

**FUTURE
INVESTMENT
INITIATIVE**
Powered by the FII Institute

EDITION
9
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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

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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.

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OCTOBER 28

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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.

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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—especially amid rising interest rates and geopolitical tension. When innovation is the norm, how do businesses and investors truly stand out?

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?



OCT, 27	CONCLAVE 1	CONCLAVE 2	CONCLAVE 3		
15:30	15:30 - 16:40 INVITE ONLY: CAN WE WIN THE RACE TO QUANTUM—AND TURN IT INTO PROFIT? Speakers: • Dr. Subodh Kulkarni, President & CEO, Rigetti Computing • Jeremy O'Brien, Founder & CEO, PsiQuantum	15:30 - 16:40 INVITE ONLY: CAN A BREAKTHROUGH IN CARBON ACCOUNTING PROVIDE THE SOLUTION FOR HOW TO MEASURE CORPORATE CLIMATE PERFORMANCE? POWERED BY ARAMCO Speakers: • MUSAAB M. ALMULLA, VP, Market Analysis & Sustainability, Aramco	15:30 - 16:40 INVITE ONLY: CAN CRYPTO INFRASTRUCTURE REDEFINE GLOBAL FINANCE? Speakers: • Jeremy Allaire, Co-Founder, CEO & Chairman, Circle • Brad Garlinghouse, CEO, Ripple • Dan Schulman, Vice Chairman & Managing Partner, Valor Capital Group		
16:00					
16:30					
October 28, 2025					
OCT, 28	MAIN PLENARY STAGE				
07:30	07:30 - 08:30 NETWORKING BREAKFAST				
08:00					
09:00	09:00 - 09:15 OPENING SHOW				
09:30	09:15 - 09:30 IN CONVERSATION Speakers: • H.E. Yasir Al-Rumayyan, Governor, PIF; Chairman, Saudi Aramco; Chairman, FII Institute				
	09:30 - 09:50 WHAT IS THE KEY TO PROSPERITY?				
	09:50 - 10:45 BOARD OF CHANGEMAKERS: GEOECONOMICS Speakers: • Bill Ackman, Founder & CEO, Pershing Square Capital Management • Cristiano R. Amon, President & CEO, Qualcomm Incorporated • Jamie Dimon, Chairman & CEO, JPMorgan Chase • Georges Elhedery, 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 - 11:00 IS THE WORLD HEADING FROM FREE TO STRATEGIC TRADE?					
11:00	11:00 - 11:50 BOARD OF CHANGEMAKERS: PUBLIC-PRIVATE POWERBROKERS Speakers: • H.E. Khalid bin Abdulaziz Al-Falih, Minister of Investment, Ministry of Investment of Saudi Arabia (MISA) • The Hon. Paul MP Chan, GBM, EBS, MH, JP, Financial Secretary, The Government of the Hong Kong Special Administrative Region of the People's Republic of China • H.E. Piyush Goyal, Union Minister of Commerce & Industry and MP, Government of India • Masahiro Kihara, President & Group CEO, Mizuho Financial Group • Hiroshi Mikitani, Founder, Chairman & CEO, Rakuten Group, Inc. • Adedayo Ogunsile, Founding Partner, Chairman, & CEO, Global Infrastructure Partners • Patrick Pouyanné, Chairman & CEO, TotalEnergies • Dilhan Pillay Sandrasegara, Executive Director & CEO, Temasek • Lei Zhang, Founder & Chairman, Hillhouse Investment				
	11:50 - 12:10 WHAT IS THE BALANCE BETWEEN SOVEREIGNTY AND GLOBALIZATION? Speakers: • H.E. Mohammed bin Abdullah Al-Jadaan, Minister of Finance, Kingdom of Saudi Arabia • The Rt. Hon. Rachel Reeves MP, Chancellor of the Exchequer, United Kingdom of Great Britain and Northern Ireland				
	12:10 - 13:00 BOARD OF CHANGEMAKERS: FINANCIAL MARKETS Speakers: • Tareq A. Alsadhan, CEO, Saudi National Bank (SNB) • Jane Fraser, CEO, Citi • Jenny Johnson, President & CEO, Franklin Templeton • Kanetsugu Mike, Chairman, MUFG - Mitsubishi UFJ Financial Group, Inc. • 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				
12:00					
12:30					
OCT, 28	MAIN PLENARY STAGE				
13:00	13:00 - 14:00 NETWORKING LUNCH				

OCT, 28	● MAIN PLENARY STAGE	● PAVILION 1 - LAB 3	● PAVILION 2 - LAB 5	● CONCLAVE 1	● CONCLAVE 2	● CONCLAVE 3
13:30	13:20 - 14:05 FUNDRAISING ROADSHOW I: OXFORD SCIENCE ENTERPRISES' PORTFOLIO Speakers: • Ed Bussey, CEO, Oxford Science Enterprises • Chris Harris, Co-founder & CEO, Evolto • Vyath Kewada, CEO, Salience Labs • Gerald Mulvaney, CEO, Oxford Quantum Circuits (OQC) • Dr. James Pallen-Dimmock, CEO, Quantum Motion • Mark Thomas, CEO, First Light Fusion	13:15 - 14:15 SIGNING CEREMONIES & ANNOUNCEMENTS	13:10 - 14:20 INVITE ONLY: GREEN HYDROGEN'S SCALING MOMENT IS HERE. WHAT DO INVESTORS NEED TO KNOW? Speakers: • Andrea Arcelli, CEO, ACWA Power • Olivia Barnes, Head of Energy Transition, ENBW • Dirks Bernhofs, EYF Business Development, Green Hydrogen, ACWA Power	13:10 - 14:20 INVITE ONLY: THE NEW RACE FOR AI SOVEREIGNTY Speakers: • Peter H. Diamandis, Board Member, FI Institute • Anjney Midha, General Partner, Andreessen Horowitz		
OCT, 28	● MAIN PLENARY STAGE	● WORKSHOP - LAB 1	● PAVILION 1 - LAB 2	● PAVILION 1 - LAB 3	● PAVILION 2 - LAB 4	● PAVILION 2 - LAB 5
14:00	14:00 - 14:30 THE INVESTOR'S GUIDE TO GLOBAL CRISES Speakers: • Ben Gascon, Founder & Chief Executive, Bluefive Capital • Jose "Billy" Guillermo Mata, Managing Director, Apex Capital • Vincent Levita, Founder & CEO, InfraVia Capital Partners • Oskar Lennowski, Founder & Group CEO, Orion Resource Partners	14:00 - 14:30 IS FDI PULLING AWAY FROM THE WEST? Speakers: • Ali Alkhulaifi, Chief Executive, Bahrain Economic Development Board (EDB), Minister of Sustainable Development • Dame Julia Hoggett, CEO, London Stock Exchange plc • Secretary Mike Pompeo, 70th United States Executive Chairman, Special Investments • John B. Quinn, Executive Chairman & Founding Partner, Quinn Emanuel Urquhart & Sullivan LLP • Hoi Tung, Chairman & CEO, China Ping An Insurance Overseas	14:05 - 14:30 CAN FINANCIAL INFRASTRUCTURE STILL GO GLOBAL? Speakers: • Hakan Binbasgil, Vice Chairman & Executive Board Member, Akbank • Bonnie Y. Chan, CEO, Hong Kong Exchanges and Clearing Limited (HKEX) • GV Ravishankar, Managing Director, Peak XV • Daniel Hanna, Global Head of Sustainable & Transition Finance, Barclays	14:00 - 14:30 HOW CAN A GLOBAL LOGISTICS HUB BE BUILT FROM SCRATCH? POWERED BY KING SALMAN INTERNATIONAL AIRPORT (KSIA) Speakers: • Andrew Gibson, Vice-President, Global Aviation Market Director, Jacobs • Jacob Mumm, General Manager, Public Infrastructure, Bechtel • Carey Smith, Chair, CEO & President, Parsons • James Young, Chief Delivery Officer, King Salman International Airport (KSIA)	14:15 - 14:45 SAUDI SECTOR SPOTLIGHT ON INSURANCE, POWERED BY PIF GLOBAL ASSET MANAGEMENT FORUM Speakers: • H.E. Eng. Naji Al-Tamimi, CEO, Insurance Authority • Dr. Othman Alkassabi, CEO, Tawuniya • Saud Al Ghonaim, CEO, Al Rajhi Takaful • Tal Nazer, CEO, Bupa	● CONCLAVE 1
14:30	14:30 - 14:55 ECONOMIC DIPLOMACY AND METHODS OF RESILIENCE	14:30 - 15:00 IS THE LEGACY AVIATION ECOSYSTEM RIPE FOR A DISRUPTION? POWERED BY RIYADH AIR Speakers: • André Esteves, Chairman & Senior Partner, B10 Fiscal • Yael Heston, President, GLOBIS University; Founding Partner, GLOBIS Capital Partners • George H. Walker, Chairman & CEO, Neuberger Berman • Cathie Wood, Founder & CEO, ARK Invest	14:30 - 14:40 FUTURE FLASH: CAN SYSTEMIC RISKS IN CITIES TURN ADVANTAGE? Speakers: • Rob J. Allen, Global Managing Partner & Chairman of the Board, Kearney	14:40 - 14:50 FUTURE FLASH: CAN AGING BE OUR GREATEST OPPORTUNITY? Speakers: • Neeraja Nagarajan, M.D., MPH, Associate Partner, McKinsey & Company, Director, Healthy Longevity, McKinsey Health Institute		
OCT, 28	● MAIN PLENARY STAGE	● WORKSHOP - LAB 1	● PAVILION 1 - LAB 2	● PAVILION 1 - LAB 3	● PAVILION 2 - LAB 4	● CONCLAVE 1
14:50 - 14:55 DIRIYAH VIDEO FEATURE	14:55 - 15:10 CAPITAL OF CHANGE: CAN TOKYO REVITALIZE ITSELF AS THE NEXT GREAT FINANCIAL HUB OF THE WORLD?	15:00 - 15:30 MUST EVERY C-SUITE LEADER NOW THINK LIKE A CISO? Speakers: • Yasser Alswaleem, CEO, sirar by stc • Alain Gavin, Managing Partner & CIO, PSION Partners, Partner, KARISTA • Philippe Keyser, SEVP Strategy, Research and Technology, Thales • Bipul Sinha, CEO, Chairman & Co-Founder, Aardium • Aravind Talluri, Founder & CEO, Cquence Security	15:00 - 15:30 SOVEREIGN WEALTH AND INSTITUTIONAL CAPITAL IN THE NEW POWER ECONOMY Speakers: • Katie Koch, President & CEO, The TCW Group, Inc. • Israfil Mammadov, Executive Director, State Oil Fund of Azerbaijan • Secretary Steven T. Mnuchin, Founder & Managing Director, Sovereign Capital, 77th Secretary of Treasury of the United States • Shaoqing Zhang, Executive Vice President, China Investment Corporation	14:45 - 15:05 CAN THE ENERGY INDUSTRY DE-RISK GREEN HYDROGEN? POWERED BY NEOM Speakers: • Wesam Alghamdi, CEO, NEOM Green Hydrogen Company (NGHC)	14:50 - 15:20 THE DOLLAR VERSUS THE CODE Speakers: • Sergio Fogel, Co-Founder, President & Chief Strategy Officer, Iducal • Dan Morehead, Founder & Managing Partner, Pantera Capital • Simon Tiemtoré, Chairman, Lillum Capital Group & Vista Group Holding	● CONCLAVE 1
15:00	15:10 - 15:30 HOW COUNTRIES ATTRACT—AND KEEP—GLOBAL MONEY Speakers: • Bernard Mensah, President of International, Bank of America		15:05 - 15:35 WILL PUBLIC AND PRIVATE MARKETS CLASH OR CONVERGE? Speakers: • Martin Gilbert, Revolut Ltd and River Global PLC, Chairman • Roberto Hoornweg, Co-Head, Corporate & Investment Banking, Standard Chartered • Lynn Martin, President, NYSE Group • Andy Saperstein, Co-President, Morgan Stanley • Shinji Suzuki, Senior Managing Executive Officer, SMBC Nikko Securities Inc.	15:15 - 15:45 ARE PARTNERSHIPS THE KEY TO SUSTAINABLE INDUSTRIAL DEVELOPMENT? POWERED BY ALAT Speakers: • Winston Cheng, SVP & Group CFO, Lenovo Group Limited • Boris Ekher, CEO, TK Elevator • Uday Yadav, CEO, TK Elevator	14:45 - 15:55 INVITE ONLY SAUDI-UK ROUNDTABLE: SUPERCHARGING SUSTAINABLE INFRASTRUCTURE THROUGH COUNTERPARTNERSHIPS, POWERED BY PIF GLOBAL ASSET MANAGEMENT FORUM Speakers: • H.E. Eng. Mohammed Albrahim, Deputy Minister, Ministry of Energy • Minister, Ministry of Economy, Advanced Petrochemical Company • Fayaz M. Al Fawaz, CEO, Tasnee • Eng. Fayez Al Sharaf, CEO, Sadara	14:45 - 15:55 INVITE ONLY: CAN BUSINESSES CHAMPION A GLOBAL SYSTEM TO OVERCOME FOOD INSECURITY? POWERED BY MINERVA FOODS Speakers: • Fernando Gallegli de Queiroz, CEO, Minerva Foods • John C. Ritch, Executive Chairman, MHP
OCT, 28	● MAIN PLENARY STAGE	● WORKSHOP - LAB 1	● PAVILION 1 - LAB 2	● PAVILION 1 - LAB 3	● PAVILION 2 - LAB 4	● CONCLAVE 2
15:30	15:30 - 16:00 WHO IS LEADING THE WORLD IN AI? Speakers: • Bareq Amin, CEO, Humain • Vinai Kanur, Chairman & CEO, Honeywell • Ruth Horat, President & CIO, Alphasent & Co • Mike Scilla, Co-CEO, Oracle Industries	15:30 - 16:00 IS REKILLING THE GREATEST INVESTMENT OPPORTUNITY OF OUR TIME? Speakers: • Peje Emission, Founder, Kronos Desiposidion Education, Founder, Honeywell • Noella Courgaris Musunka, CEO & Founder, Malakia Foundation • Dino Varkey, Group CEO, Gens Education	15:35 - 16:05 IS BRAND A STRATEGIC ASSET IN FINANCE? POWERED BY PIF Speakers: • Mohammed Alsayyad, Head of Corporate Brand & Strategic Advisory Department, PIF • David Haigh, Chairman & CEO, Brand Finance • Greg Handrick, Managing Director • Eric Martin Smith, Founder & Executive Chairman, 54 Capital Group	15:20 - 15:55 CAN AI MAKE MARKETS PERFECTLY EFFICIENT? Speakers: • Boris Ekher, CEO, Open Mineral • Casey Ge, CEO, Wind Information International, Wind Information Co., Ltd. • Eric Poirier, CEO, Addepar • Ujjan Sharka, Founder & CEO, Domyen	15:15 - 15:45 ARE PARTNERSHIPS THE KEY TO SUSTAINABLE INDUSTRIAL DEVELOPMENT? POWERED BY ALAT Speakers: • Anas Hochstein, Managing Partner, TWG Global • Olivier Le Pauch, CEO, SLB • Christof M. Mowry, CEO, Type One Energy Group, Inc. • Dr. Bob Munggaard, Co-Founder & CEO, Commonwealth Fusion Systems • Ebru Ozdemir, Chairwoman, Limak Holding	● CONCLAVE 2

OCT, 28	● MAIN PLENARY STAGE	● WORKSHOP - LAB 1	● PAVILION 1 - LAB 2	● PAVILION 1 - LAB 3	● PAVILION 2 - LAB 4	● PAVILION 2 - LAB 5
16:00	16:00 - 16:20 WHAT HAPPENS WHEN DIGITAL SUPERINTELLIGENCE ARRIVES Speakers: • Dr. Fei-Fei Li, Professor, Stanford University; Co-Founder & CEO, World Labs • Dr. Eric Schmidt KBE, Former CEO & Chairman, Google, CEO, Relativity Space	16:00 - 16:30 SHOULD TRANSFORMATIVE INVESTMENTS MEASURE IMPACT OVER PROFIT? POWERED BY NEW MURABBA Speakers: • Michael Dyke, CEO, New Murabba	16:00 - 16:30 IS FINANCIAL DEGLOBALIZATION REVERSIBLE? 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 Elbeldi, Co-CEO of EFG Hermes, an EFG Holding Company • Dr. Merit E. Janow, Chair, Board of Directors, Mastercard, Dean Emerita & Professor, Columbia University • Michal Katz, Head of Investment & Corporate Banking, Mizhuo Americas	16:35 - 17:05 HAS PRIVATE EQUITY MOVED BEYOND THE BUYOUT? Speakers: • Huda Al Lawati, Founder & CEO, Aligh Capital • Patrick Healy, CEO, Hellman & Friedman • Jeffrey Li, Founder, GL Capital • Andrea Ponti, Founder & Managing Partner, GHQ Capital • Mustafa Siddiqui, Founder & CEO, SQ Capital	15:55 - 16:25 THE NEXT POWER PLAY IN PHYSICAL-TO-DIGITAL INFRASTRUCTURE, PART I Speakers: • Bernard Fontana, CEO, EDF • Marc Gansel, CEO, DigitalBridge • Sylvie Elhammi, CEO, Dalkia • Jasim Hussain Thabbet, Group CEO & Managing Director, TAQA Group	16:15 - 16:35 WHAT MAKES A SUCCESSFUL AI COMPANY? Speakers: • Jean Hynes, CEO & Managing Partner, Wellington Management • Arvind Jain, CEO, Glean
16:30	16:20 - 16:35 CAN TECHNOLOGY DEEPEN HUMAN CONNECTION? Speakers: • Evan Spiegel, Co-Founder & CEO, Snap Inc.		16:30 - 17:00 IS PRIVATE CREDIT IN A BUBBLE? 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		16:25 - 16:55 THE NEXT POWER PLAY IN PHYSICAL-TO-DIGITAL INFRASTRUCTURE, PART II Speakers: • Jo Bamford, Chair of the Executive Committee, HYCAP Group • Tadjibon Caesar, Senior Partner & Chairman, Actis • Laurent Germain, CEO, Egis Group • Henri Poupart-Lafarge, CEO, Alstom • Christian Stakkebæk, Co-Founder & Senior Partner, Copenhagen Infrastructure Partners	16:35 - 17:05 DOES RELIGIOUS TOURISM PAY 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 • Eugene Gan, CEO, Changi Airports International
17:00	16:35 - 17:30 IS HUMANITY HEADING IN THE RIGHT DIRECTION? Speakers: • Ray Dalio, Founder, CIO Mentor & Member of the Board, Bridgewater Associates, Founder, Dalio Family Office • H.E. Edi Rama - Prime Minister, Republic of Albania • David M. Rubenstein, Co-Founder & Co-Chairman, The Carlyle Group		17:00 - 17:30 THE PARADOX OF THE MEGADEAL Speakers: • Symon Drake-Brockman, Managing Partner, Pemberton Capital • Deven Parakh, Managing Director, Insight Partners • Jeffrey Periman, CEO, Warburg Pincus	17:05 - 17:30 WHERE ARE THE NEW RETAIL MARKETS FOR PRIVATE CAPITAL? Speakers: • Christophe Baviere, Co-CEO, Eurazeo • Andrea C. Bonomi, Chairman, Investindustrial • Aron Landy, CEO, Brevan Howard • Anuj Ranjan, CEO, Private Equity, Brookfield Asset Management • Ivan Vercoutere, Managing Partner & CIO, LGT Capital Partners	16:55 - 17:25 HAS THE MENA MOMENT ARRIVED FOR INVESTORS? Speakers: • Ali Ayub, Chief Portfolio Officer, Vision Invest • Eduardo Saverin, Co-Founder & Co-CEO, B Capital, Co-Founder, Facebook • Dr. Jim Taranbaum, Founder & CEO, Foresite Capital	
OCT, 28	● MAIN PLENARY STAGE					
17:30	17:30 - 18:30 SPECIAL ADDRESS BY A WORLD LEADER					
18:00						

OCT, 29	PLENARY STAGE A	PLENARY STAGE B	PAVILION 1 - LAB 2	PAVILION 1 - LAB 3	PAVILION 2 - LAB 4	PAVILION 2 - LAB 5	CONCLAVE 1	CONCLAVE 2	
07:30	07:30 - 08:30 NETWORKING & SPECIAL BREAKFASTS	07:30 - 08:30 NETWORKING & SPECIAL BREAKFASTS	07:30 - 08:40 INVITE ONLY BREAKFAST: HOW CAN SAUDI ARABIA TAKE THE NEXT LEAP FROM EMERGING PLAYER TO GLOBAL LEADER IN CRITICAL TECHNOLOGIES? POWERED BY ARAMCO VENTURES Speakers: Ahmad Al-Khwalter, Executive Vice-President Technology & Innovation, Aramco	07:30 - 08:40 INVITE ONLY BREAKFAST: WHAT WILL 21st CENTURY FINANCIAL MARKET INFRASTRUCTURE LOOK LIKE? POWERED BY FRANKLIN TEMPLETON Speakers: Jerry Johnson, President & CEO, Franklin Templeton	07:30 - 08:40 INVITE ONLY BREAKFAST: CAN THE MIDDLE EAST MAXIMIZE ITS TRADE AND FINANCIAL EDGE AMID GLOBAL ECONOMIC CHANGE? POWERED BY HSBC Speakers: - Abdullaameed Al Muhaideb, CFO, ACWA Power - Surendra Roshia, Co-CEO, Asia & Middle East, HSBC	07:30 - 08:40 INVITE ONLY BREAKFAST: HILL & VALLEY FORUM	07:30 - 08:40 INVITE ONLY: THE ECONOMIC CASE FOR INVESTING IN A HEALTHIER HUMANITY Speakers: - 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	07:30 - 08:40 INVITE ONLY: CAN A LIVING OCEAN BE AN INVESTABLE OPPORTUNITY? POWERED BY WAVE Speakers: Dr. Ralph Chami, Chief Economist, WAVE	
08:00									
08:30									
08:55 - 09:00	OPENING REMARKS Speakers: Richard Attias, Chairman of the Executive Committee & Acting CEO, FII Institute								
OCT, 29	PLENARY STAGE A				PLENARY STAGE B				
09:00	09:00 - 09:15 PEACE THROUGH INNOVATION. POWERED BY HILL & VALLEY FORUM & FII				09:00 - 09:30 WHAT WILL DETERMINE THE FUTURE OF ENERGY DEMAND? Speakers: - Mohamed Jameel Al Ramahi, CEO, Masdar - Riham ElGizy, CEO, VCM - Fred Thiel, Chairman & CEO, MARA				
09:30	09:15 - 09:35 CRITICAL MINERALS, CRITICAL ALLIES, POWERED BY HILL & VALLEY FORUM & FII Speakers: - Benjamin Black, Nominee for Head, United States International Development Finance Corporation - The Hon. Massad Boudos, Senior Advisor to the President on Arab and Middle Eastern Affairs, Senior Advisor for Africa, The White House - Richard Holtum, CEO, Traffigura				09:30 - 10:00 CAN CIRCULAR TECH AND NEW ENERGY ELEVATE A COUNTRY'S ECONOMIC STRATEGY? Speakers: - Abdulrahman Al-Fageeh, CEO & Executive Member of the Board of Directors, SABIC - Ana Cabral, Co-Chairperson & CEO, Sigma Lithium - Linda Mabheba-Oligunju, Founder & CEO, DIO Energy Resources Group - Sir Noel Quinn, Chairman, Julius Baer Group - Robert Wilt, CEO, Maaden				
10:00	09:35 - 09:50 RACE TO THE DEEP, POWERED BY HILL & VALLEY FORUM & FII Speakers: - Gerard Barron, Chairman & CEO, The Metals Company - Steve Jurvetson, Co-Founder, Future Ventures				10:00 - 10:30 WHAT WILL BE THE PRIME INFRASTRUCTURE ASSETS OF 2030? Speakers: - Mohamed Alabbaz, Founder, Enmar Properties, Founder, Noon.com - William Johnson, President & CEO, Tech Investor - Khalid Almorani, CEO, Soudah Development Company - Yahya Ahmed Al Bayari, CEO, Global Member, GFH Financial Group B.S.C. - Barry Sternlicht, Chairman & CEO, Starwood Capital Group - Christian Ulbrich, Global CEO & President, JLL				
10:30	10:05 - 10:20 WILL FRONTIER AI MODELS OUTPACE OUR ABILITY TO GOVERN IT? POWERED BY HILL & VALLEY FORUM & FII Speakers: Sarah Frisr, CEO, OpenAI				10:30 - 11:00 HOW CAN CITIES ATTRACT INVESTMENT WHILE PRIORITIZING CITIZENS IN A TECH-ENABLED ERA? Speakers: - Abber Al Akel, CEO, Royal Commission for Alulla - Saleh Aloraini, CEO, Soudah Development Company - Hani Enayya, CIO, Sanabil Investments - Lara Poloni, President, AECOM				
11:00	11:00 - 11:15 HOW TO GROW A CLASS-LEADING SOVEREIGN WEALTH FUND, PART I Speakers: Fahad Alsaif, Head of Investment Strategy & Economic Insights & Head of Global Capital Finance, PIF				11:00 - 11:30 WHAT DOES IT TAKE TO BUILD A NATION'S ESSENTIAL INDUSTRIES? Speakers: - Stella Li, Executive Vice President, BYD - Dr. Patrice Motsepe, Founder & Executive Chairman, African Rainbow Minerals - Rajesh Subramaniam, President, CEO & Member of the Board of Directors, FedEx Corporation - Jerry Todd, Managing Director & Head of National Development, PIF				
11:30	11:15 - 12:05 BOARD OF CHANGEMAKERS: THE ENERGY TRILEMMA 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 - Wenxuan Li, Chairman & CEO, PCG Power, Founding Partner, LOK Capital - Catherine MacGregor, CEO, ENGIE - Dr. Owen D. Onogiafo OON, President & Group CEO, Transnational Corporation Plc - Meg O'Neill, CEO & Managing Director, Woodside Energy - Dr. Angela Wilkinson, Secretary General & CEO, World Energy Council				11:15 - 11:45 INVITE ONLY: HOW DO FAMILY OFFICES FUTURE-PROOF THEIR CAPITAL STRATEGIES IN HIGH-GROWTH MARKETS? POWERED BY MISA Speakers: - Tariq Al-Sudairi, Managing Director & CEO, Jadwa Investment - Dina Powell McCormick, Vice Chair, President & Head of Global Client Services, BDT & MSD Partners - Hussein Sajwani, Founder & Chairman, DAMAC				
OCT, 29	PLENARY STAGE A		PLENARY STAGE B		WORKSHOP - LAB 1				
12:00	12:05 - 12:15 FUTURE FLASH: CAN WE TRULY TRANSFORM HOW TO ENERGIZE THE WORLD? Speakers: Greg Twimney, CEO, General Fusion		11:50 - 12:20 WILL EUROPE LEAD ITS OWN DEFENSE RENAISSANCE? Speakers: - Ahmet Akyol, President & CEO, Aselsan - Max Buchan, Founder & CEO, Valarian - Pieroberto Folgiere, CEO & Managing Director, Fincantieri S.p.A. - Eric Martel, President & CEO, Bombardier - Prof. Roberto Cingolani, CEO & General Manager, LEONARDO S.p.A.				PAVILION 2 - LAB 5		

OCT, 29	PLENARY STAGE A		PLENARY STAGE B		WORKSHOP - LAB 1		PAVILION 1 - LAB 3		PAVILION 2 - LAB 5	
	12:15 - 12:30	ARE NATIONAL FUNDS OUTPACING MULTILATERALS?	12:20 - 12:35	FUTURE FLASH: HOW TO BUILD A WORLD-CLASS EXPO	12:15 - 12:45	INVITE ONLY: WHAT CAN LEADERS LEARN FROM GOVERNANCE AND SUCCESSION CASE STUDIES? POWERED BY MISA	12:15 - 13:15	SIGNING CEREMONIES AND ANNOUNCEMENTS	PAVILION 2 - LAB 5	
OCT, 29	12:30	PLENARY STAGE A	12:35 - 12:50	CAPITAL, CULTURE—AND CREDIBILITY	12:45 - 13:00	INVITE ONLY: INFORMAL NETWORKING & CLOSING CONVERSATIONS, POWERED BY MISA	12:25 - 13:25	FUNDRAISING ROADSHOW II: ARAMCO PORTFOLIO	PAVILION 2 - LAB 5	PAVILION 2 - LAB 5
OCT, 29	12:30	PLENARY STAGE A	12:50 - 13:45	NETWORKING LUNCH	12:50 - 13:45	NETWORKING LUNCH	12:55 - 14:05	INVITE ONLY: HOW CAN LEADERS POSITION AFRICA AS THE FUTURE OF TECHNOLOGY-BASED TALENT POOL?	CONCLAVE 1	CONCLAVE 2
OCT, 29	13:00	PLENARY STAGE B	13:00 - 13:30	IS THE MIDDLE EAST BECOMING THE NEXT GLOBAL FAMILY OFFICE HUB? POWERED BY MISA	13:30 - 14:00	[AI INVESTMENT SUMMIT] HOW WILL WE FUND THE GLOBAL AI REVOLUTION?	13:30 - 14:00	IS DEATH SOLVABLE?	PAVILION 2 - LAB 5	CONCLAVE 3
OCT, 29	13:30	PLENARY STAGE A	13:45 - 14:00	WHAT IS THE PATH TO A THRIVING FRONTIER MARKET?	14:05 - 14:35	CAN PURPOSE-DRIVEN CAPITAL UNLOCK THE TRILLIONS NEEDED FOR INCLUSIVE GROWTH?	14:00 - 14:30	[AI INVESTMENT SUMMIT] HOW DO YOU SPOT AN AI UNICORN AT SEED STAGE?	PAVILION 2 - LAB 4	CONCLAVE 1
OCT, 29	14:00	PLENARY STAGE B	14:05 - 14:25	HOW TO OPERATE THE WORLD'S BIGGEST PROJECTS	14:25 - 14:45	HOW SAUDI FAMILY OFFICES SPOT UNICORNS, POWERED BY MISA	14:00 - 14:30	CAN CELL-BASED INNOVATION KEEP HUMANITY IN PEAK CONDITION?	PAVILION 2 - LAB 5	CONCLAVE 2
OCT, 29	14:00	PLENARY STAGE A	14:05 - 14:35	CAN WIN THE GLOBAL TRAVELER? PART 1: OUTLOOK	14:35 - 14:55	WILL AI-OPTIMIZED HOSPITALS OUTPERFORM TRADITIONAL ONES?	14:00 - 14:30	CAN INTELLIGENT MANUFACTURING SAVE THE ENERGY TRANSITION?	PAVILION 2 - LAB 4	CONCLAVE 1

OCT, 29	● PLENARY STAGE A 17:20 - 17:40 RISE OF THE AUTOMATA WHICH HUMANOID ROBOT WILL YOU HAVE AT HOME? Speakers: • Bernt Øivind Barnich, Founder & CEO, IX	● PLENARY STAGE B	● WORKSHOP - LAB 1	● PAVILION 1 - LAB 3	● PAVILION 2 - LAB 4	● PAVILION 2 - LAB 5
17:30						

OCT, 30	PLENARY STAGE A	PLENARY STAGE B	PAVILION 1 - LAB 2	PAVILION 1 - LAB 3	PAVILION 2 - LAB 4	CONCLAVE 1
07:30	07:30 - 08:30 NETWORKING & SPECIAL BREAKFASTS	07:30 - 08:30 NETWORKING & SPECIAL BREAKFASTS	07:30 - 08:40 INVITE ONLY BREAKFAST: IS DIVERSIFICATION THE ECONOMIC ANCHOR OF THE 21st CENTURY? POWERED BY ROSHN GROUP Speakers: - Abdulrahman AlTheilaban, Managing Director, Google Cloud, Middle East, North Africa & Turkey - Yassen Kattan, Group Chief Strategy & Corporate Affairs Officer, ROSHN Group - Tarek Sultan, Vice-Chairman of the Board, Agility - Rami Tabbara, Co-Founder, Stake	07:30 - 08:40 INVITE ONLY BREAKFAST: ARE SUSTAINABLE INVESTMENTS A SAFE HARBOR AMID GLOBAL UNCERTAINTY? POWERED BY RED SEA GLOBAL Speakers: - Abdullah Al Shaikh, Deputy Head, Corporate Finance, Riyad Bank - Beatrice Burton, Group Senior Executive Vice-President, International Division, EDF, Chairman & CEO, EDF Renewables - Greg Dierlejan, Group Head, Investments & Group Chief Legal Officer, Red Sea Global	07:30 - 08:40 INVITE ONLY BREAKFAST: SOUTH AMERICA AS THE SUSTAINABILITY POWERHOUSE, POWERED BY MINERVA FOODS Speakers: - Fernando Galletti de Queiroz, CEO, Minerva Foods - Francisco Jardim, CEO, SP Ventures	07:30 - 08:40 INVITE ONLY: WILL THE NEXT WAVE OF AI INVESTMENT FLOW SOUTH? Speakers: - Steve Pimsoil, Chief Strategy Officer, HUMAIN - Ramez Shehadi, Senior Managing Director, Accenture
08:00						
08:30						
OCT, 30	PLENARY STAGE A	PLENARY STAGE B	PLENARY STAGE A	PLENARY STAGE B	PLENARY STAGE B	PLENARY STAGE B
09:00	09:00 - 10:00 BOARD OF CHANGEMAKERS: PRIVATE CAPITAL Speakers: - Biny O. Elumelu, Group Chair, United Bank for Africa (UBA), Founder, Tony Elumelu Foundation - Sam Englehardt, Founding General Partner, Galaxy Interactive, Co-Founder & Partner, Galaxy Digital - Fenglei Fang, Founder & Chairman, HOPU Investments - Biny Florence, Co-CEO, IEA - Irene Hong, Founding Partner, CEC Capital Group - John Lindfors, Co-Founder & Managing Partner, DST Global - Ibrahim Abdulaziz Nayaz, CEO, National Technology Development Program (NTDP) - Dana Settle, Co-Founder & Managing Partner, Greycroft - Dan Schulman, Vice Chairman & Managing Partner, Valor Capital Group	10:00 - 10:05 [PIF GLOBAL ASSET MANAGEMENT FORUM] OPENING REMARKS Speakers: Yazeed Alhumied, Deputy Governor & Head of MENA Investment Division, PIF	09:00 - 09:20 WHAT MAKES MEDIA AND ENTERTAINMENT A VALUABLE ASSET CLASS IN A HYPERDIGITAL WORLD?	09:20 - 09:40 WHO WILL DISRUPT, AND WHO WILL BE DISRUPTED? Speakers: - Dr. James Peng, Co-founder & CEO, Poyai - Osair Younis, Co-Founder & CEO, Applied Intuition	09:40 - 09:50 FUTURE FLASH: THE QUANTUM-AI REVOLUTION Speakers: Jeremy O'Brien, Founder & CEO, PsiQuantum	09:50 - 10:00 FUTURE FLASH: FROM THE WISDOM OF THE PAST TO THE KNOWLEDGE OF THE FUTURE Speakers: Dr. Viswa Colluru, Founder & CEO, Enveda
09:30						
10:00						
OCT, 30	PLENARY STAGE A	PLENARY STAGE B	WORKSHOP - LAB 1	PAVILION 1 - LAB 2	PAVILION 1 - LAB 3	PAVILION 2 - LAB 4
10:00	10:00 - 10:10 FUTURE FLASH: CAN ORBITAL DATA CENTERS OUTPACE EARTH'S LIMITATIONS? Speakers: Philip Johnston, CEO & Co-Founder, Starcloud	10:00 - 10:05 [PIF GLOBAL ASSET MANAGEMENT FORUM] OPENING REMARKS Speakers: Yazeed Alhumied, Deputy Governor & Head of MENA Investment Division, PIF	10:00 - 10:35 TURNING IDEAS INTO MARKET-LEADING GROWTH, A MASTERCLASS WITH JEFF HOFFMAN Speakers: Jeff Hoffman, Chairman, Global Entrepreneurship Network	10:00 - 10:15 SHARK SNACKS Speakers: - Mahdi Aladel, CEO, Amanco Ventures - Dave Blundin, Founder & Managing Partner, Link Ventures - Dan Korehead, Founder & Managing Partner, Pantera Capital	10:00 - 10:40 "ZERO TO FOUR: HOW VC FIRMS EVOLVE FROM FUND TO FIRM, FIRM TO FRANCHISE" NEW FINDINGS FROM KAUFFMAN FELLOWS Speakers: - Calo Bolognesi, General Partner, Monashees Gestão de Investimento - Dan Kimerling, Founder & Managing Partner, Deciens Capital - Eugenia Plotnikova, General Partner, Dawn Capital - Jeff Weinstein, Partner, FJ Labs	10:00 - 10:35 DEB(A)ITE: ROUND I, DO MODELS TRULY REASON OR MIMIC REASONING? Speakers: - Anir Husain, Chairman, WorldQuant Foundry - Tejas Kulkarni, Founder, Common Sense Machines, Inc. - Dr. Mishra Laskin, Co-Founder & CEO, Reflection AI - Dr. Julien Launay, CEO & Co-Founder, Adaptive ML
10:10						
10:30						
10:30	10:05 - 10:35 [PIF GLOBAL ASSET MANAGEMENT FORUM] THE EVOLVING SAUDI MARKET - A NEW FRONTIER FOR ASSET MANAGERS Speakers: - H.E. Dr. Majid Ibrahim Al Fayyadh, CEO, King Abdulaziz Specialist Hospital and Research Centre (KFSHRC) - Dr. Noubar Afeyan, Founder & CEO, Flagship Pioneering, Co-Founder, Moderna - Dr. Mehmet Oz, Administrator, Centers for Medicare & Medicaid Services, U.S. Department of Health & Human Services	10:05 - 10:35 [PIF GLOBAL ASSET MANAGEMENT FORUM] BUILDING BRIDGES: HOW SAUDI AND GLOBAL ASSET MANAGERS CAN COLLABORATE FOR GROWTH Speakers: - H.E. Dr. Majid Ibrahim Al Fayyadh, CEO, King Abdulaziz Specialist Hospital and Research Centre (KFSHRC) - Dr. Noubar Afeyan, Founder & CEO, Flagship Pioneering, Co-Founder, Moderna - Dr. Mehmet Oz, Administrator, Centers for Medicare & Medicaid Services, U.S. Department of Health & Human Services	10:35 - 11:20 WHAT HYPERSCALE FOUNDERS NEED TO PERSEVERE 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 - Ajoun Prakash, Co-Founder & CEO, Dicky AI	10:35 - 11:05 2026 GLOBAL VENTURE OUTLOOK Speakers: - Paul Handour, Executive Chairman, Wanda Global Cities - Allen Taylor, Managing Partner, Endeavor Catalyst	10:35 - 11:10 DEB(A)ITE: ROUND II, APP-LAYER FUTURES: GENERALIZATION OR SPECIALIZATION—WHICH PATH DOMINATES? Speakers: - Amir Husain, Founder & CEO, Cequence Security - Pablo Parfao, CEO & Co-Founder, HappyRobot - Ujjan Sharka, Founder & CEO, Domyin - Jesse Zhang, CEO & Co-Founder, Decagon AI	10:35 - 11:05 2026 GLOBAL VENTURE OUTLOOK Speakers: - Paul Handour, Executive Chairman, Wanda Global Cities - Allen Taylor, Managing Partner, Endeavor Catalyst
10:30						
10:30						

OCT, 30	PLENARY STAGE A	PLENARY STAGE B	WORKSHOP - LAB 1	PAVILION 1 - LAB 2	PAVILION 1 - LAB 3	PAVILION 2 - LAB 4	PAVILION 2 - LAB 5	CONCLAVE 1
11:00	11:05 - 11:15 FUTURE FLASH: IS THE NETWORK STATE IMMINENT? Speakers: - Balaji Srinivasan, Author, The Network State (thenetworkstate.com), Founder, The Network State (ns.com) 11:15 - 11:40 ARE THE ECONOMICS OF VISIONARY DEVELOPMENTS FUNDAMENTALLY CHANGING? Speakers: - Henadi Al Saleh, Global CEO & Board Member, Agility - Enayyat Alkhatib, Founder, Chairman, AlDiyar AlArabiyah 11:30	11:05 - 11:35 [PIF GLOBAL ASSET MANAGEMENT FORUM] KEYNOTE SPEECH ADDRESS BY THE CHAIRMAN OF CMA Speakers: - Alkhatib, Head of Regional Investments & Acting Head of Private Equity Investments Sections, PIF - Dina Dileonzo, President, Guggenheim Investments - Brian Higgins, Founder & Managing Partner, King Street - Edward Winter, Managing Director, GIP, BlackRock 11:35 - 12:05 [PIF GLOBAL ASSET MANAGEMENT FORUM] HARNESSING DATA: THE EVOLVING ROLE OF QUANTITATIVE INVESTING IN MODERN PORTFOLIO Speakers: - Andrea Frazzini, Head of Global Stock Selection, AQR Capital Management Unit, PIF - Mohsin Javed, Head of Asset Allocation Group (BS15) for EMEA & APAC, BlackRock - David G. Lesh, Global Co-Head of Quantitative Investment Strategies, Goldman Sachs	12:00 - 12:00 INSIDE THE NEXT GENERATION'S FAMILY OFFICE Speakers: - Talal Attieh, General Partner, Steel Atlas - Daniel Haimovic, Founder & Managing Partner, SC Holdings - JD Montgomery, Managing Director, Canterbury - Marcio Adib Zarzur, Partner, Oikos Family Office, CEO, BlueBird Holdings 11:25 - 11:35 HOW TO CAPTURE ALPHA IN PRODUCT-CENTRIC PORTFOLIOS Speakers: - SC Moutari, Founder & Managing Partner, Mighty Capital 11:35 - 12:10 SELL OR SCALE? NAVIGATING THE AI-DRIVEN M&A SURGE Speakers: - Georges Boualis, Co-Founder & Managing Partner, Protagonist, Founder, Chairman & CEO, Raise - Ben Casnocha, General Partner, Village Global - Mark Ghermezian, Founder & General Partner, MKV - Magnus Grimeland, Founder & CEO, Antler	10:50 - 11:25 VIBE CODERS! VIBE CODERS! Speakers: - Antoine Biondneau, Co-Founder & Managing Partner, Alpha Intelligence Capital - Dr. Miha Laskin, Co-Founder & CEO, Reflection AI - Dr. Julien Launay, CEO & Co-Founder, Adaptive ML - Amjad Masad, CEO & Co-Founder, Replit 11:15 - 11:30 FUNDS IN FOCUS: WYLD VC & BEENEXT Speakers: - Tala Aj Jibri, Founder & Managing Partner, Wyld VC - Anindui Garg, Partner, BEENEXT India 11:30 - 12:00 STV & GOOGLE ON BREAKING THE APP GAP Speakers: - Steve Himsoll, Chief Strategy Officer, Himsoll - Abdulrahman Tarabzouni, Founder & CEO, STV	10:40 - 11:15 WHAT IS THE PRE-SEED PULSE? Speakers: - Yassier Esca, Founding Partner & CEO, Vision Ventures - Omar AlMajidule, Founding Partner, Raed Ventures - Qusai AlSairi, CEO & Managing Director, Sadu Capital, CEO, Venture Capital and Private Equity Association (VCPEA) - Meklyn Lubega, Founder & Chairman, Baobab Group 11:10 - 11:45 DEB(A)ITE: ROUND III. SHOULD POWERFUL OPEN-SOURCE AI MODELS, WITHOUT SAFEGUARDS, BE BANNED TO PREVENT CATASTROPHIC MISUSE? Speakers: - Beth Barnes, Founder & CEO, METR - William Bourcas, Chairman & CEO, Eudon - David French, President, Going Global Ventures New York - Oscar Younis, Co-Founder & CEO, Applied Intuition	11:05 - 11:20 URUGUAY'S dlocal SYSTEMS FOR THE GLOBAL SOUTH Speakers: - Sergio Fogel, Co-Founder, President & Chief Strategy Officer, dlocal 11:20 - 11:35 WILL HISTORY REWARD THOSE WHO 'MOOVE' FIRST? Speakers: - Ladi Delano, Co-Founder, Co-CEO & Advisory Board Chairman, Moove 11:35 - 11:40 SAUDI'S MANZIL TAKES ON THE FUTURE OF WORKER HOUSING Speakers: - Majed Albabbain, Founder & CEO, Manzil 11:40 - 12:10 CAN INDIA'S GROWTH REFORMS FUEL A GLOBAL STARTUP WAVE? Speakers: - Niraj Singh, Founder & CEO, Spinny - Shrest Singh Gandhi, Founder & Managing Partner, Stride Ventures - Naveen Tewari, Founder & CEO, InMobi & Glance	10:40 - 11:50 INVITE ONLY: BOARD OF CHANGEMAKERS CONCLAVE: PRIVATE CAPITAL	
OCT, 30	PLENARY STAGE A	PLENARY STAGE B	WORKSHOP - LAB 1	PAVILION 1 - LAB 2	PAVILION 1 - LAB 3	PAVILION 2 - LAB 4	PAVILION 2 - LAB 5	CONCLAVE 1
12:00	12:00 - 13:00 FII INNOVATORS PITCH 2025 Speakers: - Alex Alipier, Co-Founder & President, Insilio Medicine - Dr. Meshari F. Alwashimi, CEO & Co-Founder, Amplifi Health - Dr. Ahmed Ismail, Co-Founder & COO, Dunia Innovations GmbH - Cewu Lu, CEO, Noematrix Intelligence - Dr. Sung-hyun Park, CEO, Rebellions - Ibrahim Abdullaziz Neyaz, CEO, National Technology Development Program (NTDP) - Jeff Hoffman, Chairman, Global Entrepreneurship Network - Mark Minevich, President, Going Global Ventures New York	12:05 - 12:35 [PIF GLOBAL ASSET MANAGEMENT FORUM] FROM CONVICTION TO ALLOCATION: MARKET DEPTH, LIQUIDITY, & TRADABILITY Speakers: - Parash Alipunsam, Head of Research, Alpha Capital, Asset Management - Badr Alasem, Head of Portfolio Management Section, MENA Securities Department, PIF - Kareem Hamza, CEO, Introspect Capital - Ahmad Kordi, Head of Investment Research & Decision Support, PIF 12:35 - 12:50 [PIF GLOBAL ASSET MANAGEMENT FORUM] KEYNOTE SPEECH ADDRESS BY THE CHAIRMAN OF CMA Speakers: - H.E. Mohammed Alkulaib, Chairman, Capital Market Authority (CMA)	12:00 - 12:40 EQUITY OVER ENDORSEMENTS: HOW TO BACK INFLUENCE-DRIVEN VENTURES Speakers: - Juan Delgado, CEO, Footballco - Isaac Harrouche, Co-Founder & CEO, 154 Partners - Isalah Kacyynsah, Founding Partner, Will Ventures - Marc Lotenberg, Founder, CEO & Chairman, Dorsia - Ibrahim Sagna, Executive Chairman, Silverbacks Holdings	12:10 - 12:45 INSIDE SAUDI ARABIA'S DEEP TECH ECOSYSTEM, POWERED BY NTDP Speakers: - Eiso Kant, Co-Founder & CTO, poolside - Martin Kon, President & COO, Cohere - Arvind Jain, CEO, Glean - Pankaj Patel, Co-founder, President & CEO, Nile - Umesh Sachdev, CEO & Co-Founder, Uniphore 12:10 - 12:15 HONG KONG'S WESTWELL REINVENTS LOGISTICS WITH AUTONOMY-DRIVEN SYSTEMS Speakers: - Yang (Kay) Ming, CEO, Westwell Holdings (Hong Kong) Limited 12:15 - 12:55 INSIDE THE BATTLE FOR STRATEGIC POWER, WITH DEEP TECH FOUNDERS Speakers: - Dr. Siyu Huang, CEO & Co-Founder, Factorial Energy - Dr. Subodh Kulkarni, President & CEO, Rigetti Computing - Andy Lowery, CEO, Epius, Inc - Samir Menon, Co-Founder & CEO, Dexterity	11:45 - 12:15 HOW CAN VCS MASTER DILIGENCING DEEP TECH IP IN CLIMATE AMID R&D RISKS? Speakers: - Ed Bussey, CEO, Oxford Science Enterprises - Abdulrahman Alshabeeb, Founder & Managing Partner, Future Energy Ventures 12:10 - 12:15 HONG KONG'S WESTWELL REINVENTS LOGISTICS WITH AUTONOMY-DRIVEN SYSTEMS Speakers: - Yang (Kay) Ming, CEO, Westwell Holdings (Hong Kong) Limited 12:15 - 12:55 INSIDE THE BATTLE FOR STRATEGIC POWER, WITH DEEP TECH FOUNDERS Speakers: - Dr. Siyu Huang, CEO & Co-Founder, Factorial Energy - Dr. Subodh Kulkarni, President & CEO, Rigetti Computing - Andy Lowery, CEO, Epius, Inc - Samir Menon, Co-Founder & CEO, Dexterity	12:45 - 13:15 INVESTOR DEBATE: ROUND 1. ARE WE OVER-INDEXING ON PEOPLE & UNDER-INDEXING ON TECH? Speakers: - Tony Florence, Co-CEO, NEA - Anu Hariharan, Founder & Managing Partner, Anu Fund - David Medina, General Partner, Andreesen Horowitz - Dan Schulman, Vice Chairman & Managing Partner, Valor Capital Group 12:55 - 13:15 FUNDS IN FOCUS: ARAMCO & WA'ED VENTURES Speakers: - Raad M. Tawally, Executive Managing Director, Prosperity7, Aramco Ventures - Muhammad Zeeshan Hassan, CO, Waed Ventures		
OCT, 30	PLENARY STAGE A	PLENARY STAGE B	WORKSHOP - LAB 1	PAVILION 1 - LAB 2	PAVILION 1 - LAB 3	PAVILION 2 - LAB 4	PAVILION 2 - LAB 5	CONCLAVE 1
13:00	13:00 - 14:00 NETWORKING LUNCH	12:50 - 13:00 [PIF GLOBAL ASSET MANAGEMENT FORUM] CLOSING REMARKS Speakers: H.E. Mohammed Alkulaib, Chairman, Capital Market Authority (CMA) 13:00 - 14:00 NETWORKING LUNCH	12:40 - 13:25 WHAT DO GPs REALLY STAND FOR Speakers: - Chris Arsenault, Co-Founder & Partner, Inovia - Dr. Bilal Baloch, Partner, Shoroq - Michael Eisenberg, Co-Founder & General Partner, Aleph - Adam Grosser, Chairman & Managing Partner, UPPartners - Tim Levene, CEO, Augmentum	12:50 - 13:10 FRANKLY SPEAKING WITH BUILDER.AI—LESSONS IN FAILING FORWARD Speakers: - Sachin Dev Duggal, Founder & Former Chief Wizard, Builderal 13:10 - 13:30 WHICH TECHNOLOGIES ARE BRINGING THE NETWORK STATE TO LIFE? Speakers: - Hani Enayya, CIO, Sanabil Investments - Balaji Srinivasan, Author, The Network State (thenetworkstate.com), Founder, The Network State (ns.com)	12:45 - 13:25 "BEYOND CAPITAL: THE SAUDI VALUE CREATION STORY" NEW FINDINGS FROM PIF, JADA & INSEAD Speakers: - Hathban Alforah, Managing Partner & Co-Founder, SECDPA Ventures - Chairman Alkulaib, Strategy & Business Development Office, Saudi Fund of Funds - Raid Ismail, Co-Head of MENA Direct Investments & Head of Operational Value Creation, PIF	12:45 - 13:15 INVESTOR DEBATE: ROUND 1. ARE WE OVER-INDEXING ON PEOPLE & UNDER-INDEXING ON TECH? Speakers: - Tony Florence, Co-CEO, NEA - Anu Hariharan, Founder & Managing Partner, Anu Fund - David Medina, General Partner, Andreesen Horowitz - Dan Schulman, Vice Chairman & Managing Partner, Valor Capital Group 12:55 - 13:15 FUNDS IN FOCUS: ARAMCO & WA'ED VENTURES Speakers: - Raad M. Tawally, Executive Managing Director, Prosperity7, Aramco Ventures - Muhammad Zeeshan Hassan, CO, Waed Ventures		

OCT, 30	PLENARY STAGE A	PLENARY STAGE B	WORKSHOP - LAB 1	PAVILION 1 - LAB 2	PAVILION 1 - LAB 3	PAVILION 2 - LAB 4	PAVILION 2 - LAB 5
13:30			13:25 - 14:05 IS THE SFO-RUH PACT THE ULTIMATE PLAY FOR VC DOMINATION? Speakers: - H.H. Prince Khalid bin Bader Al Saud, Founder & 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	13:30 - 14:00 THE PLATFORM PARADOX: WHO REALLY WINS IN GIG WORK? Speakers: - Faraz Khalid, CEO, noon - Mark Loughran, President & CFO, inDrive	13:25 - 14:15 FUNDRAISING ROADSHOW III: ARAMCO PORTFOLIO Speakers: - Yang Gao, Co-Founder & Chief Scientist, Spirit AI - Alison Swaff, Founder & CEO, aXcelain - David O'Connell, Founder & CEO, OO Technology - Dr. Changsheng Yao, Founder & CEO, Hydrotech - Dr. Jian Zhang, CEO, Naah Medical Corporation	13:15 - 13:40 INVESTOR DEBATE: ROUND II. DO MEGA FUNDS STIFLE INNOVATION & DIVERSITY IN PRIVATE MARKETS? Speakers: - Michael Garg, Partner, BEENEXT India - Dan Kimball, Founder & Managing Partner, Declens Capital - Jeff Weinstein, Partner, FJ Labs 13:40 - 14:05 INVESTOR DEBATE: ROUND III. SHOULD LPs TAKE A MORE ACTIVE ROLE IN PRIVATE FUNDS?	13:15 - 14:15 FILM SIGNINGS & ANNOUNCEMENTS
OCT, 30	PLENARY STAGE A	WORKSHOP - LAB 1	PAVILION 1 - LAB 3	PAVILION 2 - LAB 4	PAVILION 2 - LAB 5		
14:00	14:00 - 15:30 FI19 CLOSING SESSION: THE NEXT KEY						
14:30							
15:00							
15:30	15:30 - 15:35 CLOSING REMARKS						

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DAY



3:30 PM – 4:40 PM

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

Participation is by Invitation Only

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
- Jeremy O'Brien, Founder & CEO, PsiQuantum

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

Participation is by Invitation Only

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. Almullass, VP, Market Analysis & Sustainability, Aramco
- Co-Chair To be announced.

3:30 PM – 4:40 PM

INVITE ONLY: CAN CRYPTO INFRASTRUCTURE REDEFINE GLOBAL FINANCE?

Participation is by Invitation Only

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:

- Jeremy Allaire, Co-Founder, CEO & Chairman, Circle
- Brad Garlinghouse, CEO, Ripple
- Dan Schulman, Vice Chairman & Managing Partner, Valor Capital Group



DAY

7:30 AM – 8:30 AM

9:00 AM – 9:15 AM

9:15 AM – 9:30 AM

NETWORKING BREAKFAST**OPENING SHOW****IN CONVERSATION**

The Governor of the Public Investment Fund shares his perspectives on the future of the PIF and its role in shaping global investment.

Speakers:

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

Moderator:

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



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 Elhedery, 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

Moderator:

- David M. Rubenstein, Co-Founder & Co-Chairman, The Carlyle Group

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?

Speakers:

- *Government official 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)
- The Hon. Paul MP Chan, GBM, GBS, MH, JP, Financial Secretary, The Government of the Hong Kong Special Administrative Region of the People's Republic of China
- H.E. Piyush Goyal, Union Minister of Commerce & Industry and MP, Government of India
- Hiroshi Mikitani, Founder, Chairman & CEO, Rakuten Group, Inc.
- Adebayo Ogunlesi, Founding Partner, Chairman, & CEO, Global Infrastructure Partners
- Patrick Pouyanné, Chairman & CEO, TotalEnergies
- Dilhan Pillay Sandrasegara, Executive Director & CEO, Temasek
- Lei Zhang, Founder & Chairman, Hillhouse Investment

• More government officials to be announced.

Moderator:

- Becky Anderson, Journalist & Anchor, CNN

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:

- H.E. Mohammed bin Abdullah Al-Jadaan, Minister of Finance, Kingdom of Saudi Arabia
- The Rt. Hon. Rachel Reeves MP, Chancellor of the Exchequer, United Kingdom of Great Britain and Northern Ireland

• More government officials to be announced.

Moderator:

- Sara Eisen, Anchor, CNBC

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
- Kanetsugu Mike, Chairman, MUFG – Mitsubishi UFJ Financial Group, Inc.
- 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

Moderator:

- Francine Lacqua, Anchor, Bloomberg TV



1:00 PM – 2:00 PM

2:00 PM – 2:15 PM

2:15 PM – 2:30 PM

NETWORKING LUNCH

SPECIAL CONVERSATION

**CAN STRATEGY MEET SPEED
TO SOLVE THE WORLD'S
ENERGY CHALLENGE?**

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

Moderator:

- Sara Eisen, Anchor, CNBC



2:30 PM – 2:55 PM

ECONOMIC DIPLOMACY AND METHODS OF RESILIENCE

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.

2:55 PM – 3:10 PM

CAPITAL OF CHANGE: CAN TOKYO REVITALIZE ITSELF AS THE NEXT GREAT FINANCIAL HUB OF THE WORLD?

As one of the largest cities in the world, Tokyo has become not only a popular destination for inbound tourists but capital flow from entrepreneurs and investors across the globe. According to Startup Genome, between 2020 and 2024, Tokyo's startup ecosystem surged 164% from \$25 billion to \$66 billion. With global investors eyeing the next geographic trends, can Tokyo harness its capital and innovate to the title of the world's next great financial hub?

Speakers:

- Government officials to be announced.

3:10 PM – 3:30 PM

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:

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



3:30 PM – 4:00 PM

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, Humain
- Vimal Kapur, Chairman & CEO, Honeywell
- Ruth Porat, President & CIO, Alphabet & Google
- Mike Sicilia, Co-CEO, Oracle Industries

Moderator:

- Becky Anderson, Journalist & Anchor, CNN

4:00 PM – 4:20 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 AI 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. Eric Schmidt KBE, Former CEO & Chairman, Google, CEO, Relativity Space
- 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

Moderator:

- Peter H. Diamandis, Board Member, FII Institute

4:20 PM – 4:35 PM

CAN TECHNOLOGY DEEPEN HUMAN CONNECTION?

The foundational promise of social media was a more connected and open world, yet many argue its core mechanics are now a primary source of societal division. As the future of computing—powered by AI—shifts toward more immersive and human-centered experiences like augmented reality and wearables, is it possible to design a digital platform that finally delivers on that original promise of genuine connection at scale?

Speakers:

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



4:35 PM – 5:30 PM

5:30 PM – 6:30 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:

- *World Leaders to be announced.*
- 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

Moderator:

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

**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:

- Hazem Ben-Gacem, Founder & Chief Executive, BlueFive Capital
- Vincent Levita, Founder & CEO, InfraVia Capital Partners
- Jose "Billy" Guillermo Mata, Managing Director, Apex Capital
- Oskar Lewnowski, Founder & Group CEO, Orion Resource Partners

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

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

3:00 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:

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

Moderator:

- Betsy Atkins, Chairman; Member of Board of Directors, GoPuff; Member of Board of Directors, Wynn Las Vegas, Google Cloud Advisory Board



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:

- Dino Varkey, Group CEO, Gems Education
- Peje Emilsson, Founder, Kunskapsskolan Education, Founder, Kreab
- Noëlla Coursaris Musunka, CEO & Founder, Malaika Foundation

Moderator:

- Muna AbuSulayman, Media Icon & Partner, Transform VC

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?

Speakers:

- 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:

- H.E. Noor Ali Alkhulaif, Chief Executive, Bahrain Economic Development Board (EDB), Minister of Sustainable Development
- Dame Julia Hoggett, CEO, London Stock Exchange plc
- 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
- Hoi Tung, Chairman & CEO, China Ping An Insurance Overseas

Moderator:

- Richard Quest, Journalist & Anchor, CNN

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

Moderator:

- Manus Cranny, Geoeconomics Editor, The National



3:30 PM – 4:00 PM

CAN DE-RISKING THE ENTREPRENEURSHIP ECOSYSTEM DRIVE SMARTER INVESTMENT? POWERED BY MISA

Innovation ecosystems are crucial to de-risking investments and unlocking the growth of high-potential startups and SMEs. A recent report found that a diffusion of startup-friendly policies across the world could add around \$2.7 trillion in opportunities to the global economy. What is the key to creating structured, well-aligned ecosystems that lead to higher investor trust, less risk, and easier startups scaling—all favorable conditions for smarter capital deployment?

Speakers:

- *Speakers to be announced.*

4:00 PM – 4:30 PM

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 of EFG Hermes, an 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

4:30 PM – 5:00 PM

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:

- David B. Golub, President, Golub Capital
- Benjamin Fanger, Founder & Managing Partner, ShoreVest Partners
- 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 Palles-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
- GV Ravishankar, Managing Director, Peak XV
- Daniel Hanna, Global Head of Sustainable & Transition Finance, Barclays
- Bonnie Y. Chan, CEO, Hong Kong Exchanges and Clearing Limited (HKEX)

2:30 PM – 2:45 PM

SPECIAL CONVERSATION

Speakers:

- *Speaker to be announced.*



2:45 PM – 3:05 PM

CAN THE ENERGY INDUSTRY DE-RISK GREEN HYDROGEN? POWERED BY NEOM

As global energy demand rises and nations pursue growth with sustainability, NEOM is investing in green hydrogen to support the Kingdom of Saudi Arabia's transition. Yet, according to the Hydrogen Council, of the ~\$680 billion in direct investments announced for hydrogen projects through 2030, only ~\$75 billion—about 11%—has reached final investment decision. From partnerships to de-risking off-take and technology challenges, what will it take to turn green hydrogen projects into bankable investments?

Speakers:

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

Moderator:

- Amena Bakr, Head of Middle East Energy & OPEC+ Insights, Kpler

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:

- Martin Gilbert, Revolut Ltd and River Global PLC, Chairman
- Roberto Hoorweg, Co-Head, Corporate & Investment Banking, Standard Chartered
- Lynn Martin, President, NYSE Group
- Andy Saperstein, Co-President, Morgan Stanley
- Tatsuya Suzuki, Senior Managing Executive Officer, SMBC Nikko Securities Inc

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:

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



4:35 PM – 5:05 PM

5:05 PM – 5:30 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
- Andrea Ponti, Founder & Managing Partner, GHO Capital
- Mustafa Siddiqui, Founder & CEO, SQ Capital
- Jeffrey Li, Founder, GL Capital

Moderator:

- May Nasrallah, Executive Chairwoman, PJT deNovo

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:

- Anuj Ranjan, CEO, Private Equity, Brookfield Asset Management
- Christophe Baviere, Co-CEO, Eurazeo
- Ivan Vercoutere, Managing Partner & CIO, LGT Capital Partners
- Andrea C. Bonomi, Chairman, Investindustrial
- Aron Landy, CEO, Brevan Howard

Moderator:

- John Bringardner, Executive Editor, Debtwire



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, 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 of the Board, 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
- Simon Tiemtoré, Chairman, Lilium Capital Group & Vista Group Holding
- Dan Morehead, Founder & Managing Partner, Pantera Capital

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. For example, a recent McKinsey analysis found that for a mid-sized asset manager with \$500 billion in assets under management, advanced AI adoption can deliver efficiencies equivalent to 25–40% of the total cost base, demonstrating the transformational potential of real-time, unified financial data environments. 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

Moderator:

- Karan Soni, Associate Partner, QuantumBlack, AI by McKinsey

3:55 PM – 4:25 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 Ganzl, CEO, DigitalBridge
- Sylvie Jéhanno, CEO, Dalkia
- Jasim Husain Thabet, Group CEO & Managing Director, TAQA Group



4:25 PM – 4:55 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:

- Jo Bamford, Chair of the Executive Committee, HYCAP Group
- Torbjorn Caesar, Senior Partner & Chairman, Actis
- Laurent Germain, CEO, Egis Group
- Henri Poupart-Lafarge, CEO, Alstom
- Christian Skakkebæk, Co-Founder & Senior Partner, Copenhagen Infrastructure Partners

Moderator:

- Rebeca Minguela, Founder & CEO, Clarity AI

4:55 PM – 5:25 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



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

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

Moderator:

- Osama Alowedj, CIO, SAB Invest



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:

- Winston Cheng, SVP & Group CFO, Lenovo Group Limited
- Uday Yadav, CEO, TK Elevator

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
- Olivier Le Peuch, CEO, SLB
- Christofer M. Mowry, CEO, Type One Energy Group, Inc.
- Dr. Bob Mumgaard, Co-Founder & CEO, Commonwealth Fusion Systems
- Ebru Özdemir, Chairwoman, Limak Holding

Moderator:

- Amena Bakr, Head of Middle East Energy & OPEC+ Insights, Kpler

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
- Eugene Gan, CEO, Changi Airports International



1:10 PM – 2:20 PM

2:45 PM – 3:55 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?

**INVITE ONLY SAUDI-UK
ROUNDTABLE:
SUPERCHARGING SUSTAINABLE
INFRASTRUCTURE THROUGH
COUNTRY-TO-COUNTRY
PARTNERSHIPS, POWERED BY
MISA, CITY OF LONDON
CORPORATION, AND THE UK
DEPARTMENT FOR BUSINESS &
TRADE**

Closed session. Working group

Global demand for infrastructure that is environmentally, socially, and financially sustainable is rising sharply. Policymakers and business leaders are looking for ways to harness the strengths of global financial and professional services to accelerate this development. Nowhere is this potential greater than in the Kingdom of Saudi Arabia, where Vision 2030 sets out a \$1 trillion infrastructure pipeline by 2030. With the United Kingdom's capital and business services eager to cooperate, the key question is: What concrete steps will unlock investment at scale, create bankable projects, and build lasting partnerships?



1:10 PM – 2:20 PM

2:45 PM – 3:55 PM

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

Participation is by Invitation Only

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

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

Participation is by Invitation Only

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
- Dr. John C. Rich, Executive Chairman, MHP



1:10 PM – 2:20 PM

2:45 PM – 3:55 PM

INVITE ONLY: THE NEW RACE FOR AI SOVEREIGNTY

Participation is by Invitation Only

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

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

Participation is by Invitation Only

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?

Facilitator:

- H.E. Matteo Renzi, Senator of the Italian Republic, Former Prime Minister of Italy
- Co-Chair To be announced.



DAY



7:30 AM – 8:30 AM

**NETWORKING & SPECIAL
BREAKFASTS**

8:55 AM – 9:00 AM

OPENING REMARKS**Speakers:**

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

9:00 AM – 9:15 AM

**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
- Richard Holtum, CEO, Trafigura

Moderator:

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

9:35 AM – 9:50 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

9:50 AM – 10:05 AM

CAN AI'S ENERGY APPETITE BE SUSTAINABLY FUELED? 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 – 10:20 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

10:20 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 AI. 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
- Donald Trump Jr., Partner, 1789 Capital

Moderator:

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



11:00 AM – 11:15 AM

HOW TO GROW A CLASS-LEADING SOVEREIGN WEALTH FUND, PART I

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

Moderator:

- Eithne Treanor, Managing Director, E. Treanor Media

11:15 AM – 12:05 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
- Christian Bruch, President & CEO, Siemens Energy AG
- Jim Fitterling, Chair & CEO, Dow
- Eng. Khalid S. ALGhamdi, CEO, Saudi Electricity Company (SEC)
- Greg Jackson, CEO & Founder, Octopus Energy
- Wenxuan 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
- Dr. Angela Wilkinson, Secretary General & CEO, World Energy Council

Moderator:

- Dan Murphy, Anchor & Correspondent, CNBC

12:05 PM – 12:15 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



12:15 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:

- H.E. Dhafer Al Qasimi, Group CEO, SILAL
- 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

Moderator:

- Richard Quest, Journalist & Anchor, CNN

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:

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

Moderator:

- Richard Quest, Journalist & Anchor, CNN

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
- Haiying Qi, CEO & Executive Director of the Board, Guotai Junan International Holdings Limited
- Sunny Mann, Global Chair, Baker McKenzie
- Rania Nashar, Senior Advisor to the Governor & Head of Compliance & Governance, PIF
- Ken Moelis, Executive Chairman, Moelis & Company



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:

- Kirill Dmitriev, Special Envoy of the President of the Russian Federation for Investment and Economic Cooperation with Foreign Countries, CEO of the Russian Direct Investment Fund (RDIF)

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, FI 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, FI 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, IX

Moderator:

- Peter H. Diamandis, Board Member, FI Institute



7:30 AM – 8:30 AM

NETWORKING & SPECIAL BREAKFASTS

9:00 AM – 9:30 AM

WHAT WILL DETERMINE THE FUTURE OF ENERGY DEMAND?

As new technologies like AI 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.*

9:30 AM – 10:00 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:

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



10:00 AM – 10:30 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
- Omar Al-Midani, President & CEO, Vision Invest
- Hisham Ahmed Al-Rayes, Group CEO & Board Member, GFH Financial Group B.S.C.
- Barry Sternlicht, Chairman & CEO, Starwood Capital Group
- Christian Ulbrich, Global CEO & President, JLL

10:30 AM – 11:00 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:

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

11:00 AM – 11:30 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
- Dr. Patrice Motsepe, Founder & Executive Chairman, African Rainbow Minerals
- Rajesh Subramaniam, President, CEO & Member of the Board of Directors, FedEx Corporation
- Jerry Todd, Managing Director & Head of National Development, PIF



11:30 AM – 11:50 AM

WHAT IS THE KEY TO REAL MACROECONOMIC STABILITY?

The global economy is demonstrating a new and unexpected resilience, proving that traditional drivers of instability, like geopolitical pressure and tighter liquidity, are no longer having the predictable negative impacts they once did. This surprising strength is reflected in the IMF's recent upgrade, which raised its real GDP growth estimate to 3.0% in 2025. In this new context, what is the true key to macroeconomic stability, and what new guardrails are required to protect this growth?

Speakers:

- Government officials to be announced.

11:50 AM – 12:20 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

Moderator:

- Manus Cranny, Geoeconomics Editor, The National

12:20 PM – 12:35 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



12:35 PM – 12:50 PM

CAPITAL, CULTURE—AND CREDIBILITY

In an era defined by economic transformation, cultural exchange, and rapidly shifting global influence, nations and leaders are identifying credibility as a key individual and national difference-maker. Credibility has widespread effects—a collection of studies linked leader credibility to outcomes such as innovation, transformational leadership, and societal reputation across many industries. How are bold investments, social innovation, and personal integrity reshaping nations and driving enduring impact in both business and diplomacy?

Speakers:

- H.R.H. Amb. Reema Bandar Al Saud, Ambassador to the United States, Embassy of the Kingdom of Saudi Arabia
- Dina Powell McCormick, Vice Chair, President & Head of Global Client Services, BDT & MSD Partners

12:50 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:

- Government officials to be announced.



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:

- Government officials to be announced.

2:00 PM – 2:05 PM

ANNOUNCEMENT

Speakers:

- Yazeed bin Saleh AlYahya, CEO, Saudi Eksab for International Investments Company
- Makhtar Diop, Managing Director, International Finance Corporation (IFC)

2:05 PM – 2:35 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:

- Yazeed bin Saleh AlYahya, CEO, Saudi Eksab for International Investments Company
- Makhtar Diop, Managing Director, International Finance Corporation (IFC)
- Ilan Goldfajn, President, Inter-American Development Bank
- H.E. Dr. Sidi Ould Tah, President, African Development Bank



2:35 PM – 3:05 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
- Børge Brende, President & CEO, World Economic Forum
- Amit Sevak, CEO, ETS
- Derek Haoyang Li, Chairman & Founder, Squirrel AI Learning

3:05 PM – 3:25 PM

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

AI is transforming economies and societies faster than rules and safeguards can be agreed upon. Recent figures show fewer than 20 AI unicorns in the Global South compared with several hundred in developed economies, 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

3:25 PM – 3:50 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. Gracías, Founder, CEO & CIO, Valor Equity Partners
- Jonathan Ross, Founder & CEO, Groq
- Trevor Thompson, Global Managing Director & Head of Growth, Scale AI



3:50 PM – 4:20 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:

- Jeremy Allaire, Co-Founder, CEO & Chairman, Circle
- Dr. Saïfedean Ammous, Best-selling Author & Economist
- Brad Garlinghouse, CEO, Ripple
- Ricardo B. Salinas Pliego, Founder & Chairman of the Board, Grupo Salinas

4:20 PM – 4:45 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

4:45 PM – 5:15 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 AI 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:

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

• Government official 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
- Hussain Sajwani, Founder & Chairman, DAMAC

• *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, AI, 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, Founder & Investment Advisor, Centre Court



12:15 PM – 12:45 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:

- Muhammad Alagil, Chairman, Jarir Marketing Co.
- Dr. Ayth Almubarak, CEO, NCFB

• *More speakers to be announced.*

12:45 PM – 1:00 PM

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

1:00 PM – 1:30 PM

**IS THE MIDDLE EAST
BECOMING THE NEXT
GLOBAL FAMILY OFFICE
HUB? POWERED BY MISA**

The Middle East is rapidly emerging as a global family office hub, with Saudi Arabia's Vision 2030 reforms expanding co-investment platforms and positioning the region as a bridge between Asia, Europe, and Africa. While global family offices increasingly see Riyadh, Dubai, and Abu Dhabi as competitive bases for structuring, governance, and next-generation wealth management, regional family and sovereign offices are seeking to deploy more than \$4 trillion across the globe. As the question evolves from not if the Middle East will lead, but how it will institutionalize this role, what governance, infrastructure, and investment strategies are needed to anchor the region as the next global family office hub?

Speakers:

- H.E. Khalid bin Abdulaziz Al-Falih, Minister of Investment, Ministry of Investment of Saudi Arabia (MISA)
- H.E. Dr. Nayef Alhajraf, Chairman & Founder, NFH Holding Co.
- Basel Algadhib, CEO, Tilad

• *More speaker 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, Chairman & Founder, NFH Holding Co.
- 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:

- Muhammad 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
- Dr. Ibrahim Almojel, Founding Partner, Khwarizmi Holding
- Fahad Alomran, CEO, Narmo Capital
- Marcelo Claire, Partner & Co-Chairman, Brightstar Capital Partners, Founder & CEO, Claire Group
- Abdulaziz Alomran, CEO, impact46



2:45 PM – 3:00 PM

**INFORMAL NETWORKING &
CLOSING
CONVERSATIONS,
POWERED BY MISA**

3:00 PM – 3:45 PM

**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

3:45 PM – 4:25 PM

**HOW TO OPTIMIZE
ORGANIZATIONS FOR
MASSIVE DEVELOPMENTS**

A new generation of mega-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
- Talal Kensara, Chief of Strategic Management, Diriyah Company
- Sultan Alobaida, Chief Commercial Officer, King Abdullah Financial District Development and Management Company (KAFF DMC)
- Charles Biele, Group COO, ROSHN



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
- Tim Reid, Chief Executive, UK Export Finance, Director General, Department for Business & Trade
- Marcio Adib Zarzur, Partner, Oikos Family Office, CEO, BlueBird Holdings
- Dean Dakolias, Co-Chairman & Managing Partner, Fortress Investment Group



7:30 AM – 8:40 AM

INVITE ONLY BREAKFAST: HOW CAN SAUDI ARABIA TAKE THE NEXT LEAP FROM EMERGING PLAYER TO GLOBAL LEADER IN CRITICAL TECHNOLOGIES? POWERED BY ARAMCO VENTURES

Participation is by Invitation Only

As Saudi Arabia advances toward Vision 2030, it is rapidly positioning itself not just as a technology adopter, but as a global innovation originator. Aramco is enabling this shift through its innovation platforms, altogether investing in over 200 startups across more than 20 countries, spanning AI, climate tech, industrial digitalization, biotechnology, and advanced materials. With momentum building, how can Saudi Arabia take the next leap – from emerging player to global leader in the technologies shaping our collective future?

Speakers:

- Ahmad Al-Khowaiter, Executive Vice-President Technology & Innovation, Aramco

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

Moderator:

- Dr. Merit E. Janow, Chair, Board of Directors, Mastercard, Dean Emerita & Professor, Columbia University

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:

- Eng. Abdulrahman bin Zaki AlRehaimi, Executive Vice-President, Generation, Saudi Electricity Company (SEC)
- Mads Christensen, Executive Director, Greenpeace International
- Dr. Christoph Gebald, CEO, Climeworks
- Ivana Jemelkova, CEO, Hydrogen Council
- Erik Ringvold, Chief Business Development Officer, VCM



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:

- H.E. Khalid Al-Rumaihi, Chairman of the Board, Aluminum Bahrain BSC (Alba)
- Yusuff Ali MA, Chairman, Lulu Group International
- Ahmed Galal Ismail, CEO, Majid Al Futtaim Holding

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:

- 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

Moderator:

- Ben Casnocha, General Partner, Village Global



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 FI9.

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 FI9 mobile app.

Between October 28-30, FI9 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

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
- Alain Yacine, President Middle East, LATAM, and France, Crypto.com

Moderator:

- Peter H. Diamandis, Board Member, FI 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

Moderator:

- Dave Blundin, Founder & Managing Partner, Link Ventures

2:30 PM – 3:00 PM

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

- Peter H. Diamandis, Board Member, FI 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:

- May Habib, CEO, Writer
- Arya Bolurfrushan, CEO, Applied AI
- Ricky Ho, CEO, SourceReady

Moderator:

- Christopher Harris, Founding CRO, Blitzzy



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?

Introductory remarks provided by Bill Gross, Founder, Idealab, Founder, ProRata.ai

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, FI Institute

4:10 PM – 4:45 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:

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

Moderator:

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

4:45 PM – 5:15 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)
- Patrick Zhong, Founding Managing Partner, M31 Capital



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 Roshia, Co-CEO, Asia & Middle East, HSBC

Moderator:

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

1:30 PM – 2:00 PM

**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
- Moritz von der Linden, CEO, Marvel Fusion
- Sumant Sinha, Chairman & CEO, ReNew

2:00 PM – 2:30 PM

**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:

- Douglas Kimmelman, Executive Chairman & Founder, Energy Capital Partners
- Hanyung Jang, Managing Director, Gaoncell
- 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



2:30 PM – 3:00 PM

CAN SUSTAINABLE INDUSTRIES SURVIVE GEOFRAGMENTATION?

In an era of intense geoeconomic 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
- Philip Lund-Nielsen, Co-Founder & Head of Americas, COBOD International
- Hong Namkoong, President & CEO, Samsung E&A Co., Ltd.
- Shannon K. O'Neil, Senior Vice President, Director of Studies, and Maurice R. Greenberg Chair, Council on Foreign Relations

3:00 PM – 3:30 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 Alfrah, Acting CEO, STC Bank
- Abdulaziz AlOnaizan, CEO, Bank Albilad
- Tareq A. AlSadhan, CEO, Saudi National Bank
- Tony Cripps, Managing Director & CEO, Saudi Awwal Bank



3:30 PM – 4:00 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 Collier, CIO & Managing Partner, Collier Capital
- Narayan Lal Gurjar, Co-Founder & CEO, EF Polymer
- Federico Trucco, CEO, Bioceres
- Eugene Willemsen, CEO, International Beverages, PepsiCo

4:00 PM – 4:30 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

4:30 PM – 5:00 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

**INVITE ONLY BREAKFAST:
HILL & VALLEY FORUM**

Participation is by Invitation Only

12:15 PM – 1:15 PM

**SIGNING CEREMONIES AND
ANNOUNCEMENTS**

1:30 PM – 1:55 PM

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:

- Jacob Becraft, Co-Founder & CEO, Strand Therapeutics
- Joshua Fink, Founder & Managing Member, Luma Group
- Karen Heidelberger, Partner & Chief Partnerships Officer, Deerfield
- Dr. Bill Kapp, Co-Founder & CEO, Fountain Life

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:

- Dr. Robert J. Hariri, Chairperson, Founder & CEO, Celularity, Inc.
- Hans Keirstead, Ph.D., Chairman, Immunis, Inc.
- Alex Zhavoronkov, PhD, Founder, CEO & CBO, Insilico Medicine

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
- Dr. Kingsley Ndo, Founder & CEO, Hurone AI
- Dr. Shamsheer Vayalil, Founder & Chairman, Burjeel Holdings

Moderator:

- Prof. Jean-Philippe Vert, CEO, Bioprimus

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, SpringHill Company's Maverick Carter and SC Holdings' Daniel Haimovic 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 A HEALTHIER HUMANITY

Participation is by Invitation Only

As populations age and health systems strain, strategic investments in longevity and healthy aging are emerging as a powerful lever for both economic growth and social equity. Recent research shows the median return on investment for these interventions ranges from 2.5x in Brazil to 5.6x in Italy, demonstrating substantial gains through increased productivity and reduced healthcare costs. How can public, private and social-sector stakeholders work together to anchor and scale the interventions that deliver the greatest health and economic impact?

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?

Participation is by Invitation Only

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
- Alice Ruhweza, CEO, AGRA



7:30 AM – 8:40 AM

12:55 PM – 2:05 PM

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

Participation is by Invitation Only

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.

INVITE ONLY: \$9.5 TRILLION IN PRIVATE WEALTH—WHO'S REALLY RUNNING THE GLOBAL ECONOMY? POWERED BY STATE STREET & ADDEPAR

Participation is by Invitation Only

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 Investment Management
- Eric Poirier, CEO, Addepar



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

3

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:

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

10:00 AM – 10:10 AM

**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



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 megacusters—or will traditional industry centers remain unchallenged?

Speakers:

- H.E. Dr. Majid Ibrahim Al Fayyadh, CEO, King Faisal Specialist Hospital and Research Centre (KFSHRC)
- Dr. Noubar Afeyan, Founder & CEO, Flagship Pioneering, Co-Founder, Moderna
- Dr. Mehmet Öz, Administrator, Centers for Medicare & Medicaid Services (CMS), U.S. United States Department of Health and Human Services

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 Al Saud, President, Saudi G20 Startup20; President, Saudi G20YEA; Chairman, Entrepreneurship Vision
- Dr. Bilal Baloch, Partner, Shorooq
- Hussain Abdulla, Partner, Golden Gate Ventures MENA, Golden Gate Ventures
- Noor Sweid, Founder & Managing Partner, Global Ventures

• More speakers to be announced.

11:10 AM – 11:20 AM

FUTURE FLASH: IS THE NETWORK STATE IMMINENT?

Startup societies. Cloud countries. Digital polities. Online communities are coalescing around shared values—bootstrapping startup societies that challenge geographic borders and legacy governance. With the Balaji Fund deploying over \$200 million into decentralized identities, AI-moderated economies, and physical prototypes, like the Network School, investors are no longer just funding promising ventures—they're underwriting the exit from failing nation-states.

As Telegram's TON eclipses traditional currencies with a billion users and Bitcoin hits new highs, what separates viable network states from vaporware, and how can VCs capture the trillion-dollar shift from national treasuries to network states?

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:

- Eng. Muammar Alatawi, Chairman, Aldyar AlArabiya
- 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:

- H.E. Jean-Jacques Bouya, Minister of Spatial Planning, Infrastructure and Road Maintenance, Republic of Congo
- Jean Todt, Secretary-General's Special Envoy for Road Safety, United Nations; Board Chair, International Peace Institute

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 AI 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:

- Alex Aliper, PhD, President and Co-Founder, Insilico Medicine
- 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

Moderator:

- Mariana Atencio, Peabody Award-winning Journalist, Author & Founder, GoLike Media



1:00 PM – 2:00 PM

2:00 PM – 3:30 PM

3:30 PM – 3:35 PM

NETWORKING LUNCH**FI19 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

NETWORKING & SPECIAL BREAKFASTS

9:00 AM – 9:20 AM

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.*

9:20 AM – 9:40 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 and hardware-software integration 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



9:40 AM – 9:50 AM

FUTURE FLASH: THE QUANTUM-AI REVOLUTION

For decades, computing power has advanced incrementally, enabling breakthroughs in fields from drug discovery to financial modeling. Yet today's classical systems still struggle with the immense complexity of nature and society, leaving critical problems unsolved. By harnessing the strange rules of quantum mechanics and combining them with the adaptive intelligence of AI, are we on the cusp of unlocking a new era of computational power? What possibilities could emerge if quantum computing and AI together transform industries that rely on prediction, optimization, and discovery—and what does this mean for the future of a digital economy built on the limits of classical computation?

Speakers:

- Jeremy O'Brien, Founder & CEO, PsiQuantum

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

Moderator:

- Muneera Al Dossary, CEO & Board Member, Franklin Templeton, Saudi Arabia

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, Sabeen
- Dr. Michael Hunstad, President – Asset Management, Northern Trust
- Jeremy Taylor, Managing Director & CEO, Lazard Asset Management Limited

Moderator:

- Muneera Al Dossary, CEO & Board Member, Franklin Templeton, Saudi Arabia

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

Moderator:

- Muneera Al Dossary, CEO & Board Member, Franklin Templeton, Saudi Arabia



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

Moderator:

- Muneera Al Dossary, CEO & Board Member, Franklin Templeton, Saudi Arabia

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:

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

Moderator:

- Muneera Al Dossary, CEO & Board Member, Franklin Templeton, Saudi Arabia

12:35 PM – 12:50 PM

**[PIF GLOBAL ASSET
MANAGEMENT FORUM]
KEYNOTE SPEECH ADDRESS
BY THE CHAIRMAN OF CMA****Speakers:**

- H.E. Mohammed Alkuwaiz, Chairman, Capital Market Authority (CMA)



DAY 3

THURSDAY, OCTOBER 30

PLENARY STAGE B

**FUTURE
INVESTMENT
INITIATIVE**
Powered by the FIH Institute

EDITION
9
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PROGRAM UPDATED AS OF 26 SEPTEMBER 2025

12:50 PM – 1:00 PM

**[PIF GLOBAL ASSET
MANAGEMENT FORUM]
CLOSING REMARKS**

1:00 PM – 2:00 PM

NETWORKING LUNCH



10:00 AM – 10:35 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 FIH9 exclusive MasterClass in "Scaling Innovation: Turning Ideas into Market-Leading Growth."

In this FIH 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

10:35 AM – 11:20 AM

WHAT HYPERSCALE FOUNDERS NEED TO PERSEVERE

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

11:20 AM – 12:00 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



12:00 PM – 12:40 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:

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

12:40 PM – 1:25 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, Shorooq
- Michael Eisenberg, Co-Founder & General Partner, Aleph
- Adam Grosser, Chairman & Managing Partner, UP.Partners
- Tim Levene, CEO, Augmentum

1:25 PM – 2:05 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, Middle East, North Africa & Turkey
- 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:

- Mahdi Aladel, CEO, Aramco Ventures
- Dave Blundin, Founder & Managing Partner, Link Ventures
- Dan Morehead, Founder & Managing Partner, Pantera Capital

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
- Dr. Misha Laskin, Co-Founder & CEO, Reflection AI
- 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
- Ben Casnocha, General Partner, Village Global
- Mark Ghermezian, Founder & General Partner, MXV
- Magnus Grimeland, Founder & CEO, Antler

Moderator:

- SC Moatti, Founder & Managing Partner, Mighty Capital



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:

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

Moderator:

- Shu Nyatta, Founder & Managing Partner, Bicycle Capital

12:50 PM – 1:10 PM

FRANKLY SPEAKING 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

Moderator:

- Faisal J. Abbas, Editor-in-Chief, Arab News

1:10 PM – 1:30 PM

WHICH TECHNOLOGIES ARE BRINGING THE NETWORK STATE TO LIFE?

From blockchain powering 560 million crypto wallets to AI-driven governance and satellite networks enabling cloud countries, technologies are fast-tracking the rise of all-digital network states. With crowdfunding, users, digital infrastructure only growing, how soon will these digital tools render traditional sovereignty obsolete?

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:

- Faraz Khalid, CEO, noon
- Mark Loughran, President & CFO, inDrive

More speakers to be announced.



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 – 10:40 AM

**"ZERO TO FOUR: HOW VC
FIRMS EVOLVE FROM FUND
TO FIRM, FIRM TO
FRANCHISE" NEW FINDINGS
FROM KAUFFMAN FELLOWS**

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
- Dan Kimerling, Founder & Managing Partner, Deciens Capital
- Evgenia Plotnikova, General Partner, Dawn Capital
- Jeff Weinstein, Partner, FJ Labs

Moderator:

- Fernando Fabre, CEO, Kauffman Fellows

10:40 AM – 11:15 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



11:15 AM - 11:30 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

11:30 AM - 12:00 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:

- Steve Plimsoll, Chief Strategy Officer, HUMAIN
- Abdulrahman Tarabzouni, Founder & CEO, STV

Moderator:

- Ahmad AlNaimi, General Partner & Head of AI Fund, STV

12:00 PM - 12:10 PM

SAUDI SECTOR SPOTLIGHT ON DEEP-TECH, POWERED BY NTDP

NTDP presents a glimpse into its portfolio of Saudi-native, deep-tech ventures shaping the Kingdom's digital future in this fast-paced pitch session.

These dynamic ventures, spanning AI and language intelligence, advanced connectivity, and aerospace innovation, are building technologies with impact far beyond Saudi Arabia's borders. Will they define the Kingdom's next deep-tech breakthrough on the global stage?

Speakers:

- Abdullah Alsaeed, Co-Founder & Chief Strategy Officer, Mozn
- Abdulrahman Alshabeeb, CEO, Atheer Connectivity
- Dr. Khalid AlMashouq, CEO, ACES



12:10 PM – 12:45 PM

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

Deep technologies—from AI 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. Osamah Alamri, Advisor to the CEO, SVC
- Dr. Khalid A. Al-Dakkan, Senior Vice President for Innovation Parks, King Abdulaziz City for Science and Technology (KACST)
- Meshal A. Alkabeer, Vice President, Entrepreneurship, National Technology Development Program
- Abdulaziz Alsuwailam, 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)

12:45 PM – 1:25 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

Moderator:

- Claudia Zeisberger, Professor of Private Capital, INSEAD

1:25 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 FI9.

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 FI9 mobile app. (Coming soon)

Between October 28-30, FI9 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
- Hassan Sawaf, Founder & CEO, aiXplain
- Omar Qaise, Founder & CEO, OQ Technology
- Dr. Changsheng Yao, Founder & CEO, HydoTech
- Dr. Jian Zhang, CEO, Noah Medical Corporation



7:30 AM – 8:40 AM

**INVITE ONLY BREAKFAST:
SOUTH AMERICA AS THE
SUSTAINABILITY
POWERHOUSE, POWERED
BY MINERVA FOODS**

Participation is by Invitation Only

Despite a dominant perception of South America as highly extractive, the region has in reality quickly become a global sustainability powerhouse. Through a commitment to sustainable commodity policies and technological solutions, its companies have become frontier-pushing leaders, with the region issuing an impressive 281 million forest-based carbon credits. How has the region overcome challenges and perceptions to claim this mantle, and what opportunities lie for businesses in the region mastering all things sustainability?

Speakers:

- Fernando Galletti de Queiroz, CEO, Minerva Foods
- Francisco Jardim, CEO, SP Ventures

• *More speakers to be announced.*

10:00 AM – 10:35 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
- Tejas Kulkarni, Founder, Common Sense Machines, Inc.
- Dr. Misha Laskin, Co-Founder & CEO, Reflection AI
- Dr. Julien Launay, CEO & Co-Founder, Adaptive ML

10:35 AM – 11:10 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:

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



11:10 AM – 11:45 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
- Mark Minevich, President, Going Global Ventures New York
- Qasar Younis, Co-Founder & CEO, Applied Intuition

11:45 AM – 12:15 PM

HOW CAN VCS MASTER DILIGENCING DEEP TECH IP IN CLIMATE AMID R&D RISKS?

Fusion reactors. Carbon-sequestering biomaterials. Next-gen energy storage. Deep-climate tech's IP-driven innovations promise transformative impact, but their long R&D cycles and patent complexities challenge investor confidence. As climate tech claims 10% of global VC funding, specialized funds demand rigorous diligence to navigate scientific uncertainty and valuation risks. How do VCs, LPs, and founders align on IP strategies to build resilient portfolios?

Speakers:

- Ed Bussey, CEO, Oxford Science Enterprises
- Jan Lozek, Founder & Managing Partner, Future Energy Ventures

More speakers to be announced.

12:15 PM – 12:45 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:

- Maurizio Tamagnini, Founder & CEO, FSI
- Jérôme de Bontin, Partner, Capricorn Investment Group

More speakers to be announced.



12:45 PM – 1:15 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

1:15 PM – 1:40 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

1:40 PM – 2:05 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:

More speakers to be announced.



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
- Astria Fataki, Strategic Lead, Tech Hubs Design & Development, UNDP, Founder, Energy Generation
- Marlène Ngoyi Mvidia, 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

Moderator:

- Laura Gaviria-Halaby, Co-Founder, Faktory



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

Moderator:

- Ibrahim Sagna, Executive Chairman, Silverbacks Holdings

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

CAN INDIA'S GROWTH REFORMS FUEL A GLOBAL STARTUP WAVE?

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:

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



12:10 PM – 12:15 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 CEOs

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

Moderator:

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

12:55 PM – 1:15 PM

FUNDS IN FOCUS: ARAMCO & 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. The influx of opportunities and capital available to startups goes further—Aramco's venture capital program includes Wa'ed Ventures, a \$500 million fund focused on nurturing the startup ecosystem in Saudi Arabia, and Aramco Ventures, a \$7 billion group supporting disruptive technology ventures in both within and beyond the energy sector—and is accessible to global enterprises.

During this session, Aramco and Wa'ed Ventures discuss the company's new era of startup collaboration, strategic verticals and technologies of interest, and startup founders how to tap into the region and Aramco's extensive value chain, secure funding, and gain direct investment.

Speakers:

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

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?

7:30 AM – 8:40 AM

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

Participation is by Invitation Only

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-Charis:

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



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