairman & CEO, Goldman Sachs
- Lip-Bu Tan, CEO, Intel

10:45 AM – 11:00 AM

IS THE WORLD HEADING FROM FREE TO STRATEGIC TRADE?

The global shift from liberalization to managed trade is reshaping everything from tariffs to transit routes. According to the 2024 annual Trade Monitoring Report, WTO members had imposed import restrictions affecting \$2.94 trillion in trade, equivalent to 11.8% of world merchandise imports—a rise from 9.9% a year earlier. As strategic interests override efficiency, can global trade rules be adapted to reflect national security without eroding global coherence?

Speaker:

- Speaker to be announced.



11:00 AM – 11:50 AM

BOARD OF CHANGEMAKERS: PUBLIC- PRIVATE POWERBROKERS

Tackling global paradoxes—from geoeconomic friction to climate constraints—demands unprecedented alignment between national strategies and private sector resources. Major global initiatives like the energy transition, which the World Bank says will require \$1 trillion annually, often exceeds the capacity of either governments or corporations alone. How can public and private powerbrokers forge effective, trust-based partnerships that bridge competing interests and genuinely create pathways toward lasting global prosperity?

Speakers:

- H.E. Khalid bin Abdulaziz Al-Falih, Minister of Investment, Ministry of Investment of Saudi Arabia (MISA)
- Adebayo Ogunlesi, Founding Partner, Chairman, & CEO, Global Infrastructure Partners
- Dilhan Pillay Sandrasegara, Executive Director & CEO, Temasek
- Lei Zhang, Founder & Chairman, Hillhouse Capital Group
- Additional government officials and speakers to be announced.

11:50 AM – 12:10 PM

WHAT IS THE BALANCE BETWEEN SOVEREIGNTY AND GLOBALIZATION?

The forces of economic nationalism are reshaping globalization, yet interdependence remains unavoidable as energy transitions, infrastructure financing, and debt sustainability demand cross-border cooperation. Finance ministries stand at the center of this balancing act, designing fiscal frameworks that guard sovereignty while sustaining growth through global engagement. With public investment vehicles managing over \$12 trillion, how can financial leadership reconcile national interests with alliances to forge new models of cooperation?

Speakers:

- Speaker to be announced.

12:10 PM – 1:00 PM

BOARD OF CHANGEMAKERS: FINANCIAL MARKETS

Markets are entering a new era defined by structural transformations in liquidity, institutional flows, and retail participation. Following a significant drop in global private equity fundraising in 2024, 2025 is signaling a powerful rebound with over \$420 billion raised in the first half of the year alone. As capital flows resurge, how will both established global players and fintech disruptors compete in this ongoing rebalancing of financial influence?

Speakers:

- Tareq A. AlSadhan, CEO, Saudi National Bank (SNB)
- Jane Fraser, CEO, Citi
- Jenny Johnson, President & CEO, Franklin Templeton
- Ron O'Hanley, Chairman & CEO, State Street Corporation
- Makoto Takashima, Chairman of the Board, Sumitomo Mitsui Financial Group
- Su Shan TAN, CEO, DBS Group
- Sim Tshabalala, Chief Executive, Standard Bank Group
- C.S. Venkatakrishnan, Group CEO, Barclays PLC
- Bill Winters, Group CEO, Standard Chartered Bank
- More speakers to be announced.



1:00 PM – 2:00 PM

2:00 PM – 2:15 PM

2:15 PM – 2:35 PM

NETWORKING LUNCH**CAN STRATEGY MEET SPEED
TO SOLVE THE WORLD'S
ENERGY CHALLENGE?****ECONOMIC DIPLOMACY
AND METHODS OF
RESILIENCE**

With development priorities, population growth, and infrastructure gaps shaping dramatically different starting points across the world, leaders must ensure the global energy landscape reflects the diverse realities of each region. According to S&P Global, emerging economies alone are expected to drive a 3% annual rise in power demand – equating to a 60% increase in demand by 2040. How can innovation, investment, and AI optimization rise to the challenge to deliver a transition that is adaptive and ambitious, but also inclusive and grounded in reality?

Speakers:

- Amin Nasser, President & CEO, Aramco

In a time where influence is measured as much in capital flows as in political alliances, economic diplomacy has become a decisive instrument of power and growth. According to UNCTAD, global FDI reached \$1.37 trillion in 2024 but is increasingly concentrated within regional blocs—placing bridge-builders like Saudi Arabia, backed by MENA sovereign wealth funds managing over \$8 trillion in assets, at the heart of reconnecting and expanding global markets. How can diplomacy and capital together shape the flows of trade, investment, and innovation in a world where economics and geopolitics are inseparable?

Speakers:

- Government officials to be announced.



2:35 PM – 2:50 PM

2:50 PM – 3:10 PM

3:10 PM – 3:30 PM

SPECIAL CONVERSATION**Speakers:**

- Government officials To be announced.

**HOW COUNTRIES
ATTRACT—AND KEEP—
GLOBAL MONEY**

Foreign investors added \$273.5 billion to emerging-market portfolios in 2024, up sharply from \$177.4 billion in 2023, according to the Institute of International Finance (IIF), yet capital is moving with greater caution and precision. Gulf economies are testing formulas—energy-backed surpluses, fiscal consolidation, and diversification—deploying tools such as subsidy reform, tax shifts, and market liberalization to convert credibility into pipelines. In a world of higher rates, volatile issuance windows, and geopolitical fragmentation, which policies are shifting portfolio mandates and keep global money in-market?

Speakers:

- Government officials and speakers to be announced.
- Bernard Mensah, President of International, Bank of America

**WHO IS LEADING THE
WORLD IN AI?**

The global race for AI leadership has moved beyond a simple geopolitical contest and is now being fought on multiple fronts simultaneously: the raw compute power of sovereign states, the platform dominance of hyperscale corporations, and the disruptive potential of open-source models. In this complex new era, will true AI supremacy be defined by owning the foundational models, by controlling the data and distribution, or by setting the world's ethical and regulatory standards, and can any single entity—corporate or sovereign—truly win them all?

Speakers:

- Tareq Amin, CEO, Human
- Ruth Porat, President & CIO, Alphabet & Google



3:30 PM – 3:50 PM

WHAT HAPPENS WHEN DIGITAL SUPERINTELLIGENCE ARRIVES

Digital superintelligence is moving from theory to inevitability, poised to redraw the map of economic power, social systems, and national security. Research from International Data Corporation (IDC) projects that artificial intelligence solutions and services will generate about US \$22.3 trillion in economic impact worldwide by 2030, equivalent to roughly 3.7 percent of global GDP. What happens when digital superintelligence arrives — will it mark humanity's greatest leap forward or become the most destabilizing force of our time?

Speakers:

- Dr. Fei-Fei Li, Co-Founder & CEO, World Labs, Denning Family Co-Director, Stanford Institute for Human-Centered Artificial Intelligence (HAI) & Professor of Computer Science, Stanford University
- Dr. Eric Schmidt KBE, Former CEO & Chairman, Google, CEO, Relativity Space

Moderator:

- Peter H. Diamandis, Board Member, FII Institute

3:50 PM – 4:05 PM

CAN SOCIAL PLATFORMS BUILD A BETTER WORLD?

Social platforms were created to make the world feel smaller, bringing friends, family, and communities closer together through digital sharing and real-time interaction. Yet, with over 60% of the world's population using a social platform, there is a growing paradox: the very tools designed to foster meaningful connection can also risk deepening feelings of isolation, superficial engagement, and polarization. Is it possible to design a digital platform that fosters genuine human connection at scale while mitigating the risks?

Speakers:

- Evan Spiegel, Co-Founder & CEO, Snap Inc.

Moderator:

- Richard Attias, Chairman of the Executive Committee & Acting CEO, FII Institute

4:05 PM – 5:00 PM

IS HUMANITY HEADING IN THE RIGHT DIRECTION?

In a rare convergence of power, the world's most influential investors sit down with sovereign heads of state to debate the fundamental principles of prosperity and risk. Can a single framework for value creation satisfy the demands of both a global portfolio and a national population, or are their core interests now fundamentally in conflict?

Speakers:

- Ray Dalio, Founder, CIO Mentor & Member of the Board, Bridgewater Associates, Founder, Dalio Family Office
- David M. Rubenstein, Co-Founder & Co-Chairman, The Carlyle Group
- *World leaders to be announced.*

5:00 PM – 6:00 PM

SPECIAL ADDRESS BY A WORLD LEADER



2:00 PM – 2:30 PM

THE INVESTOR'S GUIDE TO GLOBAL CRISES

The traditional investment playbook, built on diversifying through distinct market cycles and regional risks, is becoming obsolete in a world defined by simultaneous, interconnected global crises that cascade across borders with unprecedented speed. According to UNCTAD, global foreign direct investment (FDI) fell by 11% to \$1.5 trillion in 2024, marking the second straight year of decline, and the outlook for 2025 has turned negative due to escalating trade tensions, geopolitical fragmentation, and economic volatility. Is it still possible to build a truly resilient global portfolio, or must alpha now be generated by actively investing in the volatility itself: funding the new supply chains, financing the energy transition, and backing the technologies that thrive on disruption?

Speakers:

- Vincent Levita, Founder & CEO, InfraVia Capital Partners
- Oskar Lewnowski, Founder & Group CEO, Orion Resource Partners
- Jose "Billy" Guillermo Mata, Managing Director, Apex Capital
- Mark Minevich, President, Going Global Ventures New York
- Ramzi Musallam, CEO & Managing Partner, Veritas Capital

Moderator:

- H.E. Mr. Volkan Bozkir, Former President of the United Nations General Assembly, Adviser to the Board, Limak Holding

2:30 PM – 3:00 PM

SAUDI SECTOR SPOTLIGHT ON PETROCHEMICALS & ENERGY, POWERED BY PIF GLOBAL ASSET MANAGEMENT FORUM

Global petrochemical markets are navigating oversupply, rising global competition, and the energy transition. Saudi Arabia controls around 70% of GCC petrochemical production capacity, underscoring its central influence across the regional industry. The discussion will focus on how Saudi producers can sustain global competitiveness while driving efficiency, consolidation, and a pivot into higher-value products.

Speakers:

- H.E. Mohammed Albrahim, Deputy Minister, Ministry of Energy
- Mamdouh Al Amri, CEO, Advanced Petrochemical Company
- Fawaz M. Al Fawaz, CEO, Tasnee
- Eng. Fayed Al Sharef, CEO, Sadara

3:00 PM – 3:30 PM

MUST EVERY C-SUITE LEADER NOW THINK LIKE A CISO?

The responsibility for cyber defense has fundamentally shifted from the server room to the boardroom, making cybersecurity fluency a non-negotiable skill for every member of the C-suite. The financial stakes have reached a critical new scale, with global cybercrime losses projected to hit \$12 trillion this year after an estimated \$5.25 trillion was lost by mid-2025 alone. As the lines between corporate strategy and cyber strategy disappear, how must a modern CEO evaluate risk, resilience, and shareholder value?

Speakers:

- Yasser Alswailem, CEO, sirar by stc
- Alain Gavin, Managing Partner & CIO, PSION Partners, Partner, KARISTA
- Philippe Keryer, SEVP Strategy, Research and Technology, Thales
- Bipul Sinha, CEO, Chairman & Co-Founder, Rubrik
- Ameya Talwalkar, Founder & CEO, Cequence Security



3:30 PM – 4:00 PM

IS RESKILLING THE GREATEST INVESTMENT OPPORTUNITY OF OUR TIME?

The foundational economic principle that a nation's greatest asset is the collective skill of its people is facing its first true challenge, as advanced AI begins to supplement and even replace cognitive labor at a scale previously unimaginable. Nearly 90% of C-suite leaders say their organizations need "significant adjustments" or a "total transformation" of their reskilling strategy given the emergence of Gen AI, according to Accenture. In the 21st century, does a nation build wealth by investing in new models of human creativity and critical thinking, or by prioritizing the accumulation of proprietary data and autonomous infrastructure, and what is the fate of the societies that choose wrong?

Speakers:

- Andrew Bester, Member of the Management Board & Head of Wholesale Banking, ING Group N.V.
- Noëlla Coursaris Musunka, CEO & Founder, Malaika Foundation
- Peje Emilsson, Founder, Kunskapskolan Education, Founder, Kreab
- Dino Varkey, Group CEO, Gems Education

4:00 PM – 4:30 PM

SHOULD TRANSFORMATIVE INVESTMENTS MEASURE IMPACT OVER PROFIT? POWERED BY NEW MURABBA

Transformative investments go beyond profit to aim to shift realities—changing how people live, connect, and experience the world. Impact investing is growing rapidly, with projects like New Murabba integrating metrics like achieving 25% green space alongside priorities like job creation and capital return. Yet, as return blends with risk, will transformative investments still be able to continue measuring impact alongside profit?

Speaker:

- Michael Dyke, CEO, New Murabba



2:00 PM – 2:30 PM

IS FDI PULLING AWAY FROM THE WEST?

The long-established map of global finance is being redrawn, as capital flows shift beyond traditional Western strongholds while investment priorities are increasingly shaped by macroeconomic shocks, digitalization, evolving regulation, and shifting risk appetites. According to the IMF, emerging economies are projected to generate over 75% of global growth in 2025, with regions such as the GCC demonstrating how diversification, digital innovation, and large-scale infrastructure projects are the new critical drivers behind investment interest. In this rebalancing act, what forces will define the next wave of global FDI destinations, and how can nations and institutions best position themselves to capture it?

Speakers:

- Dame Julia Hoggett, CEO, London Stock Exchange plc
- Lynn Martin, President, NYSE Group
- Secretary Mike Pompeo, 70th Secretary of State of the United States, Executive Chairman, Impact Investments
- John B. Quinn, Executive Chairman & Founding Partner, Quinn Emanuel Urquhart & Sullivan LLP

• Government official to be announced.



2:30 PM – 3:00 PM

HOW IS PATIENT CAPITAL SETTLING AFTER THE TRADE WAR?

The era of frictionless globalization that fueled the rise of patient capital is over, forcing long-term investors to navigate a new landscape defined by trade wars, economic nationalism, and fractured supply chains. This strategic shift impacts an enormous pool of capital, with more than \$15 trillion in private markets now forced to find returns in a more fragmented and high-friction world. As this capital "settles," is it prioritizing geopolitical alignment over pure financial returns, and what new strategies are emerging to build resilient, long-term value in a world that no longer plays by the old rules?

Speakers:

- André Esteves, Chairman & Senior Partner, BTG Pactual
- Yoshito Hori, Founder & President, GLOBIS University; Founding Partner, GLOBIS Capital Partners
- George H. Walker, Chairman & CEO, Neuberger Berman
- Cathie Wood, Founder & CEO, ARK Invest

3:00 PM – 3:30 PM

SOVEREIGN WEALTH AND INSTITUTIONAL CAPITAL IN THE NEW POWER ECONOMY

Sovereign wealth and institutional capital have become the two dominant engines of the global economy, acting as both partners and rivals in shaping the new power landscape. This shift is profound, with \$13–14 trillion deployed in assets by global sovereign wealth funds as of mid-2025, illustrating the scale of just one side of this equation. As these two massive pools of capital jointly deploy assets, how will they navigate a more politicized world, and what new models of co-investment will they create to fund the future?

Speakers:

- Katie Koch, President & CEO, The TCW Group, Inc.
- Israfil Mammadov, Executive Director, State Oil Fund of Azerbaijan
- Secretary Steven T. Mnuchin, Founder & Managing Partner, Liberty Strategic Capital, 77th Secretary of Treasury of the United States
- Shaoqing Zhang, Executive Vice President, China Investment Corporation

3:30 PM – 4:00 PM

4:00 PM – 4:30 PM

4:30 PM – 5:00 PM

LAB SESSION, POWERED BY MISA

Session details To be announced.

Speakers:

- *Speakers to be announced.*

IS FINANCIAL DEGLOBALIZATION REVERSIBLE?

The interwoven fabric of global finance is now under direct threat from hardening geopolitical blocs and rising national interests. According to a 2025 report by EY, 44% of business leaders are examining alternative domestic sourcing and supply chain options for their operations. Can a truly global financial institution survive in a world that is actively de-globalizing?

Speakers:

- H.E. Dr. Muhammad Al Jasser, Chairman, Islamic Development Bank (IsDB) Group
- Eric Cantor, Vice Chairman & Managing Director, Moelis & Company, Former US House Majority Leader
- Mohamed Ebeid, Co-CEO, EFG Hermes, and EFG Holding Company
- Dr. Merit E. Janow, Chair, Board of Directors, Mastercard, Dean Emerita & Professor, Columbia University
- Michal Katz, Head of Investment & Corporate Banking, Mizuho Americas

IS PRIVATE CREDIT IN A BUBBLE?

Private credit has exploded from a niche asset class into a multi-trillion dollar pillar of the global financial system, creating a stark divergence between fiercely competitive, covenant-lite deals in North America and compelling, collateralized opportunities in markets like Brazil and China. According to Moody's, global private credit assets under management will jump to \$3 trillion by 2028. With the US market teetering on a bubble that many refuse to acknowledge, is the private credit industry headed for its first systemic reckoning, and will the next decade's alpha be generated exclusively outside of the West?

Speakers:

- Benjamin Fanger, Founder & Managing Partner, ShoreVest Partners
- David B. Golub, President, Golub Capital
- David Manlowe, CEO, Benefit Street Partners
- Robert O'Leary, Co-CEO & Portfolio Manager, Oaktree Capital Management
- Anne Walsh, CIO, Guggenheim Partners Investment Management



5:00 PM – 5:30 PM

THE PARADOX OF THE MEGADEAL

The defining paradox of the 2025 investment landscape is that the public markets—the traditional engine of capitalism—are becoming structurally hostile to ambitious growth, while a mature, multi-trillion dollar private market systematically nurtures the very disruptors that public incumbents need to acquire. According to Oliver Wyman, the motivation to pursue deals tends to be cautious and targeted, with 59% of CEO's pursuing industry consolidation while just 6% are aiming to make cross-sector plays. In this new era of expensive capital and entrenched regulatory scrutiny, is the transformative public megadeal now a relic of a bygone era, and what novel, hybrid structures are today's most creative dealmakers inventing to reclaim the power to build?

Speakers:

- Symon Drake-Brockman, Managing Partner, Pemberton Capital
- Deven Parekh, Managing Director, Insight Partners
- Jeffrey Perlman, CEO, Warburg Pincus



1:20 PM – 2:05 PM

FUNDRAISING ROADSHOW I: OXFORD SCIENCE ENTERPRISES' PORTFOLIO

It's the most exciting time to invest in industrial tech in decades—and for startup CEOs and potential investors, there's no better vehicle to fundraise or source deals than FI19.

Don't miss this chance to back the next wave of industrial innovation championed by Oxford Science Enterprises. Preview the Roadshow Investor Briefing and schedule 1:1 meetings with Founders in the FI19 mobile app.

Between October 28-30, FI19 will host three Fundraising Roadshows, featuring 15+ portfolio companies from Oxford Science Enterprises and Aramco. CEOs will present detailed fundraising plans, showcasing precise capital goals, strategic fund deployment, market insights, product roadmaps, and projected investor ROI.

Speakers:

- Ed Bussey, CEO, Oxford Science Enterprises
- Chris Harris, Co-Founder & CEO, Evolito
- Vaysh Keweda, CEO, Salience Labs
- Gerald Mullally, CEO, Oxford Quantum Circuits (OQC)
- Dr. James Pallets-Dimmock, CEO, Quantum Motion
- Mark Thomas, CEO, First Light Fusion

2:05 PM – 2:30 PM

CAN FINANCIAL INFRASTRUCTURE STILL GO GLOBAL?

The original vision for fintech was a frictionless, borderless system, but that ambition is now crashing against the hard realities of national regulation and intense local competition. According to BDCG, approximately 60% of all fintech revenue today is generated by fewer than 100 large-scale players. As the barriers to entry in major markets continue to rise and sustainability demands increase, is the dream of a truly global platform over, and what is the new model for international growth?

Speakers:

- Hakan Binbaşgil, Vice Chairman & Executive Board Member, Akbank
- Bonnie Y. Chan, CEO, Hong Kong Exchanges and Clearing Limited (HKEX)
- GV Ravishankar, Managing Director, Peak XV

2:30 PM – 2:45 PM

FIRESIDE CHAT

Speaker:

- Speaker to be announced.



2:45 PM – 3:05 PM

SPECIAL CONVERSATION, POWERED BY NEOM

Session details To be announced.

Speakers:

- Wesam Alghamdi, CEO, NEOM Green Hydrogen Company (NGHC)

3:05 PM – 3:35 PM

WILL PUBLIC AND PRIVATE MARKETS CLASH OR CONVERGE?

The once-clear divide between public and private markets is being systematically dismantled, as institutional capital embraces private equity as a core asset class and IPOs lose their primacy as the ultimate milestone for growth companies. According to EY, global private equity acquisitions in Q1 2025 increased 45% by volume, with value more than doubling versus Q1 2024. Does this convergence demand a rethinking of valuation and risk, and are we moving toward a single hybrid market where the public–private distinction disappears entirely?

Speakers:

- Roberto Hoornweg, Co-Head, Corporate & Investment Banking, Standard Chartered
- Andy Saperstein, Co-President, Morgan Stanley
- Tatsuya Suzuki, Senior Managing Executive Officer, SMBC Nikko Securities Inc
- Hoi Tung, Chairman & CEO, China Ping An Insurance Overseas

3:35 PM – 4:05 PM

IS BRAND A STRATEGIC ASSET IN FINANCE? POWERED BY PIF

In today's financial sector, brand is more than perception. It represents a valuable intangible asset that fosters trust, fuels growth, and generates value. Brand Finance research shows that in asset management and sovereign wealth funds, the strongest brands are growing brand value 10% faster than the weakest. This proves that brand is more than image and is a critical driver of growth in a fiercely competitive industry. As the financial landscape continues to shift, can financial institutions effectively quantify, safeguard, and leverage their brand value to drive sustainable growth, foster trust, and create lasting value?

Speakers:

- David Haigh, Chairman & CEO, Brand Finance
- Greg Handick, Managing Director EMEA, Lippincott
- Mohammed Sayyad, Head of Corporate Brand & Strategic Advisory, PIF
- Sir Martin Sorrell, Founder & Executive Chairman, S4 Capital Group



4:35 PM – 5:05 PM

HAS PRIVATE EQUITY MOVED BEYOND THE BUYOUT?

The largest private equity firms have evolved from pure-play buyout artists into multi-strategy behemoths, managing vast pools of capital across private credit, infrastructure, life sciences, and minority growth stakes. This strategy has provided much return, with the World Bank noting PE outpaced the S&P 500 since 2000 on the back of lower liquidity and higher complexity. As these firms now resemble diversified financial conglomerates more than traditional buyout shops, does the "private equity" label itself become obsolete, and how does this strategic shift permanently alter their relationship with risk, returns, and the global economy?

Speakers:

- Huda Al Lawati, Founder & CEO, Aliph Capital
- Patrick Healy, CEO, Hellman & Friedman
- Jeffrey Li, Founder, GL Capital
- Andrea Ponti, Founder & Managing Partner, GHO Capital
- Mustafa Siddiqui, Founder & CEO, SQ Capital

5:05 PM – 5:30 PM

WHERE ARE THE NEW RETAIL MARKETS FOR PRIVATE CAPITAL?

The wall between institutional and retail investing is crumbling, as private capital funds increasingly look to the global retail market as the next frontier for growth. McKinsey projects global retail investor allocations to private markets could reach more than \$12 trillion by 2030, as sweeping regulatory changes and digital investment platforms in Europe and Asia drive rapid expansion of access in 2025. But is the average investor truly ready for the long lock-ups and complex risks of private markets, and how must fund managers—from mainstream buyouts to niche resource financing—adapt their strategies for this new class of client?

Speakers:

- Christophe Baviere, Co-CEO, Eurazeo
- Andrea C. Bonomi, Chairman, Investindustrial
- Aron Landy, CEO, Brevan Howard
- Anuj Ranjan, CEO, Private Equity, Brookfield Asset Management



2:00 PM – 2:30 PM

HOW CAN A GLOBAL LOGISTICS HUB BE BUILT FROM SCRATCH? POWERED BY KING SALMAN INTERNATIONAL AIRPORT (KSIA)

King Salman International Airport is embarking on a complete transformation of Riyadh's gateway to the world, seeking to create a new global logistics and travel hub. And, the project is just in time, with the global logistics market projected to double by 2034. The plans are set — yet can a global logistics hub truly be built, or must it naturally designed?

Speakers:

- Andrew Gibson, Vice-President, Global Aviation Market Director, Jacobs
- Jacob Mumm, General Manager of Public Infrastructure, Bechtel
- Carey Smith, Chair, CEO & President, Parsons
- James Young, Chief Delivery Officer, King Salman International Airport (KSIA)

2:30 PM – 2:40 PM

FUTURE FLASH: CAN SYSTEMIC READINESS IN CITIES TURN DISRUPTION INTO ADVANTAGE?

Cities worldwide are experiencing an unprecedented convergence of challenges as climate extremes, technological disruptions, and geopolitical shifts simultaneously test their adaptive capacity at an unprecedented scale. According to the United Nations, 70% of the world's population will live in urban areas by 2050, placing immense pressure on cities to transform and adapt themselves to new living-working-producing habits. Beyond today's sustainability scores, what lessons can global cities offer on building the systemic foundations to thrive in uncertainty and ensure safe, sustainable living for billions?

Speakers:

- Bob Willen, Global Managing Partner & Chairman, Kearney

2:40 PM – 2:50 PM

FUTURE FLASH: CAN AGING BE OUR GREATEST OPPORTUNITY?

The world is aging fast—by 2050, 1.6 billion people will be over 65—however, this seismic demographic shift is also the key to unlocking global economic growth. On average, \$1 invested in healthy aging generates financial returns as much as \$20, a pattern consistently observed across countries worldwide. Since everyone ages, how can we ensure it becomes a force for good—for individuals, economies, and societies alike?

Speakers:

- Neeraja Nagarajan, M.D., MPH, Associate Partner, McKinsey & Company, Director, Healthy Longevity, McKinsey Health Institute



2:50 PM – 3:20 PM

THE DOLLAR VERSUS THE CODE

The global financial system is facing a fundamental schism, moving from a century of competition between national currencies to a new battle between two opposing sources of trust: the full faith and credit of the nation-state, and the immutable logic of decentralized code. According to UN Global Compact & Accenture CEO Study, geopolitical risks—including war, trade regulation, and political instability—ranked among the top 10 challenges for global CEOs in 2023, underscoring how state power remains a central anchor for the financial system. In a world defined by rapid technological change, will the global economy ultimately be underwritten by a sovereign superpower or by a sovereign algorithm, and can the two possibly coexist?

Speakers:

- Sergio Fogel, Co-Founder, President & Chief Strategy Officer, dLocal
- Dan Morehead, Founder & Managing Partner, Pantera Capital
- Simon Tiemtoré, Chairman, Lilium Capital Group & Vista Group Holding

3:20 PM – 3:55 PM

CAN AI MAKE MARKETS PERFECTLY EFFICIENT?

The most advanced AI models are no longer just tools for finding market mispricing; they are quickly becoming a foundational infrastructure capable of creating a single, unified view of asset value in real time. According to Bain, 40% of companies expect Generative AI to accelerate their cloud adoption, with 80% of all AI workloads projected to run in the cloud. Paving the way for a truly integrated financial data environment. In a world where AI can theoretically erase all information asymmetry, what becomes the new source of investment advantage, and does the very definition of "risk" need to be rewritten?

Speakers:

- Boris Eykher, CEO, Open Mineral
- Casey Ge, CEO, Wind Information International, Wind Information Co., Ltd.
- Eric Poirier, CEO, Addepar
- Uljan Sharka, Founder & CEO, Domyn

3:55 PM – 4:20 PM

THE NEXT POWER PLAY IN PHYSICAL-TO-DIGITAL INFRASTRUCTURE, PART I

AI and digitalization are rapidly reshaping global infrastructure, forcing utilities and investors to rethink how energy and data systems converge. Global electricity demand is projected to climb more than 25% by 2030, placing unprecedented pressure on grids and generation. Who will lead the charge in linking clean power, storage, and smart infrastructure with the data backbone fueling the next wave of global growth?

Speakers:

- Bernard Fontana, CEO, EDF
- Marc Ganzi, CEO, DigitalBridge
- Jasim Husain Thabet, Group CEO & Managing Director, TAQA Group
- More speakers to be announced.



4:20 PM – 4:45 PM

THE NEXT POWER PLAY IN PHYSICAL-TO-DIGITAL INFRASTRUCTURE, PART II

AI and digitalization are rapidly reshaping global infrastructure, forcing utilities and investors to rethink how energy and data systems converge. Global electricity demand is projected to climb more than 25% by 2030, placing unprecedented pressure on grids and generation. Who will lead the charge in linking clean power, storage, and smart infrastructure with the data backbone fueling the next wave of global growth?

Speakers:

- Torbjorn Caesar, Senior Partner & Chairman, Actis
- Henri Poupart-Lafarge, CEO, Alstom
- Christian Skakkebæk, Co-Founder & Senior Partner, Copenhagen Infrastructure Partners

4:45 PM – 5:15 PM

HAS THE MENA MOMENT ARRIVED FOR INVESTORS?

Led by strong economic performance in the Gulf and with hopes of broader regional stability on the horizon, the Middle East has emerged as a prime investment opportunity. Despite global economic slowdown, the Middle East Council on Global Affairs predicts a regional GDP growth rate of 4.2% in 2025—more than double last year's figure. With business booming in the Middle East, what do investors need to know in order to optimally calibrate their portfolio in the region?

Speakers:

- Ali Ayub, Chief Portfolio Officer, Vision Invest
- Eduardo Saverin, Co-Founder & Co-CEO, B Capital, Co-Founder, Facebook
- Dr. Jim Tananbaum, Founder & CEO, Foresite Capital
- *More speakers to be announced.*



1:15 PM – 2:15 PM

SIGNING CEREMONIES & ANNOUNCEMENTS

2:15 PM – 2:45 PM

SAUDI SECTOR SPOTLIGHT ON INSURANCE, POWERED BY PIF GLOBAL ASSET MANAGEMENT FORUM

Session Description: Global insurance markets are under pressure from rising healthcare costs, regulatory change, and accelerated digital innovation. Saudi Arabia's insurance market reached approximately SAR 76 billion in gross written premiums in 2024, underscoring both its size and growth momentum. The panel will examine how insurers can manage medical inflation, price competition, and consolidation while embracing InsurTech and supporting the Kingdom's diversification goals.

Speakers:

- H.E. Eng. Naji Al-Tamimi, CEO, Insurance Authority
- Saud Al Ghonaim, CEO, Al Rajhi Takaful
- Dr. Othman AlKassabi, CEO, Tawuniya
- Tal Nazer, CEO, Bupa

2:45 PM – 3:15 PM

IS THE LEGACY AVIATION ECOSYSTEM RIPE FOR AI DISRUPTION? POWERED BY RIYADH AIR

Decades of inefficiencies—from outdated infrastructure to siloed operations—have left the aviation model fragile, while new competitors build AI-powered systems from the ground up. Accenture forecasts that “AI Achievers” in travel will more than double to 26% by 2024, signaling accelerating maturity across the sector. Can the legacy system be reformed and integrated with emerging technologies, or is it simply too big to fix—and destined for disruption?

Speakers:

- Speakers to be announced.

Moderator:

- Rafat Ali, Founder, SKIFT



3:15 PM – 3:45 PM

ARE PARTNERSHIPS THE KEY TO SUSTAINABLE INDUSTRIAL DEVELOPMENT? POWERED BY ALAT

As governments and companies race to localize production, embed sustainability, and harness AI, who you build with and where has become the competitive edge. According to Forrester, 75% of global trade now flows through indirect channels, alliances, and partnerships, a figure growing by 15% annually. In this environment, what differentiates partnerships that are able to translate vision into operational reality, and is Alat's success a case study on how to create global launchpad for future industry, where supply chain resilience, sustainability, and AI integration form the foundation of a new industrial era?

Speakers:

- Speakers to be announced.

Moderator:

- Amit Midha, CEO, ALAT

3:45 PM – 4:25 PM

CAN ENERGY GIANTS KEEP UP WITH AI?

AI is creating an entirely new class of energy consumer, the data center, whose voracious and accelerating appetite for power poses an existential challenge to the world's energy infrastructure. According to EY, 91% of AI pioneers plan to invest in new digital infrastructure over the next three years, signaling that the demand curve is only set to steepen. Will this unprecedented demand trigger a "great acceleration" in next-generation technologies like fusion and carbon capture, or will it force a pragmatic, short-term retreat to fossil fuels just to keep the servers online?

Speakers:

- Amos Hochstein, Managing Partner, TWG Global
- Sylvie Jéhanno, CEO, Dalkia
- Olivier Le Peuch, CEO, SLB
- Christofer M. Mowry, CEO, Type One Energy Group, Inc.
- Dr. Bob Mumgaard, Co-Founder & CEO, Commonwealth Fusion Systems

4:25 PM – 4:45 PM

WHAT MAKES A SUCCESSFUL AI COMPANY?

The central question for investors now shifts from geopolitical competition to corporate strategy, especially as powerful open-source models begin to rival proprietary systems and commoditize foundational intelligence. In a world where this intelligence is becoming a commodity, is the most durable advantage found in proprietary data, unique distribution channels, the deep integration of AI into specific industry applications—or something entirely new?

Speakers:

- Jean Hynes, CEO & Managing Partner, Wellington Management
- Arvind Jain, CEO, Glean



4:45 PM – 5:15 PM

DOES RELIGIOUS TOURISM PAY DIVIDENDS?

Religious tourism is booming as investment pours into travel infrastructure, connecting regions and boosting economic opportunities. And it's growing fast: the market is expected to more than double in size to \$671 billion by 2030, from \$254 billion in 2023, according to Grand View Research. As diverse nations invest in attracting faith-based travelers, how can countries maximize these dividends?

Speakers:

- Prof. Adah Almutairi, Professor & Co-Director, Center of Excellence in Nanomedicine & Engineering, University of California San Diego
- Hazem Ben-Gacem, Founder & Chief Executive, BlueFive Capital

• More speakers to be announced.



1:10 PM – 2:20 PM

**INVITE ONLY: BOARD OF
CHANGEMAKERS
CONCLAVE: FINANCIAL
MARKETS**

*Invitation Exclusive to Board of
Changemakers Participants*

Markets are entering a new era defined by structural transformations in liquidity, institutional flows, and retail participation. Global private equity fundraising dropped by approximately 20% in 2024 from \$800 billion to \$630 billion, signaling a significant shift in institutional capital flows across major financial hubs. With the potential rise of distinct regional financial empires, how will both established global players and fintech disruptors compete in this rebalancing of financial influence?

2:45 PM – 3:55 PM

**INVITE ONLY CONCLAVE,
POWERED BY MISA**

Sessions details to be announced.

Co-Chairs:

- Co-Chairs to be announced.*



1:10 PM – 2:20 PM

**INVITE ONLY: GREEN
HYDROGEN'S SCALING
MOMENT IS HERE. WHAT
DO INVESTORS NEED TO
KNOW? POWERED BY
ACWA POWER**

Green hydrogen is on the cusp of overcoming its biggest challenges in scaling, deployment, and profitability, thanks to innovative financing models and advanced technologies. With rising energy demands and the resurgence of greenshoring, BCC Research anticipates that the green hydrogen market is projected to surge from \$5.2 billion in 2024 to \$38.1 billion by 2029. As collaborations accelerate, for example ACWA Power's recent partnerships on European project development and offtake initiatives, how can companies and investors position themselves strategically for the imminent scaling of green hydrogen?

Co-Chairs:

- Marco Arcelli, CEO, ACWA Power
- Olivia Barnes, Head of Energy Transition, EnBW
- Driss Berraho, EVP, Business Development, Green Hydrogen, ACWA Power

2:45 PM – 3:55 PM

**INVITE ONLY: CAN
BUSINESSES CHAMPION A
GLOBAL SYSTEM TO
OVERCOME FOOD
INSECURITY? POWERED BY
MINERVA FOODS**

Global Food Producers are facing a complex balancing act: keeping the global population priced into access to high-quality nutrition while managing a global food supply at risk. Whether from trade disruptions, international sanctions and conflicts, monetary flows, inadequate food demand forecasts, or extreme-high frequency weather events, the WHO reports 2.3 billion people were estimated to be moderately or severely food insecure in 2024—an increase of 335 million people since 2019. In such a challenging time, can businesses take the lead in finding solutions to de-risk the current trend of food insecurity?

Co-Chairs:

- Fernando Galletti de Queiroz, CEO, Minerva Foods
- *Co-Chair to be announced.*



1:10 PM – 2:20 PM

INVITE ONLY: THE NEW RACE FOR AI SOVEREIGNTY

Algorithmic independence has become the newest pillar of national infrastructure. Policymakers and a rising cohort of founder-led ventures are racing to build complete “sovereign stacks” — from custom chips to locally trained models — that meet tougher standards of operational reliability than yesterday’s accuracy benchmarks ever measured. The OECD now tracks 70-plus governments with formal AI strategies, more than double the total just four years ago. With investment surging and security stakes mounting, can countries craft resilient, values-aligned AI systems that stay clear of adversarial entanglements while preserving the open innovation engine that created today’s breakthroughs?

Co-Chairs:

- Peter H. Diamandis, Board Member, FII Institute
- Anjney Midha, General Partner, Andreessen Horowitz

2:45 PM – 3:55 PM

INVITE ONLY: WHAT'S THE TRUE COST OF ECONOMIC SECURITY?

Tariffs and trade restrictions—once seen as temporary safeguards—are now being retooled as instruments of national strategy. From securing critical industries and advancing climate goals to asserting digital and AI sovereignty, governments are reshaping trade in pursuit of resilience and control. Yet these shifts come at a cost: disrupting global supply chains, fueling competition over key technologies, and straining the multilateral order. According to the WTO’s 2025 outlook, world merchandise trade is projected to contract by 0.2%—a sharp reversal from earlier forecasts and nearly three percentage points below where it might have been without recent policy shifts. For some, this rebalancing is a long-overdue correction; for others, a warning sign. As countries pursue economic security on their own terms, can the global community find a path that safeguards national interests while preserving shared prosperity?

Co-Chairs:

- Co-Chairs to be announced.



DAY



7:30 AM – 8:30 AM

8:55 AM – 9:00 AM

9:00 AM – 9:15 AM

**NETWORKING & SPECIAL
BREAKFASTS**

OPENING REMARKS

Speakers:

- Richard Attias, Chairman of the Executive Committee & Acting CEO, FII Institute

**PEACE THROUGH
INNOVATION, POWERED BY
HILL & VALLEY FORUM & FII**

AI is emerging as a strategic arena where nations can either compete or cooperate to shape the future. Today, over 50 countries are engaged in national AI strategies, reflecting both the promise and fragmentation of global AI governance (OECD). How can the U.S. and Middle East co-develop tools, policies, and frameworks that secure shared innovation while strengthening multilateralism?

Speaker:

- Speaker to be announced.

Moderator:

- Christian Garrett, Partner, 137 Ventures, Co-Founder, Hill & Valley Forum
- Jacob Helberg, Advisor, Council of Economic Advisors



9:15 AM – 9:35 AM

CRITICAL MINERALS, CRITICAL ALLIES, POWERED BY HILL & VALLEY FORUM & FII

The clean energy transition and digital economy rely on rare earths and critical minerals, yet global supply chains remain concentrated and vulnerable. Demand for lithium, cobalt, and nickel is projected to rise by 400–600% by 2040, underscoring the urgency for diversified refining, strategic stockpiling, and co-investment in new industrial zones (IEA). How can U.S. technology and Middle Eastern capital jointly unlock upstream value chains while balancing national security priorities with industrial innovation?

Speakers:

- Benjamin Black, Nominee for Head, United States International Development Finance Corporation
- The Hon. Massad Boulos, Senior Advisor to the President on Arab and Middle Eastern Affairs, Senior Advisor for Africa, The White House

Moderator:

- Christian Garrett, Partner, 137 Ventures, Co-Founder, Hill & Valley Forum

9:35 AM – 9:55 AM

RACE TO THE DEEP, POWERED BY HILL & VALLEY FORUM & FII

The seabed holds vast reserves of nickel, cobalt, and rare earths essential for batteries, defense systems, and advanced manufacturing. With land-based sources constrained, global competition is intensifying over access to international waters and the rules that govern them (ISA). How can nations and companies leverage deep-sea resources to strengthen industrial capacity while navigating contested questions of ownership and sovereignty?

Speakers:

- Gerard Barron, Chairman & CEO, The Metals Company
- Steve Jurvetson, Co-Founder, Future Ventures

Moderator:

- Jacob Helberg, Advisor, Council of Economic Advisors

9:55 AM – 10:05 AM

CAN AI'S ENERGY APPETITE BE SUSTAINABLY POWERED? POWERED BY HILL & VALLEY FORUM & FII

AI's rapid expansion is straining electricity systems worldwide—as of 2023, U.S. data centers consumed approximately 4.4% of total U.S. electricity, and projections show this may reach up to 12% by 2028. What new energy-generation, grid-management, and cross-sector strategies are needed to sustainably power AI's growing compute footprint?

Speakers:

- Ruth Porat, President & CIO, Alphabet & Google

Moderator:

- Jacob Helberg, Advisor, Council of Economic Advisors



10:05 AM – 10:15 AM

WILL FRONTIER AI MODELS OUTPACE OUR ABILITY TO GOVERN IT? POWERED BY HILL & VALLEY FORUM & FII

Frontier AI promises leaps in multimodal reasoning and autonomy—but resource usage is soaring: AI already accounts for up to 20% of global data-center power demand, with that share expected to nearly double by year-end. How can leaders foster this technological evolution while embedding safeguards to ensure equitable, safe, and ethical deployment?

Speakers:

- Sarah Friar, CFO, OpenAI

Moderator:

- Jacob Helberg, Advisor, Council of Economic Advisors

10:15 AM – 10:25 AM

DIGITAL ACCORDS, POWERED BY HILL & VALLEY FORUM & FII

Digital trade now represents a burgeoning pillar of the global economy—by 2024, approximately 15% of global GDP (over US \$16 trillion) came from the digital economy, underscoring its transformative power and the critical need for governance frameworks (OECD/PIIE). As frontier technologies accelerate, crafting a plurilateral digital-trade agreement focused on AI—including aligned export controls, IP protections, semiconductors, and cybersecurity—is urgent to ensure both innovation and national security. What coalition of governments and companies can lead the development of this accord to unlock cross-border digital collaboration without compromising strategic interests?

Speakers:

- Shyam Sankar, Chief Technology Officer, Palantir Technologies

Moderator:

- Christian Garrett, Partner, 137 Ventures, Co-Founder, Hill & Valley Forum

10:25 AM – 10:40 AM

AI AND THE WHITE HOUSE, POWERED BY HILL & VALLEY FORUM & FII

From frontier model regulation to international alliances, U.S. policy is rapidly evolving to secure national competitiveness in artificial intelligence. The White House is not only shaping domestic guardrails for safe deployment but also forging new pathways of collaboration abroad, including with Middle Eastern partners investing heavily in AI infrastructure and capital. How are policymakers balancing innovation with security, and what role can global partnerships play in building an AI order aligned with democratic values?

Speakers:

- Jacob Helberg, Advisor, Council of Economic Advisors
- Director Michael Kratsios, National Science & Technology Advisor, The White House
- Sriram Krishnan, Senior Policy Advisor for AI, The White House

Moderator:

- Christian Garrett, Partner, 137 Ventures, Co-Founder, Hill & Valley Forum



10:40 AM – 11:00 AM

HOW PATRIOTIC CAPITALISM IS CHALLENGING THE STATUS QUO

A new philosophy of "Patriotic Capitalism" is challenging the long-held consensus of borderless globalization, arguing for a model that prioritizes national interest, industrial strength, and community well-being alongside shareholder returns. The IMF projects that investment in domestic manufacturing in advanced economies will rise by 7% in 2025, as governments expand industrial policy, incentivize onshoring, and support critical sectors. As this ideology gains influence, how can it be channeled to rebuild a nation's industrial core, create durable wealth, and strengthen the social fabric for the next generation?

Speakers:

- Omeed Malik, Founder & President, 1789 Capital

Moderator:

- Richard Attias, Chairman of the Executive Committee & Acting CEO, FII Institute

11:00 AM – 11:20 AM

HOW TO POWER AN AI PLANET

The world is no longer debating whether to transition, but how to balance competing imperatives: powering exponential digital growth, ensuring affordability for billions, and meeting urgent climate goals. According to the IEA, global electricity demand is set to grow nearly 3% annually through 2026—driven by AI, electrification, and industrialization across emerging economies—while oil and gas still account for more than 50% of global supply. How will leaders design systems that deliver sustainability, security, and scalability all at once—or will compromise remain?

Speakers:

- Government official to be announced.

11:20 AM – 12:10 PM

BOARD OF CHANGEMAKERS: THE ENERGY TRILEMMA

The world currently faces the dual imperative of maintaining energy security to supply affordable energy and power the AI revolution while ensuring a future through energy sustainability. While the World Bank reports 685 million people currently lack electricity access globally, technological advancements like carbon capture and smart grids continue to pioneer ways to reduce waste and increase green efficiency. How can global leaders balance investments in renewables alongside traditional fossil fuels to power a future for all?

Speakers:

- Mohammad Abunayyan, Founder & Chairman, ACWA Power
- Eng. Khalid S. ALGhamdi, CEO, Saudi Electricity Company (SEC)
- Christian Bruch, President & CEO, Siemens Energy AG
- Jim Fitterling, Chair & CEO, Dow
- Greg Jackson, CEO & Founder, Octopus Energy
- Wenzuan Li, Chairman & CEO, PCG Power, Founding Partner, LOK Capital
- Catherine MacGregor, CEO, ENGIE
- Dr. Owen D. Omogiafo OON, President & Group CEO, Transnational Corporation Plc
- Meg O'Neill, CEO & Managing Director, Woodside Energy
- Patrick Pouyanné, Chairman & CEO, TotalEnergies
- Dr. Angela Wilkinson, Secretary General & CEO, World Energy Council



12:10 PM – 12:20 PM

FUTURE FLASH: CAN WE TRULY TRANSFORM HOW TO ENERGIZE THE WORLD?

For two decades, the global energy transition has been defined by a race to scale intermittent renewables, yet this strategy alone cannot solve the fundamental challenge of powering a heavy-industrial, 10-billion-person world. In this Future Flash, the leader of one of the world's foremost fusion energy companies makes the case that we are finally on the cusp of harnessing the power of the stars on Earth, delivering a new source of clean, safe, and limitless baseload power.

Speakers:

- Greg Twinney, CEO, General Fusion

12:20 PM – 12:30 PM

ARE NATIONAL FUNDS OUTPACING MULTILATERALS?

Multilateral organizations once dominated financing for infrastructure, health, and industrial projects, but rising global debt and thinning concessional pipelines have slowed donor commitments. According to the World Bank, public development banks now hold USD 23 trillion in assets and invest about USD 2.5 trillion annually, far exceeding the scale of multilateral vehicles. Are these national instruments now positioned not just to complement multilaterals, but to surpass them in speed, flexibility, and influence over global investment flows?

Speakers:

- Government official to be announced.

12:30 PM – 12:50 PM

CAN CURRENT INTERNATIONAL ECONOMICS ENSURE FOOD SECURITY?

Fractured global supply chains and persistent climate shocks have forced a strategic redefinition of food security, elevating it from a simple agricultural concern to a core pillar of national industrial policy. With only 34 nations currently classified as net exporters of cereals according to UNCTAD, the global food ecosystem is inextricably tied up with international economics. What is the new model of collaboration required between the public and private sectors to build these resilient food ecosystems, and how can a nation achieve self-sufficiency without sacrificing the efficiencies of global trade?

Speakers:

- Fernando Galletti de Queiroz, CEO, Minerva Foods
- More speakers to be announced.



12:50 PM – 1:45 PM

NETWORKING LUNCH

1:45 PM – 1:55 PM

FUTURE FLASH: HOW BIG THINGS GET DONE

Nothing is more inspiring than a big vision that becomes a triumphant, new reality—humanity can't help but dream. Yet, once construction begins, no less than 92% of megaprojects come in over budget or over schedule, or both. When unimaginable projects are what are needed to feed a city or end poverty, what strategies can leaders follow to get big things done?

Speakers:

- Dan Gardner, New York Times Best-Selling Author, Consultant, Connaught Street

1:55 PM – 2:25 PM

HOW TO OPERATE THE WORLD'S BIGGEST PROJECTS

Saudi Arabia's large-scale projects are being developed as interconnected ecosystems with clear national impact. With global infrastructure investment projected to surpass \$94 trillion by 2040, the Kingdom is embedding rigorous planning, diversified financing, and digital operations to address the classic challenges of large-scale execution. In an era of global fragmentation, can these developments become catalysts for trade, tourism, and technology—driving national economics resilience while creating new global growth hubs?

Speakers:

- Rayan Fayed, Deputy CEO, NEOM
- Dan Gardner, New York Times Best-Selling Author, Consultant, Connaught Street
- Jerry Inzerillo, Group CEO, Diriyah Company
- Marco Mejia, Acting CEO, King Salman International Airport (KSIA)
- John Pagano, Group CEO, Red Sea Global



2:25 PM – 2:40 PM

WHAT WILL WIN THE GLOBAL TRAVELER? PART 1: OUTLOOK

Despite rising fragmentation and the promises of digital tourism, physical travel continues to grow as an industry, albeit in new patterns. According to a 2025 Expedia survey, 63% of travelers plan to make their next trip a "detour destination," bucking traditional global travel flows. Yet, as the digital world and virtual experiences go mainstream, how can tourism's evergreen market of physical connections continue to drive demand and generate commercial value?

Speakers:

- Government official to be announced.

Moderator:

- Richard Attias, Chairman of the Executive Committee & Acting CEO, FII Institute

2:40 PM – 3:05 PM

WHAT WILL WIN THE GLOBAL TRAVELER? PART 2: TOURISM

With the world's wealthiest, youngest, and most mobile consumers chasing meaning, exclusivity, and authenticity, the luxury travel race is accelerating—and only the most adaptive brands will survive. By 2030, global tourism is projected to reach \$15 trillion, yet the power balance is shifting from legacy markets to visionary destinations and experience-driven empires. Who is best positioned to own the future of desire, and how far are tourism leaders willing to go to out-innovate, out-experience, and out-luxury each other?

Speakers:

- Ed Bastian, CEO, Delta Air Lines
- Tony Douglas, CEO, Riyadh Air
- Jane Sun, CEO, Trip.com Group

3:05 PM – 3:40 PM

WHAT WILL WIN THE GLOBAL TRAVELER? PART 3: ULTRA-LIVING

The world's largest hospitality brands are now attempting to scale the previously unscalable, packaging the aesthetics and experiences of luxury for a mass-market audience through new lifestyle platforms. As they pursue this strategy, do they risk destroying the very exclusivity that gives luxury its value, or are they creating a new, more accessible definition of a life well-lived?

Speakers:

- Sébastien Bazin, Chairman & CEO, Accor
- Elie W. Maalouf, CEO, IHG Hotels & Resorts
- Christopher J. Nassetta, President & CEO, Hilton Worldwide
- Ferit Şahenk, Chairman & CEO, Doğuş Group



3:40 PM – 4:15 PM

IS RESILIENCE THE NEW MEASURE OF CORPORATE STRENGTH?

For decades, management teams at large, multinational firms focused on lean efficiency, just-in-time supply chains, and on-the-fly adaptability. But a new era of cascading shocks has made much of that playbook obsolete. During this transition, a dangerous gap has emerged: a recent SAS study found that while 97% of executives believe resilience is critical, less than half feel their own organization is truly prepared for the next global shock. What new corporate structures and regulatory systems are needed to close this chasm between awareness and action, and, in a world where volatility is the only constant, is stability and governance becoming more important than agility and flexibility?

Speakers:

- Karim Awad, Group CEO, EFG Holding
- Ken Moelis, Executive Chairman, Moelis & Company
- Rania Nashar, Senior Advisor to the Governor & Head of Compliance & Governance, PIF
- Lubna S. Olayan, Chair of the Corporate Board, The Olayan Group; Chair, Saudi Awwal Bank (SAB)
- Haiying Qi, CEO & Executive Director of the Board, Guotai Junan International Holdings Limited

Moderator:

- Sunny Mann, Global Chair, Baker McKenzie

4:15 PM – 4:25 PM

FUTURE FLASH: WHAT IS THE TRAJECTORY OF URBAN LIVING?

At the heart of Riyadh, New Murabba is set to unveil a future global icon redefining the possibilities of urban living, blending culture, innovation, and investment. By 2030, the project aims to radically wed a thriving economy with a vibrant society through prioritizing human-centric development and investments. Revolving around the Mukaab, how will New Murabba wield technology and purpose to fundamentally change the nature of urban living?

Speakers:

- Michael Dyke, CEO, New Murabba

4:25 PM – 4:40 PM

WHICH METRICS SHOULD NEWER SOVEREIGN WEALTH FUNDS PRIORITIZE?

Newer sovereign wealth funds are increasingly moving beyond traditional market benchmarks to adopt complex new metrics that measure success against strategic national goals. For example, Russia's National Wealth Fund now measures its \$166.8 billion in total assets not just in currency but also as 5.9% of projected GDP, tying its performance directly to the broader domestic economy. As more sovereign capital is judged by its national contribution, what are the new key performance indicators for a "successful" fund, and how do leaders balance domestic impact with global financial returns?

Speakers:

- Government official to be announced.



4:40 PM – 4:50 PM

[RISE OF THE AUTOMATA] IS THE BRAIN THE FINAL FRONTIER?

The technology to create a high-bandwidth interface with the human brain is no longer theoretical, opening a new era with the potential to cure disease and fundamentally augment human potential. As humanity begins to decode and even write to the brain, what are the ultimate possibilities for this technology, and what are the profound ethical responsibilities for those who are building it?

Speakers:

- Max Hodak, Founder & CEO, Science Corporation

4:50 PM – 5:00 PM

AI INCLUSIVE LAUNCH

Speakers:

- Peter H. Diamandis, Board Member, FII Institute

5:00 PM – 5:20 PM

[RISE OF THE AUTOMATA] WHAT HAPPENS WHEN ROBOTS PERFECT PHYSICAL INTELLIGENCE?

The era of single-task automation is giving way to a new age where robots possess dynamic physical intelligence, allowing them to navigate and interact with the unstructured world as skillfully as humans. As these machines master the physical environment, what are the immediate opportunities for industry, and what are the long-term implications for humanity's relationship with the machines it builds?

Speakers:

- Dr. Robert Playter, CEO, Boston Dynamics

Moderator:

- Peter H. Diamandis, Board Member, FII Institute



5:20 PM – 5:40 PM

[RISE OF THE AUTOMATA] WHICH HUMANOID ROBOT WILL YOU HAVE AT HOME?

After years of development in industrial settings, general-purpose humanoid robots are now on the cusp of entering the most complex environment of all: the human home. Beyond performing chores, what is the true role of an autonomous companion, and what new questions of trust, personalization, and social integration does its presence raise?

Speakers:

- Bernt Øivind Børnich, Founder & CEO, 1X

Moderator:

- Peter H. Diamandis, Board Member, FII Institute



7:30 AM – 8:30 AM

NETWORKING & SPECIAL BREAKFASTS

9:00 AM – 9:25 AM

WHAT WILL DETERMINE THE FUTURE OF ENERGY DEMAND?

As new technologies like artificial intelligence and data centers both shift supply capabilities and skyrocket energy demand, the outlook of the energy industry is changing rapidly. The IEA recently reported global energy demand rose by 2.2% last year, considerably faster than the average annual demand increase of 1.3% between 2013 and 2023. Yet, with analysts calling this the age of electricity, is the question of what will future energy look like, and what will be driving the growth, more important than simple questions of supply and demand?

Speakers:

- Mohamed Jameel Al Ramahi, CEO, Masdar
- Riham ElGizy, CEO, VCM
- Fred Thiel, Chairman & CEO, MARA
- *More speakers to be announced.*

9:25 AM – 9:55 AM

CAN CIRCULAR TECH AND NEW ENERGY ELEVATE A COUNTRY'S ECONOMIC STRATEGY?

A new economic consensus has emerged: circular technology and new energy are no longer just tools for sustainability but are now primary engines for national industrial advantage. As these technologies move from cost centers to profit drivers, what is the new industrial strategy required for a nation to harness them not just for resilience, but to achieve a new trajectory of prosperity?

Speakers:

- Ana Cabral, Co-Chairperson & CEO, Sigma Lithium
- Abdulrahman Al-Fageeh, CEO & Executive Member of the Board of Directors, SABIC
- Linda Mabheha-Olagunju, Founder & CEO, DLO Energy Resources Group
- Sir Noel Quinn, Chairman, Julius Baer Group
- Robert Wilt, CEO, Maaden



9:55 AM – 10:25 AM

WHAT WILL BE THE PRIME INFRASTRUCTURE ASSETS OF 2030?

A reallocation of capital is reshaping infrastructure priorities, favoring the digital backbone, green energy systems, and modern logistics networks set to power the next-generation economy. According to Roland Berger, 86% of surveyed investors expect a growth in infrastructure deals in 2025, with an increasing global reliance on private investment and public private partnerships. Amid growing uncertainty, which of these asset classes will deliver the most durable value and define the future of resilient, high-performance portfolios?

Speakers:

- Mohamed Alabbar, Founder, Emaar Properties, Founder, Noon.com
- Hisham Ahmed Al-Rayes, Group CEO & Board Member, GFH Financial Group B.S.C.
- Omar Al-Midan, President & CEO, Vision Invest
- Barry Sternlicht, Chairman & CEO, Starwood Capital Group
- Christian Ulbrich, Global CEO & President, JLL

10:25 AM – 10:55 AM

HOW CAN CITIES ATTRACT INVESTMENT WHILE PRIORITIZING CITIZENS IN A TECH-ENABLED ERA?

City leaders all around the world are tasked with simultaneously addressing the twin problems of securing private sector investment and improving general quality of life. Though these are sometimes seen as conflicting priorities, the OECD reports \$6.3 trillion is needed to create sustainable and resilient urban infrastructure, a process that has the potential to unleash incredible economic activity. As the new urban ecosystem is created, who holds the power to define the city of the future: the public leaders who govern it, the private developers who build it, or the citizens who give it life?

Speakers:

- H.E. Eng. Khalid Al-Salem, President, Royal Commission for Jubail and Yanbu
- Abeer Al Akel, CEO, Royal Commission for AlUla
- Saleh Aloraini, CEO, Soudah Development Company
- Hani Enaya, CIO, Sanabil Investments
- Lara Poloni, President, AECOM

10:55 AM – 11:25 AM

WHAT DOES IT TAKE TO BUILD A NATION'S ESSENTIAL INDUSTRIES?

A new generation of investors are targeting the world's developing markets, viewing the delivery of essential goods as one of the largest and most complex market opportunities of our time. In 2024, IFC committed a record \$56 billion to mobilize private capital for critical services in developing countries. What specific business models and criteria are required to build profitable, scalable companies that can deliver services and hold up essential industries?

Speakers:

- Stella Li, Executive Vice President, BYD; President, BYD Americas
- Dr. Patrice Motsepe, Founder & Executive Chairman, African Rainbow Minerals
- José Muñoz, President & CEO, Hyundai Motor Company
- Rajesh Subramaniam, President, CEO & Member of the Board of Directors, FedEx Corporation
- Jerry Todd, Managing Director & Head of National Development, PIF



11:25 AM – 11:40 AM

HOW TO GROW A CLASS-LEADING SOVEREIGN WEALTH FUND

What began as an innovative, forward thinking national investment strategy has gradually become a must-have institution in a state's toolbox. According to Deloitte, the total number of Sovereign Wealth Funds has roughly tripled since 2000, with 13 new entities established just in the last few years. As the idea of state-led investment comes into vogue, what does it really take to create a tool of national prosperity?

Speakers:

- Fahad Alsaif, Head of Investment Strategy & Economic Insights & Head of Global Capital Finance, PIF

11:40 AM – 12:10 PM

WILL EUROPE LEAD ITS OWN DEFENSE RENAISSANCE?

NATO's historic decision to raise defense spending to 5% of GDP by 2035 marks a turning point in Europe's security posture and industrial strategy. This unprecedented investment surge has already driven notable market gains and signaled a long-term realignment of capital toward defense and dual-use innovation. How will this shift reshape Europe's industrial base—and where should investors, entrepreneurs, and policymakers focus their attention as the continent retools for a new era?

Speakers:

- Ahmet Akyol, President & CEO, Aselsan
- Max Buchan, Founder & CEO, Valarian
- Prof. Roberto Cingolani, CEO & General Manager, LEONARDO S.p.A.
- Pierroberto Folgiero, CEO & Managing Director, Fincantieri S.p.A.
- Éric Martel, President & CEO, Bombardier

12:10 PM – 12:20 PM

FUTURE FLASH: HOW TO BUILD A WORLD-CLASS EXPO

In an age of digital saturation and geopolitical divides, the purpose of a World Expo has fundamentally shifted from a temporary showcase of nations into a strategic platform for converting global ingenuity into local, lasting prosperity. What then becomes the single most valuable outcome for its host nation, and how can Riyadh's Expo 2030 be engineered from day one to ensure the world's best ideas are not just displayed, but are reborn as permanent Saudi ventures?

Speakers:

- Eng. Talal H. AlMarri, CEO, Expo 2030 Riyadh Company



12:20 PM – 12:35 PM

CAN THE WORLD CUP COUNTERWEIGH A FRACTURING WORLD?

The world's most unifying cultural event is set to take place in an increasingly fragmented geopolitical landscape, creating a powerful paradox where shared passion must contend with divergent national interests. Can a sporting mega-event serve as a genuine diplomatic and economic counterweight to global division, and what is the new model for public-private partnership required to harness its full potential to foster stability and shared prosperity?

Speakers:

- Speaker to be announced.

12:35 PM – 12:50 PM

CAPITAL, CULTURE—AND CREDIBILITY

The 21st-century economy is demanding a radical revaluation of natural assets, shifting the paradigm from extraction to regeneration. This is not a niche concern but a core economic engine, with the global blue economy currently valued at \$2.6 trillion and poised for continued substantial growth according to the OECD. As new platforms like the WAVE initiative begin to unlock this potential, what new models of multi-stakeholder investment and data-driven governance are required to turn ecological restoration into a globally scalable, high-return asset class?

Speakers:

- Government official to be announced.

12:45 PM – 1:45 PM

NETWORKING LUNCH



1:45 PM – 2:00 PM

WHAT IS THE PATH TO A THRIVING FRONTIER MARKET?

For frontier economies, the path to long-term growth may not lie in wholesale change, but in strategically showcasing world-class assets to forge targeted international partnerships. One powerful model is the European Union's biotechnology collaboration program, where external investment has helped scale local scientific expertise into a globally competitive export sector. How can the success of such sector-specific initiatives be expanded into nationwide strategies that build truly robust and resilient frontier markets?

Speakers:

- *World leader to be announced.*

2:00 PM – 2:20 PM

WHAT PROTECTS MOMENTUM IN COMPLEX MARKETS?

According to GASTAT, foreign investment into Saudi Arabia surged 44% year-on-year in Q1 2025 to almost \$6 billion, reflecting sustained confidence in the Kingdom's long-term prospects, even as quarterly flows eased. In parallel, regional capital is deepening its role in growth and diversification, positioning emerging markets to chart new trajectories despite tighter global liquidity. What anchors enduring momentum and unlocks opportunities when capital flows are increasingly shaped by geopolitical and regulatory fault lines?

Speakers:

- *Government officials to be announced.*

2:20 PM – 2:25 PM

ANNOUNCEMENT

Speakers:

- *Speaker to be announced.*



2:25 PM – 2:55 PM

CAN PURPOSE-DRIVEN CAPITAL UNLOCK THE TRILLIONS NEEDED FOR INCLUSIVE GROWTH?

Capital is at a historic turning point, where financial returns alone are no longer enough to meet the world's most urgent challenges. With more than \$100 trillion in global assets under management and a \$4 trillion annual SDG financing gap, the need for purpose-driven capital and investment has never been greater. How can we reimagine capital to serve as the key to unlocking both prosperity and hence progress? How can we ensure that every dollar invested ignites a chain reaction of positive change?

Speakers:

- H.E. Dr. Sidi Ould Tah, President, African Development Bank
- Ilan Goldfajn, President, Inter-American Development Bank
- Yazeed bin Saleh AlYahya, CEO, Saudi Eksab for International Investments Company

2:55 PM – 3:25 PM

IS A NATION'S GREATEST ASSET NOW ITS MOST VOLATILE?

Human capital has replaced industrial capital as the primary driver of national wealth, yet it is now subject to unprecedented levels of technological disruption. Highlighting this volatility, McKinsey estimates that up to 30% of hours worked globally could be automated by 2030, forcing tens of millions of workers in developed economies to transition between occupations. How must nations fundamentally redesign their educational and economic policies to treat human capital not as a static resource, but as a dynamic system in constant need of renewal?

Speakers:

- Omar Abbosh, CEO & Executive Director, Pearson plc
- Derek Haoyang Li, Chairman & Founder, Squirrel AI Learning
- Amit Sevak, CEO, ETS

• More speakers to be announced.

3:25 PM – 3:45 PM

[CAPITAL OF AI] WHO GOVERNS AI IN AN ERA OF ACCELERATING ADOPTION?

Artificial intelligence is transforming economies and societies faster than rules and safeguards can be agreed upon. Recent figures show just 7 AI unicorns in the Global South compared with 278 in the Global North, underscoring deep disparities in who develops and profits from this technology. Who has the power—and the duty—to govern AI before it governs us?

Speakers:

- H.E. Prof. Abdullah bin Sharaf Alghamdi, President, Saudi Data & AI Authority (SDAIA)
- Jean Hynes, CEO & Managing Partner, Wellington Management
- Julie Sweet, Chair & CEO, Accenture



3:45 PM – 4:10 PM

[CAPITAL OF AI] WHAT DOES IT TAKE TO CREATE INTELLIGENCE?

The creation of world-class AI is no longer a contest of algorithms alone, but a fierce geopolitical competition for the finite physical and strategic assets that underpin it: compute power, proprietary data, and elite human talent. As the cost of these foundational building blocks soars, what is the right national strategy—is it to build sovereign capability at any cost, to forge international alliances for shared infrastructure, or to focus on dominating a single critical layer of the technology stack?

Speakers:

- Aidan Gomez, CEO & Co-Founder, Cohere
- Antonio J. Gracias, Founder, CEO & CIO, Valor Equity Partners
- Jonathan Ross, Founder & CEO, Groq
- Trevor Thompson, Global Managing Director & Head of Growth, Scale AI

4:10 PM – 4:40 PM

IS A GLOBAL CONSENSUS ON CRYPTO EMERGING?

After years of fragmented national policies and regulatory arbitrage, the broad outlines of a global framework for digital assets—driven by leaders in Europe and Asia—are finally coming into view. The central question now is whether this nascent consensus will create a truly integrated global market, or if competition to set the standards will simply create a new, more sophisticated form of geopolitical fragmentation.

Speakers:

- Dr. Saifedean Ammous
- Brad Garlinghouse, CEO, Ripple
- Ricardo B. Salinas Pliego, Founder & Chairman of the Board, Grupo Salinas

4:40 PM – 5:05 PM

WILL COMPUTE BECOME A GLOBAL RESOURCE?

Investments in AI are skyrocketing as the technology, comprised of a deep tech stack from software to semiconductors, promises to revolutionize the global economy. Yet, with 90% of the world's advanced semiconductors produced by just a few suppliers in China and the U.S., the resources and know-how to power this transformation are centralized in just a few companies. How can companies and investors leverage strategic partnerships and the technological ecosystem to make the critical resources powering the AI wave go global?

Speakers:

- H.R.H Khaled bin Alwaleed bin Talal Al Saud, Founder & CEO, KBW Ventures
- Alex Clavel, CEO, SoftBank Vision Funds
- Philip Guido, Executive Vice President & CCO, AMD
- Mike Sicilia, President, Oracle Industries



5:05 PM – 5:30 PM

CAN INDUSTRIAL INTELLIGENCE CREATE ALPHA AMID GEOPOLITICAL UNCERTAINTY?

Modern industrial capabilities are increasingly seen as critical in a world of growing competition, with some policymakers arguing self-reliant models are necessary for national security. At the same time, a Bain report found that 75% of industrial companies believe adopting technologies such as artificial intelligence and green manufacturing is their top engineering and R&D priority. Can the sector's intense focus on technological innovation and pursuit of industrial intelligence truly generate alpha for investors, or will political demands for self-reliance ultimately limit its growth and returns?

Speakers:

- Dr. Siyu Huang, CEO & Co-Founder, Factorial Energy
- Vimal Kapur, Chairman & CEO, Honeywell
- Miguel Angel López Borrego, CEO, ThyssenKrupp AG
- Amit Midha, CEO, ALAT

5:30 PM – 6:00 PM

IS THE RIYADH-LATAM INVESTMENT CORRIDOR DEFINING THE GLOBAL RESOURCE ECONOMY?

A new investment corridor is emerging between GCC sovereign capital and Latin America's resource-rich economies—linking critical minerals, clean energy, and food systems to long-term institutional capital. As supply chains fragment and reconfigure, can this bridge define the next frontier of global trade and industrial resilience? And what frameworks are needed to de-risk cross-border investment and scale a new center of gravity for resource finance?

Speakers:

- Government officials and speakers to be announced.



11:00 AM - 11:15 AM

INVITE ONLY: WELCOME & SAUDI FAMILY OFFICE LANDSCAPE SNAPSHOT, POWERED BY MISA

Speakers:

- H.E. Khalid bin Abdulaziz Al-Falih, Minister of Investment, Ministry of Investment of Saudi Arabia (MISA)

11:15 AM - 11:45 AM

INVITE ONLY: HOW DO FAMILY OFFICES FUTURE- PROOF THEIR CAPITAL STRATEGIES IN HIGH- GROWTH MARKETS? POWERED BY MISA

Co-investment structures are transforming how family offices scale impact and mitigate risk, positioning ecosystems like Saudi Arabia's as pivotal partners for global families seeking access to emerging market opportunities. This trend is accelerating, with over 60% of global family offices engaging in co-investments in 2024 and Saudi families increasingly participating in cross-border deals. What tools, partnerships, and capital models—including co-investment platforms—will shape resilient and collaborative family office strategies by 2030?

Speakers:

- Tariq Al-Sudairy, Managing Director & CEO, Jadwa Investment
- Dina Powell McCormick, Vice Chair, President & Head of Global Client Services, BDT & MSD Partners
- More speakers to be announced.

11:45 AM - 12:15 PM

INVITE ONLY: CAN FAMILY OFFICES CAPTURE SAUDI ARABIA'S INVESTMENT OPPORTUNITIES? POWERED BY MISA

Saudi Arabia's transformation into a global innovation hub is opening new doors for visionary family offices in thematic sectors like sports, gaming, artificial intelligence, and digital assets. With over \$38 billion allocated to gaming investments, a \$500 million global AI initiative, and a multi-billion-dollar sports transformation plan, the Kingdom is creating a fertile landscape for future-focused investors. How can family offices take a catalytic role in shaping these emerging sectors, leveraging the Kingdom's unique blend of regulatory reform, sovereign backing, and cultural momentum to capture long-term alpha?

Speakers:

- H.R.H Khaled bin Alwaleed bin Talal Al Saud, Founder & CEO, KBW Ventures
- Lindsay A. Martin, Senior Strategy and Financial Manager, Dalio Family Office
- Jake Silverstein, Chairman & CEO, Stormlight Holdings
- Edoardo Spezzotti, Ex-Global Head of Family Office, UBS



12:15 PM – 12:45 PM

12:45 PM – 1:00 PM

1:00 PM – 1:30 PM

**INVITE ONLY: WHAT CAN
LEADERS LEARN FROM
GOVERNANCE AND
SUCCESSION CASE
STUDIES? POWERED BY
MISA**

With inheritance one of the few facts of life, succession plans at large family offices are vital for maintaining institutional resilience. Yet, according to Deloitte, only around 53-54% of family offices have a formal succession plan. As global volatility grows, and increasingly the only factor organizations can control are themselves, what can leaders learn from case studies to best foster institutional stability?

Speakers:

- Muhammed Alagil, Chairman, Jarir Marketing Co.
- Dr. Aiyth Almubarak, CEO, NCFB
- More speakers to be announced.

**INVITE ONLY: INFORMAL
NETWORKING & CLOSING
CONVERSATIONS,
POWERED BY MISA**

**FAMILY OFFICE
INTRODUCTION, POWERED
BY MISA**

Speakers:

- Speakers to be announced.



1:30 PM – 1:55 PM

HOW CAN SWFs AND FAMILY OFFICES BUILD FORMALIZED CO-INVESTMENT PARTNERSHIPS? POWERED BY MISA

Co-investment partnerships between sovereign wealth funds and family offices are moving from ad-hoc dealmaking to formalized, repeatable platforms. Saudi Arabia is at the center of this evolution, leveraging more than \$1 trillion in regional family capital with Vision 2030 mega-projects as anchor assets and convening global families from ASEAN, Africa, and Europe into structured syndicates. What frameworks, governance models, and operating structures will ensure that co-investment partnerships become enduring vehicles for long-term collaboration and value creation?

Speakers:

- H.E. Dr. Nayef Alhajraf, Former Minister of Finance, Kuwait
- Rami Alturki, Managing Director & Board Member, Nesma & Partners
- Jerry Todd, Managing Director & Head of National Development, PIF

1:55 PM – 2:20 PM

CAN PHILANTHROPY CATALYZE IMPACTFUL INVESTMENTS? POWERED BY MISA

Philanthropy in the 21st century is shifting from one-off charitable giving to structured, mission-driven capital deployment that balances measurable impact with long term financial sustainability. Across global markets, families, none more so than in the Kingdom, are increasingly adopting catalytic capital structures that unlock SDG-aligned projects, mobilize institutional partners, and crowd in private family wealth alongside sovereign funds and development agencies. What innovative financing vehicles, blended capital structures, and collaborative platforms can enable family offices to deliver outsized impact while ensuring accountability, scalability, and enduring value?

Speakers:

- Muhammed Alagil, Chairman, Jarir Marketing Co.
- *More speakers to be announced.*

2:20 PM – 2:45 PM

HOW SAUDI FAMILY OFFICES SPOT UNICORNS, POWERED BY MISA

For Saudi family offices, identifying the next billion-dollar venture is evolving from an art based on intuition to a science grounded in proven pattern recognition frameworks. This disciplined approach is critical in a region where 75% of MENA's unicorns have emerged in the last decade, with family capital being a key catalyst in their growth. What proprietary frameworks and investment theses are now being deployed to accelerate venture discovery, and what non-obvious signals separate a future unicorn from the hype?

Speakers:

- Abdulaziz B. Al Loughani, Chairman & CEO, Floward
- Abdulaziz Alomran, CEO, impact46
- Fahad Alomran, CEO, Narmo Capital
- Marcelo Cloure, Founder & CEO, Cloure Group; Vice Chairman, SHEIN
- Dr. Ibrahim Almojel, Founding Partner, Khwarizmi Holding



2:45 PM – 3:00 PM

3:00 PM – 3:45 PM

3:45 PM – 4:25 PM

INFORMAL NETWORKING & CLOSING CONVERSATIONS, POWERED BY MISA

THE FUTURE IS ENGINEERED: AI, BIOTECH, AND THE RISE OF STRATEGIC INNOVATION HUBS

As global power shifts from traditional capitals to innovation-driven ecosystems, this panel explores how AI, biotechnology are redefining leadership, security, and diplomacy. From Silicon Valley to Riyadh, who will own the future—and who will engineer it?

Speakers:

- H.E. Khalid bin Abdulaziz Al-Falih, Minister of Investment, Ministry of Investment of Saudi Arabia (MISA)
- H.E. Sebastian Kurz, Former Chancellor of Republic of Austria, Co-Founder & President, DREAM
- Irene Hong, Founding Partner, CEC Capital Group
- Dr. Eric Li, Chairman & Managing Partner, Chengwei Capital
- Robert Nelsen, Co-Founder & Managing Director, ARCH Venture Partners

Moderator:

- Dr. Abdulrahman Al Olayan, Founder & Managing Partner, Beta Lab

HOW TO OPTIMIZE ORGANIZATIONS FOR MASSIVE DEVELOPMENTS

A new generation of giga-projects is moving beyond traditional real estate development to function at the scale of entire cities and national economies, demanding entirely new models of organizational design, strategic management and execution. McKinsey puts the value creation potential of manufacturers and suppliers that implement Industry 4.0 in their operations at \$37 trillion in 2025. What novel frameworks for talent, technology, and governance are required to deliver multi-decade, trillion-dollar visions, and how do leaders maintain velocity and quality?

Speakers:

- Waleed AlDayel, Chief Strategy & Digital Officer, Royal Commission for AlUla
- Sultan Alobaida, Chief Commercial Officer, King Abdullah Financial District Development and Management Company (KAFD DMC)
- Charles Biele, Group COO, ROSHN
- Talal Kensara, Chief of Strategic Management, Diriyah Company
- More speakers to be announced.



4:25 PM – 5:00 PM

IS PRIVATE REPLACING PUBLIC CREDIT IN EMERGING MARKETS?

As sources of public credit slow amid global uncertainty, businesses in emerging markets with risk premiums are in danger of being left without capital. Yet, private credit seems to be filling the gap, with Invesco reporting over half of 83 interviewed sovereign wealth funds are seeking exposure to private credit due to increased capital requirements and stricter regulations on banks. Is a new wave of private credit and alternative capital, heavily backed by sovereign wealth, rising to meet the demand, and what are the risks to this new model?

Speakers:

- H.H. Princess Rasees Alsaud, Senior Director, Head, Financial Institutions & Investor Relations Department, PIF
- Marcio Adib Zarzur, Partner, Oikos Family Office, CEO, BlueBird Holdings
- Dean Daklias, Co-Chairman & Managing Partner, Fortress Investment Group
- Tim Reid, Chief Executive, UK Export Finance, Director General, Department for Business & Trade



7:30 AM – 8:40 AM

INVITE ONLY BREAKFAST: CAN THE MIDDLE EAST MAXIMIZE ITS TRADE AND FINANCIAL EDGE AMID GLOBAL ECONOMIC CHANGE? POWERED BY HSBC

Participation is by Invitation Only
The old certainties of the global trading system are being reshaped as emerging markets propel a growing share of international trade and investment. HSBC projects annual two-way goods trade between Asia and the Middle East to more than double from \$800 billion last year to \$1.7 trillion by 2035, with two-way annual investment surging to \$37 billion. As we enter the second quarter of the "Asian Century," how can leaders from the Middle East and Asia leverage their capital, capabilities, people, and ideas to capture the burgeoning consumer and commercial markets across the corridor?

Speakers:

- Abdulhameed Al Muhaidib, CFO, ACWA Power
- Surendra Rosha, Co-CEO, Asia & Middle East, HSBC
- More speakers to be announced.

Moderator:

- Michael Roberts, CEO, HSBC Bank, CEO, Corporate & Institutional Banking, HSBC

1:30 PM – 2:05 PM

THE CEO AS NATION-BUILDER

The time of the purely commercial CEO may be ending, as leaders in critical sectors like energy, transport, and industrial technology are now being drafted as de facto partners in executing national strategy and building resilient, 21st-century infrastructure. According to EY, 82% of CEO's globally report a willingness to participate in initiatives to enhance national resilience and autonomy, with 56% indicating they would accept reduced profit margins in order to do so. When corporate capital expenditures become indistinguishable from core nation-building projects, how must a CEO navigate the complex demands of shareholders, sovereigns, and society, and what new social contract is required between the global corporation and the state?

Speakers:

- Robert Friedland, Founder & Executive Co-Chairman, Ivanhoe Mines
- Dr. Jennifer Holmgren, Chair & CEO, LanzaTech
- Kola Karim, Group Managing Director & CEO, Shoreline Group
- Vineet Mittal, Chairman, Avaada Group
- More speakers to be announced.

2:05 PM – 2:40 PM

WHAT IS THE PRIVATE SECTOR SOLUTION TO DECARBONIZATION?

Energy security concerns and visions of AI-supercharged economies are quickly drowning out concerns over decarbonization goals. Yet, as states shift priorities, corporations have stepped in, with the private sector directing 10% of total energy investments to industrial decarbonization projects. At the end of the day, can companies lead the way to meaningful change, and is a private sector solution possible?

Speakers:

- Mads Christensen, Executive Director, Greenpeace International
- Dr. Christoph Gebald, CEO, Climeworks
- Ivana Jemelkova, CEO, Hydrogen Council
- Erik Ringvold, Chief Business Development Officer, VCM
- More speakers to be announced.



2:40 PM – 3:15 PM

WILL VERTICAL INTEGRATION DEFINE A NEW AGE OF THE CONGLOMERATE?

Once defined by scale, the most successful conglomerates are now those able to coordinate entire value chains, from raw materials to the end consumer. According to UNCTAD, global value chains account for roughly 30% of GDP in developing economies, underscoring how control over production networks has become a decisive factor in competitiveness. In an era of fractured supply chains and shifting geopolitical tides, how can organizations harness vertical integration not just as a safeguard, but as a driver of resilience, efficiency, and long-term growth, and what does it take to turn a portfolio of businesses into a unified, future-proof enterprise?

Speakers:

- Yusuff Ali MA, Chairman, Lulu Group International
- Ahmed Galal Ismail, CEO, Majid Al Futtaim Holding

• More speakers to be announced.

3:15 PM – 3:45 PM

DOES UNCERTAINTY HELP OR HARM REAL ASSET INVESTMENTS?

As global uncertainty drives investors to seek the safest assets, infrastructure and real estate have emerged as some of the most stable, and valuable, investments. According to an Invesco report, 51% of sovereign wealth funds see infrastructure debt as a top sector in private credit. Yet, with long term projects no longer a sure bet and circumstances changing by the day, will the new uncertainty paradigm end up helping or harming real asset investments?

Speakers:

- Abdullah Allazzam, Head of Local Real Estate Investment Advisory, PIF
- Omar El Hamamsy, Advisor to the Chairman, Orascom Development
- Rishi Kapoor, Vice Chairman & CIO, Investcorp
- Nael Mustafa, CEO, GFH Partners Ltd, Co-CIO, GFH Financial Group

3:45 PM – 4:15 PM

WHEN VISIONARIES REMAKE THE WORLD FROM A KEYBOARD

It has never been easier to make a billion-dollar company, and all from the comfort of one's home. According to a survey conducted by EY, 82% of people think that AI will make them more efficient, productive and able to focus on higher-value work. What does it take to remake the world from a keyboard, and what are the implications when anyone can do so?

Speakers:

- Prem Akkaraju, CEO, Stability AI
- Nick Lynes, Co-Founder & Chairman, Flawless AI
- Herman Narula, CEO, Improbable



4:15 PM – 4:45 PM

HOW DOES DEEP TECH SURVIVE HYPE CYCLES?

For the world's most foundational technologies, the greatest threat isn't scientific failure, but the brutal market dynamics of the hype cycle. This hype is fueled by staggering predictions—for example, McKinsey projects robotics alone could automate 30% of physical tasks by 2030—which create a peak of inflated expectations that few companies can survive. How do visionary founders and their long-term investors navigate the treacherous path from breakthrough innovation to sustainable business, ensuring their technology doesn't become just another casualty of the hype?

Speakers:

- Mei Gao, Partner, IDG Capital
- Amir Husain, Chairman, WorldQuant Foundry
- David Reger, CEO & Founder, Neura Robotics
- David Su, Founding Managing Partner, MPC Investments
- Henry Zhang, President & Managing Partner, Hermitage Capital



7:30 AM – 8:40 AM

INVITE ONLY BREAKFAST: WHAT WILL 21st CENTURY FINANCIAL MARKET INFRASTRUCTURE LOOK LIKE? POWERED BY FRANKLIN TEMPLETON

Participation is by Invitation Only

In an age of AI, today's financial market infrastructure (FMI) still has its roots in the compute technologies of the early 1970s, with only intermittent enhancements since then. The 21st century FMI is emerging, however, built on blockchain rails using cryptographically protected wallets, tokenized assets, digital currencies, stablecoins and AI-assisted smart contracts. With McKinsey reporting tokenized money market funds already exceed \$1 billion AUM and offer instant 24/7 services, can modern financial infrastructure live up to the dream of creating a truly global, round-the-clock marketplace?

Speakers:

- Jenny Johnson, President & CEO, Franklin Templeton

• More speakers to be announced.

Moderator:

- Sandy Kaul, Executive Vice-President, Head of Innovation, Franklin Templeton

12:25 PM – 1:25 PM

FUNDRAISING ROADSHOW II: ARAMCO PORTFOLIO

It's the most exciting time to invest in industrial tech in decades—and for startup CEOs and potential investors, there's no better vehicle to fundraise or source deals than FII9.

Don't miss this chance to back the next wave of industrial innovation championed by Aramco Ventures, Wa'ed Ventures, and Prosperity7. Preview the Roadshow Investor Briefing and schedule 1:1 meetings with Founders in the FII9 mobile app.

Between October 28-30, FII9 will host three Fundraising Roadshows, featuring 15+ portfolio companies from Oxford Science Enterprises and Aramco. CEOs will present detailed fundraising plans, showcasing precise capital goals, strategic fund deployment, market insights, product roadmaps, and projected investor ROI.

Speakers:

- AJ Abdallat, Founder & CEO, Beyond Limits
- Dr. Xi Dou, Co-Founder & CEO, Hytzer Energy Co., Ltd.
- Dr. Christopher Graves, Co-Founder & CEO, Noon Energy
- Cewu Lu, CEO, Noematrix Intelligence
- David Wald, Founder & CEO, Kure.ai
- Dr. Hongxia Yang, Founder & Chief Scientist, InfiX.ai
- Xin Zhao, CEO & Founder, Atantares

• More speakers to be announced.

1:30 PM – 2:00 PM

[AI INVESTMENT SUMMIT] HOW WILL WE FUND THE GLOBAL AI REVOLUTION?

With sovereign wealth funds now managing more than \$13 trillion, and PitchBook reporting that AI startups captured 53% of all global venture capital investment in the first half of 2025, institutional capital is redrawing the map of intelligence. As AI's demand for compute, data, and talent accelerates, where will the next wave of investment flow, and what models will shape the trillion-dollar ecosystems of tomorrow?

Speakers:

- Dave Blundin, Founder & Managing Partner, Link Ventures
- Dr. Fei-Fei Li, Co-Founder & CEO, World Labs, Denning Family Co-Director, Stanford Institute for Human-Centered Artificial Intelligence (HAI) & Professor of Computer Science, Stanford University
- Alain Yacine, President Middle East, LATAM, and France, Crypto.com

Moderator:

- Peter H. Diamandis, Board Member, FII Institute



2:00 PM – 2:30 PM

**[AI INVESTMENT SUMMIT]
HOW DO YOU SPOT AN AI
UNICORN AT SEED STAGE?**

Well over 100 AI startups have broken the US \$1 billion barrier—and valuations north of US \$60 billion are becoming the norm. Yet many of these giants were virtually unknown just 18 months earlier. What hidden signals—across founder DNA, technical moats, or early traction—reveal the next billion dollar breakout? And which investors have the edge in spotting them before the world catches on?

Speakers:

- Ramin Hasani, Co-Founder & CEO, Liquid AI
- Amjad Masad, CEO & Co-Founder, Replit
- Jonathan Ross, Founder & CEO, Groq

2:30 PM – 3:00 PM

**[AI INVESTMENT SUMMIT]
CONVERSATION WITH THE
MOONSHOTS PODCAST
TEAM ON AI INVESTMENTS**

Speakers:

- Peter H. Diamandis, Board Member, FII Institute
- Salim Ismail, Founder, EXO
- Dave Blundin, Founder & Managing Partner, Link Ventures
- Eduardo Saverin, Co-Founder & Co-CEO, B Capital, Co-Founder, Facebook

3:00 PM – 3:30 PM

**[AI INVESTMENT SUMMIT]
WHAT IS THE FUTURE OF
WORK IN THE AGE OF AI?**

Generative AI is rewriting the rules of knowledge work—from design and coding to strategy and decision-making. With annual productivity gains projected at US \$2.6–4.4 trillion, the race is on to build the platforms, tools, and talent that will define the AI-powered workplace. What will a workday look like in 2030—and who's architecting the systems that will get us there?

Speakers:

- Arya H. Bolurfrushan, Founder & CEO, AppliedAI
- May Habib, CEO, Writer
- Ricky Ho, CEO, SourceReady

Moderator:

- Christopher Harris, Founding CRO, Blitzy



3:30 PM – 4:10 PM

**[AI INVESTMENT SUMMIT]
WHAT WILL BE THE FIRST
TRILLION-DOLLAR AI USE
CASE?**

With AI poised to generate up to US \$22.9 trillion in annual value by 2040, the hunt is on for the first trillion-dollar use case. It could emerge from healthcare, robotics, autonomous agents—or something entirely unexpected. As capital floods into frontier technologies, which sector is most likely to produce the breakout that reshapes the global economy?

Speakers:

- Joe Betts-LaCroix, CEO, Retro Biosciences
- Bernt Øivind Børnich, Founder & CEO, IX
- Bill Gross, Founder, Idealab, Founder, ProRata.ai

Moderator:

- Peter H. Diamandis, Board Member, FII Institute

4:10 PM – 4:20 PM

**FUTURE FLASH: CAN
ORBITAL DATA CENTERS
OUTPACE EARTH'S
LIMITATIONS?**

What if the future of computing wasn't on Earth at all? Starcloud is building the first data centers in space—powered by the sun, cooled by the cosmos, and free from the limits of land and resources. This bold vision could transform the way we power AI and global connectivity. No land. No limits. Just pure orbital power.

Speakers:

- Philip Johnston, CEO & Co-Founder, Starcloud

4:20 PM – 4:55 PM

**CAN THE COMMERCIAL
SPACE RACE SURVIVE
ASTROPOLITICS?**

From satellites to data centers, not to mention lunar colonies, the commercial promise of space has exploded in recent years. This boom is now quantifiable: the global space economy reached an unprecedented \$613 billion in 2024, with the commercial sector accounting for a dominant 78% of that total. For a technology so tied to sovereign capabilities, however, will governments and corporations be able to find a balance, or will commercial space be subsumed by astropolitics?

Speakers:

- David Avino, CEO & Founder, Argotec
- Dr. Kam Ghaffarian, Founder & Executive Chairman, Intuitive Machines, Axiom Space, Quantum Space and X-energy
- Emiliano Kargieman, CEO & Founder, Satellogic

Moderator:

- Dr. Adam A. Janikowski, P.Eng., Founder and Managing Director, BDJ Capital



4:55 PM – 5:25 PM

HOW CAN LEADERS THRIVE IN A WORLD OF RELENTLESS PRESSURE?

Today's leaders are no longer navigating sequential challenges, but a state of permanent, compounding volatility. This pressure is clearly reflected in recent data, with a Q2 2025 Gartner CEO survey showing the number of leaders citing financial volatility as a top concern jumping 17 points to 47%, threatening corporate stability and liquidity. How must the very nature of strategic decision-making and financial management evolve when long-term vision is constantly being ambushed by short-term shocks?

Speakers:

- Faisal Alkhani, Head of Treasury Department & Acting Head of Finance Planning & Governance Department, PIF
- Laura Cha, Director of the Board, Bretton Woods Committee; Former Chairman, HKEX, Trustee, Rockefeller Foundation
- Marlène Ngoyi Mvidia, CEO, Fund for Export Development in Africa (FEDA)
- Frédéric Oudéa, Chairman of the Board of Directors, Sanofi
- Patrick Zhong, Founding Managing Partner, M31 Capital

Moderator:

- Lubna S. Olayan, Chair of the Corporate Board, The Olayan Group; Chair, Saudi Awwal Bank (SAB)



7:30 AM – 8:40 AM

1:30 PM – 2:00 PM

2:00 PM – 2:30 PM

INVITE ONLY BREAKFAST*Participation is by Invitation Only**Session details To be announced.***CAN INTELLIGENT
MANUFACTURING SAVE
THE ENERGY TRANSITION?**

Despite trillions invested, the energy transition is dangerously behind schedule, hampered by bottlenecks in supply chains, resources, and manufacturing capacity. McKinsey warns global water demand could outstrip supply by 40% as early as 2030. At the same time, soaring electricity needs from AI-driven data centers add fresh strain. Is the key to unlocking the transition new green technologies or revolutionizing how we make them through advanced manufacturing and connected industries?

Speakers:

- Hanyung Jang, Managing Director, Gaoncell
- Douglas Kimmelman, Executive Chairman & Founder, Energy Capital Partners
- The Hon. Douglas A. Smith, Global Head Public Affairs, Managing Director MENA, The Nuclear Company
- Fred Thiel, Chairman & CEO, MARA
- Lei Zhang, Founder & CEO, Envision

**WILL WE POWER THE FUTURE
WITH THE ATOM, THE SUN,
OR THE STARS?**

To meet the twin demands of global growth and the AI revolution, humanity must now place massive bets on the foundational energy sources of the next century. According to Global Energy Perspective and Review, today, fossil fuels still supply ~82% of global primary energy demand, while only 16% of global electricity is generated from variable renewables like solar and wind. Where, then, must we place our capital and conviction: on the proven power of the atom, the accelerated scaling of the sun, or the ultimate breakthrough of commercial fusion?

Speakers:

- Dr. Kimberly Budil, Laboratory Director, Lawrence Livermore National Laboratory
- Stefano Buono, Founder & CEO, newcleo
- Warrick Matthews, CEO, Tokamak Energy
- Sumant Sinha, Chairman & CEO, ReNew
- Moritz von der Linden, CEO, Marvel Fusion



2:30 PM – 3:00 PM

ARE SUPPLY CHAINS STILL BUILT AROUND EFFICIENCY?

For decades, efficiency was the defining currency of global supply chains, but that era is ending as geopolitical shifts, climate shocks, new technologies, and rising consumer demands are forcing companies to redefine resilience and rethink what competitiveness really means. Supply chains are shifting, with 73% of firms advancing dual-sourcing strategies and 60% taking steps to regionalize their operations according to EY. As globalization changes shape, which factor will take efficiency's place — will trust and transparency outweigh speed, will resilience and redundancy matter more than cost, or will carbon accountability and AI-driven adaptability become the new foundation of supply chains?

Speakers:

- Hong Namkoong, President & CEO, Samsung E&A Co, Ltd.
- Pawan Munjal, Executive Chairman, Hero MotoCorp

• More speakers to be announced.

3:00 PM – 3:30 PM

CAN SUSTAINABLE INDUSTRIES SURVIVE GEOFRAGMENTATION?

In an era of intense geo-economic competition, corporate supply chains have transformed from operational assets into strategic vulnerabilities. Geopolitical trade fragmentation could reduce global GDP, and companies are already responding: 73% are advancing dual-sourcing strategies and 60% are regionalizing operations, with over half increasing domestic production, according to McKinsey. How do leaders defend their organizations against state-level pressures and disruptions that can turn their own logistics networks and operations against them?

Speakers:

- Marie-Claire Daveu, Chief Sustainability & Institutional Affairs Officer, Kering Group
- Laurent Germain, CEO, Egis Group
- Philip Lund-Nielsen, Co-Founder & Head of Americas, COBOD International
- Shannon K. O'Neil, Senior Vice President, Director of Studies; Maurice R. Greenberg Chair, Council on Foreign Relations

3:30 PM – 4:00 PM

SAUDI SECTOR SPOTLIGHT ON BANKING, POWERED BY PIF GLOBAL ASSET MANAGEMENT FORUM

Global banking systems are adapting to rapid shifts in funding, loan demand, and digital transformation, with emerging markets often moving faster than developed ones. Saudi Arabia's banking sector posted SAR 4.2 trillion in assets in 2024, highlighting its scale and momentum within MENA's financial landscape. This session will explore how banks can balance funding pressures, loan growth, and digital innovation while maintaining resilience and supporting economic diversification.

Speakers:

- Mohammed Abdulaziz Alfraih, Acting CEO, STC Bank
- Abdulaziz AlOnaizan, CEO, Bank AlBilad
- Tareq A. AlSadhan, CEO, Saudi National Bank (SNB)
- Tony Cripps, Managing Director & CEO, Saudi Awwal Bank (SAB)



4:00 PM – 4:30 PM

CAN BIOENGINEERING SAFEGUARD THE GLOBAL FOOD SUPPLY?

Shocks to the global food supply chain are growing in frequency, disrupting producers' plans and consumer expectations. According to ACNT, while technologies such as IoT, drones, cloud computing, and AI-driven agri-bots are already transforming farming into data-driven precision agriculture, consumers increasingly expect food systems to evolve—53% now demand more locally sourced assortments and 51% expect full end-to-end supply chain traceability. Can new technologies like AI secure the most critical supply chain of all while balancing sustainability through their promises of superhuman management?

Speakers:

- Eng. Fahad Al-Battar, CEO, SABIC Agri-Nutrients Company
- Jeremy Coller, CIO & Managing Partner, Coller Capital
- Narayan Lal Gurjar, Co-Founder & CEO, EF Polymer
- Federico Trucco, CEO, Bioceres
- Eugene Willemsen, CEO, International Beverages, PepsiCo

4:30 PM – 5:00 PM

CAN PUBLIC-PRIVATE COLLABORATION REVOLUTIONIZE DISASTER MANAGEMENT?

Natural disasters are increasing in frequency and intensity, creating an urgent need for smarter, faster, and more collaborative disaster management solutions. In 2023, Türkiye's earthquakes claimed over 50,000 lives, while Hurricane Ian in Florida caused over \$100 billion in damages, highlighting the devastating human and economic impact of these crises. How can public and private sectors leverage technology and partnerships to revolutionize disaster prediction, response, and recovery?

Speakers:

- David G. DeWalt, Founder & CEO, NightDragon
- Michael Martin, CEO, RapidSOS
- The Hon. Douglas A. Smith, Global Head Public Affairs, Managing Director MENA, The Nuclear Company
- James Lee Witt, Founder, Ag Witt

5:00 PM – 5:30 PM

CAN HOSPITALITY REMAIN ALL-WEATHER IN A SLOWING ECONOMY?

The hospitality, travel, and tourism industry is often touted as one of the few truly "all-weather" markets due to the ever-growing global middle class and its desire for new experiences. According to McKinsey, travel spending represents roughly 9% of 2024's global GDP, with EY reporting 62% of global consumers say they are seeking moments of joy and excitement. Yet, as global growth slows and the world fragments, will hospitality still maintain its unstoppable momentum and development—and, if so, what is the key to its unparalleled success?

Speakers:

- Paolo Barletta, CEO, Arsenale Spa
- Manfredi Lefebvre d'Ovidio, Executive Chairman, Heritage Group
- Daniel McBrearty, Chief Development & Asset Management Officer, Soudah
- Fettah Tamince, Founder & Chairman, Rixos Hotels



7:30 AM – 8:40 AM

12:15 PM – 1:15 PM

1:30 PM – 1:55 PM

INVITE ONLY BREAKFAST: HILL & VALLEY FORUM

Participation is by Invitation Only

Session details to be announced.

SIGNING CEREMONIES AND ANNOUNCEMENTS

IS DEATH SOLVABLE?

The ambition to treat aging not as an inevitability but as a solvable medical condition is moving from the fringes of science to the core of mainstream biotechnology. This shift is backed by serious capital, as total financing in the sector reached nearly \$8.5 billion in 2024, a strong rebound that signals a clear bet on the future of human healthspan. As investors begin to price the value of a longer life, what are the true risks of this emerging asset class, and what are the profound ethical and economic consequences for a society that may soon have to manage immortality?

Speakers:

- Joshua Fink, Founder & Managing Member, Luma Group
- Dr. Bill Kapp, Co-Founder & CEO, Fountain Life
- Karen Heidelberger, Partner & Chief Partnerships Officer, Deerfield
- Dr. Mehmet Öz, Administrator, Centers for Medicare & Medicaid Services (CMS), U.S. United States Department of Health and Human Services

Moderator:

- H.P. Goldfield, Vice Chairman, Albright Stonebridge Group; Senior International Advisor, Hogan Lovells, Former US Assistant Secretary of Commerce for Trade Development



1:55 PM – 2:35 PM

CAN CELL-BASED INNOVATION KEEP HUMANITY IN PEAK CONDITION?

The paradigm of medicine is shifting from treating disease with external chemistry to engineering biology itself, using programmable cells as "living therapies" to repair, regenerate, and even enhance the human body. This is no longer a theoretical frontier; by January 2025, 72 non-genetically modified cell therapies were already approved for clinical use, with a remarkable 58% of new trials now targeting non-cancer conditions. With this technology rapidly moving into the mainstream, will it truly democratize 'peak condition' for the many, or will its power to enhance the human body create the ultimate biological divide between the treated and the untreated?

Speakers:

- Jacob Bercraft, Co-Founder & CEO, Strand Therapeutics
- Dr. Robert J. Hariri, Chairperson, Founder & CEO, Celularity, Inc.
- Hans Keirstead, Ph.D., Chairman, Immunis

2:35 PM – 3:05 PM

WILL AI-OPTIMIZED HOSPITALS OUTPERFORM TRADITIONAL ONES?

The hospital of the future is being reimagined not as a place for reactive sick care, but as a data-driven hub for predictive and personalized health, optimizing everything from diagnostics to patient flow. This transformation addresses a critical trust deficit: the 2025 OECD patient survey found that globally, only a quarter of patients have a prepared care plan, while four in ten lack confidence in both the healthcare system and their own ability to manage their health. Can AI-driven personalization solve this systemic failure of patient engagement, or will it accelerate the shift from compassionate care to a cold, algorithmic science?

Speakers:

- Temie Giwa-Tubosun, Founder & CEO, LifeBank
- Dr. Robert Masson, Founder & CEO, eXeX
- Alisha Moopen, Managing Director & Group CEO, Aster DM Healthcare
- Dr. Kingsley Ndooh, Founder & CEO, Hurone AI
- Dr. Shamsheer Vayalil, Founder & Chairman, Burjeel Holdings

Moderator:

- Prof. Jean-Philippe Vert, CEO, Bioptimus

3:05 PM – 3:30 PM

FROM FIRST CHECK TO FULL STACK, INSIDE THE DEAL THAT TURNED A BIOTECH BET INTO A \$1B PLATFORM

The CEOs of Cathay Innovation and Owkin convene to explore how global platforms and ecosystems are reshaping the AI-era of venture capital, where corporate giants and startups no longer compete—but partner to co-create transformation at scale. Highlighting Owkin's evolution—from a Cathay-led Series A in 2017 to the first end-to-end Bio unicorn and fully integrated pharmaceutical collaborator.

As this session closes, the CEOs will reflect on what made this collaboration work across time horizons and funding stages, revealing the operational levers, strategic partnerships, and institutional resources that transformed a deeptech startup into a biotech unicorn.

Speakers:

- Dr. Denis Barrier, Co-Founder & CEO, Cathay Innovation, Managing Partner, Cathay Capital
- Dr. Thomas Clozel, CEO & Co-Founder, OWKIN



3:30 PM – 4:00 PM

IS ALPHA AT THE FUSION OF SPORTS AND ENTERTAINMENT? POWERED BY PIF

Investors globally are grasping the evolution of sports and entertainment as both consumer sectors and asset classes through investments that provide synergies and new growth opportunities. Sports events alone reached a global market revenue of \$452.8 billion in 2024, cementing the staying power of innovative sports-entertainment ventures. Can the union of sports and entertainment bring both sectors to heights impossible alone, and how can investors participate?

Speakers:

- Scott O'Neil, CEO, LIV Golf
- Danny Townsend, CEO, SURJ Sports Investment

• More speakers to be announced.

Moderator:

- Marc Ganis, Founder & Executive Managing Partner, Sportscorp Ltd

4:00 PM – 4:30 PM

WHY ARE THE SMARTEST POWER PLAYERS ALL IN ON WOMEN'S SPORTS? POWERED BY PIF

The next wave of global sport is being built now, with women's sport at its center. From athlete-backed ventures and team acquisitions to immersive fan technologies and purpose-built platforms, not to mention ESPN reporting revenue doubling from 2023 to 2025, what it truly means to invest strategically in the women's game is rapidly changing. As partnerships and long-term vision unlock momentum for change across the ecosystem, how do the dynamics, opportunities and impact differ from the men's game – and why is market this emerging as one of sport's most compelling growth stories?

Speakers:

- Alanoud Althonayan, Senior Vice-President, Head of Events & Sponsorship, Corporate Affairs Division, PIF
- Portia Archer, CEO, WTA Tour
- Alexis Ohanian, Founding Control Owner, Angel City FC, Los Angeles Golf Clubs, & ATHLOS
- Gabrielle (Ellie) Rubenstein, Co-Founder & Managing Partner, Manna Tree
- Stacy Sonnenberg, Managing Director, Public Sector & Infrastructure, Global Sports Finance, Goldman Sachs

Moderator:

- Thomas H. Rudy, Chief Supply Officer, Golf Saudi

4:30 PM – 4:50 PM

IS MMA THE MIDDLE EAST'S NEXT BIG SPORTS SECTOR?

Combat sports are quickly becoming a pillar of the Middle East's growing sports economy, driven by large-scale government investment, a youthful population, and the rising tourism value of high-profile events. For league disruptors, like PFL, this surge has translated into new revenue streams—from gyms and training facilities to digital platforms and sponsorship models—and continues to expand ecosystem to even greater opportunities to invest and engage.

Key to PFL's growth strategy is blending global exposure with local scouting, as success of rising regional athletes and stars like Biaggio Ali Walsh—who carries the legacy of Muhammad Ali into a new era of MMA—deepen and expand PFL's global fanbase. How can the region's MMA movement position itself as not only a cultural milestone but also a long-term business engine for global sports?

Speakers:

- Biaggio Ali Walsh, MMA Fighter, Professional Fighters League (PFL)
- John Martin, CEO, Professional Fighters League (PFL)



4:50 PM – 5:10 PM

**NOTHING BUT NET-
GROWTH, BASKETBALL
GOES GLOBAL**

Basketball has rapidly evolved into one of the world's most influential sports, with its cultural impact extending far beyond the court. In this exclusive fireside chat, SC Holdings' Daniel Haimovic, SpringHill Company's Maverick Carter, and an NBA Insider discuss international rise of basketball, with a particular focus on Asia and China's central role in shaping its future.

The conversation will also look ahead to the GCC, examining the region's growing appetite for global sports, investment opportunities, and how basketball can become a key pillar in the Middle East's expanding sports ecosystem.

Speakers:

- Maverick Carter, CEO, The Spring Hill Company
- Daniel Haimovic, Founder & Managing Partner, SC Holdings



7:30 AM – 8:40 AM

12:55 PM – 2:05 PM

INVITE ONLY: THE ECONOMIC CASE FOR INVESTING IN HEALTHY HUMANITY

Session details To be announced.

Co-Chairs:

- Cesar Cerezo, MD, PhD, VP US & Medical Team Head, Cardiovascular, Renal & Metabolism, Novartis
- Neeraja Nagarajan, M.D., MPH, Associate Partner, McKinsey & Company, Director, Healthy Longevity, McKinsey Health Institute

INVITE ONLY: HOW CAN LEADERS POSITION AFRICA AS THE FUTURE AI & TECHNOLOGY-BASED TALENT POOL?

The rise of AI and automation is transforming the job market, creating both opportunities and challenges, and requiring educational shifts to prepare students for a future where human skills and technology work together. While the African Economy is shifting from Agriculture towards extraction and services, its productivity still lags; calling for more tech enabled productivity unlocks. Furthermore, The World Bank estimates show that 230 million jobs in Africa will require digital skills. Is the continent ready to equip students with necessary skills, or will unconventional learning approaches be needed to build a future-ready workforce?

Co-Chairs:

- Prof. Yanis Ben Amor, Executive Director, Center for Sustainable Development at the Climate School & Assistant Professor, Columbia University
- Jawad Khan, Head of Workforce Development, National Development, PIF
- Co-Chair to be announced.



7:30 AM – 8:40 AM

INVITE ONLY: ARE WE MEASURING THE ECONOMY ALL WRONG?

For decades, GDP, inflation, and unemployment rates have defined economic success, but do they still reflect reality? With rising wealth inequality, digital economies, and environmental crises, many argue these outdated metrics fail to capture what truly matters. The UK's Office for National Statistics is developing 'inclusive income' as an alternative to GDP. This metric incorporates non-monetary factors like housework, renewable energy, and voluntary childcare, aiming to measure economic growth more sustainably by accounting for contributions overlooked by traditional GDP. Should we be looking at new indicators—like well-being, sustainability, or digital wealth—to understand prosperity in the modern world?

Co-Chairs:

- Ray Dalio, Founder, CIO Mentor & Member of the Board, Bridgewater Associates, Founder, Dalio Family Office

- Co-Chair to be announced.

12:55 PM – 2:05 PM

INVITE ONLY: \$9.5 TRILLION IN PRIVATE WEALTH— WHO'S REALLY RUNNING THE GLOBAL ECONOMY?

Family offices and mega-funds—often rivaling sovereign wealth funds in size—are quietly reshaping the investment landscape. According to Deloitte's 2024 Family Office Insights Series, the total estimated wealth of families with family offices stands at \$5.5 trillion today, up 67% from \$3.3 trillion in 2019, and is projected to reach \$9.5 trillion by 2030—a 189% increase. How are these "super-sovereigns" influencing everything from startup ecosystems to ESG mandates, and what are the implications for market stability?

Co-Chairs:

- Yie-Hsin Hung, President & CEO, State Street Global Advisors
- Co-Chair to be announced.



12:55 PM – 2:05 PM

**BOARD OF
CHANGEMAKERS
CONCLAVE: THE ENERGY
TRILEMMA***Invitation Exclusive to Board of
Changemakers Participants*

The world currently faces the dual imperative of maintaining energy security to supply affordable energy and power the AI revolution while ensuring a future through energy sustainability. While the World Bank reports 685 million people currently lack electricity access globally, technological advancements like carbon capture and smart grids continue to pioneer ways to reduce waste and increase green efficiency. How can global leaders balance investments in renewables alongside traditional fossil fuels to power a future for all?



DAY



7:30 AM – 8:30 AM

NETWORKING & SPECIAL BREAKFASTS

9:00 AM – 10:00 AM

BOARD OF CHANGEMAKERS: PRIVATE CAPITAL

Private capital is no longer an "alternative" asset class; it is quickly becoming the primary engine of the global economy, where the most consequential companies are built and the largest pools of capital are deployed. According to a BlackRock report, the current total private market AUM will grow from an already large \$13 trillion to over \$20 trillion in just 5 years. As this multi-trillion dollar private market now rivals the influence of public stock exchanges, are its leaders building a more efficient model for capitalism, or are they creating a shadow financial system with its own rules, risks, and power structures?

Speakers:

- Sam Englehardt, Founding General Partner, Galaxy Interactive, Co-Founder & Partner, Galaxy Digital
- Irene Hong, Founding Partner, CEC Capital Group
- John Lindfors, Co-Founder & Managing Partner, DST Global
- Fenglei Fang, Founder & Chairman, HOPU Investments
- Ibrahim Abdulaziz Neyaz, CEO, National Technology Development Program (NTDP)
- Dana Settle, Co-Founder & Managing Partner, Greycroft
- Dan Schulman, Vice Chairman & Managing Partner, Valor Capital Group
- Tony Florence, Co-CEO, NEA

10:00 AM – 10:10 AM

FUTURE FLASH: THE BIOLOGY REVOLUTION IS HERE

As artificial intelligence catalyzes a new wave of biological discovery, these advancements are reshaping the landscape of healthcare R&D and accelerating growth beyond the industry's traditional confines. Emerging ecosystems, fueled by AI-driven innovation, have a chance of challenging the dominance of established biotech hubs in the next five years. Ultimately, is humanity prepared for the profound ethical and societal shifts that accompany this era of unprecedented biological freedom.

Speakers:

- Daphne Koller, Co-Founder & CEO, Inisitro



10:10 AM – 10:40 AM

WHICH MARKETS WILL BUILD THE NEXT BIOTECH MEGACLUSTERS?

New markets are increasingly deploying targeted investments, innovative financing strategies, and ambitious government initiatives to compete with established biotech hubs. Which regions can realistically become the next biotech megaclusters—or will traditional industry centers remain unchallenged?

Speakers:

- Dr. Noubar Afeyan, Founder & CEO, Flagship Pioneering, Co-Founder, Moderna
- Hemant Taneja, CEO, General Catalyst
- Yin Ye, CEO, BGI Group

10:40 AM – 11:10 AM

IS THE GCC BECOMING A NEW STRATEGIC ANCHOR FOR THE GLOBAL VC ECOSYSTEM?

What does it mean when the founder roadshow starts in Riyadh, not Menlo Park? As U.S. venture funding fell by over 50% from its 2021 peak, Gulf sovereign wealth funds have stepped into the vacuum, now backing everything from AI-native startups to global growth-stage companies. As the region builds out its IPO infrastructure, Riyadh is positioning itself not just as a backer of disruption, but as the launchpad for the next generation of global tech companies. Can regional exchanges support exits at the pace needed for a maturing startup economy?

Speakers:

- H.R.H. Prince Fahad bin Mansour AlSaud, President, Saudi G20 Startup20; President, Saudi G20YEA; Chairman, Entrepreneurship Vision
- Hussain Abdulla, Partner, Golden Gate Ventures
- Dr. Bilal Baloch, Partner, Shorooq Partners
- Noor Sweid, Founder & Managing Partner, Global Ventures
- Speaker to be announced.

11:10 AM – 11:20 AM

FUTURE FLASH: IS THE NETWORK STATE IMMINENT?

In a world where online communities are forming around shared values rather than geography, the idea of a “network state” is moving from theory to investment thesis. With over \$100 million committed to projects exploring decentralized governance, digital identity, and alternative economies—including Balaji Srinivasan’s Network State Fund—investors are now asking: what does it actually mean to fund a society?

Speakers:

- Balaji Srinivasan, Author, The Network State (thenetworkstate.com), Founder, The Network School (ns.com)



11:20 AM – 11:45 AM

ARE THE ECONOMICS OF VISIONARY DEVELOPMENTS FUNDAMENTALLY CHANGING?

New possibilities of AI and sustainability are revolutionizing the meaning of visionary developments. From detecting equipment failures before they occur to reducing energy usage during peak hours, the use of AI can yield an energy efficiency improvement of 10.2% to 40% according to a review paper. As AI capabilities grow to increasingly incorporate the design and engineering process, is the economics of large-scale developments undergoing a transformation in the extent of what's financially viable and possible?

Speakers:

- Henadi Al Saleh, Global CEO & Board Member, Agility
- More speakers to be announced.

11:45 AM – 12:00 PM

WHAT'S THE PRICE OF SAFETY?

A profound double standard exists in public safety: near-perfect standards are demanded for air travel, while a level of daily carnage on the roads has become a silent, accepted cost of modern life. Why does society tolerate this contradiction, and what will it take for leaders to apply the same standard of safety to the world's roads as they do to its skies?

Speakers:

- Jean Todt, Secretary-General's Special Envoy for Road Safety, United Nations; Board Chair, International Peace Institute
- Government official to be announced.

12:00 PM – 1:00 PM

FII INNOVATORS PITCH 2025

This global competition hosted by the FII Institute brings together pioneering early- and growth-stage startups, each armed with groundbreaking solutions addressing pressing global challenges in artificial intelligence and robotics, sustainability, health, and education.

Finalists will have three minutes to pitch their startups to a panel of experts, followed by a two-minute Q&A session.

Presenting Finalists:

- Dr. Meshari F. Alwashmi, CEO & Co-Founder, Amplifai Health
- Dr. Ahmed Ismail, Co-Founder & COO, Dunia Innovations GmbH
- Cewu Lu, CEO, Noematrix Intelligence
- Dr. Sung-hyun Park, CEO, Rebellions
- Alex Zhavoronkov, PhD, Founder, CEO & CBO, Insilico Medicine

Speakers:

- Jeff Hoffman, Chairman, Global Entrepreneurship Network
- Ibrahim Abdulaziz Neyaz, CEO, National Technology Development Program (NTDP)
- More speakers to be announced.



1:00 PM – 2:00 PM

2:00 PM – 3:30 PM

3:30 PM – 3:35 PM

NETWORKING LUNCH**FII9 CLOSING SESSION: THE
NEXT KEY****CLOSING REMARKS**

The future is not a destination to be arrived at, but a reality to be created through relentless curiosity and courageous action. The discussions of the past three days have mapped the challenges that stand before humanity, but for every lock, there is a key waiting to be forged. Now, as leaders stand at the threshold of what's next, the defining question emerges: What is the next key, and is there the courage to turn it?

Speakers:

- *Speakers to be announced.*



7:30 AM – 8:30 AM

9:00 AM – 9:05 AM

9:00 AM – 9:25 AM

**NETWORKING & SPECIAL
BREAKFASTS**

**INVESTMENT DAY
WELCOME REMARKS**

**WHAT MAKES MEDIA AND
ENTERTAINMENT A
VALUABLE ASSET CLASS IN A
HYPERDIGITAL WORLD?**

In a hyperdigital world defined by AI-driven abundance, true economic value is no longer in content itself but is concentrating in the scarce, defensible assets that anchor it: proprietary IP, direct audience ownership, and unique human experiences. This entire ecosystem remains a cornerstone of the new economy, with global entertainment and media revenues projected to hit \$3.5 trillion by 2029, driven by advertising, live events, and video games. As capital pours into this asset class, where will durable returns be found: in owning the digital platforms, controlling the intellectual property, or mastering the communal experience that binds them all together?

Speakers:

- *Speakers to be announced.*



9:25 AM – 9:50 AM

WHO WILL DISRUPT, AND WHO WILL BE DISRUPTED?

In a world where dual-use deep tech and AI-driven machines are reshaping industries, escalating geopolitical dynamics and accelerating hardware-software integration are redefining the contours of global competitiveness. Leaders at the helm of cross-border enterprises must harness these forces to foster resilient ecosystems that transcend traditional silos. How can the trailblazing strategies of Pony.ai and Applied Intuition's CEOs—pioneering scalable autonomy amid dual-market realities—ignite multi-billion-dollar breakthroughs that prioritize interoperability and turn volatility into vanguard advantage?

Speakers:

- Dr. James Peng, Co-founder & CEO, Pony.ai
- Qasar Younis, Co-Founder & CEO, Applied Intuition

9:50 AM – 10:00 AM

FUTURE FLASH: FROM THE WISDOM OF THE PAST TO THE KNOWLEDGE OF THE FUTURE

For millennia, humanity has sourced remedies from the natural world, yet has only mapped less than one percent of its vast chemical universe, leaving a treasure trove of potential medicines undiscovered. By pairing the planet's evolutionary wisdom with machine learning, is it now possible to create a new generation of medicines with a radically higher probability of success, and what does this mean for the future of an industry built on slow, expensive, and often unsuccessful bets?

Speakers:

- Dr. Viswa Colluru, Founder & CEO, Enveda

10:00 AM – 10:05 AM

[PIF GLOBAL ASSET MANAGEMENT FORUM] OPENING REMARKS

Speakers:

- Yazeed Alhumied, Deputy Governor & Head of MENA Investment Division, PIF



10:05 AM – 10:35 AM

**[PIF GLOBAL ASSET MANAGEMENT FORUM]
THE EVOLVING SAUDI MARKET – A NEW FRONTIER FOR ASSET MANAGERS**

The global asset management industry is undergoing a profound shift, driven by new capital flows, technology, and emerging market growth. Saudi Arabia has emerged as a key player, with AUM surpassing USD 266 billion (SAR 1 trillion). This rapid rise underscores the Kingdom's growing role in shaping global investment trends.

Through the Financial Sector Development Program (FSDP), Vision 2030 is unlocking deeper markets and broader opportunities. How can Saudi Arabia harness this momentum to position itself as a global hub for asset management?

Speakers:

- Abdulmajeed Alhagbani, Head of Securities Investments Department, PIF
- Eng. Khalid Abdullah Alhussan, CEO, Saudi Tadawul Group



10:35 AM – 11:05 AM

**[PIF GLOBAL ASSET MANAGEMENT FORUM]
BUILDING BRIDGES: HOW SAUDI AND GLOBAL ASSET MANAGERS CAN COLLABORATE FOR GROWTH**

As the global investment landscape evolves, regions like the Middle East are becoming pivotal players on the world stage. Recent reports indicate that AUMs in the Saudi capital market are projected to exceed SAR 1 trillion by 2025, driven by robust economic reforms and a commitment to diversification. This session will explore how asset managers can collaboratively build bridges between Saudi Arabia and global markets, focusing on strategic partnerships, untapped investment opportunities, and innovative approaches to accessing this dynamic market.

Speakers:

- Khalid Albdah, Head of MENA & New Market, Neuberger Berman
- Fadi AlSaid, Senior Director & Head of Investment Management Department, PIF
- Abdulatif Alseif, Founder & CEO, Sabeeen
- Dr. Michael Hunstad, President – Asset Management, Northern Trust
- Jeremy Taylor, Managing Director & CEO, Lazard Asset Management Limited

11:05 AM – 11:35 AM

**[PIF GLOBAL ASSET MANAGEMENT FORUM]
EMERGING PRIVATE EQUITY TRENDS IN THE MENA REGION: RISKS, REWARDS, AND ROADMAPS**

The Gulf's private equity landscape is rapidly gaining momentum, fueled by sovereign wealth funds, family offices, and global players establishing a strong regional presence. The private equity deal activity in the MENA region grew by 14% CAGR between 2020 and 2024, with healthcare, education, fintech, and consumer sectors leading the surge and IPOs providing faster, more liquid exit pathways. Against this backdrop, how can investors balance risks such as governance, regulation, and liquidity with the rewards of a market on a steep growth trajectory and what roadmaps will define private equity's role in MENA's transformation?

Speakers:

- Muteb Alshathri, Head of Regional Investments & Acting Head of Private Equity Investments Sections, PIF
- Dina DiLorenzo, President, Guggenheim Investments
- Brian Higgins, Founder & Managing Partner, King Street
- Edward Winter, Managing Director, GIP, BlackRock

11:35 AM – 12:05 PM

[PIF GLOBAL ASSET MANAGEMENT FORUM]
HARNESSING DATA: THE EVOLVING ROLE OF QUANTITATIVE INVESTING IN MODERN PORTFOLIO

The global investment industry is being reshaped by the rise of data-driven strategies, as technological advances and the availability of alternative datasets redefine how capital is allocated across markets. Quantitative investing now accounts for over one-third of assets under management globally, with adoption accelerating in both developed and emerging markets. How can asset managers harness data and quantitative methods to enhance portfolio construction, manage risk more effectively, and unlock new sources of alpha?

Speakers:

- Andrea Frazzini, Head of Global Stock Selection, AQR Capital Management
- Mohsin Javed, Head of Asset Allocation Unit, PIF
- Ahmed Talhaoui, Head of Systematic Group (BSYS) for EMEA & APAC, BlackRock
- Dennis Walsh, Global Co-Head of Quantitative Investment Strategies, Goldman Sachs

12:05 PM – 12:35 PM

[PIF GLOBAL ASSET MANAGEMENT FORUM]
FROM CONVICTION TO ALLOCATION: MARKET DEPTH, LIQUIDITY, & TRADABILITY

Global equity markets are increasingly shaped by rising institutional flows, deeper liquidity, and the expanding influence of emerging economies. Saudi Arabia alone commands well over half of MENA's total equity market capitalization, underscoring its outsized regional role. Against this backdrop, this session asks: how are investors moving from conviction in research ideas to disciplined capital allocation, and what does that mean for market depth, pricing, and the competition for high-conviction trades?

Speakers:

- Badr Alasem, Head of Portfolio Management Section, MENA Securities Department, PIF
- Danah Alghunaim, Head of Research, Alpha Capital, Asset Management
- Kareem Hamza, CEO, Introspect Capital
- Ahmad Kordi, Head of Investment Research & Decision Support, PIF

12:35 PM – 12:55 PM

[PIF GLOBAL ASSET MANAGEMENT FORUM]
SPECIAL ANNOUNCEMENTS

12:55 PM – 1:00 PM

[PIF GLOBAL ASSET MANAGEMENT FORUM]
CLOSING REMARKS

1:00 PM – 2:00 PM

NETWORKING LUNCH

10:00 AM – 10:30 AM

TURNING IDEAS INTO MARKET-LEADING GROWTH, A MASTERCLASS WITH JEFF HOFFMAN

Cap Table Talks are live, in-the-round conversations where capital allocators, seasoned operators, and emerging voices challenge assumptions, share war stories, and unpack what's really happening behind the term sheets.

In Part I, serial entrepreneur, Jeff Hoffman holds an FII9 exclusive MasterClass in "Scaling Innovation: Turning Ideas into Market-Leading Growth."

In this FII MasterClass, Hoffman, a serial entrepreneur and award-winning global business leader shares strategies transformed breakthrough ideas into built billion-dollar, multinational brands, withstanding disruptive competitors and market cycles.

Speakers:

- Jeff Hoffman, Chairman, Global Entrepreneurship Network

10:30 AM – 11:10 AM

WHAT HYPERSCALE FOUNDERS NEED TO PERSISTE

Cap Table Talks continued.

In Part II, hyperscale founders confront the realities of building companies at the edge of possibility—where ambition meets turbulence, and perseverance becomes the only constant.

With experiences spanning AI, aviation, and global consumer platforms, Unicorn founders will explore what it takes to sustain conviction when scale magnifies both opportunity and risk. The conversation will probe the personal and strategic choices behind resilience: balancing vision with execution, leading through volatility, and defining what endures when speed and scrutiny are unrelenting.

Speakers:

- Gene Berdichevsky, Co-Founder & CEO, Sila Nanotechnologies
- Matthew Fitzpatrick, CEO, Invisible Technologies
- Adam Goldstein, Founder & CEO, Archer Aviation
- Alex Israel, Co-Founder & CEO, Metropolis
- Arjun Prakash, Co-Founder & CEO, Distyl AI

11:10 AM – 11:30 AM

ON THE FUTURE FOUNDER WITH GENERAL CATALYSTS' HEMANT TANEJA

Cap Table Talks continued.

In Part III, General Catalyst CEO, Hemant Taneja envisions the future founder as someone who balances bold ambition with societal responsibility and thinks like a transformation architect—moving the needle on real-world systems, partnering with investors who can match ambition with scale, and navigating ambiguity with conviction, rigor, and ethics.

This will be a can't miss session for investors and operators on the intersection of technology and healthcare, with insights on how to build and lead for the in the AI era.

Speakers:

- Hemant Taneja, CEO, General Catalyst



11:30 AM – 12:10 PM

EQUITY OVER ENDORSEMENTS: HOW TO BACK INFLUENCE-DRIVEN VENTURES

Cap Table Talks continued.

In Part IV, investors and founders in sports, media, entertainment and consumer tech cover how best to back influence driven ventures.

A new generation of celebrity and athlete investors is blurring the lines between cultural influence and venture capital. Their ability to drive narrative, shape consumer behavior, and attract talent is making them pivotal players in brand building and startup growth. Equity-for-influence deals offer the potential for authentic engagement and exponential reach—but also raise complex questions around governance and value attribution. Success depends on designing partnerships that convert cultural capital into sustainable enterprise growth while ensuring transparent accountability.

Speakers:

- Juan Delgado, CEO, Footballco
- Isaac Harrouche, Co-Founder & CEO, 154 Partners
- Isaiah Kacyvenski, Founding Partner, Will Ventures
- Marc Lotenberg, Founder, CEO & Chairman, Dorsia
- Ibrahim Sagna, Executive Chairman, Silverbacks Holdings

12:10 PM – 12:50 PM

WHAT DO GPs REALLY STAND FOR

Cap Table Talks continued.

In Part V, GPs look into the mirror and to their peers to ask the uncomfortable question: What do we really stand for when capital shrinks, trust is scarce—and personal brand—dominates the game?

Drawing on commentary around VCs as content creators and “micro-celebrities,” the conversation will probe whether the loudest firms are the most impactful, and how true conviction can still outpace viral visibility. GPs will also reflect on what still makes a great investor, the best lessons from prolific plays, alignment, and who influences their thinking today.

Speakers:

- Chris Arsenault, Co-Founder & Partner, Inovia
- Dr. Bilal Baloch, Partner, Shoroog Partners
- Mike Eisenberg, Co-Founder & General Partner, Aleph
- Adam Grosser, Chairman & Managing Partner, UP.Partners

12:50 PM – 1:25 PM

INSIDE THE NEXT GENERATION'S FAMILY OFFICE

Cap Table Talks continued.

Part VI anchors to the \$100 trillion flowing into the hands of inheritors stepping into Family Office leadership roles and the steps that asset managers must take to maintain multifamily office portfolios or a foothold in the new wealth management market. And, Millennials and Gen Z are already reshaping wealth management with their open-minded, sophisticated investment instincts, aversion to high management fees and affinity for tech- and sustainable assets. Will tenured managers or successors come out on top?

Speakers:

- Marcio Adib Zarzur, Partner, Oikos Family Office, CEO, BlueBird Holdings
- Talal Attieh, General Partner, Steel Atlas
- Daniel Haimovic, Founder & Managing Partner, SC Holdings
- JD Montgomery, Managing Director, Canterbury
- Philippe Oddo, General Manager, ODDO BHF



1:25 PM – 2:00 PM

IS THE SFO-RUH PACT THE ULTIMATE PLAY FOR VC DOMINATION?

Cap Table Talks continued.

In the final segment of the series, investors examine the accelerating corridor between Riyadh and the Bay Area—and what it really means when Saudi capital and San Francisco innovation converge.

Drawing on record-breaking VC inflows and bold Vision 2030 ambitions, the conversation will probe whether this deal flow is building sustainable ecosystems or simply fueling a new wave of opportunistic plays. Speakers will reflect on what cross-border partnership requires at scale, how culture and capital intersect, and the lessons that will shape the next era of global startup growth.

Speakers:

- H.H. Prince Khalid bin Bader Al Saud, Managing Director & Vice-Chairman, East40 Holding
- Tala Al Jabri, Founder & Managing Partner, Wyld VC
- Christian Garrett, Partner, 137 Ventures, Co-Founder, Hill & Valley Forum
- Anu Hariharan, Founder & Managing Partner, Avra Fund
- Courtney Powell, COO & Managing Partner, 500 Global



7:30 AM – 8:40 AM

**INVITE ONLY BREAKFAST:
IS DIVERSIFICATION THE
ECONOMIC ANCHOR OF
THE 21st CENTURY?
POWERED BY ROSHN
GROUP**

Participation is by Invitation Only

Diversification of GDP, supply chain localization, and sustainable development are quickly replacing trade as the route to growth. Yet, according to the 2025 Global Economic Diversification Index, only three out of eight global regions showed an increase in economic diversification since the pre-pandemic period. As previous opportunities close and new ones emerge, how has Saudi Arabia revolutionized growth, and what will become the economic anchors of the 21st century?

Speakers:

- Abdulrahman AlThehaiban, Managing Director, Google Cloud META
- Yassen Kattan, Group Chief Strategy & Corporate Affairs Officer, ROSHN Group
- Tarek Sultan, Vice-Chairman of the Board, Agility
- Rami Tabbara, Co-founder, Stake

10:00 AM – 10:15 AM

SHARK SNACKS

It's a feeding frenzy: Top VCs reveal 5 things piquing their interest — trends, startups, or breakout ideas you haven't seen coming.

Speakers:

- Dave Blundin, Founder & Managing Partner, Link Ventures
- Dan Morehead, Founder & Managing Partner, Pantera Capital
- Raed M. Tawaily, Executive Managing Director, Prosperity7, Aramco Ventures

Moderator:

- Laura Gaviria-Halaby, Co-Founder, Faktory

10:15 AM – 10:50 AM

**WHO WINS THE ATTENTION
WARS? PLATFORMS,
PROPERTIES, OR M&A**

In a media and entertainment landscape defined by fierce competition for attention, fan engagement platforms are reshaping the value equation by enabling studios and creators to build deeper loyalty and monetize beyond the screen. This momentum is reflected in the deal market: PwC reports in Q1 2025, global Media & Entertainment M&A surged 39% year-over-year to \$64 billion, as capital chased assets with durable engagement models and scalable IP. At stake is the future of streaming platforms, franchises, and properties: will success be defined by who can build enduring fan ecosystems, or by those best positioned for consolidation in an increasingly crowded field?

Speakers:

- Chris Brearton, Partner, AGBO
- Kevin Mayer, Co-CEO & Founder, Candle Media
- Robert Simonds, Chairman, STX Entertainment



10:50 AM – 11:25 AM

VIBE CODERS! VIBE CODERS! VIBE CODERS!

By March 2025, "vibe coding" was recognized as a trending term and added to the Merriam-Webster Dictionary, changing the future of software engineering as we once knew it.

With 67% of developers now relying on tools like Copilot and Gemini, and platforms like NVIDIA and Google boasting over 13 million active developers between them, the focus is shifting from writing code line-by-line to designing intelligent systems that evolve in real time. If we're no longer heeding Steve Ballmer's call for "Developers, developers, developers" — who or what — is the visionary behind the scaffolding of tomorrow's most adaptive, AI-native tools.

Speakers:

- Antoine Blondeau, Co-Founder & Managing Partner, Alpha Intelligence Capital
- Matthew Fitzpatrick, CEO, Invisible Technologies
- Dr. Julien Launay, CEO & Co-Founder, Adaptive ML
- Amjad Masad, CEO & Co-Founder, Replit

11:25 AM – 11:35 AM

HOW TO CAPTURE ALPHA IN PRODUCT-CENTRIC PORTFOLIOS

In a post-ZIRP world, alpha has shifted from financial engineering to product innovation. This keynote introduces the CPO Alpha Effect, a powerful, data-backed framework showing why product leadership is now a leading indicator of outperformance—and why the traditional signals for alpha such as sales traction, have become lagging indicators for the AI era.

The future belongs to Product Investors who recognize value creation before it's visible, and consistently yield 3x more outliers per fund. For LPs seeking top-tier returns, it's time to evolve the playbook.

Speakers:

- SC Moatti, Founder & Managing Partner, Mighty Capital

11:35 AM – 12:10 PM

SELL OR SCALE? NAVIGATING THE AI-DRIVEN M&A SURGE

Despite 2025's few high-profile listings, digital products are commanding strong interest from global buyers. As reported by KPMG, global M&A activity surged past \$1 trillion in Q1 alone—with the strongest demand for products that function as critical infrastructure or predictable earnings. Understanding these dynamics is essential to building and identifying companies positioned for strategic relevance rather than speculative growth. So what ultimately defines success: attracting acquirers, or creating products that will last the test of time?

Speakers:

- George Bousis, Co-Founder & Managing Partner, Protagonist, Founder, Chairman & CEO, Raise
- Mark Ghermezian, Founder & General Partner, MXV
- Magnus Grimeland, Founder & CEO, Antler



12:10 PM – 12:50 PM

IS EVERY COMPANY BEING REWRITTEN BY AI?

The conversation on AI has shifted from boosting productivity to reshaping core enterprise functions—drug discovery, risk management, customer service, and capital allocation. Unlike the decades-long push for “digital transformation,” where being slow carried few penalties, speed is critical in AI. The performance gap between AI-enabled and non-AI organizations will be vast, and falling behind risks irrelevance. Yet implementing AI at scale is hard, demanding both advanced technology and deep organizational change. The “what” is clear; the “how” remains complex.

Speakers:

- Eiso Kant, Co-Founder & CTO, poolside
- Martin Kon, President & COO, Cohere
- Pankaj Patel, Co-Founder, President & CEO, Nile
- Umesh Sachdev, CEO & Co-Founder, Uniphore
- Arvind Jain, CEO, Glean

Moderator:

- Shu Nyatta, Founder & Managing Partner, Bicycle Capital

12:50 PM – 1:10 PM

IN HONEST CONVERSATION WITH BUILDER.AI—LESSONS IN FAILING FORWARD

Sachin Dev Duggal, founder of Builder.ai – once a \$1.5 billion AI unicorn before its collapse in 2025 – reflects on the hardest chapter of his journey: failure.

In this candid session, Duggal shares the tough lessons of leading through scrutiny and misinformation, why resilience matters more than reputation, and what comes after large language models in the next wave of AI.

Speakers:

- Sachin Dev Duggal, Founder & Former Chief Wizard, Builder.ai

1:10 PM – 1:30 PM

WHICH TECHNOLOGIES ARE BRINGING THE NETWORK STATE TO LIFE?

As critical services from currencies to communication migrate to digital mediums, the potential for all-digital communities founding a so-called “network state,” crowdfunding resources to build autonomous states, grows by the day. According to Triple A, cryptocurrency alone already has an average global ownership of 6.8%, with over 560 million crypto owners worldwide. With digital capabilities only growing and AI on the horizon, how long will people continue to look to geographic states to guarantee core services?

Speakers:

- Hani Enaya, CIO, Sanabil Investments
- Balaji Srinivasan, Author, The Network State (thenetworkstate.com); Founder, The Network School (ns.com)



1:30 PM - 2:00 PM

THE PLATFORM PARADOX: WHO REALLY WINS IN GIG WORK?

The gig economy, now valued at USD 582.2 billion in 2025, sits at the intersection of labor, capital, and regulation. Platforms are under pressure to deliver both flexibility and security, offering faster pay, new benefits models, and financial tools to keep workers engaged. Divergent approaches to growth—from asset-heavy fleet financing to lean marketplaces—are being tested against investor demands for efficiency and scale. At the same time, explosive growth in emerging markets collides with rising regulatory and ESG scrutiny, raising questions about which platforms can adapt and endure. Will the outcome redefine the future of work and the social contract that underpins the regional economies?

Speakers:

- Yakir Gola, Co-Founder & Co-CEO, Gopuff
- Faraz Khalid, CEO, noon
- Mark Loughran, President & CFO, inDrive



7:30 AM – 8:40 AM

INVITE ONLY BREAKFAST: ARE SUSTAINABLE INVESTMENTS A SAFE HARBOR AMID GLOBAL UNCERTAINTY? POWERED BY RED SEA GLOBAL

Participation is by Invitation Only

With global policies and direction uncertain, companies are increasingly withholding planned investments. A Goldman Sachs report predicts a 45% chance of declining capital expenditure over the next year due to uncertainty. Yet, can sustainable investments like Red Sea Global, with their long-term outlook and focus on renewability, prove an exception to the norm?

Speakers:

- Abdullah Al Shaikh, Deputy Head, Corporate Finance, Riyad Bank
- Beatrice Buffon, Group Senior Executive Vice-President, International Division, EDF, Chairman & CEO, EDF Renewables
- Greg Djerejian, Group Head, Investments & Group Chief Legal Officer, Red Sea Global

10:00 AM – 10:45 AM

ZERO TO FOUR: THE EVOLUTION OF A VC FIRM

How do founders of a venture capital firm adjust from being an emerging to an established manager, and from established to a franchise? In this candid conversation, Kauffman Fellows share the journey of building enduring VC firms and the multiple VC models to do so.

Grounded in findings from a newly released report by Kauffman Fellows, this session explores the key inflection points, mindset shifts, and structural changes required to scale a fund into a firm—and a firm into a franchise.

Speakers:

- Caio Bolognesi, General Partner, Monashees Gestão de Investimento
- Evgenia Plotnikova, General Partner, Dawn Capital
- Jeff Weinstein, Partner, FJ Labs

More speakers to be announced.

Moderator:

- Fernando Fabre, CEO, Kauffman Fellows

10:45 AM – 11:20 AM

WHAT IS THE PRE-SEED PULSE?

Early-stage venture is vibrant across the Global South, yet deployment is slowing even as record fundraising continues. Investors face a paradox: more seed deals than ever, but too few startups demonstrating the traction and resilience needed to advance to Series A. Fund managers are experimenting with smaller checks, sector specialization, and co-investment models to bridge this gap, while founders contend with stricter demands for profitability and governance from the start.

Speakers:

- Kais Al-Essa, Founding Partner & CEO, Vision Ventures
- Omar AlMajdouie, Founding Partner, Raed Ventures
- Qusai AlSaif, CEO & Managing Director, Sadu Capital, CEO, Venture Capital and Private Equity Association (VCPEA)
- Melvyn Lubega, Founder & Chairman, Baobab Group

Moderator:

- Dr. Abdulrahman Al Olayan, Founder & Managing Partner, Beta Lab



11:20 AM – 11:35 AM

FUNDS IN FOCUS: WYLD VC & BEENEXT

According to Bain's mid-2025 analysis, approximately 18,000 private capital funds are actively raising capital across the globe, collectively seeking around \$3.3 trillion in commitments. How do founders and LPs cut through the noise to spot the next breakout fund—and find the right fit?

During this session, VCs highlight their value propositions, investment theses, and how they support portfolio companies beyond capital. For entrepreneurs, this is your chance to explore new funds in deployment and evaluate which investors best align with your long-term vision.

Speakers:

- Tala Al Jabri, Founder & Managing Partner, Wyld VC
- Anirudh Garg, Partner, BEENEXT India

11:35 AM – 12:05 PM

STV & GOOGLE ON BREAKING THE APP GAP

As regional governments and hyperscalers build some of the most advanced AI infrastructure in the Middle East, grassroots opportunity abounds for agile, application-layer AI startups. STV—launching the region's first dedicated \$100 million AI Fund with Google's backing—is poised to bridge that gap by empowering innovators who can leverage tier-1 infrastructure to deliver locally relevant AI solutions. This session shines a spotlight on how STV and Google are catalyzing the next wave of AI-native ventures in MENA, offering attendees unique access to the fund's vision and founding players.

Speakers:

- Abdulrahman Tarabzouni, Founder & CEO, STV

More speakers to be announced.

12:05 PM – 12:10 PM

AI-NATIVE, ARABIC-FIRST & NTDP-BACKED

As MENA's digital economy accelerates, two gaps have emerged as critical barriers to scale: trust in compliance systems and the absence of advanced Arabic language AI. Mozn is tackling both—through FOCAL, an AI-powered risk and compliance platform reshaping how businesses manage regulatory complexity, and OSOS, the most accurate Arabic generative AI ever built. Could this dual leap in trust and language position Saudi Arabia at the forefront of the global AI race?

Speakers:

- Abdullah Alsaeed, Co-Founder & Chief Strategy Officer, Mozn



12:10 PM - 12:50 PM

INSIDE SAUDI ARABIA'S DEEP TECH ECOSYSTEM, POWERED BY NTDP

Deep technologies—from artificial intelligence and quantum computing to advanced semiconductors and biotechnology—are redefining global competitiveness. Saudi Arabia is positioning itself as a catalyst for this transformation. By fostering cross-sector R&D, building advanced infrastructure, and enabling venture growth in frontier technologies, Saudi Arabia is creating an ecosystem where deep tech can thrive. The opportunity now is for global innovators, investors, and partners to join this journey and co-create solutions that will shape industries of the future.

Speakers:

- Dr. Khalid Al-Dakkan, SVP, Innovation, King Abdulaziz City for Science and Technology (KACST)
- Abulaziz Alsuwailem, General Manager, Economy of the Future, Research Innovation & Development Authority (RIDA)
- Dr. Ian W. Campbell, Senior Vice President, National Transformation Institute, King Abdullah University of Science and Technology (KAUST)

Moderator:

- Meshal A. Alkabeer, Vice President, Entrepreneurship, National Technology Development Program (NTDP)

12:50 PM - 1:30 PM

"BEYOND CAPITAL: THE SAUDI VALUE CREATION STORY" NEW FINDINGS FROM PIF, JADA & INSEAD

As Saudi Arabia's private markets evolve, value creation—not just capital—will be the true differentiator for PE & VC funds. Drawing on new joint research from INSEAD, PIF, and JADA Fund of Funds, this panel brings together leading GPs and LPs to explore how operational improvements, leadership development, digital enablement, and governance are shaping portfolio outcomes in the Kingdom. Where do global best practices meet local realities—and what's next for value creation in the region?

Speakers:

- Haitham Alforaih, Managing Partner & Co-Founder, SEEDRA Ventures
- Sulaiman Alkhushi, Chief Strategy & Business Development Officer, Jada Fund of Funds
- Raid Ismail, Co-Head of MENA Direct Investments & Head of Operational Value Creation, PIF

1:30 PM - 2:15 PM

FUNDRAISING ROADSHOW III: ARAMCO PORTFOLIO

It's the most exciting time to invest in industrial tech in decades—and for startup CEOs and potential investors, there's no better vehicle to fundraise or source deals than FII9.

Don't miss this chance to back the next wave of industrial innovation championed by Aramco Ventures, Wa'ed Ventures, and Prosperity7. Preview the Roadshow Investor Briefing and schedule 1:1 meetings with Founders in the FII9 mobile app. (Coming soon)

Between October 28-30, FII9 will host three Fundraising Roadshows, featuring 15+ portfolio companies from Oxford Science Enterprises and Aramco. CEOs will present detailed fundraising plans, showcasing precise capital goals, strategic fund deployment, market insights, product roadmaps, and projected investor ROI.

Speakers:

- Yang Gao, Co-Founder & Chief Scientist, Spirit AI
- Omar Qaise, Founder & CEO, OQ Technology
- Hassan Sawaf, Founder & CEO, aiXplain
- Dr. Changsheng Yao, Founder & CEO, HydroTech
- Dr. Jian Zhang, CEO, Noah Medical Corporation



7:30 AM – 8:40 AM

INVITE ONLY BREAKFAST, POWERED BY MINERVA FOODS

Participation is by Invitation Only

Session details to be announced.

10:00 AM – 10:25 AM

DEB(AI)TE: ROUND I. DO MODELS TRULY REASON OR MIMIC REASONING?

The rapid scaling of large reasoning models has sparked intense debate over whether they exhibit genuine reasoning or simply mimic it through sophisticated pattern recognition, challenging the foundations of AI's perceived intelligence. A 2025 study by the Distributed AI Research Institute revealed that even advanced models failed 40% of novel logical tasks without extensive retraining, exposing limits in their reasoning depth. Do these models possess true reasoning capabilities, or are they just advanced imitators of human thought?

Speakers:

- Amir Husain, Chairman, WorldQuant Foundry
- Daphne Koller, Co-Founder & CEO, Inisitro
- Tejas Kulkarni, Founder, Common Sense Machines, Inc.
- Dr. Julien Launay, CEO & Co-Founder, Adaptive ML

Moderator:

- Imran Chaudhri, Senior Vice President, Design & Innovation, HP IQ

10:25 AM – 10:50 AM

DEB(AI)TE: ROUND II. APP-LAYER FUTURES: GENERALIZATION OR SPECIALIZATION—WHICH PATH DOMINATES?

The explosive rise of Agentic AI ventures and the evolution of versatile general-purpose models have ignited a contentious debate over whether AI app development should prioritize broad, adaptable systems or deeply specialized solutions tailored to specific industries. A 2025 CB Insights report noted that 37% of AI startup funding went to specialized vertical agents, yet general-purpose platforms secured 45% of enterprise adoption, highlighting a split in market momentum. Will generalization or specialization shape the dominant path for Agentic AI's app-layer future?

Speakers:

- Pablo Palafox, CEO & Co-Founder, HappyRobot
- Ujan Sharka, Founder & CEO, Domyn
- Ameya Talwalkar, Founder & CEO, Cequence Security
- Jesse Zhang, CEO & Co-Founder, Decagon AI

Moderator:

- Imran Chaudhri, Senior Vice President, Design & Innovation, HP IQ



10:50 AM - 11:15 AM

DEB(AI)TE: ROUND III. SHOULD POWERFUL OPEN-SOURCE AI MODELS, WITHOUT SAFEGUARDS, BE BANNED TO PREVENT CATASTROPHIC MISUSE?

The rapid emergence of open-source AI models equipped with high-risk capabilities has ignited a fierce debate over whether they should be banned to prevent catastrophic misuse, pitting the drive for collaborative innovation against to protect global security and economic stability?

A 2025 McKinsey report estimated that open-source AI contributed to 40% of global AI advancements in 2024, including 30% faster development in healthcare applications. At the same time, these unrestricted models generated 25% of the misuse incidents enabling bad actors to cause harms valued at \$1 trillion annually in economic damage. Are short term losses to the speed of development, worth long-term risks?

Speakers:

- Beth Barnes, Founder & CEO, METR
- William Doucas, Chairman & CEO, Elutions
- Qasar Younis, Co-Founder & CEO, Applied Intuition

Moderator:

- Imran Chaudhri, Senior Vice President, Design & Innovation, HP IQ

11:15 AM - 12:00 PM

CAPITAL, CRYPTO, CARDS & CONTROL: INSIDE FINTECH'S GROWTH GAME

Fintech is no longer just disrupting finance—it's redefining it. This session dives into the growth game where capital, crypto, and cards converge, asking who holds real control as technology races ahead of regulation. The discussion will explore which business models can scale sustainably, how trust is built—or lost—in digital finance, and what the next era of fintech means for incumbents, challengers, and consumers alike.

Speakers:

- Karim Atiyeh, CTO & Co-Founder, Ramp
- Nicolas Cary, Co-Founder & Vice Chairman, Blockchain.com
- Martin Gilbert, Executive Chairman, AssetCo plc, Chairman, Revolut Ltd, Toscafund & Scottish Golf
- Tim Levene, CEO, Augmentum

12:00 PM - 12:35 PM

ARE GP STAKES THE WAGYU OF PRIVATE CAPITAL?

Continuation vehicles. GP-stakes. GP-led deals. What began as a workaround for stalled IPOs and M&A has become a high-velocity market on track to break the \$200 billion barrier before year-end. In the "new" secondaries market, governance terms, pricing discipline, and firm-building capital separate the winners from the rest. Investors aren't just underwriting returns—they're engineering control structures and alignment mechanisms built to outlast volatile cycles. If the secondary market is now the operating system of private capital, what upgrades will define its next era?

Speakers:

- Jérôme de Bontin, Partner, Capricorn Investment Group
- Maurizio Tamagnini, Founder & CEO, FSI
- Ivan Vercoutere, Managing Partner & CIO, LGT Capital Partners



12:35 PM – 1:00 PM

**INVESTOR DEBATE:
ROUND I.
ARE WE OVER-INDEXING
ON PEOPLE & UNDER-
INDEXING ON TECH?**

The escalating practice of poaching top talent with multimillion-dollar salaries while undervaluing proprietary technology in startup valuations has ignited a fierce debate between general partners and limited partners on where to focus investment priorities. A 2025 CNBC report highlighted that tech giants like Meta offered compensation packages up to \$200 million to poach AI experts, driving a 25% premium in valuations for team-heavy startups over those with advanced proprietary tech. Are we over-indexing on people and under-indexing on tech?

Speakers:

- Tony Florence, Co-CEO, NEA
- Anu Hariharan, Founder & Managing Partner, Avra Fund
- Anjney Midha, General Partner, Andreessen Horowitz
- Dan Schulman, Vice Chairman & Managing Partner, Valor Capital Group

1:00 PM – 1:25 PM

**INVESTOR DEBATE:
ROUND II.
DO MEGA FUNDS STIFLE
INNOVATION & DIVERSITY
IN PRIVATE MARKETS?**

The increasing dominance of a handful of mega-funds capturing the majority of LP capital has sparked intense discussions between general partners and limited partners about the health and diversity of the venture capital ecosystem. A 2025 Bain & Company analysis showed that just 12 funds secured 50% of all LP commitments in the first half of the year, squeezing out smaller funds and raising concerns over innovation bottlenecks. Do mega funds stifle innovation and diversity in private markets, or create a complementary ecosystem for emerging managers?

Speakers:

- Anirudh Garg, Partner, BEENEXT India
- Dan Kimerling, Founder & Managing Partner, Deciens Capital
- Jeff Weinstein, Partner, FJ Labs

1:25 PM – 1:55 PM

**INVESTOR DEBATE:
ROUND III.
SHOULD LPs TAKE A MORE
ACTIVE ROLE IN PRIVATE
FUNDS?**

The growing push for limited partners to take hands-on roles in private funds has sparked heated debate between general partners and limited partners over governance, alignment, and the future of fund management. A March 2025 Bain & Company report indicated that 35% of limited partners are now seeking active involvement in portfolio company management and co-investments, up from 20% in prior years, to better align interests amid sluggish distributions. Does active LP involvement strengthen fund performance and alignment, or does it risk undermining GP expertise and efficiency?

Speakers:

- H.E. Dr. Nabeel Koshak, CEO & Board Member, SVC
- Jan Lozek, Founder & Managing Partner, Future Energy Ventures



10:00 AM – 10:35 AM

WHAT INNOVATIVE FINANCING MECHANISMS ARE SCALING CLIMATE-SMART TECHNOLOGIES?

Unlocking the full potential of climate-smart technologies in emerging markets requires more than early-stage capital—it requires innovative public-private financing models that blend venture investment, philanthropic support, and government funding.

Through strategic partnerships with DFIs, sovereign funds, and development platforms, allocators can help to de-risk early innovation while building pathways for commercial scale for capital intensive, critical sectors. This session evaluates incentives, sustainable financing mechanisms, and co-investments meets founders' visions, local development goals, and returns.

Speakers:

- Jonathan Berman, CEO, Shell Foundation
- Jan Lozek, Founder & Managing Partner, Future Energy Ventures
- Marlène Ngoyi Mvula, CEO, Fund for Export Development in Africa (FEDA)

Moderator:

- Courtney Powell, COO & Managing Partner, 500 Global

10:35 AM – 11:05 AM

2026 GLOBAL VENTURE OUTLOOK

Entrepreneurs have been building consequential companies, outside the “obvious” tech ecosystems (US, China, India) for decades. From Nu in Brazil (\$60B market cap) to Coupang in Korea (\$50B) and Kaspi in Kazakhstan (\$20B), talented founders have shown what's possible if you focus on building high-quality digital products to solve big problems in your home markets. During this session, speakers will share their experiences partnering with entrepreneurs around the world and insights on where to place your next bet.

Speakers:

- Fadi Ghandour, Executive Chairman, Wamda Capital
- Allen Taylor, Managing Partner, Endeavor Catalyst

Moderator:

- Shu Nyatta, Founder & Managing Partner, Bicycle Capital

11:05 AM – 11:20 AM

URUGUAY'S dLocal ON REIMAGINING PAYMENT SYSTEMS FOR THE GLOBAL SOUTH

As the global digital economy expands, questions of payment sovereignty—ensuring that people can transact in the local methods they trust—are becoming central to financial inclusion. In much of the Global South, where more than 80% of transactions rely on alternatives to Visa and Mastercard, access to digital commerce depends on integrating local methods such as e-money, bank transfers, and phone credits into the global system. The rise of stablecoins adds another layer, offering instant settlement for remittances and cross-border commerce, but also raising questions of sovereignty as governments maintain control over their own currencies. In this fireside chat, the CEO of dLocal will share how bridging global platforms with local realities is shaping the future of inclusive and resilient financial systems.

Speakers:

- Sergio Fogel, Co-Founder, President & Chief Strategy Officer, dLocal



11:20 AM - 11:35 AM

WILL HISTORY REWARD THOSE WHO 'MOOVE' FIRST?

First movers often define markets—not just by capturing share, but by reshaping the systems around them. Moove, now operating across 19 cities on five continents and backed by Uber, exemplifies how leapfrog technologies can bypass legacy infrastructure to unlock access to mobility, income, and essential services.

In conversation with Ibrahim Sagna, whose landmark investment through Silverbacks Holdings helped propel its global rise, Moove's CEO will explore what it takes to scale breakthrough ideas in complex, underserved markets. Does history truly reward those who move first—or only those who know how to stay ahead?

Speakers:

- Ladi Delano, Co-Founder, Co-CEO & Advisory Board Chairman, Moove

11:35 AM - 11:40 AM

SAUDI'S MANZIL TAKES ON THE FUTURE OF WORKER HOUSING

In growth markets—where over 60 percent of workers in regions like Africa and the Arab States are informally employed—platforms like Saudi Arabia's Manzil are leapfrogging legacy systems to expand access to mobility, income, and essential services.

Manzil is the first-of-its-kind labor housing and workforce services marketplace in Saudi Arabia, helping enterprises like Amazon, Nestlé, and SMASCO secure and manage accommodations at scale. Could this be the solution that both empower workers and redefine the future of work?

Speakers:

- Majeed Albabtain, Founder & CEO, Manzil

11:40 AM - 12:10 PM

INDIA'S GROWTH SURGE

India's startup landscape is rapidly maturing into a global powerhouse, driven by robust government initiatives, a vast and tech-savvy workforce, and dynamic innovation across fintech, deep-tech, and cleantech industries. As the world's third-largest startup ecosystem, India offers a unique convergence of market size, digital infrastructure, and venture capital momentum that make it a strategic opportunity for global investors. Where will the greatest opportunities emerge in this next phase of India's innovation journey?

Speakers:

- Ishpreet Singh Gandhi, Founder & Managing Partner, Stride Ventures
- Niraj Singh, Founder & CEO, Spinny
- Naveen Tewari, Founder & CEO, InMobi & Glance



12:00 PM – 12:05 PM

HONG KONG'S WESTWELL REINVENTS LOGISTICS WITH AUTONOMY-DRIVEN SYSTEMS

As global trade volumes expand and pressure mounts for more efficient, sustainable supply chains, logistics has emerged as a critical bottleneck for growth markets and advanced economies alike. Westwell Holdings, headquartered in Hong Kong, is pioneering solutions at this frontier by deploying autonomous trucks, intelligent shuttles, and AI-powered energy platforms that echo the transformative role of Tesla in electric mobility or Boston Dynamics in robotics. Could Westwell's autonomous solutions, be the answer to both operational efficiency, emissions, and labor challenges facing ports, cities, and logistics networks worldwide?

Speakers:

- Yang (Kay) Ming, CEO, Westwell Holdings (Hong Kong) Limited



12:15 PM – 12:55 PM

INSIDE THE BATTLE FOR STRATEGIC POWER, WITH DEEP TECH FOUNDERS

With global defense spending reaches an anticipated \$2.68 trillion, the case for dual-use deep technologies—spanning solid-state batteries, autonomous systems, directed energy, and quantum computing—has never been clearer. These sectors offer both strategic advantage and commercial upside, enabling countries and markets to leapfrog conventional constraints and build competitive leadership. Together, they underscore the transformative potential when frontier science converges with real-world applications.

The decisive question remains: How frontier technologies be scaled amid shifting alliances, contested supply chains, and a race for global influence?

Speakers:

- Dr. Siyu Huang, CEO & Co-Founder, Factorial Energy
- Dr. Subodh Kulkarni, President & CEO, Rigetti Computing
- Andy Lowery, CEO, Epirus, Inc.
- Samir Menon, Co-Founder & CEO, Dexterity
- Jeremy O'Brien, Founder & CEO, PsiQuantum

Moderator:

- Dr. Klaus Hommels, Founder & Chairman, Lakestar, Chairman, NATO Innovation Fund

12:55 PM – 1:15 PM

FUNDS IN FOCUS: ARAMCO'S P7 & WA'ED VENTURES

According to Bain's mid-2025 analysis, approximately 18,000 private capital funds are actively raising capital across the globe, collectively seeking around \$3.3 trillion in commitments. How do founders and LPs cut through the noise to spot the next breakout fund—and find the right fit?

During this session, VCs highlight their value propositions, investment theses, and how they support portfolio companies beyond capital. For entrepreneurs, this is your chance to explore new funds in deployment and evaluate which investors best align with your long-term vision.

Speakers:

- Muhammad Zeeshan Hassan, CIO, Wa'ed Ventures
- Raed M. Tawaily, Executive Managing Director, Prosperity7, Aramco Ventures

Moderator:

- To be announced.

1:15 PM – 2:15 PM

FII SIGNINGS & ANNOUNCEMENTS

10:40 AM – 11:50 AM

INVITE ONLY: BOARD OF CHANGEMAKERS CONCLAVE: PRIVATE CAPITAL

Invitation Exclusive to Board of Changemakers Participants

Private capital is no longer an "alternative" asset class; it is quickly becoming the primary engine of the global economy, where the most consequential companies are built and the largest pools of capital are deployed. As this multi-trillion dollar private market now rivals the influence of public stock exchanges, are its leaders building a more efficient model for capitalism, or are they creating a shadow financial system with its own rules, risks, and power structures?

Co-Chairs:

- Co-Chairs to be announced.

7:30 AM – 8:40 AM

INVITE ONLY: CAN A LIVING OCEAN BE AN INVESTABLE OPPORTUNITY? POWERED BY WAVE

The ocean, valued at an estimated \$24 trillion and generating \$2.5 trillion annually, is one of the planet's greatest assets—yet much of this value has historically come from extraction rather than preservation. Today, a new model is emerging: investing in the protection and restoration of blue natural capital such as seagrass, mangroves, corals, and kelp. These ecosystems not only sustain biodiversity and regulate climate, but also unlock innovation in biotechnology, food security, and renewable energy—sectors already projected to grow by double digits in the coming years. As capital flows into the blue economy accelerate, the question becomes clear: can a living ocean truly be an investable opportunity?

Co-Chairs:

- Dr. Ralph Chami, Chief Economist, WAVE
- Co-Chair to be announced.

7:30 AM – 8:40 AM

INVITE ONLY: WILL THE NEXT WAVE OF AI INVESTMENT FLOW SOUTH?

Despite a surge of AI start-ups in the Global South, 13 times more AI capital still flows from South to North than the other way around. This imbalance leaves emerging markets contending with scarce funding, talent gaps and fragile venture ecosystems—yet they also hold unique advantages: young workforces, vast untapped data resources and bold national strategies. How can the flow of AI capital be rebalanced to unlock this potential?

Co-Chairs:

- Steve Plimsoll, Chief Strategy Officer, HUMAIN
- Ramez Shehadi, Senior Managing Director, Accenture



