

ANNUAL REPORT

2024

OUR IMPACT MODEL

PURPOSE AND STRUCTURE OF THE FII INSTITUTE



FII INSTITUTE IS A GLOBAL NON-PROFIT FOUNDATION with an investment arm and one agenda: Impact on Humanity. Global, inclusive and driven by data, we foster great minds from around the world and turn ideas into real-world solutions in four critical areas: AI & Robotics, Education, Healthcare and Sustainability.

We are in the right place at the right time. Decision-makers, investors and an engaged generation of youth are motivated, energized and ready for change. We aim to harness that energy into three pillars: **THINK**, **XCHANGE** and **ACT**.



THINK

We empower the world's brightest minds to identify solutions and implement initiatives for the most pressing issues facing humanity.



XCHANGE

We build data-driven inclusive platforms for international dialogue, knowledge-sharing and partnership.



ACT

We curate and invest directly in the technologies of the future to secure sustainable real-world solutions.



OUR PURPOSE

Enabling a brighter future for humanity



OUR VISION

Bringing together the brightest minds and most promising solutions to serve humanity



OUR MISSION

Creating a purposeful present, promising future

“
**FII HAS TRANSCENDED
 MERE DISCUSSIONS,
 BECOMING A
 TRANSFORMATIVE
 FORCE FOR ACTION,
 PROGRESS AND
 SOLUTIONS.**”

H.E. YASIR AL-RUMAYYAN,
 GOVERNOR OF SAUDI ARABIA'S PUBLIC
 INVESTMENT FUND AND CHAIRMAN OF
 FII INSTITUTE'S BOARD OF TRUSTEES

PHOTO: FII INSTITUTE; COVER: FII INSTITUTE

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 www.fii-institute.tv

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FROM THE TECTONIC PLATES OF GEOPOLITICS SHIFTING ACROSS OUR PLANET, TO THE TECHNOLOGIES COMING OUT OF LEADING RESEARCH LABORATORIES AND INNOVATIVE COMPANIES, THE WORLD IS CHANGING – AND QUICKLY.

FII Institute's founding principle, to make a meaningful impact on humanity, is one constant within shifting sands.

It feels like just a moment ago when I put pen to paper for the introduction to our last annual report, one year ago, yet so much has changed since then. FII Institute has gone from strength to strength, with every pillar of our platform – THINK, XCHANGE and ACT – working in concert to raise the pressing questions of today that help head off the problems of tomorrow.

We continue to hold events across the globe, including our biggest ever FII8, bringing together the great and the good of politics, business and society, to thrash out the issues that our world is grappling with – and will continue to do so for years to come. We continue also to publish reports that inspire new thinking, new solutions, and reflect the challenges we have to overcome together. We continue to analyze what is changing in the world, and what people care about, through our Compasses, designed to proffer ideas for decisionmakers about what they should prioritize.

It's always a proud moment to reflect on what has been achieved, but this time of year also brings the opportunity to look forward with even greater purpose and ambition. As we deepen our global presence and impact, we remain committed to being more than a think tank – we aim to be a “do tank” that leaves the world in a better place than we found it.

We hope that you feel the same – and that if you do, you join our FII Institute community, take part in our conversation, and become part of our movement.



Yasir Al-Rumayyan

H.E. Yasir Al-Rumayyan

Governor, PIF;
Chairman of the Board of
Trustees, FII Institute



IN A WORLD OF INCREASING COMPLEXITY, FII INSTITUTE REMAINS FOCUSED ON WHAT TRULY MATTERS: TURNING IDEAS INTO ACTION!

2024 was a year of global reach and deeper impact. From Miami to Rio de Janeiro, culminating in Riyadh, we brought together the world's most influential voices to address the defining challenges of our time – economic transformation, healthcare access, AI inclusion and equitable development.

These are not theoretical debates. They are platforms for shaping policy, unlocking investment and accelerating real-world change. FII Institute is not just a think tank. We are a “do tank.”

Through thought leadership, strategic dialogues, indexes and global summits, we have built a platform that transforms vision into action. We are expanding into new markets, forging powerful coalitions and driving tangible progress across industries and borders.

This momentum is fueled by the commitment of our partners and a growing global community. It is also guided by the leadership of our Board of Trustees, chaired by His Excellency Yasir Al-Rumayyan, whose vision ensures that our work remains ambitious, relevant and future-focused.

As we look ahead, our mission remains clear: to lead where others hesitate – to invest in bold ideas that improve lives and shape a more inclusive, prosperous future. To achieve these goals, a new executive team will be established in 2025 to pursue the FII Institute's vision.

Thank you for being part of this journey.



Richard Attias
Chief Executive Officer,
FII Institute

BOARD OF TRUSTEES



The Board of Trustees is the governing body of the FII Institute. With its outstanding level of experience, leadership and diversity, the Board offers guidance for the FII Institute on its way to achieving the greatest possible Impact on Humanity. ■



H.E. YASIR AL-RUMAYYAN, CHAIRMAN

Governor PIF, Chairman Saudi Aramco, Saudi Arabia

H.E. Yasir Al-Rumayyan has been Governor of the Public Investment Fund since 2015. The sovereign wealth fund sits at the heart of Saudi Arabia's Vision 2030.



H.R.H. PRINCESS REEMA BINT BANDAR AL SAUD

KSA Ambassador to the USA, Saudi Arabia

Appointed ambassador to the US in February 2019, H.R.H. Princess Reema bint Bandar Al Saud is the first woman in Saudi Arabian history to serve in this role.



H.E. MATTEO RENZI

Senator of Florence, Italy (former Prime Minister)

H.E. Matteo Renzi, Senator of the electoral college of Florence, served as Prime Minister of Italy from 2014 to 2016 and as Mayor of Florence from 2009 to 2014.



H.E. MOHAMED AL ABBAR

Founder & Chairman EMAAR Properties, UAE

At the forefront of global real estate since 1997, H.E. Mohamed Al Abbar leads the real estate development firms Emaar Properties and Eagle Hills.



SIR NOEL QUINN

Former Group Chief Executive, HSBC

Sir Noel Quinn retired from HSBC in 2024 after 37 years with it or its constituent companies. He remains involved with the Sustainable Markets Initiative, founded by H.M. King Charles III.



MR. RICHARD ATTIAS

CEO FII Institute, Morocco

Richard Attias has built a reputation for advising international leaders on how to build global influence, catalyze ideas and mobilize populations.



PROF. TONY CHAN

Former President, King Abdullah University of Science and Technology

Prof. Chan assumed his role as president of KAUST in September 2018, following a decade as president of HKUST in Hong Kong.



DR. PETER H. DIAMANDIS

Founder of the XPrize Foundation & Singularity University, USA

Dr. Diamandis founded the XPRIZE Foundation and Singularity University, and has launched more than 20 companies in areas like longevity and education.



PROF. ADAH ALMUTAIRI

Professor of Pharmaceutical Chemistry at UCSD, Saudi Arabia

Prof. Almutairi is a scholar, inventor and entrepreneur. At the University of California San Diego, she focuses on nanomedicine and nanotechnology.

SUSTAINABLE CORPORATE CULTURE FOR A BRIGHTER FUTURE



WITH A DIVERSE WORKFORCE FROM 14 COUNTRIES,

FII Institute fosters a dynamic, close-knit environment, celebrating monumental and minute achievements, while recognizing the significance of each team member.

Here we detail the facets of FII Institute's sustainable corporate culture that fuel its mission to create a purposeful present and an inspiring future.

1. MOTIVATED TO BRING ABOUT POSITIVE IMPACT

FII Institute recognizes the power of an exceptional team in driving meaningful change. Dedicated to inclusion, leadership and community, the Institute actively fosters a diverse and talented workforce.

FII Institute embraces various perspectives and ideas by promoting inclusivity, enabling robust problem-solving and innovation. The Institute also nurtures leadership skills, empowering individuals to drive initiatives and make a lasting impact.

2. STRENGTHENING EMPLOYEE RELATIONSHIPS TO BUILD A GLOBAL FAMILY

FII Institute takes pride in its diverse workforce from 14 countries. This melting pot of talent fosters a culture that embraces various perspectives, cultural richness and groundbreaking ideas. Embracing diversity and inclusion as pillars of its success, the organization ensures an inclusive environment where collaboration and teamwork thrive. Employees are valued, respected and empowered to contribute their unique talents and expertise within this global family.

3. CELEBRATING MILESTONES, BIG AND SMALL

FII Institute understands the importance of celebrating milestones. Whether that means a triumphant project implementation, an individual breakthrough or a

team milestone, the organization spares no effort in acknowledging and appreciating its employees' remarkable accomplishments.

This culture of celebration nurtures a sense of belonging, fuels motivation and inspires individuals to strive for excellence. At FII Institute, every team member is indispensable in realizing the organization's overarching mission.

4. EMBRACING AGILE TALENT

In an ever-evolving world, FII Institute recognizes the paramount importance of agility and resilience. It continuously pursues exceptional talent, seeking individuals with an agile mindset, adaptability and a hunger for innovation.

By bringing together a diverse array of talents from a variety of backgrounds, FII Institute fosters a culture of continuous learning and growth. This culture fuels the organization's drive to push boundaries and transform possibilities into realities.

5. A HIGH-PERFORMANCE CULTURE DESIGNED TO EMPOWER EMPLOYEES AND DRIVE RESULTS

At FII Institute, challenging the status quo is ingrained in the company's values and philosophy. Operating within a high-performance culture, the organization sets ambitious goals and embraces key performance indicators (KPIs) to drive excellence.

By implementing KPIs, FII Institute consistently motivates its employees to surpass expectations and deliver exceptional results. This unyielding commitment to excellence propels the organization to

the forefront of innovation, enabling it to make tangible and meaningful Impacts on Humanity.

6. ENSURING EMPLOYEES' HOLISTIC WELL-BEING

FII Institute understands that attracting and retaining top talent requires more than just competitive compensation. Its comprehensive and balanced rewards scheme ensures both competitiveness and employee well-being.

Through its renowned healthcare benefits, including insurance coverage for parents, FII Institute demonstrates its unwavering dedication to the holistic wellness of its employees. This holistic approach cultivates a work environment where individuals feel supported, cared for and inspired to perform at their best.

7. BUILDING A DIVERSE AND INCLUSIVE WORKFORCE

Diversity breeds innovation, and FII Institute is steadfast in its commitment to gender equality. In accordance with the United Nations Sustainable Development Goals (SDGs), which are at the heart of the FII Institute's practices, the organization boasts a workforce where women comprise **50%**, holding **56%** of the leadership positions.

FII Institute harnesses the power of varied perspectives, experiences and ideas by actively championing diversity and inclusion. This inclusive approach enriches decision-making processes and sets a powerful example for future generations to follow. ■

GOVERNANCE & COMMITTEES

The Board of Trustees has established three committees to facilitate oversight and governance.



AT THE FUTURE INVESTMENT INITIATIVE INSTITUTE, we are committed to maintaining the highest standards of legal and governance culture. In 2024, we continued to prioritize transparency, accountability and ethical decision-making in all aspects of our operations. Our robust governance framework, designed in accordance with international best practices, ensures that our strategic objectives are met in a responsible and compliant manner. We regularly review and update our policies and procedures to adapt to evolving legal and regulatory environments, and reinforce our commitment to exemplary governance. ■

NOMINATIONS & REMUNERATION COMMITTEE

H.E. YASIR AL-RUMAYYAN Chairman
H.R.H. PRINCESS REEMA BINT BANDAR AL SAUD Member
H.E. MATTEO RENZI Member
H.E. MOHAMED AL ABBAR Member
DR. PETER DIAMANDIS Member
MS. ARWA AL SHAGHROOD Secretary of the NRC

PROJECT INVESTMENT COMMITTEE

H.E. MOHAMED AL ABBAR Chairman
PROF. TONY CHAN Member
DR. PETER DIAMANDIS Member
MR. TURQI ALNOWAISER Member
MR. RICHARD ATTIAS Observer member
MS. ARWA AL SHAGHROOD Secretary of the PIC

AUDIT COMMITTEE

MS. RANIA NASHAR Chairwoman
PROF. TONY CHAN Member
PROF. ADAH ALMUTAIRI Member
MR. FAISAL AL KHANI Member
MR. RICHARD ATTIAS Observer member
MS. ARWA AL SHAGHROOD Secretary of the AC

2024: A CALL TO ACTION

The FII Institute calendar is full of events, publications and analyses throughout the year. Here are just a few highlights of our impact in 2024.





PRIORITY CHAMPIONS
Ocean
Regeneration for
Future Prosperity



PRIORITY CHAMPIONS
Cross-Industry
5.0 Dynamics



PRIORITY CHAMPIONS
Public-Private
Partnerships



POST-EVENT REPORT
FII PRIORITY
Miami



IMPACT REPORT
AI and Longevity



TRAILBLAZER
STORIES
Pioneering
the Future

200+ sessions

125 AI companies operating
in longevity space

NOVEMBER



COMPASS
FII PRIORITY
Compass



COMPASS
FII Global
Future of
Work



COMPASS
FII Healthy
Longevity



EVENT
FII8



REPORT
Challenges and
Opportunities
Through AI in
Healthcare



WHITE PAPER
Hong Kong's
Dual Focus



OP-ED
Venture Capital
Reimagined



OP-ED
The Value of Quantum
Computing Today

50,000+ respondents
to survey

9 MENA countries
represented

22,000 respondents
to survey

8,000 delegates
present

OCTOBER



REPORT
Crafting the Future
with Artificial
Intelligence



WHITE PAPER
Revolutionizing
Water Safety



STRATEGIC PARTNER
PERSPECTIVE
Unlocking
Sustainability



OP-ED
Green Sustainability
Will not be Enough
to Make the World
Liveable



STRATEGIC PARTNER
PERSPECTIVE
Sustainable
Food Systems

SEPTEMBER

AUGUST



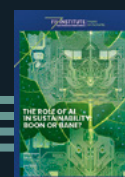
IMPACT REPORT
Technology and
Food Security



OP-ED
Positive Climate
Resilience



OP-ED
AI and the World
Economy



WHITE PAPER
The Role of AI in
Sustainability:
Boon or Bane?



OP-ED
Forest's Vital Role in
Solving Biodiversity

282 million people
face food insecurity

JULY

THINK

We empower the world's brightest minds to identify solutions and implement initiatives to address the most pressing issues facing humanity.

AI & ROBOTICS

Big changes making a big difference.



THE AI REVOLUTION IS IN FULL FORCE – AND HAS continued at pace in 2024. The topic, accompanied by the idea of robotics and the ability of AI to help power that, has been the focus of discussions at FII Institute during the year, as well as at our FII PRIORITY events in Miami and Hong Kong – and at FII8 in Riyadh.

From exploring AI and the future, looking at how the technology has moved from speculation to reality, in an Impact report published in January 2024, to subsequent Impact reports that explored how sustainable finance and ESG can be supercharged by the powers inherent in AI (published in May), and the ways in which AI can transform global imbalances in food security (July), we have been laser-focused on the impact of AI. Leading

conversations and providing data-driven thought leadership, we have informed the global conversation around AI.

It's something that has energized our FII community, too, with a number of FII Institute white papers published, leveraging the insights of the great and good that collaborate with our global network.

AI is at the heart of our FII Institute initiatives, too: our AI Inclusive initiative, which you can learn more about on the next few pages, fosters responsible and inclusive AI deployment in emerging markets by uniting investors, innovators, academia, governments and tech leaders. It focuses on creating a thriving AI start-up ecosystem in emerging markets, driving investments and advocating policies that ensure AI serves as a force for good. ■



IMPACT REPORT AI AND THE FUTURE

Featuring insights from Jimmy Wales, Wikipedia founder

DOWNLOAD



IMPACT REPORT AI FOR ESG

Featuring insights from HSBC and Franklin Templeton

DOWNLOAD



PRIORITY CHAMPIONS REPORT THE FUTURE OF LIVING

In collaboration with Roshn Group and Bain & Company

DOWNLOAD

AI INCLUSIVE INITIATIVE

Championing responsible change and building equitable capacity.



FII INSTITUTE'S AI INCLUSIVE INITIATIVE FOSTERS

responsible and inclusive AI deployment in emerging markets by uniting investors, innovators, academia, governments and tech leaders. It focuses on creating a thriving AI start-up ecosystem in emerging markets, driving investments and advocating policies that ensure AI serves as a force for good.

Unveiled at FII8, the AI.Inclusive initiative aims to secure private sector investment of \$100,000 each to fund 50 AI pilot projects in emerging markets that provide positive solutions and concrete Impact on Humanity. The goal is to create a safe and responsible AI ecosystem in emerging markets. This will provide initial support to AI start-ups, empowering them to drive positive change. "Today's announcement is a call to action for all of you to join FII in this important AI empowerment journey," said **Dr. Peter H. Diamandis**, Founder & Executive Chairman, XPRIZE Foundation. ■

THE INITIATIVE HAS THREE KEY BRANCHES:



INCLUSIVE AI INVESTMENT

Mobilize funding to scale AI pilot projects tailored to emerging markets, and focus on responsible and inclusive applications.



CAPACITY BUILDING

Build local and global capacity to develop and deploy explainable AI (XAI) and super AI (ASI).



DIGITAL EQUITY ACCELERATOR

Democratize access to GPU resources for emerging markets, and foster innovation to bridge the digital and AI divides.

HEALTHY HUMANITY INITIATIVE

Ensuring good health for all,
regardless of location.



FII INSTITUTE'S HEALTHY HUMANITY INITIATIVE AIMS

to build an inclusive health ecosystem focused on preventive care, innovation and equity. By leveraging public-private partnerships and emerging technologies, it strives to make preventive healthcare accessible to all and address health disparities globally.

Launched at FII8, the Healthy Humanity initiative is about investing in a healthier tomorrow. At the heart of it lies a vision of a movement where preventive medicine, holistic health and global well-being are not just aspirations, but realities. FII is inviting corporations, insurers, governments and medical equipment manufacturers to join a Global Task Force, tracking progress with Impact reports and country-specific indexes for employee preventive healthcare. By the end of 2025, FII aims to onboard 100 corporations to provide free preventive health checkups for employees every two years, and commit ten health insurance companies to cover 50% of the preventive health checkup costs. ■

THE INITIATIVE HAS THREE KEY BRANCHES:



PREVENTIVE HEALTHCARE

Promoting early interventions and health education to prevent chronic disease and create a healthier, more equitable society.



EMERGING TECH IN HEALTH

Leveraging tech like AI, telemedicine, and personalized medicine to transform healthcare access, efficiency and patient outcomes.



LONGEVITY AND QUALITY OF LIFE

Advancing longevity science and lifestyle innovations to help people live longer, healthier and more fulfilling lives.



MAKING CHANGES TO IMPROVE HUMANITY



LONG AND HEALTHY LIVES ARE GOALS WE ALL reach for. But the global divide means it's harder for some than others. Humanity is making great strides in healthcare, in large part thanks to the innovations that technology provides us – including the advent of AI and the powers it unlocks. But ensuring those benefits are felt equitably is key.

FII Institute acts as a voice for the unheard, ensuring global debate discusses all humanity, not just a select few. We have held key debates at FII8, at our PRIORITY summits around the globe and in key publications that have been shared throughout the year.

One cornerstone publication highlighting the leading work done by FII Institute is our AI and Longevity Impact report, which tackled how AI can

help not just extend our lifespan, but our healthspan too, with insights from **Dr. Mehmet Oz**, Professor Emeritus, Columbia University; **Marcelo Claure**, Founder & CEO, Claure Group; **Peter H. Diamandis**, M.D. Founder & Executive Chairman, XPRIZE Foundation; **Dr. James Kasuboski**, Head of Research, Luma Group; and **Dr. Mehmood Khan**, CEO of Hevolution. The report was edited by FII Institute board member **Professor Adah AlMutairi**, Professor Pharmaceutical Chemistry, University of California (UCSD).

But as you'll see, we have published plenty of reports and insights from leading lights in the FII Institute community about how to help the planet's health. And of course, we have our FII Healthy Longevity Compass, which you can learn about in the following pages. ■



IMPACT REPORT AI AND LONGEVITY

Featuring insights from Dr. Mehmet Oz, Peter H. Diamandis and Marcelo Claure

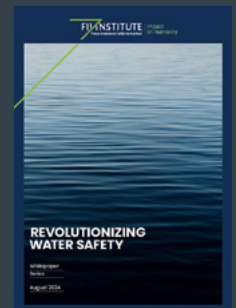
 **DOWNLOAD**



COMPASS FII HEALTHY LONGEVITY COMPASS

In collaboration with McKinsey Health Institute

 **DOWNLOAD**



WHITE PAPER REVOLUTIONIZING WATER SAFETY

In partnership with Hydroquo+

 **DOWNLOAD**

EDUCATION

Better learning equals a better life.



THE BEST START IN A PERSON'S LIFE IS THEIR EDUCATION.

It informs us about the world, sets us up for success in our careers, and can help make us kinder, more emotionally intelligent individuals. FII Institute recognizes this, and supports initiatives and publishes reports designed to highlight its importance.

Beyond our publications that highlight the importance of a good education for life outcomes, and seek to bridge the attainment gap between the haves and the have nots, we also support two major grassroots initiatives to improve educational standards on two continents. It's a recognition that by helping someone's education at the start of their life, you can change the journey they go on in years to come.

We have also researched and released the Global Future of Work Compass, an FII Institute research study to provide insights into what the world needs – and how to bring solutions to individuals.

This is all part of our core commitment at FII Institute to promote equitable, accessible, affordable and quality education for all and with all. We embrace opportunities for, and advocate on behalf of, learners young and old, all around the world. ■

TAKING ACTION ...

ARCA

FII Institute supports this Brazilian edtech project aiming to increase access to digital devices and improve digital literacy among youth, young adults and entrepreneurs in the favelas of São Paulo. Graduates of their programs enter an employment placement program with international companies.

KENYACONNECT

FII Institute supports this Kenyan edtech project equipping three schools in rural Kenya with computer labs and equipment to catalyze their coding and robotics clubs. Three schools with over 875 students and 40 teachers have been given digital access thanks to the project.



GLOBAL FUTURE OF WORK REPORT PREPARING LABOR MARKETS IN MENA

Featuring insights from nine MENA countries about the risks and opportunities

DOWNLOAD



OP-ED THE VALUE OF QUANTUM COMPUTING TODAY

Featuring insights from Dr. Subodh Kulkarni, President and CEO, Rigetti

DOWNLOAD

SUSTAINABILITY

For humanity and the environment.

→ **LEAVING OUR PLANET IN A BETTER STATE** than we found it is a vital, pressing issue for all of us – and as a “do tank,” FII Institute recognizes the importance of taking action and catalyzing change in this space. Sustainability is at the core of what we do, and the focus of our research and discussions among key decision-makers worldwide at events including our FII PRIORITY Summits and FII8.

At the heart of our approach to sustainability is the conviction that environmental investment should maximize Impact on Humanity. At a time when people are divided, this can unite. Thinking about how to improve our planet, and the lives of the people on it, should be a focus for us all.

We continue to champion the WAVE Initiative launched by H.R.H. Ambassador Reema bint Bandar Al-Saud at FII7, which you can read more about in the coming pages, and focus on four key pillars through that initiative. But we also feel it is important to engage in conversation, at our events and through regular publications. Our Impact report on Technology and Food Security looked at how to ensure the world has enough food not just to survive, but to thrive, and agricultural innovations that can ensure no one need go hungry wherever they are.

We are also proud to support the KenyaConnect Sustainability scheme in Kenya and the Grameena Vikas Kendram project in India. Our work in the sustainability space is never finished, and we continue to beat the drum for awareness. ■

TAKING ACTION ...

KENYACONNECT SUSTAINABILITY

FII Institute supports this Kenyan sustainable water project to provide reliable access to clean water by installing 26 tanks to collect rainwater. More than 6,500 students and teachers in 26 rural schools now have potable water thanks to the program.

GRAMEENA VIKAS KENDRAM

FII Institute supports this Indian sustainable drinking water access project serving rural communities in Andhra Pradesh by providing clean drinking water to villages through installing advanced water filters. Around 225 families have been helped, thanks to our action.



IMPACT REPORT TECHNOLOGY AND FOOD SECURITY

Featuring insights from Red Sea Global, Solinftec and Ode

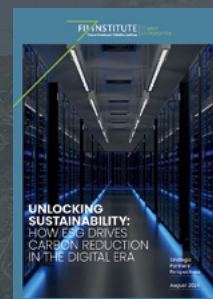
 **DOWNLOAD**



STRATEGIC PARTNER PERSPECTIVE SUSTAINABLE FOOD SYSTEMS

Featuring insights from Minerva Foods

 **DOWNLOAD**



STRATEGIC PARTNER PERSPECTIVE UNLOCKING SUSTAINABILITY

Featuring insights from THIQAH

 **DOWNLOAD**

KNOWLEDGE PARTNERS

Greater research equals
greater impact.



FII INSTITUTE DOES NOT WORK IN A VACUUM.

It is partnering with world-class organizations and institutions to make a long-lasting Impact on Humanity. Our scientific network of partners spans a wide range of research: from ways to achieve net zero carbon goals to harnessing the power of AI, and from protection of maritime ecosystems to business models for the circular economy. ■

accenture

ARTHUR D LITTLE

BAIN & COMPANY

BCG BOSTON
CONSULTING
GROUP

COLUMBIA UNIVERSITY
IN THE CITY OF NEW YORK

Deloitte.

EY

Gavi
The Vaccine Alliance

HEVOLUTION

KEARNEY

KPMG

McKinsey
& Company

QuantumBlack
AI by McKinsey

OliverWyman

PRINCE ALBERT II
OF MONACO
FOUNDATION

strategy&

pwc

THE
GLOBAL
FUND

THE WORLD BANK
IBRD • IDA | WORLD BANK GROUP

UNHCR
The UN Refugee Agency

unicef
for every child

WAVE INITIATIVE

Coordinated work is needed to accelerate ocean regeneration.

→ **LAUNCHED AT FII7, FII INSTITUTE'S WAVE** initiative was created to coordinate efforts to accelerate ocean regeneration, restoring environmental and ecological balance.

And at FII8, WAVE's head, **H.R.H. Ambassador Reema Bandar Al Saud**, Ambassador to the United States, Embassy of the Kingdom of Saudi Arabia, returned to make a major announcement: the launch of the digital platform, Ocean Central. Powered by FII, Ocean Central will collect the best available ocean data to support collaborative action toward ocean conservation and restoration efforts. It's more than a data tool. It's a collaborative space where businesses, government, scientists and citizens can come together to contribute to the welfare of the world's oceans.

"There is so much we need to uncover and understand about the oceans, and we need the scientific community, industry, business leaders and individuals who care about our oceans to join us to help fill these critical gaps," the ambassador said. "I hope that together we build a collective understanding of ocean health and help to ensure a thriving ocean by 2050." ■



The WAVE initiative is spearheaded by H.R.H Ambassador Reema Bandar Al Saud.



PRIORITY CHAMPIONS OCEAN REGENERATION FOR FUTURE PROSPERITY

Featuring insights about how to ensure our planet's waters remain accessible

 **DOWNLOAD**

WAVE FOCUSES ON FOUR KEY PILLARS:

DATA & INSIGHTS

Creating a hub for data-sharing on ocean regeneration, driving research and collaboration on ocean regeneration.

BLUE TECH INNOVATION

Supporting blue tech start-ups by connecting them with mentors, experts, markets and funding opportunities.

MASS ENGAGEMENT

Driving year-round ocean awareness through global partnerships.

SECTORAL & INDUSTRIAL ACTIVATION

Global pledges and partnerships across sectors for ocean regeneration.

FII PRIORITY COMPASS SURVEY AND FINDINGS

FII PRIORITY Compass aims to uncover humanity's most pressing priorities and help world leaders and decision-makers identify the best pathways to approach these concerns.

→ **FOR THE THIRD YEAR RUNNING, FII INSTITUTE** has taken the temperature of the planet's population, uncovering humanity's top priorities. In partnership with Ipsos, FII Institute surveyed 50,000+ respondents in 24 countries representing 62.5% of the global population, helping decision-makers understand what their priorities should be.

The findings uncover widespread and growing dissatisfaction about the current state of affairs in people's countries and the world as a whole. The cost of living and inflation are pressing concerns. People are

also disillusioned with politics, and while good health is regarded as key to a good quality of life, many people around the world face accessibility and affordability issues in relation to healthcare.

Citizens in the Global North are pessimistic about tackling climate change, while people around the world generally feel positive about their social ties. Technology brings both benefits and concerns to global citizens – a true double-edged sword. The findings paint a concerning picture of the current state of the world. But the results also give us reason to feel positive about humanity's ability to tackle the challenges we face. ■



globally are dissatisfied with the situation in the world



globally say the economic situation is their number one concern



are dissatisfied with **the number of doctors** in their country



regard **pollution as the most important** environmental issue



have people in their close **circle they disagree with**



say **generative AI** tools are an **important part of their daily lives**



READ THE FULL REPORT AT
[FIIPRIORITYCOMPASS.ORG](https://fiiprioritycompass.org)

FII GLOBAL FUTURE OF WORK COMPASS

What are the challenges facing labor markets, and how do we overcome them?



THE WORLD OF WORK IS CHANGING - FAST.

Countries around the world are facing critical productivity and labor market challenges from a range of factors, including shifting demographics, urbanization, and the rise of technologies including but not limited to automation and AI.

The Global Future of Work aims to identify the risks and opportunities for companies globally, and as a first phase a survey and focus groups were conducted in the MENA region in nine countries – more than 1,000 employees from various levels, and more than 200 companies across fields including healthcare, education, agriculture, technology, legal and more.

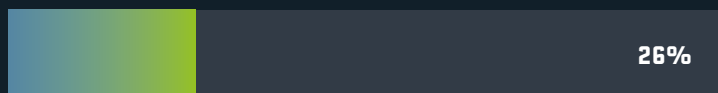
For the Global North, aging populations and a decelerating growth in the labor force are leading to labor shortages and a slow-growing workforce. Productivity growth could be the only viable path to sustaining economic expansion. But productivity growth has lost momentum, especially since the 2008 global financial crisis, and has been stagnant since 2017.

In the Global South, countries are contending with sluggish productivity growth and face challenges in creating enough jobs, especially for a younger, growing workforce, although conditions vary considerably by country. This report looks at the story in the MENA region. ■

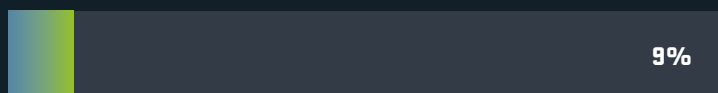
Yes, I have the right workforce employed in my business



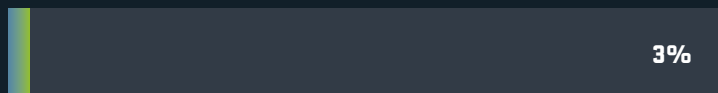
No, but I will hire it from the domestic workforce



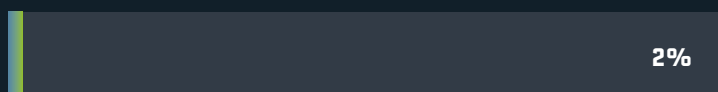
No, I do not have access domestically but I can hire internationally



No, but I have access to both domestic and international jobseekers



No, I do not have access, neither domestically nor internationally



READ THE FULL REPORT AT
FUTUREOFWORKNAVIGATOR.COM

FII HEALTHY LONGEVITY COMPASS

Understanding the state of the world's health, and what to do about it.



WHAT'S THE STATE OF THE WORLD'S HEALTH?

It's a question that vexes policymakers world-wide. FII Healthy Longevity Compass captures over 22,000 voices from 21 countries that represent just under 60% of the global population, balanced for sociodemographic factors and covering physical, mental, social and spiritual health. In partnership with McKinsey Health Institute, the FII Healthy Longevity Compass puts a finger on the pulse of the world's population.

One key takeaway was that perceived health status declines with age and varies significantly across

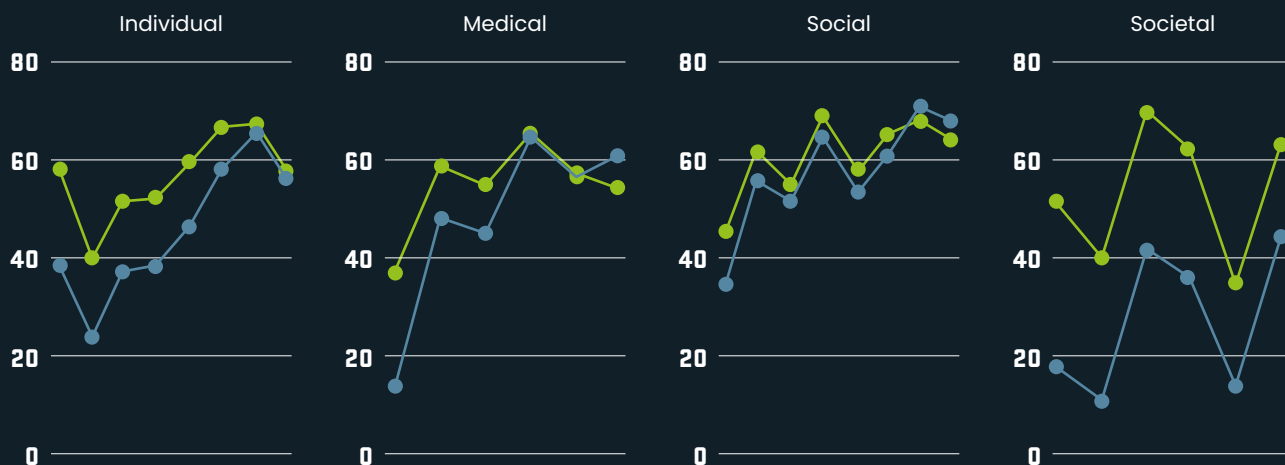
countries. Key factors influencing perception of health globally include having a sense of purpose, managing stress, physical activity, lifelong learning and social interaction. Participation in any type of activity correlates with better self-reported health.

Holistic investments in healthy longevity can unlock opportunities in both health and economic benefits. By focusing on extending both lifespan and healthspan, 45 billion years of high-quality life – about six years per person – could potentially be added across humankind. ■

GLOBAL SOUTH RESPONDENTS WERE MORE LIKELY TO REPORT HIGHER SCORES ACROSS MANY ASPECTS OF HEALTH

Regional scores, % of respondents

● GLOBAL NORTH ● GLOBAL SOUTH



Note: The McKinsey Health Institute conducted an internet-based survey between late Dec 2022 and Feb 2023, collecting information from 22,261 older adults across 21 countries, ~1,000 older adults per country. This survey covers all four aspects of health: physical, mental, social and spiritual.

SOURCE: MCKINSEY HEALTH INSTITUTE GLOBAL HEALTHY AGING SURVEY, 2023



READ THE FULL REPORT AT
[HEALTHYLONGEVITYNAVIGATOR.COM](https://www.healthylongevitynavigator.com)

XCHANGE

We build data-driven, inclusive platforms for international dialogue, knowledge-sharing and partnership.

FII8

Pursuing a path with infinite horizons.



THE FUTURE INVESTMENT INITIATIVE

Institute's eighth edition carried a clear and ambitious message, encapsulated by the conference theme – Infinite Horizons: Investing Today, Shaping Tomorrow. As highlighted by **H.E. Yasir Al-Rumayyan**, Governor of the Public Investment Fund and Chairman of FII Institute, the gathering sought to transcend mere discourse, becoming instead a transformative engine driving meaningful action, tangible progress and innovative solutions.

Over four days in Riyadh, the conference attracted more than 8,000 attendees, featuring over 600 speakers from around the globe. Prominent government leaders in attendance included **H.E. Bassirou Diomaye Diakhar Faye**, President of Senegal; **H.E. Dr. Mustapha Madbouly**, Prime Minister of the Arab Republic of Egypt; **H.E. Muhammad Shehbaz Sharif**, Prime Minister of the Islamic Republic of Pakistan; **H.E. Minh Chính Phạm**, Prime Minister, Socialist Republic of Vietnam; and **H.E. Mohammed bin Abdullah Al-Jadaan**, Minister of Finance, Saudi Arabia. Titans of private industry, including notable figures such as **Elon Musk**, CEO, Tesla; **Stephen A. Schwarzman**, Chairman & CEO, The Blackstone Group; and **Ruth Porat**, President & CIO, Alphabet & Google, also joined.

The conference opened with an energizing address from **Richard Attias**, CEO, FII Institute, who challenged delegates to embrace boldness and move beyond the comfort of immediate concerns, urging them instead to envisage the boundless opportunities available at humanity's infinite horizons. "The horizon is not an end, it's an invitation," Attias said, setting the visionary tone for the event.

Reflecting its global impact, FII8 introduced two new summits: the New Africa Summit and the HERizon Summit. Both forums underscored FII Institute's commitment to fostering inclusive →



HIGHLIGHTS

\$70bn+

in announced deals

100+

FII Institute TV Interviews conducted

8,000+

registered attendees

600

speakers

200+

sessions

95+

countries represented

→ growth, diversity and actionable strategies in tackling contemporary global challenges.

Throughout the conference, urgent global issues such as energy transformation, economic resilience, AI advancements and the pivotal role of women in business and finance took center stage. **H.R.H. Prince Abdulaziz bin Salman Al Saud**, Minister of Energy, Saudi Arabia, highlighted the Kingdom's achievements in renewable energy, signaling its clear commitment to a sustainable future. Meanwhile, discussions around AI, notably addressed by Elon Musk and Ruth Porat, explored its transformative potential and ethical implications, reflecting the broader conference ambition to shape the global economy through innovation and responsible leadership.

Crucially, FII8 reaffirmed FII's role as a global convening power, not just through dialogue but through substantial investment commitments – over \$70 billion in agreements were announced – underscoring the real-world impact of purposeful investment. This was summed up by H.E. Yasir Al-Rumayyan: “More than ever, we recognize that economic, social and environmental outcomes are interconnected, and these must be at the core of our decision-making.” ■

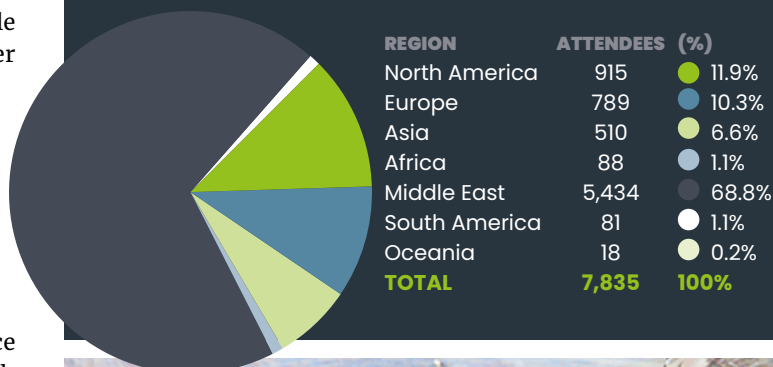
BIG INVESTMENTS, BIG IMPACT

Alongside challenging conversations about the world's critical issues, FII Institute successfully attained \$70+ billion value in investment agreements during FII8. This landmark achievement marks a pivotal moment in the FII conference's history, and attests to the noteworthy relevance of the meeting in the international arena, as it represents more than half of the total \$128 billion generated over the last seven years, combined.

Among the agreements signed was Public Investment Fund (PIF) partnering with Google Cloud to establish a global AI hub, aiming to empower businesses in the region with cutting-edge technology. FII stands as one of largest investment conference platforms for transformative conversations on foreign direct investments, offering unparalleled opportunities worldwide.

PHOTOS: FII INSTITUTE

WHERE DO OUR ATTENDEES COME FROM?



FII PRIORITY MIAMI SUMMIT

Making a mark on global conversation in marvellous Miami.

FII PRIORITY MIAMI RETURNED triumphantly to Florida's busy international hub, partnering once again with **Mayor Francis X. Suarez**, Mayor, City of Miami. The gathering lived up to its ambitious billing, placing itself "On the Edge of a New Frontier," and drawing over 1,200 delegates and 120 influential speakers from diverse sectors and backgrounds.

Central themes at the two-day event included Industry and Economy 5.0, the seismic impact of artificial intelligence, climate innovation and redefining urban living for an increasingly complex world. **H.E. Yasir Al-Rumayyan**, Governor, Public Investment Fund and Chairman, FII Institute, underscored the continued growth and global significance of Saudi Arabia, highlighting a projected annual investment upwards of \$70 billion for the Public Investment Fund, significantly influenced by advances in AI.

Ahead of the World Cup arriving in the United States in 2026, **Gianni Infantino**, President, FIFA - Fédération Internationale de Football Association, highlighted the importance of sports, while **Dr. Lawrence H. Summers**, Charles W. Eliot University Professor & President Emeritus, Harvard University, and **Eric Schmidt**, Cofounder, Schmidt Futures, debated economics, tech and everything between.

Miami's strategic importance as a rapidly growing, innovation-driven city was a recurring motif, echoed in discussions across the vibrant event. FII PRIORITY Miami concluded optimistically, with **Richard Attias**, CEO, FII Institute, reaffirming Miami as a key venue for ongoing global dialogues on investment, innovation and societal advancement, promising a return to the city for yet another visionary summit next year. ■



HIGHLIGHTS

120

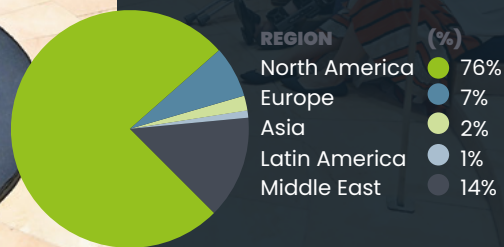
speakers

2

day event

1,200+

attendees



FII PRIORITY RIO DE JANEIRO

Opening up dialogue in Brazil to expand horizons globally.



MID-JUNE MARKED THE FII INSTITUTE'S

ambitious debut in Latin America – in vibrant Rio de Janeiro. Under the compelling theme, Invest in Dignity, the FII PRIORITY Rio de Janeiro summit attracted over 1,500 delegates from 43 countries, bringing together more than 200 influential speakers, including global leaders, innovators and investors.

Brazil's strategic importance, which is driven by its abundant natural resources, technological innovation and geopolitical prominence, resonated throughout the three-day gathering. **H.E. Yasir Al-Rumayyan**, Governor, Public Investment Fund and Chairman, FII Institute, highlighted the city's global significance and the necessity of bridging the gap between the Global North and South through sustainable investment, particularly in renewable energy and AI.

President Luiz Inácio Lula da Silva, 39th President of Brazil, delivered a compelling address, advocating for Brazil's role as a unifier of the Global South, emphasizing dignity, peace and prosperity. His impassioned speech underscored Brazil's emerging leadership on the international stage, especially with upcoming events such as the G20 Summit and COP30.

The Board of Changemakers, featuring prominent figures such as **H.R.H. Ambassador Reema Bandar Al-Saud**, Ambassador to the United States, Embassy of the Kingdom of Saudi Arabia; **Marcelo Claude**, Founder & CEO, Claude Group, Group Vice Chairman, SHEIN; **Sir Martin Sorrell**, Executive Chairman, S4 Capital Group; and **Secretary Mike Pompeo**, 70th Secretary of State of the United States, Executive Chairman, Impact Investments, engaged in deep discussions on dignity-driven investment strategies. Panels examined critical themes like the transformative power of technology, the reshaping of global economic orders and the strategic importance of regional supply chains.

Highlighting Brazil's economic resilience and potential, local and regional leaders presented Rio as an ideal gateway to Latin America, rich in human capital and natural resources, especially in the energy and agriculture sectors. Special conclaves running parallel to the main sessions produced tangible commitments, addressing key issues like responsible AI implementation, regenerative ocean economies, ESG investments, food security and entrepreneurial inclusion.

Closing remarks by **Richard Attias**, CEO, FII Institute, reiterated the summit's success in fostering cross-sector collaboration and international dialogue. He confirmed the FII's continued commitment to Latin America, reflecting optimism and resolve to build a future defined by equity, sustainability and global cooperation.

HIGHLIGHTS

200+

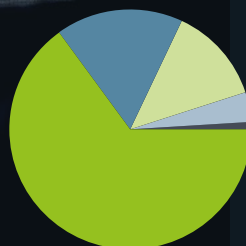
speakers

43

countries

1,500

attendees



REGION

Latin America	65%
North America	17%
Middle East	13%
Europe	4%
Asia	1%



TEEING UP CHANGE

FII Elevated Green combines sports with conversation to bring about change.

→ **ALONGSIDE OUR HERALDED EVENTS AROUND** the globe, FII Institute also hosts a regular thought leadership series: FII Elevated Green. The series is hosted by the FII Institute in partnership with the Aramco Team Series and Golf Saudi, held in conjunction with the official Aramco Team Series presented by PIF tournaments.

FII Elevated Green programs are structured strategically, following a consistent format and narrative, so as to conclude the series with a global outlook on two key priorities:

Bridging Shared Visions for Sustainable Impact, which discusses the current economic landscape and identifies shared opportunities for collaboration, partnership and direct investment between Saudi and regional enterprises; and **Unleashing the Power of Sport**, which elevates the ongoing transformation in the business of sports and the Kingdom of Saudi Arabia's robust sporting ecosystem – ultimately fostering greater connection, community and commerce where business and golf interact. ■



Valerie Hickey,
Global Director
for Environment,
The World Bank



Eduardo Paes, Former Mayor of Rio de Janeiro



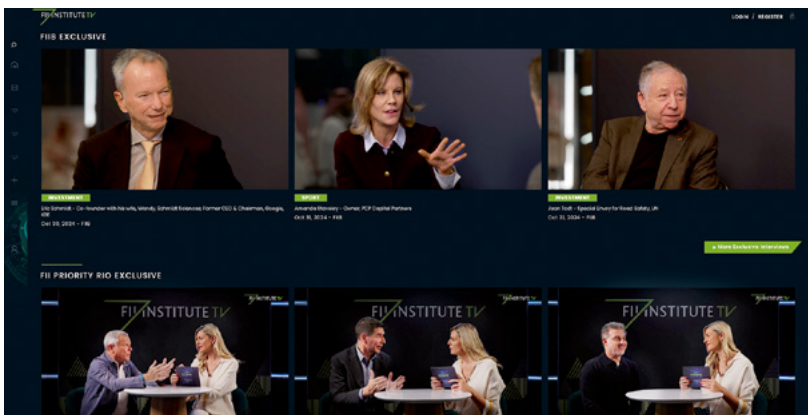
Eric Schmidt,
Former CEO &
Chairman, Google



Bill Ford,
CEO, General Atlantic



Jerry Inzerillo, Group CEO,
Diriyah Gate Company



FII INSTITUTE TV

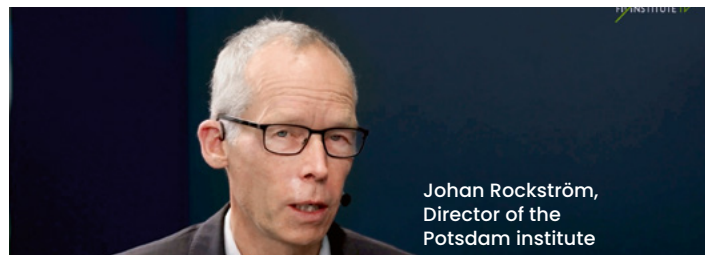
FII Institute TV is a pioneering channel dedicated to the most groundbreaking ideas and innovations shaping geoeconomics.

→ **2024 WAS A MOMENTOUS YEAR OF GROWTH** for FII Institute. And one key indicator was the launch of FII Institute TV.

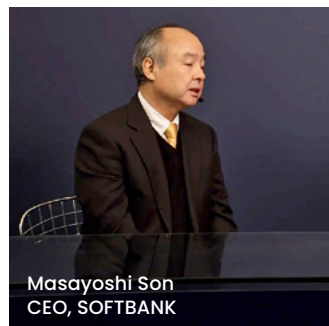
FII Institute TV is a pioneering channel where investment meets innovation, and transformative ideas ignite global change. FII Institute TV delivers exclusive, in-depth content, exploring the forefront of industry trends, economic developments and groundbreaking innovations.

Our programming features thought-provoking, exclusive interviews with world leaders such as former Italian Prime Minister **Matteo Renzi** and CEOs of major blue-chip companies like **Eric Schmidt** and **Masayoshi Son**. FII Institute TV also provides comprehensive analysis and exclusive access to prominent panel discussions from past FII conferences, including sessions featuring **Elon Musk** and TikTok CEO **Shou Zi Chew**.

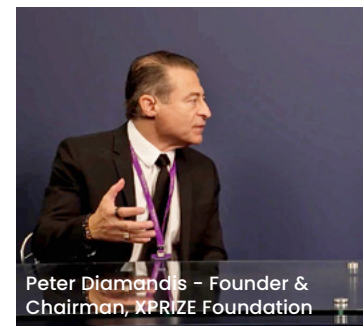
Tune in to FII Institute TV for content that inspires and informs.



Johan Rockström,
Director of the
Potsdam Institute



Masayoshi Son
CEO, SoftBank



Peter Diamandis - Founder &
Chairman, XPRIZE Foundation

ACT



We curate and invest directly in the technologies of the future to secure sustainable real-world solutions.

DRIVING INNOVATION THROUGH STRATEGIC INVESTMENT

Our ACT arm works to support burgeoning companies making meaningful change around the world.



ACT, THE INVESTMENT ARM OF FII INSTITUTE,

drives innovation by transforming research and dialogue into actionable solutions through strategic financial instruments to bring long-term value and positively impact humanity.

One of the FII's three pillars, ACT focuses on direct investments in high-growth, high-impact companies (typically in early stage or Series A) with groundbreaking technologies in our focus areas: AI & Robotics, Education, Healthcare and Sustainability. Committed to ESG principles, ACT aims to ensure that leading innovations and pioneering solutions make it out of the lab and into the global market by supporting founders and leadership teams to develop innovative, market-driven business models designed to deliver greater value.

The companies backed by FII Institute are making strong progress, reaching key milestones, and expanding rapidly across diverse markets to become global leaders in their respective fields. A total of \$6.3 million has been deployed across seven high-performing investments as of 2023. Despite a challenging market environment, the portfolio continues to meet expectations, with ambitious plans set for 2025.



\$6.3 m

has been strategically deployed to bolster growth and innovation across our four key focus areas



+ \$80 m

has been raised by private portfolio companies in additional funding since FII Institute investment



+ 2,200

jobs created by portfolio companies

CELEBRATING ACT'S ACHIEVEMENTS

The companies in which FII Institute has invested are making strong progress, achieving significant goals and moving forward with their aims to become global leaders in their respective fields.



AZMED

AZmed received \$15 million in Series A funding in 2024 and FDA clearance for pediatric use in the US. The company's Rayvolve AI technology reached a new milestone, analyzing 15 million X-rays in 2024, and is now used by over 2,500 healthcare institutions across 55+ countries. It is significantly reducing the workload and burden of healthcare professionals while enabling more efficient and accurate diagnoses.



DOGTTOOTH

Dogtooth is revolutionizing fruit harvesting by replacing hard-to-recruit labor with intelligent robots. In 2024, the company launched its Generation 5 Robot and secured \$4.7 million in funding. By reducing fruit harvest labor requirements tenfold, Dogtooth has unlocked a \$20 billion revenue opportunity. Currently, a fleet of 70 robots is operating commercially across ten customer sites in both the northern and southern hemispheres, collectively harvesting 100,000 kg of fruit.



SEAFOOD SOUQ

Seafood Souq has traced over 23 million kilograms of seafood across five continents through its innovative traceability technology solutions, empowering transparency and compliance across global seafood supply chains. The company raised \$17 million in funding in April 2024 and has digitized over 65% of South Africa's tuna fisheries. It has also partnered with leading hospitality groups in the UAE. These milestones highlight Seafood Souq's unwavering commitment to reshaping the seafood sector and protecting ocean ecosystems for generations to come.



IYRIS

Iyris is a pioneering agricultural technology company focused on developing cutting-edge solutions to enhance sustainable farming in challenging environments. In 2024, the company expanded its operations to Mexico and the US, launched the National Food Production Initiative in Saudi Arabia, and raised \$16 million in Series A funding. Iyris also commercialized its patented, industry-leading heat blocking additives for sustainable agricultural plastics. Through a growing network of key manufacturing and distribution partners, Iyris SecondSky films, polycarbonate and nets are now available in more than a dozen countries.



INTERSTELLAR LAB

Interstellar Lab has been recognized as a global leader in space food production systems following its victory in NASA's Deep Space Food Production System Challenge in August 2024, earning a \$1 million prize. The company's cutting-edge food production system, NuCLEUS (Nutritional Closed-Loop Eco-Unit System), is designed to support long-duration space missions by providing a sustainable, efficient and nutritious food supply. In 2024, Interstellar Lab secured \$4 million in additional funding and partnered with the Antoine de Saint Exupéry Youth Foundation to grow roses on the Moon as part of the Little Prince Mission. The rose capsules will be on board SpaceX's Starship for a historic 2027 lunar mission. The capsule was showcased at the FII8 Innovation Hub.

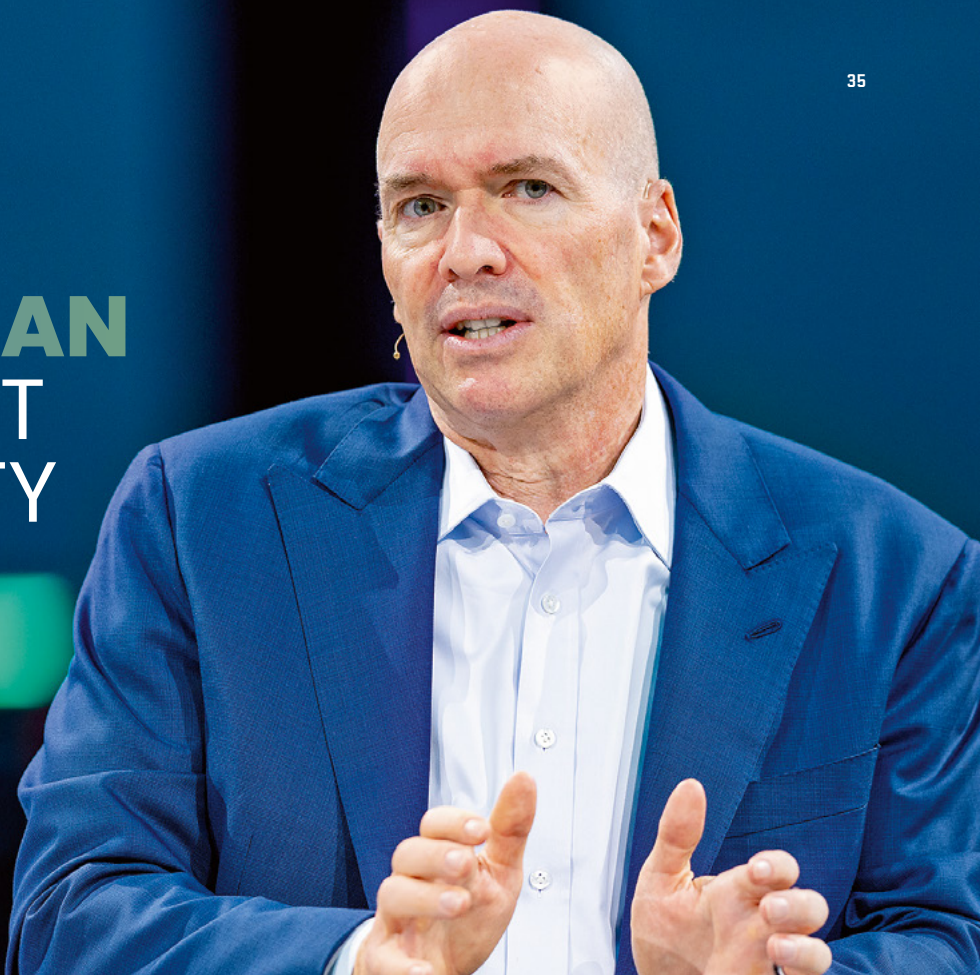


TIMBETER

In 2024, Timbeter received EU-level certification for its AI-driven timber measurement and supply chain management solution. The company partnered with two of the largest EU state forests and continued its expansion in Latin America and Africa. By year-end, over 21 million cubic meters of timber had been measured, showcasing Timbeter's growing global impact on efficiency, transparency and sustainability in the forestry sector.

CREATING AN INVESTMENT COMMUNITY

At FII8, FII Institute gathered visionary entrepreneurs with leading investors, industry experts and key stakeholders from the global innovation ecosystem.



FII8 FOCUSED ON THE THEME: INFINITE

Horizons: Investing Today, Shaping Tomorrow. And an exclusive gathering connected entrepreneurs with investors and industry experts to drive impactful solutions across the global innovation ecosystem.

Start-ups and portfolio companies were given a platform to pitch groundbreaking solutions, gain strategic insights and interact with top-tier investors. Pioneering companies such as AI Sensing, Aravita, Neuroxcore, Quantier, Replit, Hala, Even Up, Epicore Biosystems, BioMap and AusMed Global showcased their solutions. Highlights included curated industry meet-ups and data deep-dives anchored by the release of market and trend reports like the 2024 Kauffman Fund Returner Index, a global benchmark for measuring venture capital success. It leverages one of the world's most comprehensive datasets on unicorn activity, providing unparalleled insights into VC performance across markets.

Opening the event, H.E. Faisal F. Alibrahim, Minister of Economy & Planning, Saudi Arabia, emphasized the role of investment in Saudi Arabia's economic transformation under Vision 2030, highlighting non-oil growth as pivotal for future diversification.

FII8 Investment Day closed with \$70 billion in deals. Additionally, strategic partnerships were established, highlighting collaboration across various sectors, including innovation, technology and quality of life. Among the highlights are the Public Investment Fund (PIF) partnership agreement with Google Cloud to establish a global AI hub in Saudi Arabia, and Beta Lab's announcement of a \$300 million fund aimed at fostering cross-border innovation between the Middle East and Southeast Asia. This fund will target tech-driven startups in fintech, digital health, artificial intelligence and smart mobility.

This day marked a new chapter for the entrepreneurial and innovation ecosystem, transforming bold visions into actionable solutions, driving progress through a dynamic platform bolstered by over 15 Investment Ecosystem partners, 171 global speakers and an exclusive investment community of more than 600 delegates. It also marked the launch of the FII Ventures Program in partnership with General Atlantic and Lakestar, designed to accelerate the growth and success of impact-driven start-ups with solutions in the FII Institute's focus areas by leveraging the strength of a dynamic innovation ecosystem – read about it on the next page. ■

CHAMPIONING INNOVATION IN VENTURE

Two twinned initiatives highlight the importance of early ventures and innovators in designing the solutions of tomorrow.



THE NEWLY LAUNCHED FII VENTURE

Program supports promising early- and growth-stage start-ups, providing them with opportunities to showcase their solutions at FII events, gain visibility through our media channels, access insights from global industry leaders, connect with top-tier investors and interact with key ecosystem players to secure strategic partnerships and drive market expansion. By fostering innovation and collaboration, the FII Venture Program serves as a catalyst for change. ■

CONNECTING

Create a network of pioneers, entrepreneurs, industry experts and business partners to foster collaboration and knowledge-sharing at the FII PRIORITY Summits and Conferences.

UPSKILLING

Provide learning opportunities to enhance the skills and competencies of start-up founders and their teams. Masterclasses, workshops and one-on-one sessions will be available.

SHOWCASING

Gain visibility through access to a global stage, recognition and media exposure. CEOs can be featured on FII TV or other participating media channels.

SCALING UP

Support start-ups in expanding their operations, entering new markets and effectively scaling their businesses.

INVESTING

Facilitate access to funding and investment opportunities to fuel start-up growth and development.

FII INNOVATORS PITCH AWARDS



FOLLOWING A RIGOROUS AND COMPETITIVE

selection process that closed in August 2024, the top five companies selected out of 757 registrations from around the globe were invited to pitch on stage at FII8 to present their groundbreaking solutions to the following panel of judges: **Alberto Wong Hak-Keung**, CEO, Hong Kong Science and Technology Park; **Mark Minevich**, President, Going Global Ventures; **Mohammed Alzubi**, Founder and Managing Partner, Nama Ventures; and **Rakan Tarabzoni**, COO, FII Institute.

In the final, Sakuu emerged as the winner and was crowned FII8 Innovator 2024 for its Kavian platform – a pioneering and revolutionary dry printing multi-material manufacturing process for sustainable battery production. TIME Magazine also named Sakuu's groundbreaking platform among its Best Inventions of 2024.

Each participating company received a complimentary 2025 FII Institute membership and access to the FII Venture Program. This comprehensive support system is designed to accelerate their growth by providing unparalleled opportunities for expansion, knowledge sharing, global visibility and investment. In addition, selected start-ups are eligible for a market expansion package of up to \$10.5 million in total benefits, thanks to the Saudi National Development Program (NTDP). ■



BREAKING MORE NEW GROUND

Eager to be a “do tank” and not just a think tank, FII Institute launched an innovation hub and an agreement with a pivotal science and technology park.

FII INSTITUTE AND HONG KONG SCIENCE AND TECHNOLOGY PARK

In 2024, FII Institute announced a pivotal agreement with the HKSTP - Hong Kong Science and Technology Parks Corporation – to bolster start-up growth and cross-regional innovation. The signing ceremony was attended by Hong Kong Special Administrative Region’s (HKSAR) Financial Secretary **Paul Chan**, FII Institute CEO **Richard Attias**, HKSTP CEO **Albert Wong** and FII Institute COO **Rakan Tarabzoni**. These initiatives underscore our FII Institute’s steadfast dedication to spurring innovation and fostering transformative change for global progress.

Richard Attias, CEO, FII Institute, said: “Today’s discussions underscored the power of targeted investments to transcend traditional boundaries, creating opportunities in markets that promise to shape the next economic era. Our collective focus on deploying capital with long-term vision and sustainability will guide us as we navigate an ever-changing landscape.”

FII INNOVATION HUB

At FII8, the Innovation Hub served as a dynamic platform where groundbreaking start-ups from around the world showcased their cutting-edge technologies and solutions. Designed as an interactive space, the Innovation Hub provided a unique opportunity for founders to demonstrate their products, connect with global investors and engage with key stakeholders shaping the future of industries.

FII INNOVATION HUB COMPANIES

ARGON MECHATRONICS

Argon is the world’s first high-precision humanoid for manufacturing applications

DRIFT ENERGY

Generating green energy out in the deep ocean, storing and delivering to sectors that struggle to decarbonize

COVVI

COVVI develops advanced robotic and bionic hands to enhance human capability

PANOPTIC.AI

Panoptic.AI develops AI-powered, camera-based health-monitoring technology, enabling real-time, medical-grade vital-sign tracking on everyday devices

EPICORE BIOSYSTEMS

Epicore Biosystems is a biotechnology company specializing in developing advanced wearable microfluidic devices designed to monitor human health and performance in real time

WOOTZANO

Wootzano is the world’s most dexterous fresh-produce packing robot

From AI-driven solutions and deep-tech advancements to sustainable innovations and next-generation business models, the showcased start-ups reflected the transformative power of entrepreneurship in solving global challenges. The Innovation Hub not only highlighted cutting-edge technologies, but also positioned Saudi Arabia as a key player in the global start-up and venture capital landscape. ■

STRATEGIC PARTNERS POWERING IMPACT ON HUMANITY

To make a positive Impact on Humanity, it is far better to work together. To support our joint mission to serve humanity, the FII Institute cooperates with high-profile strategic partners that have unique experience in various fields and industries across the globe. We are honored to work with you and count on you.

FOUNDING PARTNER:

PUBLIC INVESTMENT FUND

The Public Investment Fund (PIF) is one of the largest sovereign funds in the world driving the growth of new sectors, companies and jobs, as a catalyst of Vision 2030. As a global investor, PIF has a world-class investment portfolio with a focus on sustainable investments, both domestically and internationally. As a global investment powerhouse, PIF aims to become the world's most impactful investor, enabling the creation of new sectors and opportunities that will shape the future global economy while driving the economic transformation of Saudi Arabia. It has the mission of actively investing over the long term to maximize sustainable returns, being the investment partner of choice for global opportunities, and enabling the economic development and diversification of the Saudi economy.



PIF
صندوق
الاستثمارات العامة



وزارة الاستثمار
Ministry of Investment

VISION PARTNER:

MINISTRY OF INVESTMENT

The Ministry of Investment of the Kingdom of Saudi Arabia (MISA) was established as the General Investment Authority in 2000 during the reign of King Fahd, and transformed into a ministry in 2020 through a royal decree by King Salman. MISA works with government entities to create, develop and market business opportunities, offering support and advisory services to organizations, finding solutions to their business needs and implementing local initiatives by drawing on a wealth of global knowledge and experience. MISA plays a key role in Saudi Arabia's Vision 2030, which focuses on economic liberalization, foreign direct investment and economic development.

VISION PARTNER: **ARAMCO**

The Saudi Arabian Oil Company (Aramco) is one of the world's largest integrated energy and chemicals companies, creating value across the hydrocarbon chain and delivering societal and economic benefits to people and communities around the globe. It is committed to playing a leading role in the energy transition and has a responsibility to help the world achieve a net-zero economy, with its people working hard to help solve the world's sustainability challenges. For its customers, it is a supplier of choice. For its shareholders, it provides long-term value creation. For communities around the world, its ambition is to provide reliable, affordable and more sustainable energy.



CLAURE GROUP

PRESENTING PARTNER: **CLAURE GROUP**

Claure Group is a multi-billion-dollar global investment firm spanning multiple high-growth sectors, including AI & technology, energy transition, sports and fashion and entertainment, led by Marcelo Claire. Its portfolio includes investments in T-Mobile, the world's most valuable telecoms company, where he is the largest individual shareholder; SHEIN, the fastest growing on-demand fashion company globally, where he is the Group Vice Chairman; Bicycle Capital, Latin America's leading growth equity fund; and many more.

ACWA POWER

ACWA Power is a Saudi-listed company and the world's largest private water desalination company, the first mover into green hydrogen and a leader in energy transition. Established in 2004 in Riyadh, ACWA Power employs over 4,000 people and is currently present in 12 countries in the Middle East, Africa, Central Asia and Southeast Asia. ACWA Power's portfolio comprises 81 projects in operation, advanced development or construction, with an investment value of SAR 318 billion (\$84.7 billion).



ALAT



Alat is a company focused on transforming global industries (electronics and industrials) and creating a world-class manufacturing hub in the Kingdom of Saudi Arabia powered by clean energy to build a better tomorrow. Alat will deliver sustainable manufacturing to help global companies reduce their emissions and move toward carbon-zero manufacturing. Alat, a PIF company, is an essential enabler of the Vision 2030 goals for economic diversification, industrial development, innovation and job creation.

DIRIYAH

The Diriyah Development Authority (DDA) aims to restore and showcase Diriyah's historical significance as the birthplace of the Saudi state, preserving historic buildings and constructing museums, hotels and recreational facilities. Diriyah aspires to be a global hub for art, culture and heritage, hosting events and festivals while also featuring residential, commercial and educational areas. It aims to create a sustainable community that combines the preservation of the past with modernity.

DIRIYAH

EMAAR

EMAAR

Emaar is a pioneer of master-planned communities in Dubai since its inception in 1997. It is listed on the Dubai Financial Market as a public joint-stock company. Building upon the legacy of its flagship Downtown Dubai creations – the iconic Burj Khalifa, Dubai Mall and Dubai Fountain – Emaar's dream is to be the world's most valuable and trusted company, to enrich lives and to be powered by the best people. Emaar shapes new lifestyles with a passion for design excellence, build with quality and timely delivery.

FRANKLIN TEMPLETON

Franklin Templeton is a global investment management organization serving clients in over 150 countries. It helps clients achieve better outcomes through investment management expertise, wealth management and technology solutions. Through its specialist investment managers, the company offers specialization on a global scale, bringing extensive capabilities in fixed income, equity, alternatives and multi-asset solutions. With more than 1,300 investment professionals based in major financial markets worldwide, the California-based company has over 75 years of investment experience and approximately \$1.5 trillion in assets under management as of December 31, 2023.



FRANKLIN TEMPLETON

GFH



GFH Financial Group BSC (GFH) is a leading GCC-based financial group with an international remit, diversified offering, and assets under management reaching US\$19 billion. Headquartered in Bahrain's Financial Harbour, and with global offices and subsidiaries, GFH is listed on four GCC exchanges – Bahrain Bourse, Boursa Kuwait, Dubai Financial Market (DFM) and the Abu Dhabi Securities Exchange (ADX), where it is among the most liquid and actively traded stocks.

HSBC

HSBC is one of the world's largest banking and financial services organizations. Its purpose is to open up a world of opportunity. Its global businesses serve around 39 million customers worldwide through a network that covers 62 countries and territories. Its ambition is to be the preferred international financial partner for its clients. HSBC was founded in Hong Kong and Shanghai in 1865, traces its origins in the Middle East to 1889, and is headquartered in London.



KAFD

KAFD was born out of the late King Abdullah's vision to create a new financial district that would take the economy of Riyadh to new heights. Following its acquisition by the Public Investment Fund (PIF) of Saudi Arabia, KAFD has evolved to become the country's prime business and lifestyle destination, capturing the core values of Vision 2030. While contributing to the growth and diversification of the economy, providing the wider community with a vibrant experience in the heart of Riyadh, this city within a city has redefined the skyline with its iconic buildings inspired by the native landscape.

KING SALMAN INTERNATIONAL AIRPORT

King Salman International Airport is one of Saudi Arabia's Vision 2030 projects. The airport is designed to become a global benchmark for all airports and is poised to transform Riyadh, the capital of Saudi Arabia, into a global hub for transportation, trade and tourism, setting new and sustainable standards for the future by providing a unique and seamless customer journey and best-in-class operations, innovations, shopping and entertainment experiences.

مطار الملك سلمان الدولي
King Salman International Airport



MA'ADEN

Ma'aden is the largest multi-commodity mining and metals company in the Middle East and among the fastest-growing mining companies in the world, with revenues of SAR 26.7 billion (\$7.12 billion) in 2021. It is developing the mining industry into the third pillar of the Saudi economy in line with Vision 2030, and aims to be a role model in responsible and sustainable operations. It operates 17 mines and sites, has 6,000+ direct employees and exports products to over 30 countries.

STRATEGIC PARTNER AND SUMMIT PARTNER – RIO DE JANEIRO

MINERVA FOODS

Minerva Foods is leader in beef exports in South America and also operates in the industrialized segment, marketing its products to more than 100 countries. In addition to Brazil, Minerva Foods is present in Paraguay, Argentina, Uruguay and Colombia, and has specialized lamb plants in Australia, totaling more than 23,000 employees. The company serves five continents with beef, lamb and their derivatives, contributing to the food security and nutrition of millions of people around the planet.


 The logo for Minerva Foods, featuring the word "minerva" in a dark blue sans-serif font and "foods" in a red sans-serif font below it.
NATIONAL BANK OF KUWAIT

Established in Kuwait City in 1952, the National Bank of Kuwait S.A.K.P. (NBK) stands as the cornerstone of the nation's financial landscape. As the first shareholding company in Kuwait and the Gulf Cooperation Council (GCC), NBK has been a steadfast pioneer, establishing itself as the country's longest-serving local bank. Over 70 years of unwavering commitment, NBK has evolved into Kuwait's preeminent financial institution, extending its influence far beyond national borders to captivate regional and global markets. The bank boasts a network of more than 140 branches spread across 13 countries, spanning four continents.

NEOM

NEOM is a region in northwest Saudi Arabia on the Red Sea, being built from the ground up as a living laboratory where entrepreneurship will chart the course for this New Future. It will be a destination and a home for people who dream big and want to be part of building a new model for exceptional livability, creating thriving businesses and reinventing environmental conservation.



نيوم NEOM



NEW MURABBA

NEW MURABBA

The world's largest modern downtown is New Murabba, which has The Mukaab at its heart, making it the exceptional new icon of the city. Defining Riyadh's new skyline, The Mukaab will attract visitors from across the world with its incredible state-of-the-art entertainment, dining and retail. This is the new face of Riyadh.



الإقامة المميزة Premium Residency

PREMIUM RESIDENCY

The Premium Residency Center was established in January 2019 by a resolution of the Council of Ministers. It is a government entity in the Kingdom of Saudi Arabia and is responsible for organizing and managing everything related to Premium Residency. It aims to contribute to the national economy by developing Premium Residency products to boost the Kingdom's position as a global hub for attracting talents, investors and entrepreneurs, while retaining them.

RED SEA GLOBAL

Red Sea Global is the multi-project developer behind the world's most ambitious regenerative tourism destinations, Amaala and The Red Sea. It seeks to lead the world towards a more sustainable future, showing how responsible development and regenerative tourism can uplift communities, drive economies and enhance the environment. The protection of natural capital is central to all development decisions, as the organization seeks to create a better future for all.



Red Sea
Global



طيران الرياض
RIYADH AIR

RIYADH AIR

Riyadh Air, a PIF company, is a world-class airline. Launched in March 2023, the airline will be a digitally led, full-service airline that adopts the best global sustainability and safety practices across its advanced fleet of aircraft. Riyadh Air will equip its aircraft with the most advanced, state-of-the-art features, with innovative, best-in-class cabin interiors and experiences, including next generation digital in-flight entertainment systems and connectivity solutions. Riyadh Air will connect guests to over 100 destinations around the world by 2030 through offering an exceptional guest experience with an authentic, warm Saudi hospitality at its heart.

RIYAD BANK

Riyad Bank is one of the largest financial institutions in the Kingdom of Saudi Arabia and the Middle East, established in 1957, with paid-up capital of SAR 30 billion. Our professional and dedicated staff base has mainly driven our success over the years. With more than 6,549 employees, Riyadh Bank takes pride in being among the Saudi organizations with the highest national employment rate at 96%.



بنك الرياض
Riyad Bank



مجموعة روشن
ROSHN GROUP

ROSHN

ROSHN Group is Saudi Arabia's most trusted multi-asset class real estate developer, and a giga-project wholly owned by the Kingdom's Public Investment Fund (PIF). ROSHN's integrated developments offer a new way of living, supported by amenities within walking distance, as well as green spaces, sports hubs, cycle lanes and living beyond walls. Driven by technology, innovation and sustainability, the Group is building at an unprecedented scale with a land bank of over 200 million sqm.

ROYAL COMMISSION FOR ALULA

The Royal Commission for AlUla (RCU), established by royal decree in July 2017, is orchestrating the creation of the world's largest living museum, bringing together culture, heritage, innovation and community to transform AlUla into a destination that enriches quality of life, nurtures businesses and invites travelers to discover the connections between our shared past, present and future.

الهيئة الملكية لمحافظة العلا
Royal Commission for AlUla



SABIC



Since SABIC's founding in 1976 by royal decree, it has exhibited a remarkable ability to do what others said could not be done. Ranked among the world's largest petrochemicals manufacturers, SABIC is a public company based in Riyadh, Saudi Arabia. Aramco owns 70% of the shares, with the remaining 30% publicly traded on the Saudi stock exchange. SABIC's growth has been nothing short of miraculous. Today, the company has operations in about 50 countries with a global workforce of over 31,000 talented individuals.

SANABIL

Sanabil is a financial investment company wholly owned by the Public Investment Fund (PIF). We commit more than \$3 billion in capital per annum into global private investments that include VC/growth and small buyout assets. We are a dynamic, nimble and highly experienced team of investment professionals. We provide partners with patient capital, the ability to invest across multiple funding rounds, and access to the region. At Sanabil, we invest in great ideas, great minds and great companies.

سانابل للاستثمار
SANABIL INVESTMENTS

SCAI

The Saudi Company for Artificial Intelligence (SCAI) is a wholly owned PIF company that offers impactful solutions and products for multiple sectors, including smart city, media, healthcare, financial services, sports and entertainment. Guided by a vision to lead the next generation of AI applications and unlock global value, SCAI empowers the future of AI through best-in-class partnerships, targeted investments, and the development of world-class capabilities.



SNB

The Saudi National Bank (SNB) is the largest financial institution in Saudi Arabia and one of the largest powerhouses in the region. SNB plays a vital role in supporting economic transformation in Saudi Arabia by transforming the local banking sector and catalyzing the delivery of Saudi Arabia's Vision 2030. Its strategy is closely aligned with the Vision's programs. SNB also leverages its position as the largest institutional and specialized financier in Saudi Arabia to support the Kingdom's landmark deals and mega-projects.



SOFTBANK VISION FUND

At SoftBank Investment Advisers (SBIA), we believe the next stage of the Information Revolution is underway. Through the SoftBank Vision Funds, we've invested more than \$160 billion in many of the world's leading technology companies. We offer the operational expertise, global network and patient capital required to help exceptional founders build market-leading companies. Established in 2017, SBIA is headquartered in London, with a further 13 offices operating across North America, Europe, Asia and Latin America.

SoftBank Vision Fund

STANDARD CHARTERED

With our extensive global network across Asia, Africa and the Middle East, in-depth local market knowledge and wide-ranging suite of products, we are well-positioned to support your business growth and cross-border financing needs. Our presence in 53 of the world's most dynamic markets and on-the-ground knowledge can help your business navigate complexities, tap into emerging opportunities, innovate and digitize for growth. With 170 years of trusted excellence in these regions, there's never been a better time to discover new opportunities for your business today.





STATE STREET

State Street is a global leader across investment servicing, markets and financing, and investment management. It offers a dynamic perspective from the heart of the financial industry. Servicing nearly 10% of the world's assets, State Street gives asset managers and owners, insurance companies, official institutions and central banks access to an exclusive perspective on how markets are trending – helping them stay ahead of change – and a breadth of products and services to drive business performance.

STC

stc group is an engine of digital transformation in the region, offering advanced solutions and driving a role in the digitization process. The group provides a comprehensive suite of services encompassing digital infrastructure, cloud computing, cybersecurity, Internet of Things, artificial intelligence, digital payments, digital media and digital entertainment. The group has over 14 subsidiaries across the Kingdom of Saudi Arabia, the Middle East and North Africa.



THIQAH



With THIQAH comes the power of technology, enabling change to create a long-lasting value and mutual success through innovation by revolutionizing industries aiming to unlock the true potential. In this transformative journey, experience the power of elevated success. By serving as the ultimate catalyst, nurturing the growth and success of businesses by harnessing the transformative capabilities of regulation technology and digital products. Through our expertise and cutting-edge solutions, we aim to elevate industries to new heights, empowering organizations to thrive in an ever-evolving digital landscape.

VISION INVEST

Vision Invest is a leading Saudi Arabian development and investment holding company at the forefront of public and private sector partnerships in the Kingdom of Saudi Arabia, the Gulf Cooperation Council and beyond. Since 2002, Vision Invest has nurtured synergetic partnerships with leading local, regional and global partners and refined a boutique investment model, anchored by the entrepreneurial spirit of our people, to deliver sustainable value to our clients through impact investments.



SUMMIT PARTNERS – RIO DE JANEIRO

**BTGPACTUAL**

BTG Pactual is the largest investment bank in Latin America. We have a global culture and local expertise, with offices in the main financial centers of Latin America (Brazil, Chile, Colombia, Mexico, Argentina and Peru), managed by local partners. Our offices in the United States, United Kingdom and Portugal position us as the region's main business hub. We believe a strong culture is key to our success. Through the entrepreneurial spirit and the sense of ownership we achieve excellence.

**PATRIA**

Patria is a leading alternative investment firm, specialized in key resilient sectors, with over 36 years of history. It combines knowledge from investment leaders, sector experts and companies' managers, all with on-the-ground local experience. With \$40+ billion of assets under management (pro forma AUM pending M&A transactions) and a global presence, it aims to provide attractive and consistent returns in long-term investment opportunities, while creating sustainable value for the regions in which we operate.

**VALE**

Vale is a global mining company that exists to improve lives and transform the future together. One of the world's largest producers of iron ore and nickel and a major copper producer, Vale is headquartered in Brazil and operates around the world. Its operations comprise integrated logistics systems, including approximately 2,000 kilometres of railways, marine terminals and ten ports distributed around the globe.

UBS

UBS is a leading global wealth manager and a full-service universal bank in Switzerland, also providing diversified solutions in asset management and investment banking.

With the acquisition of Credit Suisse, UBS manages \$5.8 trillion of invested assets, helping individuals, companies and institutions to achieve their financial goals through personalized advice, solutions and products. Headquartered in Zurich, Switzerland, the firm operates in more than 50 markets around the globe.

FII8 VENTURE PROGRAM SPONSORS:

**LAKESTAR**

Lakestar is one of the leading pan-European venture capital firms. Its mission is to find, fund and grow disruptive businesses that are enabled by technology and founded by exceptional entrepreneurs in Europe and beyond. Founded by Klaus Hommels in 2012, Lakestar manages an aggregated volume of over €2 billion across four early stage funds and two growth funds.

GENERAL ATLANTIC

General Atlantic is a leading global growth investor with more than four decades of experience providing capital and strategic support for over 520 growth companies throughout its history. Established in 1980, General Atlantic continues to be the dedicated partner to visionary founders and investors seeking to build dynamic businesses and create long-term value.

EXECUTIVE TEAM



RICHARD ATTIAS

Chief Executive Officer

Richard is a trusted advisor to heads of state, business executives and civic leaders seeking to build influence and effect change.



RAKAN TARABZONI

Chief Operating Officer

Rakan is a motivational leader whose track record includes both global players and start-ups – the perfect combination for the FII Institute.



ARWA ALSHAGHROOD

General Counsel and Board Secretary

With her unwavering pursuit of excellence, Arwa plays a pivotal role in shaping our legal and governance framework.



FLORENCE DUBOIS

Chief Marketing and Partnerships Officer

A strong believer in the power of ideas, Florence is passionate about helping brands and businesses deploy that power.



REEM SAIF AL SAUD

Director of Communications

Reem has a strong and focused spirit, and two decades of experience in sectors such as NGO, corporate and parliamentary.



**PALOMA
HASCHKE-JOSEPH**

Head of THINK

Paloma is a hardworking professional driven by a passion for impactful project management and strategic partnerships that span the globe.

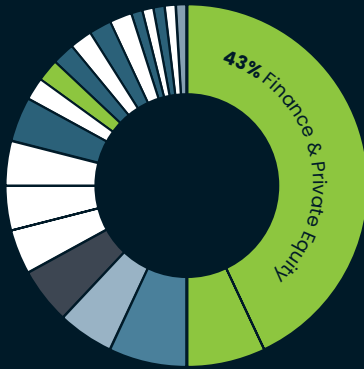


TAMER ELSAYED

Senior Finance Director

Highly analytical and results-driven, Tamer has a proven track record of more than two decades as financial executive.

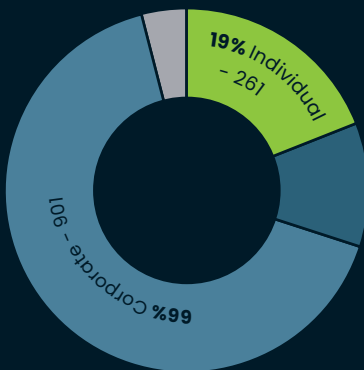
MEMBERSHIP STATISTICS



MEMBERS BY INDUSTRY

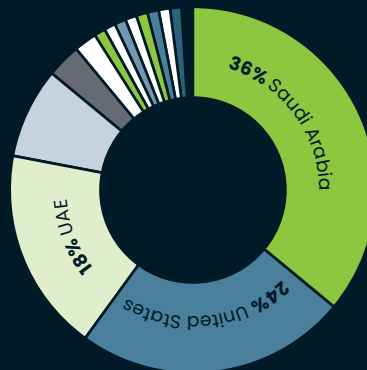
INDUSTRY	(%)
Finance & Private Equity	43%
Finance - Venture Capital	8%
Professional Services - Legal & Consulting	8%
IT - FinTech / Blockchain / AI / Software	5%
Government	5%
Conglomerate	4%
Manufacturing	4%
Real Estate	4%
Energy	4%
Healthcare	2%

INDUSTRY	(%)
Aerospace	2%
Construction	2%
Hospital - Tourism	2%
Transportation	2%
Retail	2%
NGOs & Nonprofits	1%
Infrastructure	1%
Supply Chain / Logistics / Import Export	1%
Insurance	1%
IT - Incubators & Venture Capital	1%



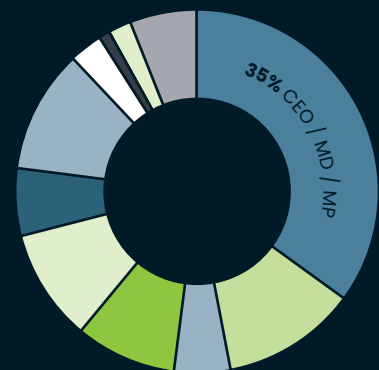
MEMBERS BY CATEGORY

CATEGORY	(%)
Corporate - 901	66%
Individual - 261	19%
Individual Start-up - 148	11%
Corporate Start-up - 56	4%



MEMBERS BY COUNTRY

COUNTRY	(%)
Saudi Arabia	36%
United States	24%
United Arab Emirates	18%
United Kingdom	8%
Switzerland	3%
France	2%
Bahrain	1%
Qatar	1%
Canada	1%
Japan	1%
Brazil	1%
India	1%
Australia	1%
Jordan	1%



MEMBERS BY COUNTRY

DESIGNATION	(%)
CEO / MD / MP	35%
Chairman / Board Member	12%
CIO / CFO / COO	5%
Country / Global / Continent - Head	9%
C-suite	10%
Director / Ex-director	6%
Founder / Owner / Partner / Cofounder	11%
President	3%
Principal	1%
Professor / Advisor	2%
VP / VC	7%

966
1361
MEMBERS



For details on how to become
a member, please visit
fii-institute.org/membership/

Powered by



Founding Partner



Vision Partners



aramco

Strategic Partners



minerva
foods



SoftBank Vision Fund

