



What is Prosperity

This book is a unique compilation of voices from around the world – leaders in government, business, culture and innovation – each offering their own definition of prosperity. At a time when the meaning of prosperity is being reimagined, these perspectives illuminate how societies can achieve growth that is not only economic, but also inclusive, sustainable and deeply human. Published on the occasion of the 9th edition of the Future Investment Initiative (FII), under the theme “The Key to Prosperity,” this collection captures the diversity of visions that will shape our shared future, and serves as a guide to how capital, ideas and leadership can unlock opportunity for all.

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HRH Prince Abdulaziz bin Salman
Minister of Energy, KSA

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Prosperity is a state of hope, well-being and collective abundance within a nation, fostered by devoted leadership and an enthusiastic, dedicated younger generation. The key to achieving it for everyone rests not only in individual effort, but also in cohesive, concerted endeavor. This demands cooperation with committed partners, innovative solutions and a shared dedication to diligent work.”

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Prosperity, in my view, is much more than economic wealth. We achieve true prosperity through the convergence of quality of life, opportunity for all and individual dignity for everyone. That, I truly believe, is prosperity. It's about living with purpose through access to education, technology, healthcare and security, and contributing meaningfully to a vibrant, inclusive society. It's about empowering individuals and communities to thrive.

In Saudi Arabia, we envision prosperity as a shared journey, rooted in sustainable progress and cultural pride, where every citizen – men and women – has the tools to shape their own future.

The key to unlocking prosperity for all lies in visionary leadership and bold action grounded in innovation and collaboration.

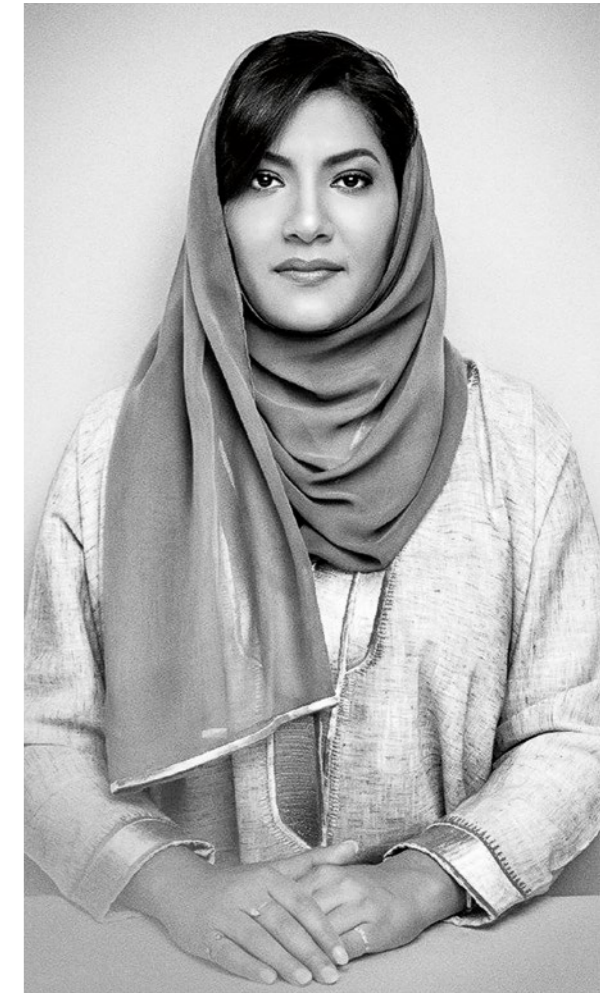
That journey involves investments in education and skills development to empower our youth, equipping them to lead in a rapidly evolving global economy.

It means fostering sustainable economic diversification that ensures resilience and opportunity, as we are doing through Saudi Vision 2030 under the Custodian of the Two Holy Mosques His Majesty King Salman bin Abdulaziz and the Crown Prince HRH Mohammed bin Salman.

And it means embracing technology, including AI, as a catalyst for progress across all of society – business, government, sports and the arts – in order to drive creativity and efficiency. And, as a foundation, we must prioritize equity, ensuring women, minorities and underserved communities are active participants in growth.

And lastly, we must protect our oceans, our planet, aligning prosperity with environmental stewardship.

By uniting these principles with unwavering commitment and creating global partnerships, like those forged here at FII, we can amplify our collective impact and build a future where prosperity is not a privilege, but a universal reality, where no one is left behind.”



HRH Ambassador Reema Bandar Al-Saud,
Ambassador to the United States,
Embassy of the Kingdom of Saudi Arabia



H.H. Prince Faisal bin Farhan Al Saud
Minister of Foreign Affairs, KSA

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Prosperity is the ability to create opportunity, dignity and security for all, while safeguarding the values and heritage that define us. It is measured not only in economic growth, but in the empowerment of people through education, innovation and sustainability. Unlocking prosperity for all requires inclusive growth, global partnerships and the responsible use of resources to ensure progress is shared across generations. In line with Saudi Arabia's Vision 2030, prosperity means building a vibrant society, a thriving economy, and an ambitious nation where every individual contributes and benefits. Enduring prosperity also rests on political stability and security, and the empowerment of societies to resolve differences peacefully. Through diplomacy, we must pursue reconciliation, de-escalation and reduced tensions, fostering an environment where cooperation and mutual respect can flourish.”

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The True Meaning of Prosperity

In today's rapidly evolving world, the concept of prosperity is often narrowly defined by numbers – GDP growth, market capitalization or investment size. However, true prosperity extends far beyond economic success. It is the art of creating lasting value for people, communities and our shared planet.

Prosperity begins with opportunity – the chance for every individual to learn, work with dignity and realize their full potential. It flourishes when we foster diversified economies that are resilient in the face of uncertainty, where innovation and entrepreneurship are not privileges, but everyday practices.

Moreover, prosperity is inextricably linked with sustainability. We cannot truly speak of prosperity if it comes at the expense of future generations. Economic growth must be harmonized with environmental stewardship, responsible resource management and the preservation of our cultural heritage.

Prosperity is also inherently inclusive, transcending borders to uplift not just one nation, but entire regions. It is built on partnerships that are grounded in trust, transparency and a shared vision for the future.

To me, prosperity is the ability to look 50 years ahead and envision a society that is healthier, more educated, more innovative and more connected than it is today – a society where every person feels they have a stake in its success.

This is the vision we champion through the Future Investment Initiative: to transform ideas into action, and action into lasting impact. Because prosperity is not a static goal – it is a journey, one we must take together, with courage, creativity and commitment.”



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

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Prosperity is not an end state, but a continuous process that is entrenched in solving for long-term risks and observing opportunities and how they evolve. A process that brings forward the best possible outcomes through the steadfast pursuit of optimal resource utilization and a constructively disruptive, innovative mindset.”



H.E. Faisal bin Fadhil Al-Ibrahim
Minister of Economy and Planning,
KSA

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Prosperity with Purpose:

A Global Call for Pragmatic and Enduring Progress

Prosperity is not merely an economic metric. Rather, it is the tangible and sustainable improvement in the quality of life for all people. It can be seen in the lived experience of families whose children receive a quality education, of communities connected by infrastructure, and of young people who see a horizon of opportunity – not of limitations.

Unlocking prosperity for all rests upon a foundation of three essential pillars:

- a long-term national vision, anchored in policy coherence;
- a political culture that prioritizes delivery and impact;
- and most critically, the discipline to implement what works – with courage, consistency and accountability.

While the global economic environment is volatile, each nation’s focus must remain constant: improving the lives of its people. This demands a pragmatic approach over an ideological one. After all, intentions alone do not build hospitals, and declarations do not create jobs. The only true measure of success is objective, sustainable results that people can feel.

Saudi Arabia is now demonstrating how bold reforms, economic diversification and long-term strategic planning can illuminate a sustainable pathway to prosperity.

Yet, no government can do this work on its own. Indeed, prosperity is built on robust partnerships. Domestically, it requires deep collaboration between the public, private and not-for-profit sectors to transform the economy and prepare citizens for the workplace of the future. Globally, it requires intensive cooperation, not only between nations, but also with international organizations, because in our interconnected world, we all have a stake in helping other nations achieve stability and growth.

Our goal must be to build a future where progress is not just the privilege of a few, but the right of all. True prosperity is human, it is social, and it must be shared for the benefit of those living today – and for the generations to come. ”



H.E. Mohammed bin Abdullah Al-Jadaan
Minister of Finance,
KSA



H.E. Abdullah bin Amer Al-Swaha
Minister of Communications
and Information Technology,
KSA

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The foundation of prosperity is ensuring that no one is left behind in the journey toward progress. This is why the Kingdom of Saudi Arabia is forging a path to prosperity by harnessing innovation and leveraging technology to create opportunities that not only diversify our economy, but also enhance societal well-being. Under the leadership of His Royal Highness Prince Mohammed bin Salman, we have closed the digital divide to below 1% and ensured that our citizens benefit from the fast-paced technological changes of today. We are working to achieve digital prosperity for all in partnership with 16 like-minded nations at the Digital Cooperation Organization, as we expand connectivity and digital services to regions of the world that need it most. At home, we define prosperity by the empowerment of women, who represent 35% of our tech sector, and the cultivation of young talent successfully pursuing their dreams. We have partnered with the global community to focus on actions that prioritize people, the planet and progress in the Intelligent Age.”



Prem Akkaraju
CEO
Stability AI

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Prosperity is creative empowerment. It's when artists, innovators and dreamers have the tools to shape the world through their imagination. It's about moving hearts, sparking change and leaving behind something lasting. These stories ignite a chain reaction of inspiration, innovation and human connection. This creates abundant possibility, which in turn creates abundant prosperity.”



Prosperity isn't just about having money; it's really about the time and resources we carve out to chase what matters most to us. Everyone has different passions and priorities that shift as we move through life, and these pursuits can look quite different in various chapters of our journey.

For me, prosperity has often meant focusing on my health. It's essential for living a rich life. I've also found that diving into new ideas and learning opportunities helps me grow in ways I never expected. Family relationships are incredibly important too; they provide us with love and support that enrich our lives.

It's interesting how our definition of prosperity evolves. What we prioritize can change based on what we're going through at different stages. This dynamic nature of our goals reminds us that prosperity is more than just one thing – it's about creating a fulfilling life that reflects who we are at any given moment.”



Prof. Adah Almutairi
Professor Pharmaceutical
Chemistry, UCSD



Prosperity, for me, is not defined only by economic growth or financial wealth. It is, above all, the art of living in dignity, harmony and purpose.

I was born in Morocco, at the crossroads of cultures, religions and civilizations. From an early age, I learned that prosperity is strongest when diversity is embraced as a source of strength rather than division. My roots taught me that a community flourishes when no one is left behind, when education is accessible and when opportunities are shared across generations.

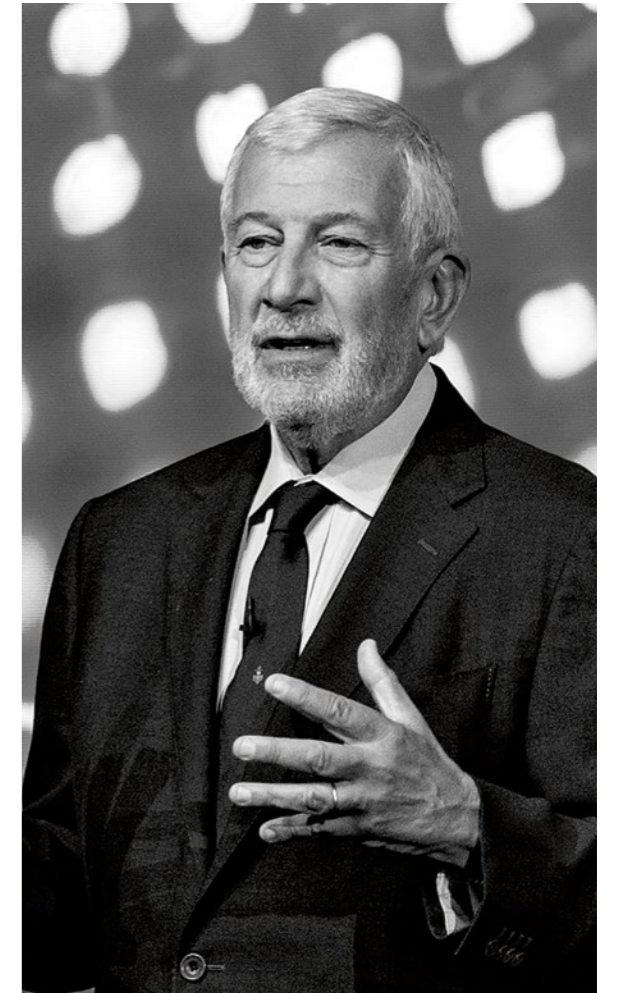
Prosperity is about creating bridges – between peoples, between ideas, between nations – because true growth cannot exist in isolation. It requires peace, and peace requires dialogue, trust and mutual respect.

In my journey as a global convener, I have seen that prosperity comes alive when innovation meets compassion, when technology serves humanity and when investment is directed towards a better future for all, not just the few. It is about nurturing both minds and souls, ensuring that health, culture and human creativity are protected.

Prosperity is not static; it is an infinite horizon of possibilities that demand courage and vision. It is the capacity to transform challenges into breakthroughs, to convert crises into catalysts for renewal. Ultimately, prosperity is the legacy we leave to our children: a safer, more just and more connected world, where they can dream without fear and succeed without boundaries.

This, to me, is the essence of prosperity – a shared destiny built on peace, inclusion and human dignity. But the best definition is probably what the late Nelson Mandela said: ‘Let each know that for each the body, the mind and the soul have been freed to fulfill themselves.’

To many, prosperity means financially wealthy, socially respected and flourishing careers.”



Richard Attias
Chairman of the Executive Committee,
FII Institute

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For me, prosperity is about far more than material success. It's about feeling safe, empowered and supported with the knowledge and opportunities to achieve your goals. True prosperity is about fulfillment, but I would argue that a desire for continued improvement is a frequently overlooked element of prosperity. At Delta, we remind ourselves to Keep Climbing. It's not just a slogan – it's a mindset. We're constantly working to create a better travel experience, and more importantly, a better and more connected world for our people, our customers and the communities we serve. I've always believed in the power of lifting those around us. When each of us leans in and does our part, prosperity isn't just a possibility – it becomes a shared reality. Growth is a journey, not a destination. And embracing that journey with purpose is what defines our path forward.”



Ed Bastian, CEO, Delta Air Lines

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For Accor, 'prosperity' is not merely an outcome; it is the very essence of our purpose: 'Pioneering the Art of Responsible Hospitality, Connecting Cultures, with Heartfelt Care.' This purpose, deeply rooted in a bold vision for a shared future, serves as our North Star, guiding us to redefine success beyond conventional metrics and inspiring a legacy of holistic well-being. Our commitment to 'Pioneering the Art of Responsible Hospitality' underscores that true prosperity flourishes where economic vitality harmonizes with profound environmental stewardship and social equity. It's about cultivating sustainable ecosystems that generate sustained value for all stakeholders. 'Connecting Cultures' ensures this prosperity is expansive and inclusive, extending to every community we touch and fostering mutual understanding and upliftment. And through 'Heartfelt Care,' we affirm that human flourishing – encompassing the growth of our Heartists and the well-being of our guests – is the ultimate measure of our enduring achievement. This holistic approach transcends traditional business models; it represents a transformative journey to unlock humanity's collective potential, proving that purpose-driven leadership cultivates a more abundant world for everyone.”



Sébastien Bazin
Chairman & CEO,
Accor

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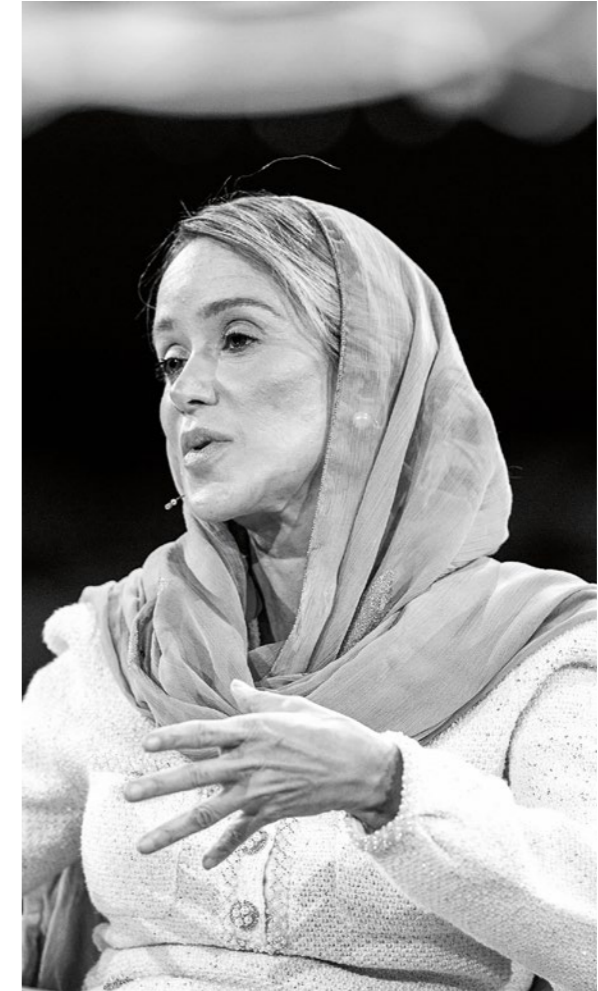
For me, prosperity has many dimensions. It includes having a sense of purpose in my life, the freedom and means to choose my path, access to opportunities to learn and grow, good health and, perhaps most importantly, meaningful connections to my family, friends and community.

This personal understanding of prosperity shapes how I approach my work at LLNL, where I see our mission as part of the path to unlocking prosperity for all. Throughout my career in the public sector, I've viewed our work as harnessing the transformative potential of science and technology to solve the most significant challenges facing the U.S. and the world today. Technology is foundational to modern life and innovation has long been the key to economic prosperity.

How can we use our powerful scientific tools and emerging technologies like artificial intelligence to enhance global security and stability, provide reliable and abundant clean energy and build resilience against disease? These advances have the potential to connect us in new ways while expanding access to the very elements of prosperity I value most - opportunities for growth, meaningful work and thriving communities.”



Kimberly Budil, Director, Lawrence Livermore National Laboratory



Ana Cabral, CEO, Sigma Lithium

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Prosperity means more than bringing economic ‘wealth or welfare.’ It is to restore human dignity through the productive inclusion of an individual in society. When a person becomes master of their economic destiny by earning their livelihood, they regain their humanity and self-esteem, making their voices heard. I believe it is our spiritual obligation and our purpose as leaders to become enablers of prosperity. ‘To whom much is given, much is expected in return.’”

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To me, prosperity begins with peace and stability, which form the backbone of growth in any society. True prosperity is not just about economic growth, but also encompasses inclusivity, sustainability and resilience. Prosperity can only be sustained if it's achieved for the benefit of all. Capital markets play a pivotal role in unlocking prosperity. They channel resources to support the development of real economies and serve as powerful catalysts for driving positive change, scaling innovation and green transitions, and helping businesses achieve long-term growth and resilience. Most importantly, capital markets facilitate and accelerate access to capital, as well as global connectivity, which are key in today's increasingly complex and dynamic world.”



Laura M. Cha
Trustee, Rockefeller Foundation;
Director of the Board, Bretton Woods Committee;
Former Chairman, HKEX

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Prosperity can mean different things to different people. A good reference framework is the 17 UN Sustainable Development Goals.

For poor people in the developing world, prosperity means achieving four of the first six SDGs: No poverty (#1), zero hunger (#2), good health and well-being (#3), and clean water and sanitation (#6).

For the middle class in the developing world, other SDGs are more relevant: quality education (#4), gender equality (#5), affordable and clean energy (#7) and decent work and economic growth (#8).

At the other end of the spectrum, leaders in the developed world should set their goals for prosperity as achieving other SDGs: industry, innovation, technology and infrastructure (#9), sustainable cities and communities (#11), peace, justice and strong institutions (#16) and partnerships (#17).

For the socially and sustainability conscious, the remaining SDGs are most relevant: reduced inequalities (#10), responsible consumption and production (#12), climate action (#13), life below water (#14), life on land (#15).

Unfortunately, humanity is far from achieving ANY of these 17 goals.

Prosperity for ALL requires a concerted effort from ALL parts of the economic spectrum, necessitating compromises, sacrifices and leadership. Hence the theme for FII9: The Key To Prosperity.”



Prof. Tony Chan
Former President,
King Abdullah University
of Science and Technology



Sonia Cheng Chief Executive Officer, Rosewood Hotel Group; Vice Chairman, Chow Tai Fook Jewellery Group

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In today's fast-paced and ever-evolving world, I believe prosperity is not measured by business success or the enjoyment of traditional luxuries, but by the positive difference we can make in the lives of everyone we encounter.

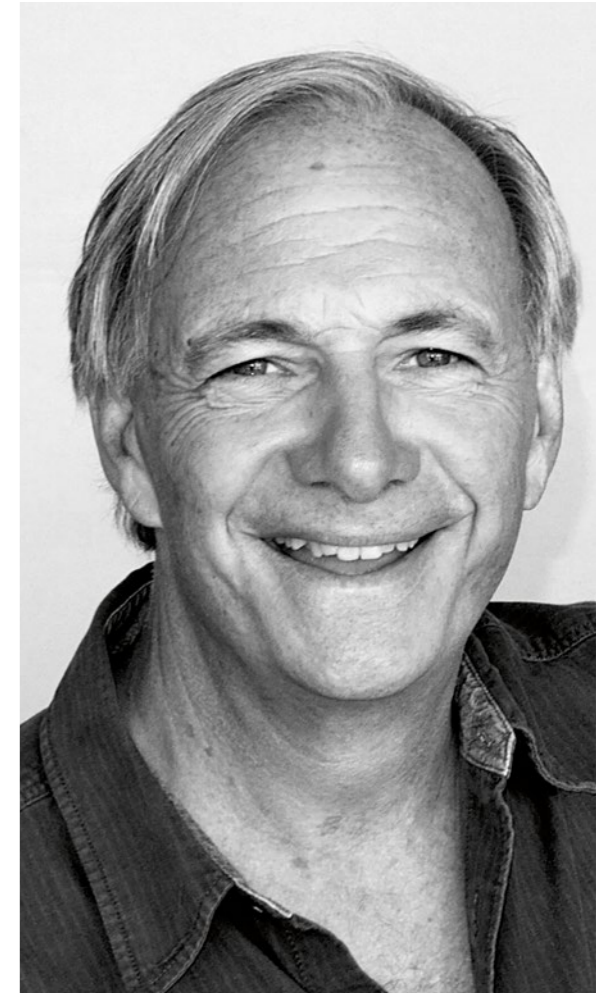
Prosperity, to me, is the privilege of being able to impact others and embrace change meaningfully, fostering genuine connections and nurturing relationships that create deeply personal experiences. It is also about celebrating culture and community to enrich and revitalize everything we touch whilst innovating for the future.

This philosophy is the bedrock of my impact vision. Rosewood Impacts focuses on creating a positive impact on both people and the planet by fostering meaningful initiatives that empower individuals and protect the environment. At Chow Tai Fook Jewellery, as we approach our centennial celebration, we are embarking on a transformative journey toward a sustainable future with the CTF Jewellery Sustainability 2049 strategy – a bold blueprint for pioneering new practices that empower us to embed sustainability into every facet of our operations and product offerings and to lead the transformation of the jewellery industry.

I imagine a future where we rejuvenate the places, culture and communities that rejuvenate us. Pioneering a profound new form of connection with unbound creativity, empathy and innovation at its heart.”

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Prosperity is having more than one needs. Because what people need varies according to their own preferences, there are no absolutes that define prosperity. For example, it is widely known that people with simple and lesser needs can feel more prosperous than those with greater needs and abundant wealth. Similarly, numerous studies have shown that there is no correlation between the amount of money one has (beyond a basic level) and the amount of happiness and well-being one feels, and that having a community with quality relationships is the greatest source of happiness and well-being across cultures. It is also clear that to be prosperous people typically have to be productive, and having a lot of wealth and not being productive can lead to decay (hence the term decadence). It is also apparent from studying history that for prosperity to be sustainable, it has to be broad-based. As a result, it appears that being in communities in which most people have meaningful work and meaningful relationships leads to broad-based productivity and sustainable prosperity.”



Ray Dalio, Founder & CIO Mentor, Bridgewater Associates

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I've long admired how Saudi Arabia marries deep tradition with bold ambition, and I believe the Kingdom's Vision 2030 shows the world how inclusive prosperity might look. When we place cloud, AI and edge technologies in the hands of Saudi youth – from Riyadh's Digital City to NEOM's emerging innovation zones – we ignite new industries that diversify the economy far beyond oil. My life's mission has been to democratize such tools; when every learner in the Kingdom has fast connectivity and future-ready skills, opportunity flows from the cities to the smallest desert towns. Empowering women, entrepreneurs and all communities isn't just the right thing – it multiplies creativity and growth. Integrity and trust, the heart of my 'play nice but win' mindset, ensure profits become sustainable progress that strengthens families and regions. Curiosity drives me to imagine data-powered healthcare reaching remote clinics and smart-ag tech turning arid soil into abundance. True prosperity demands we rethink infrastructure, education and energy through a digital lens. No one can do that alone, so we must champion partnerships that unite Saudi business leaders, government and global innovators. When technology, talent and purpose align, the Kingdom can become a global engine of opportunity, turning prosperity into a birthright for every Saudi citizen and a beacon for the wider world.”



Michael Dell
Chairman and CEO,
Dell Technologies

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To me, prosperity is much more than money in the bank – it's about living a life filled with purpose, health and opportunity. It's waking up every morning with energy, clarity and a mission that excites you. It's about time affluence – having the freedom to spend your days doing what you love, with the people you love, making an impact you're proud of. Unlocking prosperity for all starts with mindset. That's the true lever. When people shift from a scarcity mindset to an abundance mindset – when they begin to see problems as opportunities and believe they can shape the future – they unlock their own potential. Add to that exponential technologies like AI, robotics and biotech, and we have the tools to solve problems that have plagued humanity for centuries – poverty, disease, illiteracy. The key is democratizing access. We need to ensure everyone, no matter where they're born, has access to the tech, education and capital to build a better future. That's why I launched XPRIZE and why I talk about exponential entrepreneurs. When we empower people everywhere to solve meaningful problems, prosperity isn't a zero-sum game – it becomes contagious.”



Peter Diamandis
Founder, XPrize
Foundation; cofounder
Singularity University



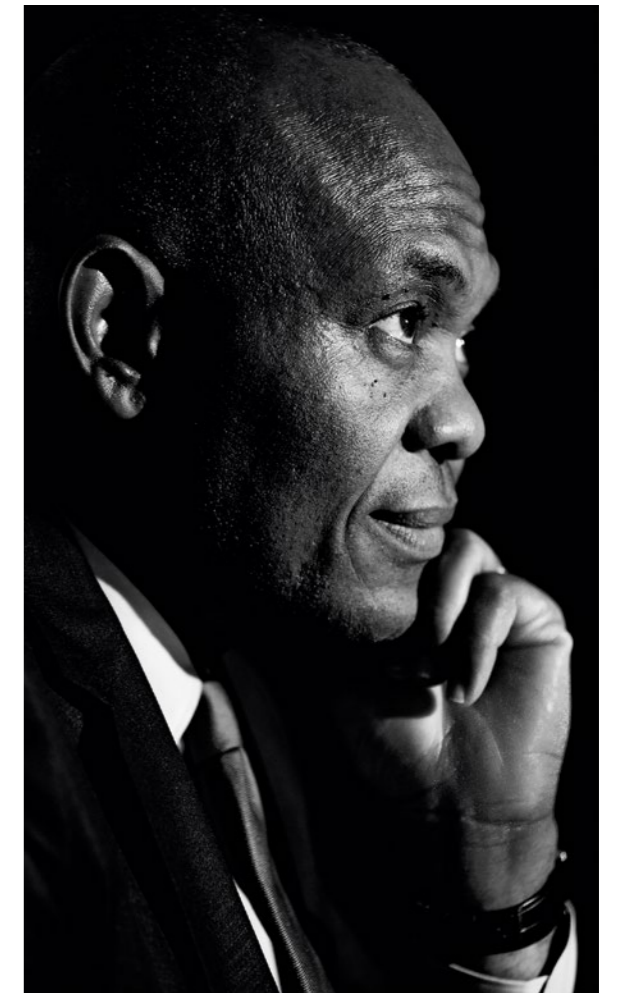
Georges Elhedery
Group CEO,
HSBC Holdings plc



Prosperity is the ability to adapt and grow in a world defined by constant change. It is defined by ambition. At HSBC, our ambition is to become the world's most trusted bank globally, putting customers at the heart of everything we do. We respond to a world of constant change in two ways. First, by listening to what matters most to the individuals, businesses and societies we serve. Second, by embracing progress as a bank to ensure we're always ready to deliver the people, capital and ideas that help finance and grow modern global economies. That means connecting inspiring innovators with the capital they need to build businesses. Or enabling multinationals to settle supply chain payments in seconds through real-time tokenised global payments. It also means using our hallmark financial strength to underwrite modern infrastructure or shape the global cityscapes where we live and work. We also support individuals to protect and grow their wealth, buy a house, or invest in educating their children and grandchildren. We support everyday life by financing the real economy in all its forms. That's what prosperity means to me. ”



Prosperity is not a privilege. It is a right. True prosperity is not measured by individual wealth, but by the wealth of our communities. Our communities in Africa, our global community. True prosperity is when an entrepreneur in Lagos has the same chance to succeed as one in London; when talent, not circumstance or geography, determines destiny. Prosperity thrives where opportunities are created, capital is accessible and ambition is nurtured. This is why we must invest – not just money, but knowledge, networks and mentorship. We must build societies where ideas become enterprises, and enterprises become engines of growth, transforming a continent. Prosperity for one must create prosperity for all. A prosperous Africa is fundamental to a prosperous world. When we empower one person to prosper, we transform families, strengthen economies and redefine nations. Prosperity should be contagious, viral, dynamic – and it begins with all of us taking responsibility for each other's success. As an African, I know the Africa we want will not be given to us. We must create it. The prosperity I want is for all Africans, built on vision, discipline and execution. It is not luck, but the result of consistent hard work, smart choices and the courage to seize opportunities. True prosperity empowers communities, creates jobs and inspires the next generation to dream bigger. And prosperity is truly measured in the legacy we leave. ”



Tony O. Elumelu
Group Chair, United Bank for Africa;
Chair, Heirs Holdings



To me, prosperity isn't just about wealth or growth. It's about people having the real chance to build better lives – through hard work, education and dignity. It's about creating a society where effort is rewarded, where people can dream big and actually get there – built on true equality of opportunity and a spirit of solidarity that makes everyone's progress part of a shared future.

I've seen this up close throughout my life – both personally and at BTG Pactual. When you give talented people the chance to prove themselves, no matter where they come from, amazing things happen.

Of course, for this to work, you need strong institutions, real competition and, above all, access to quality education. That's what creates mobility. That's what levels the playing field.

I've always believed in meritocracy – not as a slogan, but as a commitment. We've built our business by backing talent and thinking long-term. And I truly believe that's how countries thrive too.

When talent meets opportunity, things move. People rise. Societies transform. That's real prosperity.”

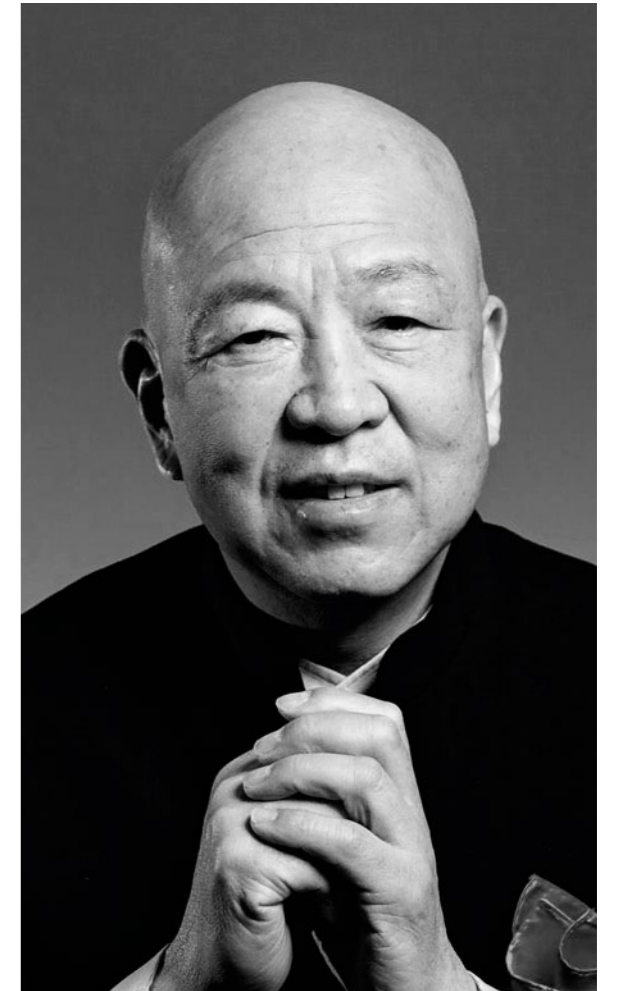


André Esteves
Chairman & Senior Partner,
BTG Pactual



I define prosperity as something that transcends mere GDP figures. It involves the creation of resilient, inclusive and sustainable ecosystems that empower both society and individuals. This means fostering an environment where everyone has access to equal opportunities, quality education, robust healthcare and stable employment, while ensuring that economic growth aligns with environmental stewardship and social responsibility.

At HOPU Investments, we invest in transformative sectors that advance societal goals and foster prosperity, and partner with our portfolio companies to create long-term value. Given Asia's pivotal role as a global growth engine, we are committed to the Asian market, striving to shape a better future with a profound and lasting impact.”



Fenglei Fang
Founder & Chairman,
HOPU Investments

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I measure prosperity in possibility: the freedom to choose, the doors that open, the confidence to build the future you want.

AI can be the great unlock. It's not just another wave of technology, it's a force multiplier for human potential. We're already seeing it help economies grow, solve problems once thought impossible and widen access to opportunity on a global scale.

But technology alone doesn't deliver prosperity. That comes when we invest with intent in the infrastructure, talent and partnerships that make progress last.

If we scale AI responsibly and globally, we can drive growth in every sector from healthcare and education to finance and energy. The key is collaboration, guided by shared values, so the benefits reach far and wide.

This is our moment to build for the long term. Get it right, and an AI-first world can be more inclusive, more sustainable and more abundant than anything we've known.”



Sarah Friar
Chief Financial Officer,
OpenAI



Adena Friedman
Chair and CEO,
Nasdaq

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Prosperity means having the freedom to shape your own future, contribute meaningfully to your community and help build a better world for the next generation. As a global society, we create prosperity for all by expanding opportunities for more people to reach their potential and contribute to shared success – fueling a virtuous cycle of growth and progress.

Prosperity is unlocked by embracing technology to solve complex challenges while lowering barriers so more people can achieve their dreams. The most dynamic economies aren't defined by geography or size – they're defined by their ability to turn ideas into impact. While technology provides a strong foundation, economic success requires deep and diverse capital markets to ensure resources flow to where they are needed most, clear and trusted laws that protect citizens and pro-growth policies that signal innovation is welcome and will support both personal success and collective growth.

At the heart of prosperity is trust. Strong leadership, consistent standards and a commitment to integrity are essential to unlocking the full potential of modern economies. When these elements come together, we don't just enable prosperity – we create it.”



Fernando Galletti de Queiroz, CEO, Minerva Foods



Over our traditional weekend barbecue in the São Paulo countryside, I asked my family what prosperity means for them. From a brief attempt to negotiate an increase to a monthly allowance, the conversation moved quickly to their ambitions that involve medicine, the arts and agribusiness, the merits of different education systems and university choices, and for one the new business of motherhood. It was mature and informed, and grounded in an awareness of social and economic issues; there is a depth to how they see themselves in the world that surprised me.

From the safety of food on our table to how they use their education, their approach to their adult lives and, hopefully, success and happiness in their choices became a moment of satisfying personal reflection. A feeling the roots of prosperity are planted.

It allows me to move seamlessly from family time where we celebrate simple and special, big and small achievements over a family meal back to the permanent motion and never-a-dull-moment pace of my role at Minerva Foods, where I hope as a company we can spread access to family time for people from different cultures with their traditional food around the world.

At the heart of unlocking prosperity for everyone is stable household income – good jobs – and a well-run company that is resilient when confronted with the unexpected, one that creates value and is a good investment story.

The local context of those jobs and the ways a company adapts to allow people to develop the confidence to follow different paths than perhaps their personal beginnings and education prescribed – social and economic mobility, and the role of equity versus equality.

The possibility to expand and grow as a business bringing global standards and working practices, as well as efficiency to new regions, and ensuring global populations are not priced out of access to high-quality nutrition – sustainability and investment.

Navigating the complexity that comes with being a global company through connectivity, shaping and influencing solutions to global systemic risks, frequently in areas outside of direct control alongside governments, regulators and civil society is part of the role – good governance and global cooperation.

Continual evolution by embracing advanced science and technology, being pragmatic with new solutions from big ideas to ensure our promises to the market are rooted in reality and what is possible – innovation and results that yield a positive impact.

People, our human capital, like money, our financial capital, goes where it's welcome and stays where it's treated well. As a global leader, intent matters, as does what we create and how we build it.”



Dame Julia Hoggett, DBE – CEO, London Stock Exchange plc



Prosperity is about giving people the chance to build lives they value. It involves creating conditions for individuals and communities to participate in and contribute meaningfully to society. However, achieving prosperity takes work and ensuring the necessary building blocks are in place.

This year's FII recognises that progress can present paradoxes. The focus should be on producing the best possible outcomes, not treating choices as binary. At the Exchange, we aim to avoid binary or oppositional views and design our products and services accordingly.

Our work at the Exchange seeks to enhance the role of capital markets in promoting prosperity for investors, companies and societies. We play our part (with government and regulators) to balance the needs of companies and investors with those of individuals and institutions, and incentivise risk capital deployment while protecting those with less risk tolerance.

Designing solutions with end users in mind is crucial. We must consider the diverse experiences and needs of our service users and embed solutions in their wider context. Capital markets should serve a fundamental purpose, not just generate deals and fees. Being driven by purpose and inclusivity is essential to building effective solutions.”



Gerard Inzerillo
Global CEO,
Diriyah Company

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Prosperity, to me, isn't defined solely by financial success. It lives in dignity, opportunity and the freedom for every individual to dream and thrive. True prosperity uplifts communities, preserves culture and empowers future generations through education, access and inclusion.

In Diriyah, we define prosperity by the lives we touch and the legacy we build. It's about restoring heritage while creating jobs, protecting the environment and building a place where people from all walks of life feel they belong.

The key to unlocking prosperity for all lies in visionary leadership and shared purpose, exactly what the Kingdom is advancing through Vision 2030. By diversifying the economy, investing in talent, empowering youth and women and opening Saudi Arabia to the world, we are laying the foundation for a future that is vibrant, sustainable and inclusive.

When we invest in people with purpose and integrity, prosperity becomes an inevitable outcome. ”



Merit E. Janow
Dean emerita, Columbia University;
Chair, Mastercard

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Advancing Prosperity: Progress & Perception

Prosperity remains both essential and elusive – vital for nations and human flourishing, yet challenging to achieve and measure. For countries, prosperity measurement has grown increasingly sophisticated, though not necessarily more revealing. Traditional economic indicators like GDP, income levels and employment rates remain indispensable benchmarks. However, newer metrics have emerged to capture broader dimensions of human progress: the Genuine Progress Indicator, the Environmental Performance Index. Bhutan's Gross National Happiness famously incorporates psychological well-being, cultural diversity and ecological resilience. By objective measures, the world has experienced remarkable progress. Since 1990, over 1 billion people have escaped extreme poverty. Global life expectancy has risen from 64 to 73 years, with the most dramatic gains in developing nations. Educational attainment has surged – including in literacy rates. Scientific and technological breakthroughs have tackled fundamental challenges: childhood mortality has plummeted, smallpox has been eradicated and renewable energy costs have fallen. These are all essential achievements. Yet there are also troubling countercurrents. Regional inequalities persist. More concerning, public sentiment about well-being and future prospects has darkened, particularly in developed economies. Despite material prosperity, anxiety, depression and social fragmentation have risen sharply in some countries. Many citizens report feeling economically insecure despite aggregate wealth increases. This duality – objective advancement and tremendous potential alongside subjective decline – reveals the complexity of human flourishing. Technology and policy must work in tandem to enhance both material conditions and public perceptions of advancement, to ensure a sense of lived prosperity around the globe.”

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For me prosperity is the financial abundance that enables physical and mental health and the pursuit of happiness for the greatest number of people. Three conditions are the key to unlocking prosperity on a sustainable basis. The first is a balanced system of incentives that fuels economic competition while providing a robust social safety net and guaranteeing everyone an equal opportunity of success. The second is a culture that prizes and rewards innovation and excellence, from curiosity and free intellectual debate, to experimentation in schools and science labs, to deployment at scale across the economy. The third is a financial system that provides the risk capital and the working capital for businesses to innovate and grow, and that provides everyone with the savings and investment instruments and the advice to secure peace of mind and to achieve their life goals through education, work and retirement.”



Jennifer Johnson
President & CEO,
Franklin Templeton

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When I was a boy growing up in a small town in India, prosperity meant meeting my family’s basic needs. This early perspective still shapes how I think about prosperity today. Prosperity means different things in different parts of the world. In developing countries, true prosperity will be achieved when most of the population is lifted out of poverty. In the developed world, it is through access to high quality and affordable healthcare, as well as an adequate housing supply. In places where the workforce is young and vast, but the opportunities are few, it comes by providing skills and the jobs that enable people to exercise those skills.

But the common thread everywhere is this: true prosperity unlocks potential. It gives people the freedom to imagine, to build, to thrive beyond the boundaries of subsistence.

Getting there requires the collective engagement of government policy, technology and public-private partnerships. It is not easy, but as an optimist I know we can do it. The data shows that we inch closer every year. Our progress is won when we embrace change and innovation, and that will continue to be the case toward a more prosperous future.”



Vimal Kapur
Chairman & CEO,
Honeywell

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Prosperity is not about short-term gains, but about building a stable foundation that can be passed down through generations – delivering lasting value for people and societies.

At Mizuho, we have defined our corporate purpose as: ‘Proactively innovate together with our clients for a prosperous and sustainable future.’ The word ‘together’ truly sums up what Mizuho aspires to achieve.

As our clients face today’s complex challenges, we are committed to standing alongside them. We also strive to embrace new challenges ourselves. Our corporate purpose embodies our aspiration to serve as a bridge – connecting our clients’ ambitions and providing a platform to address the issues they face.

We are witnessing a significant paradigm shift on a global scale. What does this shift indicate? I believe it underscores the importance for each country to recognize its unique strengths and challenges, and to forge its own path to success. By strengthening competitiveness, we can confront societal challenges and support economic growth, thereby driving our clients’ success and enhancing their corporate value.

We are dedicated to empowering our clients to achieve growth and increase their corporate value – not only through financing, but also by offering a diverse array of solutions and leveraging the collective capabilities of our entire group and global client network. ”



Masahiro Kihara
President & Group CEO,
Mizuho Financial Group, Inc.



Miguel Ángel López Borrego
CEO, thyssenkrupp AG

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Prosperity, in my view, is the consistent pursuit of human improvement and excellence – a dynamic state where long-term socioeconomic value, environmental sustainability, and human development are interwoven. True prosperity is not simply economic growth; it is the creation of value that is resilient, fair and responsible, ensuring success and well-being across all dimensions of society. For centuries, industrial companies such as thyssenkrupp have been architects of innovation and transformation, propelling economic development, job creation and technological advancement from the steel mills of the 19th century to today’s advanced material laboratories and green chemical plants.

At thyssenkrupp, we recognize that prosperity in the modern era can only be sustained in a world where climate change is effectively addressed, green industrial transformation is pursued and equitable conditions are upheld through free and fair trade. We are actively transforming our industrial core by decarbonizing one of the most emission-intensive sectors: steel. Simultaneously, we enable others to decarbonize through scalable solutions – such as large-scale ammonia plants, water electrolysis systems for green hydrogen and process innovations for the cement industry. This dual commitment – leading by example within our own operations while empowering industry globally – reflects our belief that industrial progress and climate responsibility must go hand in hand.

Unlocking prosperity for all depends on the evolution of industry. We must innovate boldly in breakthroughs of cleaner technologies, drive industrial competitiveness and adopt circular processes that align with the UN Sustainable Development Goals. Collaboration, courage, and a shared commitment to decarbonizing the economy will be essential. By embedding socioeconomic impact, environmental imperatives and global partnership into every aspect of our work, and by harnessing innovation as a catalyst, we can create a future where prosperity is accessible, enduring and truly shared by all. ”

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Prosperity is more than just a number – it is individuals, communities and countries thriving and flourishing while enjoying economic security and access to new opportunities. At the heart of all of this is energy that is available, affordable and reliable. For generations, oil and gas has been both a vital contributor to and an important catalyst for humanity by supporting everything from trade and transport to medicines and modern life. At Aramco, we believe that going forward, conventional energy will remain essential alongside alternative energy sources such as renewables and hydrogen. Innovation will also be an essential element of society’s continued progress, which is why we are investing in AI and digital technologies that can help further reduce emissions and increase efficiencies. Ultimately, we believe prosperity for all is a collective aspiration that benefits everyone, and we’re committed to playing our part in achieving it.”



Amin Nasser
President & CEO,
Saudi Aramco

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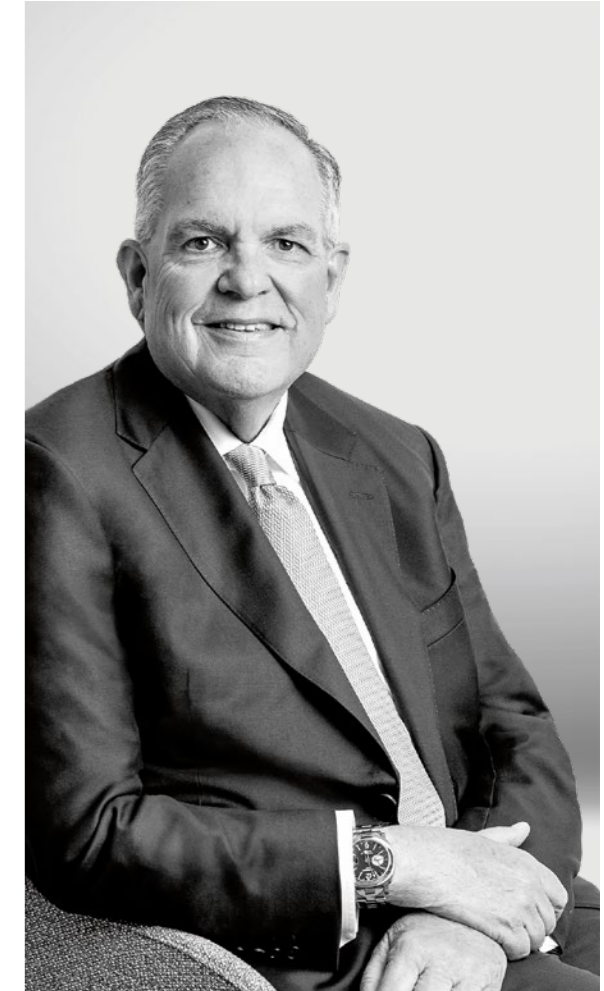
Prosperity is the enduring ability of households to turn effort into expanding opportunity – secure income, strong health and lifelong learning. It is not merely wealth accumulation, but the empowerment to shape one’s future with confidence. Unlocking prosperity begins with strong economic foundations and rational policies. Trade rules must balance affordable imports with secure access to critical inputs, while skills-based immigration eases labor constraints. Competitive markets and labor mobility lower living costs and boost productivity, and this should be fostered.

Technology is a force multiplier of prosperity. AI logistics, telemedicine and adaptive learning reduce coordination costs and broaden access to expertise. Digital infrastructure – instant payments, universal ID – removes friction and expands financial inclusion, anchored by sound monetary policy and disciplined public investment in broadband, energy grids and open research.

Demographic shifts become strategic assets when migration connects aging economies with youthful talent and portable credentials. This helps democratize prosperity. Health systems focused on prevention and value-based care protect household wealth and expand labor supply. Education must evolve toward competency-based models that efficiently build human capital.

Prosperity also demands global coordination. International regulation must align standards for data, capital and safety nets without triggering a race to the bottom. Evidence-based policymaking, guided by dashboards tracking productivity, wealth, risk, learning and health, ensures accountability. Independent institutions publishing these metrics build trust and resilience.

When policy, innovation and measurement align in disciplined coordination, today’s disruptions become a flywheel for enduring, broadly shared prosperity.”



Ronald P. O'Hanley
Chairman and CEO,
State Street

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Prosperity begins with how we raise future generations – how we teach them to care for the planet and the needs of others.

That responsibility must extend to the climate, given that environmental breakdown is the great threat multiplier. And lasting prosperity – sustainable prosperity – is the only kind worth striving for. While we often speak of sustainability in environmental terms, ‘human sustainability’ is just as vital: the ability to live with dignity, security and care. Today, vast resources extend the lives of some, while millions struggle to survive.

Prosperity is not defined by what we own, but by what is available – who has access and on what terms. To be prosperous, society need not be equal in terms of possessions or wealth, but it must guarantee dignity and ensure that all people can meet their most basic needs: clean water, healthcare, education and energy. Without this foundation, prosperity cannot endure.

I once thought of prosperity in terms of abundance – of opportunity, of freedom, of the accumulation of things. Today, I see prosperity more as relation: to others, to the earth and to our own mortality.

Real prosperity comes when we assimilate our own humanity with responsibility – to one another, to the planet, and to generations to come. Ultimately, prosperity means a global community that safeguards dignity for all while protecting the earth for those who will follow. It is an ambitious goal and one worth achieving.”



Lubna Olayan
Deputy Chair, Olayan
Financing Company



Ebru Özdemir
Chairperson,
Limak

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To me, prosperity means more than economic growth. It is having the freedom and opportunities for every individual to fulfil their potential and contribute meaningfully to society. Vast untapped human capital, especially among women, remains one of the greatest obstacles to global prosperity. Despite women’s immense contributions, systemic barriers within STEM continue to limit their participation.

Unlocking prosperity for all requires bold investment in inclusive education across every discipline and community. As we stand at the frontier of transformative technologies like AI, IoT and cognitive systems, gender equality in STEM is not only a moral imperative, it is a strategic necessity to ensure we all truly benefit from such advancements. Women must not only be participants, but leaders in creating solutions that enhance, rather than replace, human capabilities.

When we ensure everyone has the chance to learn, grow and lead, we unlock a future where prosperity is truly shared.”



John Pagano
Global CEO,
Red Sea Global



Prosperity is not measured by what we accumulate, but by what we enable. It is the ability to shape a future in which people and planet thrive together. To me, true prosperity means knowing that the choices we make today will uplift generations we may never meet. It is building industries that regenerate nature rather than deplete it. It is empowering young minds with knowledge, communities with opportunity and economies with resilience. It is redefining growth not as endless expansion, but as enduring impact. The key to unlocking prosperity lies in bold leadership, long-term vision and a moral obligation to act responsibly. At Red Sea Global, we see prosperity every time a mangrove takes root, a young Saudi starts a career or a guest leaves with deeper respect for nature. Prosperity lives in the actions we take today and in the enduring benefits they unlock for generations to come. Prosperity is legacy. And legacy begins with courage. ”



Prosperity is more than the accumulation of wealth - it is the flourishing of people, businesses, communities and our planet in harmony. At Temasek, our Purpose and our Charter guide every decision we make: to deliver good sustainable returns over the long term, foster an inclusive and resilient society, and ensure the well-being of current and future generations.

True prosperity is achieved when opportunities are accessible to all, when meritocracy is broader, more inclusive and compassionate, when innovation is harnessed for the benefit of all, and when we act as responsible stewards of the resources entrusted to us. Guided by our Charter, we are committed to integrity, courage and a long-term vision, while our Purpose reminds us that our success is measured by the positive impact we have on lives and societies.

Unlocking prosperity for all requires collaboration, conviction and a deep commitment to building trust and empowering people. We strive to Do Well, Do Right and Do Good – nurturing growth that is resilient, equitable and enduring. In all that we do, we are dedicated to doing things today with tomorrow in mind, So Every Generation Prospers. ”



Dilhan Pillay Sandrasegara
Executive Director and CEO,
Temasek Holdings

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A world in which everyone can be their best selves, choosing the work that is rewarding to mind and body, respectful of human talent and enhancing human connection. Robotics and AI will precipitate fundamental change and usher in a new era of abundance and productivity. It is incumbent upon us to develop this technology with care, compassion and optimism.”



Robert Playter
CEO,
Boston Dynamics



Ruth Porat
President & Chief Investment
Officer, Alphabet & Google

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People prosper when they are fully engaged as individuals and when that engagement delivers meaning and benefits that extend beyond themselves. Prosperity is dependent on drive, skills, access to good education and, above all, opportunities. Education in particular, as my father often reminded me, is a passport to freedom; it opens the doors through which all other progress flows. I believe that although the availability of these advantages provides a pathway to prosperity, the absence of any one of them can lead to personal upset, division and polarization. Ultimately they diminish collective prosperity. Google is grounded in opening doors and creating opportunities, enabled by technology and broadly shared. That means building solutions designed to include and uplift, investing in the technical infrastructure that powers opportunity and equips people with the skills and confidence to succeed.”



Patrick Pouyanne
Chairman & Chief Executive Officer,
TotalEnergies

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For me, prosperity is not the result of what we have accumulated – that’s selfishness – but it is the legacy of what we individually and collectively build today to empower people tomorrow. There is an aspirational human dimension beyond the numbers that can assess prosperity.

As the CEO of TotalEnergies, our purpose to deliver to citizens our promise of ‘more energy, less emissions’ must create the conditions for people globally and the communities where we operate to thrive, not just economically, but socially and environmentally. I have been able to measure through my long experience in this sector of activity, how the energy transition can be a powerful driver of shared prosperity, but under the condition that it is not confronted with dogmatism or status quo mindset. TotalEnergies is not just transitioning its business, by adding electricity to our oil&gas energies, but we’re also helping shape a more inclusive and sustainable world today and for the generations to come.

This is why a forum like the Future Investment Initiative, which is in its ninth edition, is fundamental to shape dialogue among stakeholders, as the key lies in our ability to listen deeply, act boldly and lead with purpose. We must think BIG!”

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Prosperity is typically defined at an individual level, often by things like wealth, career achievements, family and happiness. But in my view the most meaningful way to define prosperity is on a collective basis. The acid test of any society is how it helps its people to advance and develop. As many regions and nations have shown, providing people with opportunities to learn new skills, access healthcare and other services, find employment, feed and educate their children, improve their quality of life and reach their full potential all help societies progress – raising GDP and creating better, safer and more equal places for people to live and work. To unlock collective prosperity, it is essential to have a shared vision, a shared conviction to make it happen and a holistic gameplan to deliver against that vision. Governments need to set the ambition. Policymakers need to implement supportive policy frameworks and foster an entrepreneurial spirit. Educators need to offer high-quality services to all, not just the few. Businesses need to embrace entrepreneurial opportunities while adding back to society by continuously developing their people so they are equipped for the future, not the past. Everyone needs to play their part – backed by investment from both the public and private sectors, and a shared commitment to act.”



Sir Noel Quinn
Former Group Chief Executive,
HSBC



GV Ravishankar, Managing Director, Peak XV Partners

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It is easy to think of prosperity as wealth, but for me prosperity is abundance. Abundance is a mindset and we can feel abundance in life when we start giving more and creating space for us to receive more. We can unlock prosperity when we step out of a transactional mindset and collaborate across borders to create more together using our unique skills and perspectives.”

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Prosperity is the golden mean between deprivation and decadence. It's when people have the confidence that if they apply their hunger, grit and imagination, they can face the challenges of today to create the true and lasting abundance of tomorrow.

It's important to remember, however, that we are social beings – we have families and friends, and fold into larger communities. So true and stable prosperity only exists when we have the opportunity to provide for our loved ones.”



Jonathan Ross
CEO & Founder,
Groq



David M. Rubenstein
Cofounder & Cochairman,
Carlyle



Prosperity is a phenomenon in which an economy grows at such a meaningful rate that the wealth being created flows to a relatively large percentage of the country's population.

And nearly all governmental leaders want this phenomenon to occur in their economy – because the more prosperity reaches the middle and lower economic classes, the more likely those populations are to happily support the government's leaders.

But the challenge in creating this phenomenon is that there is no universally agreed-upon method for how prosperity is actually created.

And, of course, with any method that might be employed, the devil is always in the details.

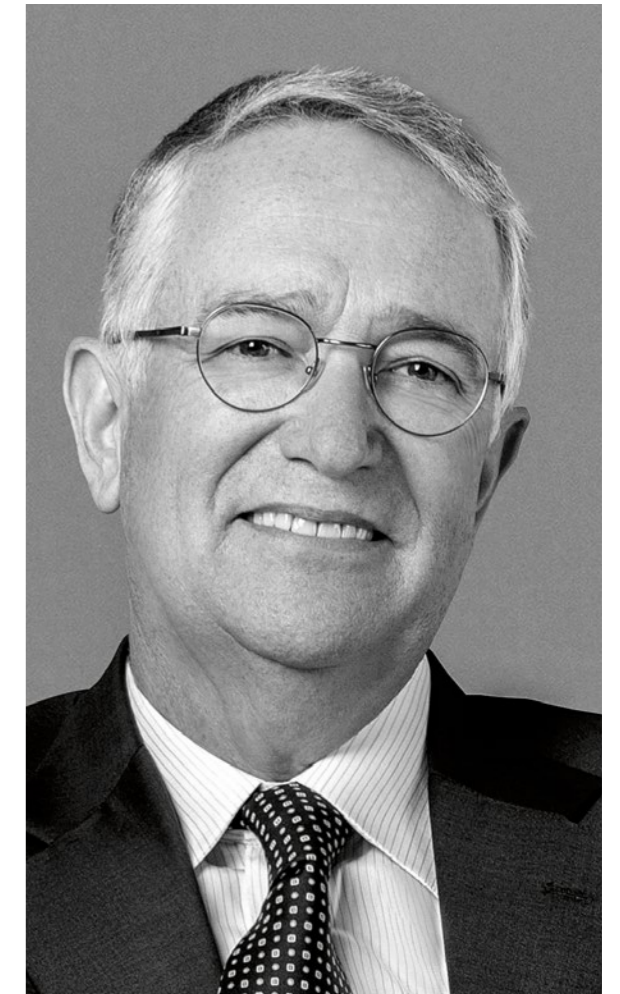
But, in brief, prosperity tends to be most readily created when taxes are comparatively low; government regulations and legislation are not stifling business activities; entrepreneurial efforts and companies are actively encouraged; government corruption is modest to nonexistent; universal education is promoted and made accessible across all socioeconomic classes; and merit is the principal determinant of how people are hired, promoted and rewarded. ”



When I speak of prosperity, I like to talk about inclusive prosperity – that is, generating better living standards for everyone.

Prosperity stems from ideas that create an environment of freedom where no one is a slave. This is achieved through innovation in the marketplace, offering products and services that improve people's quality of life, especially for the most disadvantaged sectors. But in order for there to be innovation, there must be freedom. The societies that generate the most prosperity are market economies, where individuals decide what to consume, and where strong competition results in products of the highest quality at the best price.

The enormous and growing prosperity humanity has experienced over the last 300 years is the result of constant innovation, which in turn is driven by free competition. Therefore freedom, innovation and competition are the formula for prosperity. In an environment where these elements prevail, we can create new businesses, generate better jobs and greater satisfaction for the population and thus transform society. One of our greatest virtues as human beings is our drive to improve and never settle – that's how progress is built. ”



Ricardo B. Salinas
Founder and CEO,
Grupo Salinas



Prosperity is the ability for every individual to live with dignity, purpose and opportunity. For me personally, it goes beyond flourishing financially. It is also enabling inclusion and empowerment, leading to the ability to create impact.

At Mahindra, we define prosperity by the lives we touch and enable to rise.

True prosperity uplifts communities, protects the planet, and creates resilient businesses. The key to unlocking it lies in equitable innovation – solutions that are scalable, sustainable and accessible. Technology must be human-centered. Growth must be green. Progress must be inclusive. We must invest in education, skilling, and entrepreneurship for the underserved. Collaboration across borders and sectors is critical. Prosperity is not a destination, but a collective journey, one where business, government and society move forward together.

At this inflection point, we must choose ‘purpose’ over profit and ‘action’ over aspiration. Only then will prosperity truly belong to all. ”



Dr. Anish Shah
Group CEO & Managing Director,
Mahindra Group



I think of prosperity as personal and professional success. At a basic level, it’s important to be fairly compensated so you can provide for your family. But there’s also no question that the work you do every day has a big impact on your happiness. To have a rich, fulfilling life, you need to spend your day-to-day on work that challenges you intellectually, gives you a sense of purpose and contributes to the community around you.

The key to unlocking prosperity for all is a vibrant partnership between the private and public sector. Our challenges are so complex that neither government nor business can solve them on its own. But when business leaders and policymakers work together, they can strengthen the economy, especially in our urban centers, where people can come together, form lasting relationships, and find meaningful work.”



David Solomon
Chairman & CEO,
Goldman Sachs

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Prosperity is not merely the accumulation of wealth. It is the creation of a world where every individual – regardless of background or geography – can live with dignity, purpose and boundless opportunity. True prosperity unites humanity; it ends ignorance, cures disease and unleashes creativity.

The key to unlocking this kind of universal prosperity lies in Artificial Super Intelligence (ASI).

I believe ASI is the greatest invention humanity will ever achieve – far surpassing electricity, the internet or the industrial revolution. ASI will be able to solve problems that have challenged us for centuries: from climate change and poverty to illness and inequality.

We must guide ASI with wisdom and compassion. If done right, ASI will be our greatest partner in building a world where everyone can thrive.

At SoftBank, our mission has always been to champion the information revolution for the happiness of humanity. ASI is the next and ultimate step in that revolution. And I am more convinced than ever that if we stay bold, stay visionary, and stay committed to the good of all, we can achieve prosperity for everyone.”



Masayoshi Son
Chairman & CEO,
SoftBank Group Corp.



Evan Spiegel
Cofounder &
CEO,
Snap Inc.

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Prosperity, to me, is the collective unlocking of human potential – enabling a world where every person has the security, skills and agency to choose their own path and contribute meaningfully to society; where each of us has the freedom to learn, to live in dignity and to participate fully in shaping the future. We get closest to this future when we direct early resources to the places that enable human potential to compound, like education, housing and health. Yet we routinely undervalue these foundational investments because their payoffs sometimes arrive outside the five- or ten-year budget windows that influence today’s politics and boardrooms. Becoming truly prosperous requires acknowledging that the long-horizon returns in these and other crucial areas are immense and pay for themselves over decades. Prosperity, therefore, also requires a shift in how we measure success. If prosperity means people flourishing, then evaluating our progress over 20-, 30- and 50-year arcs is essential; doing so may allow us to come closer to unlocking prosperity for more and, eventually and hopefully, prosperity for all.”

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Prosperity is the ability to create opportunity and foster well-being, which can apply to individuals, societies, countries, regions or the entire world. Building prosperity in the communities where we operate is foundational to the FedEx purpose of connecting people and possibilities around the world.

We believe this connection is the key to unlocking prosperity, whether it is introducing a small business to a global marketplace or creating greater availability of goods or essentials to individuals. Accelerating the flow of goods and ideas generates economic growth across geographies. Investment in both physical and digital infrastructure supports this growth and opens new opportunities for businesses of all sizes to scale and integrate into international markets. This drives economic resilience and sustainable growth, enabling greater possibilities for all.”



Raj Subramaniam
President and CEO,
FedEx Corporation

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Prosperity begins with a level of financial achievement that provides stability and security. It is impossible to discuss prosperity unless people have adequate nutrition, safe living conditions and the opportunity to think about something other than feeding themselves. Once this is in place – just as companies must provide employees with more than money for a compelling value proposition – people value culture and the ability to learn. Societies too must create opportunity for all, foster the conditions that enable people to aspire to more, and celebrate the arts, service to each other and the miracle of human ingenuity. If this exists, we have prosperity.”



Julie Sweet
Chair and CEO,
Accenture



Tan Su Shan
CEO, DBS Group



Prosperity is about individuals and societies flourishing, today and tomorrow. It means having the opportunities and resources not only to thrive in the present, but also to reimagine and shape a better future. Four key elements enable this: Reinvention, Relevance, Resilience and Responsibility, underpinned by openness, innovation and trust.

Reinvention and Relevance foster sustained growth. Reinvention means constantly adapting, embracing new technologies, transforming business models and adopting new ways of working. Relevance ensures these innovations meet society's evolving needs, amid a world undergoing an accelerating pace of change.

Resilience and Responsibility safeguard progress. Resilience allows us to mitigate emerging risks and navigate unforeseen challenges with confidence. Responsibility ensures everyone shares the fruits of success and that growth is grounded in inclusivity, respect for ethical norms and protection of our planet. Bolstering these is a mindset of abundance and openness, which entails the free flow of goods, services, capital, ideas, knowledge and talent. Strong partnerships and diverse ecosystems are key to unleashing innovation and optimising resources, as we tackle global challenges and chart new growth pathways. Trust – in society, governments, businesses and technology – anchors this collaborative approach. By harnessing the collective power of many and staying true to a set of enduring core values, we create prosperity for all, now and for generations to come.”



I'm inspired by the following anecdote about the founder of Panasonic, Konosuke Matsushita. In 1932, while visiting a Shinto shrine, he began to consider the similarities between religion and business management, thinking 'Human beings need both material and spiritual prosperity. Religion guides people out of suffering toward happiness and peace of mind. Business can contribute by providing physical necessities required for happiness. This should be its primary mission.' As a result of his experience, he assembled his employees to make an announcement that was to guide the company from then on. He said, 'The mission of a manufacturer is to overcome poverty by producing an abundant supply of goods. Even though water can be considered a product, no one objects if a passer-by drinks from a roadside tap. That is because the supply of water is plentiful, and its price is low. Our mission as a manufacturer is to create material abundance by providing goods as plentifully and inexpensively as tap water. This is how we can banish poverty, bring happiness to people's lives and make this world a better place.'

For me, this remains a core insight: prosperity should mean material abundance – or at least a decent quality of life – for all humanity. To invoke the immortal words of President Calvin Coolidge, 'Prosperity is only an instrument to be used, not a deity to be worshipped.'

The real question, of course, is how – practically – to achieve abundance for everyone in our fragmented and constrained world. There are no quick or easy answers.

But I believe some broad guidelines are possible. These include:

- Encourage worldwide flows of ideas, capital, goods and services to enable us to realise the full benefits of competitive and comparative advantage – but also aim to ensure that such flows don't make some communities lose hope or end up worse off.
- Encourage innovation to loosen the constraints we face – but also recognise that we will need both technological innovations to create new efficiencies and new institutions to guarantee safe and inclusive application of that technology.
- Perhaps most important: Stay optimistic and seek opportunity.”



Sim Tshabalala
Group Chief Executive,
Standard Bank Group



C.S. Venkatakishnan
Group CEO, Barclays



I personally define prosperity as the ability of individuals and society to lead a comfortable and fulfilling life. This includes economic, physical and mental well-being and the opportunity for people to achieve their full potential.

Key to unlocking prosperity is the provision of opportunity – to study, to work, to live well, to eat healthily, with clean food and water, and get good affordable housing and medical care. This opportunity depends on individuals and countries investing well in providing these goods and services. Banks and financial firms have an important role in channeling these investments transparently and efficiently.

Saudi Arabia showcases a remarkable global example of a country generating tremendous prosperity for its citizens. The FII brings together investors to continue to build the Kingdom's future prosperity. Barclays is honored to play its part in this important journey for Saudi Arabia.”



Prosperity is creating a future that is resilient, equitable and sustainable. It is not just about financial growth but ensuring that our actions today create opportunities for tomorrow, not just for ourselves but for the communities and environment we are part of.

True prosperity balances economic success with social and environmental responsibilities. We need to think long term and embrace innovation to address the pressing challenges of our time, including in areas like renewable energy and sustainable infrastructure, which will embed economic growth and drive improved societal outcomes.

As leaders, we have a responsibility to create environments where people can thrive, creating opportunities in a world we collectively sustain and improve, and build on a foundation of lasting peace. Unlocking this potential for all requires bold leadership, shared purpose and a vision that transcends short-term gains.”



Shemara Wikramanayake
CEO, Macquarie Group

“

Economies grow, but people and communities flourish – that’s the energy shift that truly matters. More and better energy is the foundation of prosperity.

How we deliver more and better energy is changing. In an age of artificial intelligence, it is essential to cultivate collective emotional intelligence and human experience. We’re shifting our mindset from mechanics to meaning and leveraging our collective wisdom to deliver energy for billions of lives AND a healthy planet. We are humanising energy.

True prosperity depends on much more than energy supply. It hinges on wider access, wiser choices and never losing sight of who and what energy is for. And if we meet energy demand with wisdom, energy additions and transitions can unlock humanity’s greatest opportunities: dignity, planetary health, peaceful coexistence – and a flourishing future.”



Dr. Angela Wilkinson
Secretary General & CEO,
World Energy Council



Bill Winters
Group CEO,
Standard Chartered

“

For me, prosperity is not just economic growth. It is about progress and development that is inclusive, sustainable, and long-term. Prosperity means enabling small businesses to grow, infrastructure to thrive and aiding both markets and individuals to reach their full potential. It is about creating opportunity, not just for today but for future generations. At Standard Chartered, we are a super connector among the world’s most dynamic, high growth markets through a network facilitating the movement of trade, capital, wealth and investment. Our purpose is to drive commerce and prosperity through our unique diversity, and this I deeply believe in. It is what gives our work meaning.”

PLANNING FOR A PROSPEROUS FUTURE

→ **THE WORLD IS CONSTANTLY UNDER STRAIN, AND** FII Institute sees its role as bringing together the key decisionmakers on our planet to find solutions to the most intractable problems we face. FII Institute is guided in all it does by a strong purpose, vision and mission. Our purpose is to enable a brighter future for humanity. Our vision is bringing together the brightest minds and most promising solutions to serve humanity. And our mission is creating a purposeful present, and a promising future.

You have read the FII community's thoughts on what is prosperity and how to obtain it. You have also seen how the definition of prosperity is far more than bank balances or government budgets. Prosperity means different things to different people, and is a mutable, malleable thing that can change depending on circumstance and culture.

But by asking the question, and hearing the responses, it's possible to understand what to aim for. If prosperity – whatever it means to different people – is a lode star, it's only possible to achieve when you have a direction of travel.

FII Institute will continue this conversation throughout our three pillars, which you can read about in the box to the right. We believe by Thinking, Xchanging and Acting, it's possible to make a meaningful difference in what we do, and to leave the world, and the people living within it, in a more prosperous position in every possible way. ■

FII-I has three pillars to deliver its mission: THINK, XCHANGE and ACT

FII-I THINK

Identify societal challenges and current inhibitors
Curate the brightest ideas to address societal issues

FII-I XCHANGE

Create platforms for live discussions on the future of humanity
Share knowledge, stories and publications with different stakeholders

FII-I ACT

Catalyze innovation and initiatives by mobilizing partners and resources

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FUTURE INVESTMENT INITIATIVE INSTITUTE

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