

**PROGRAM**

**FII Priority**

powered by FII Institute

**EUROPE**

ROME, ITALY | 2026

**JUNE 17-19, 2026**

ROME CAVALIERI, WALDORF ASTORIA HOTEL

**EUROPE REIMAGINED:**  
CAPITAL, SOVEREIGNTY &  
STRATEGIC AUTONOMY

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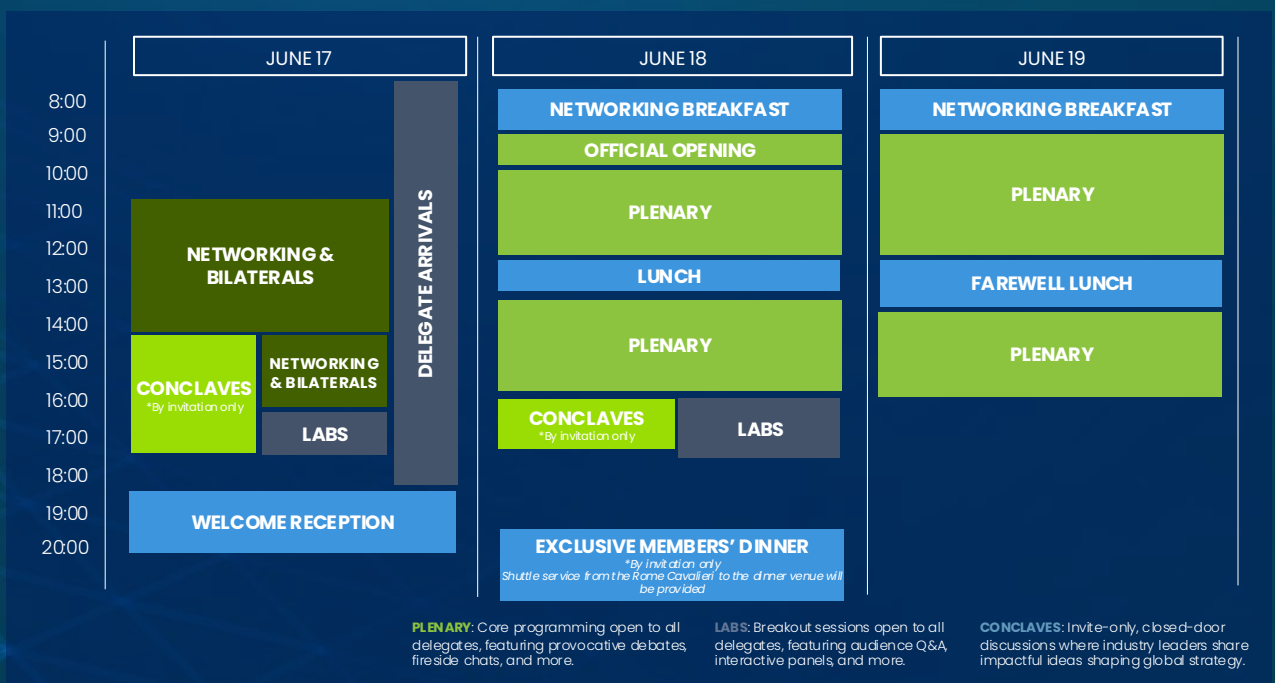
## EUROPE REIMAGINED: CAPITAL, SOVEREIGNTY & STRATEGIC AUTONOMY

Europe enters 2026 in a new phase: moving from crisis management to reimagining its strategic autonomy in energy, technology, security, and finance.

Under the theme **“Europe Reimagined: Capital, Sovereignty & Strategic Autonomy,”** FII PRIORITY Europe in Rome will convene global investors, policymakers, and innovators to examine how capital can secure Europe’s long-term competitiveness. With Euro area growth projected around 1.2% in 2026, patient private capital and smarter industrial policy will be critical to unlocking higher productivity and resilience.

**Europe is rapidly scaling strategic industries:** the European Chips Act has already catalyzed tens of billions in semiconductor investment, while defense outlays have risen to over one-fifth of global spending since 2022. The Net-Zero Industry Act and REPowerEU Roadmap aim to build 40% of key clean-tech manufacturing at home, redefining energy security and transition pathways. In Rome, leaders will explore how to **finance reindustrialization, resilient supply chains, and workforce transformation in an AI-enabled economy** that demands new skills and new social contracts.

## PROGRAM-AT-A-GLANCE



2:30 PM – 3:40 PM

CONCLAVE 1

## INVITE ONLY **CAN AGRI-TECH ACHIEVE BREADBASKET SUPREMACY AND FEED A HUNGRY WORLD?**

Climate shocks, geopolitical fragmentation, and rapid advances in agri-tech from precision farming to AI-driven supply chains are quietly rewriting the rules of how the world grows and moves food. According to the Food and Agriculture Organization of the United Nations, states that to feed a projected 9.1 billion people in 2050, overall food production will need to increase by about 70% relative to 2005/07 levels. As governments partner with agribusiness giants to deploy and enhance new methods and tools at scale, who will dominate the tech-fueled race to feed 10 billion people?

### CO-CHAIR:

- Fernando Galletti de Queiroz, CEO, Minerva Foods

### FACILITATOR:

- Manus Cranny, Geoeconomics Editor, The National

2:30 PM – 3:40 PM

CONCLAVE 2

## INVITE ONLY **CAPITALISM WITH A MEMORY: WHY FAMILY BUSINESSES THINK DIFFERENTLY**

Family businesses are not just economic actors. They are institutions shaped by history, identity, and a multi-generational vision of value creation. According to a recent BNP Paribas Wealth Management study, family-owned companies account today for more than 50% of EU GDP and around 40% of private sector employment on the continent, with Europe standing as their historic stronghold, home to many of the world's oldest and most influential dynasties. Can this "capitalism with a memory" offer a more resilient and responsible model, and position Europe's family enterprises as key architects of the continent's economic future?

### CO-CHAIRS:

- Azzi Agnelli, General Partner, Lifecycles, TMV
- Samuel Gantner: Entrepreneur, Investor, Founder & CEO Family Office PG3 and Community Climate Solutions AG

2:30 PM – 3:40 PM

CONCLAVE 3

## INVITE ONLY **MOMENTUM ITALIA: POWERING EUROPE THROUGH STARTUP ECOSYSTEMS**

Italy is at a critical juncture where industrial ambition, green energy, and geopolitical strategy collide to redefine the South of Europe. With over €200 billion in investment flowing from the 'Next Generation EU Recovery Plan' alongside private partnerships, Italy is fast becoming the region's innovation and infrastructure engine. Can this momentum transform Italy into the true nexus linking Europe, Africa, and the Mediterranean's next era of growth?

### CO-CHAIRS:

- H.E. Adolfo Urso, Minister of Enterprise and Made in Italy, Republic of Italy
- Robert Dishner, Senior Portfolio Manager, Head of Trading London, Neuberger Berman
- Maurizio Tamagnini, Founder & CEO, FSI

4:10 PM – 5:20 PM

CONCLAVE 2

## INVITE ONLY THE NEW RESOURCE RACE: SECURING CRITICAL MINERALS FOR THE FUTURE

Europe stands at a crossroads, eyeing MENA and US investment corridors to secure critical minerals like lithium and rare earths essential for batteries and tech dominance. According to the International Energy Agency, demand for key critical minerals like cobalt and manganese used for clean-energy technologies could increase by roughly fourfold by 2040 under its net-zero scenario, while supply chains remain heavily concentrated by regions. With rising mineral needs worldwide, can Europe plug into regional corridors to fast-track resilience, or will it pioneer distinct paths like deep-sea mining and circular recycling to lead on its own?

### CO-CHAIRS:

- Frank Fannon, Managing Partner, Orion Critical Mineral Consortium; 1<sup>st</sup> Assistant Secretary of State for Energy Resources, U.S. Department of State
- Barbara Humpton, CEO, USA Rare Earth

4:10 PM – 5:40 PM

CONCLAVE 3

## INVITE ONLY FII FUNDRAISING ROADSHOW: OXFORD SCIENCE ENTERPRISES PORTFOLIO

It's the most exciting time to invest in breakthrough science and deep-tech in decades—and for startup CEOs and investors, there's no better vehicle to fundraise or source deals than FII. Don't miss this chance to back the next wave of Oxford Science Enterprises-backed ventures advancing synthetic biology, photonic AI infrastructure and post-quantum cybersecurity.

**HOST:** Ed Bussey, CEO, Oxford Science Enterprises

### PRESENTING VENTURES:

- Ross Hendron, CEO & Co-Founder, Wild Bioscience
- Dr. Ali El Kaafarani, CEO & Founder, PQShield
- Caroline Cake, Kneu Health
- Dr. Gabriele Pupo, Founder & CEO, FluoRok

4:30 PM – 5:30 PM

LAB 1

## OUTLOOK ON EUROPE AND BEYOND

Europe's economic landscape is being reshaped by a convergence of global and regional forces: evolving industrial policy, the green and digital transitions, shifting geopolitical alliances, the rise of AI and financial technology, and the increasing integration of public and private capital markets. While the global investment landscape is becoming more interconnected, competitive, and outcome-oriented, Europe continues to face structural challenges. Euro area real GDP growth is projected at only around 0.9–1.3% annually through 2028, while stock market capitalization remains near 70–75% of EU GDP compared with roughly 270% in the United States, underscoring a persistent competitiveness, innovation, and capital markets gap. At the same time, shifting global capital flows, the rise of alternatives, and intensifying competition from the US, Asia, and the Gulf are redefining how and where investment is deployed. How will these global dynamics shape Europe's long-term growth trajectory and redefine its role in the evolving global economic and financial order?

### SPEAKERS:

- H.E. Jarno Syrjälä, Under-Secretary of State for International Trade, Republic of Finland
- Franck Petitgas, Vice Chairman of Europe & Senior Managing Director, Blackstone
- Scott Geary, Vice Chair & Head of Global Wealth, Wellington Management
- Additional speakers to be announced

**MODERATOR:** Andrea Cabrini, Managing Director, Class CNBC

6:30 PM

## WELCOME RECEPTION

*Tiepolo Terrace – Hotel Lobby Floor, Rome Cavalieri Hotel*

Join the FII community for an invite-only dinner hosted by FII Institute leadership. Please note that you will be required to present your FII PRIORITY Europe badge for access.

8:00 AM – 9:00 AM

## NETWORKING BREAKFAST

9:00 AM – 9:05 AM

OPENING

## OPENING REMARKS

## SPEAKER:

- Richard Attias, Chairman of the Executive Committee, FII Institute, Founder & Chairman, Richard Attias & Associates

9:05 AM – 9:15 AM

OPENING

## OPENING ADDRESS

## SPEAKER:

- To be announced

9:15 AM – 9:35 AM

OPENING

## OPENING CONVERSATION WITH HIS EXCELLENCY YASIR O. AL-RUMAYYAN

## SPEAKER:

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

**MODERATOR:** To be announced

9:35 AM – 10:20 AM

BOARD

## BOARD OF CHANGEMAKERS: EUROPE AT THE INFLECTION POINT

Europe's economic engine is slowing just as the OECD cuts its 2026 eurozone growth forecast to 0.8%, citing the drag from surging energy prices and geopolitical shocks. Investors, policymakers, and innovators now confront a continent where weak headline GDP growth, twin green and digital transitions, and rising security pressures collide with deep pools of capital still searching for productive deployment. As Europe navigates contested industrial policy, rewires supply chains, and races to scale frontier technologies, the balance it strikes between fiscal discipline, strategic investment, and regulatory ambition will shape its trajectory for decades. At this inflection point, what kind of growth agenda, institutional architecture, and cross-border partnerships will determine whether Europe remains a central pole of the global economy or gradually drifts to the periphery?

## SPEAKERS:

- H.E. Faisal F. Alibrahim, Minister of Economy & Planning, Kingdom of Saudi Arabia
- Anthony Gutman, Global Co-Head of Investment Banking, Goldman Sachs, Co-CEO, Goldman Sachs International (GSI)
- Stella Li, Executive Vice President, CEO of Americas & Europe and MENA, BYD Company Limited
- Andrea Orzel, CEO, UniCredit
- Sir Noel Quinn, Chair, Julius Baer Group

**MODERATOR:** Eleni Giokos, Anchor & Correspondent, CNN

10:20 AM – 10:40 AM

PANEL DISCUSSION

## BUY EUROPEAN: INDUSTRIAL POLICY, ECONOMIC SOVEREIGNTY, AND THE DRAGHI BLUEPRINT

The Draghi report's recommendations have become the EU's policy playbook: 'Made in EU' procurement mandates, foreign investment conditions requiring 50% EU employment, and a goal to raise manufacturing from 14.3% to 20% of GDP. The first 'China shock' wiped out textiles; the second is threatening autos, pharma, and advanced tech. Europe's share of global solar manufacturing was lost a decade ago, and Chinese factories now produce 40% of global cars. Is 'Buy European' necessary protectionism—or a retreat from the open-market principles that built European prosperity?

### SPEAKERS:

- Andrea Pignataro, Founder & CEO, Ion Group
- Maurizio Tamagnini, Founder & CEO, FSI

**MODERATOR:** To be announced

10:40 AM – 10:55 AM

FIRESIDE CHAT

## ADDRESS & CONVERSATION

### SPEAKERS:

- H.E. Faure Essozimna Gnassingbé, President of the Council of Ministers of the Togo

**MODERATOR:** Richard Attias, Chairman of the Executive Committee, FII Institute, Founder & Chairman, Richard Attias & Associates

10:55 AM – 11:20 AM

PANEL DISCUSSION

## FINANCING THE FUTURE OF GLOBAL TOURISM INFRASTRUCTURE

Global tourism generated over \$5 trillion in direct GDP before the pandemic, yet more than 70% of emerging-market destinations still lack resilient, climate-ready transport, hospitality, and cultural infrastructure to meet rising demand. At the same time, multilateral lenders, sovereign wealth funds, and private capital are under pressure to align investments with both decarbonization pathways and local job creation targets. How can governments, investors, and operators design financing models that de-risk long-term tourism infrastructure, crowd in private capital, and ensure that the next generation of resorts, airports, and urban hubs is both sustainable and inclusive?

### SPEAKERS:

- H.E. Ahmed Al-Khateeb, Minister of Tourism, Kingdom of Saudi Arabia
- Manfredi Lefebvre d'Ovidio, Chairman, WTTC
- John Pagano, Group CEO, Red Sea Global

**MODERATOR:** Andrea Cabrini, Managing Director, Class CNBC

11:20 AM – 11:45 AM

PANEL DISCUSSION

## TARIFFS, TRADE, AND THE NEW GEOECONOMIC ORDER

US–EU goods trade hit a record \$1.05 trillion in 2025, even as the Trump administration tripled tariffs on the bloc and the European Parliament froze ratification of the transatlantic trade deal. According to the International Monetary Fund, policy-driven trade fragmentation could shave up to 7% off global GDP over the next decade, costing trillions in lost growth. Meanwhile, China is redirecting exports toward Europe at 6% growth, and the EU has activated its Anti-Coercion Instrument as a retaliatory option. Is the rules-based trading system dead, or is it being replaced by something new?

### SPEAKERS:

- H.E. Edi Rama, Prime Minister, The Republic of Albania
- H.E. Saleh bin Nasser Al-Jasser, Minister of Transport and Logistics Services, Kingdom of Saudi Arabia
- H.E. Sebastian Kurz, Former Chancellor of Republic of Austria, Co-Founder & President, DREAM
- Fernando Galletti de Queiroz, CEO, Minerva Foods

**MODERATOR:** Eleni Giokos, Anchor & Correspondent, CNN

11:45 AM – 12:10 PM

PANEL DISCUSSION

## THE €800 BILLION SECURITY INVESTMENT

The EU's ReArm Europe plan aims to leverage €800 billion in security spending through 2029, including a €150 billion EU-backed loan through the SAFE instrument. Germany—once NATO's spending laggard—has doubled its defense budget since 2021 to €95 billion, with €162 billion projected by 2029. This surge is reshaping not just security, but industrial supply chains, venture capital flows, and the relationship between state and market across the continent. How should investors position for a Europe that is building an entirely new defense-industrial base?

### SPEAKERS:

- Eng. Domitilla Benigni, CEO & COO, ELT Group
- Pierroberto Folgiero, CEO & Managing Director, Fincantieri S.p.A.
- Hendrik Kramer, Vice President Land Domain, Quantum Systems GmbH; Founder, FERNRIDE
- Eng. Lorenzo Mariani, CEO & General Manager, Leonardo S.p.A.

**MODERATOR:** Valentina Pop, News Editor, Europe, Financial Times

12:10 PM – 12:25 PM

FIRESIDE CHAT

## EUROPE 2040: POWER, AUTONOMY & SURVIVAL IN THE AGE OF AI

Europe stands at an inflection point: ageing, militarily dependent, and squeezed between an assertive US–China duopoly, it must decide whether to be a geopolitical actor or a curated museum of its own past. By 2040, the world's population will rise to around 9.2 billion even as the euro area's working-age population shrinks by about 6.4%, a demographic crunch Morgan Stanley estimates could shave roughly 4% off eurozone GDP. Will Europeans use this last window to turn demographic decline and AI disruption into a new model of strategic autonomy—or quietly accept becoming a protected province in someone else's digital empire?

### SPEAKERS:

- H.E. Dr. Jacques Attali, President, Attali Associates, Author & Futurologist

**MODERATOR:** Cristiana Falcone, Chairperson, BECS Foundation

12:25 PM – 12:50 PM

PANEL DISCUSSION

## EUROPE'S CAPITAL MARKETS AWAKENING: FROM FRAGMENTATION TO FINANCIAL SOVEREIGNTY

After a decade of stalled ambition, Europe's capital markets are at an inflection point. European equities have outperformed U.S. markets in early 2026, gaining 6–8% year-to-date, while the IPO market has recorded its strongest start since the 2008 financial crisis – with January 2026 alone surpassing the entire first quarter of 2024 in volume. At the same time, the EU's Savings and Investment Union is advancing with real legislative momentum, targeting the mobilization of roughly €10 trillion in household savings currently parked in bank deposits, as European leaders agreed to complete phase one – covering market integration, supervision, and securitization – by June 2026. With exchange consolidation accelerating, securitization reform gaining traction, and retail investor participation rising, can Europe turn political will into a genuine financial architecture that competes with the United States and Asia?

### SPEAKERS:

- Olivier Bélorgey, Deputy CEO & CFO, Crédit Agricole Corporate & Investment Bank, Crédit Agricole
- Andrew L. Cohen, Executive Chairman, Global Private Bank, J.P. Morgan
- Stephen Dainton, President, Barclays Bank; Head, Investment Bank Management, Barclays

**MODERATOR:** Laura Noonan, Senior Finance Reporter, Bloomberg

12:50 PM – 1:35 PM

NETWORKING LUNCH

1:35 PM – 2:05 PM

PANEL DISCUSSION

## THE ENERGY TRILEMMA: SECURITY, AFFORDABILITY, AND THE NEW ENERGY INFRASTRUCTURE

In 2025, wind and solar surpassed fossil fuels for the first time in EU electricity generation, reaching 30% versus 29% for fossil sources. Yet Europe still imports nearly 60% of its energy needs, highlighting the continued importance of resilient energy infrastructure, reliable supply chains, and long-term energy security. As geopolitical fragmentation, rising energy costs, and industrial competitiveness concerns reshape policy priorities, governments are reassessing the role of nuclear power, LNG, domestic production, green hydrogen, and strategic infrastructure investment in building a more secure and affordable energy system. Can Europe simultaneously achieve secure, affordable, and lower-carbon energy while maintaining economic resilience and competitiveness?

### SPEAKERS:

- Marco Arcelli, Advisor to the Chairman & Former CEO, Acwa
- Stefano Buono, Founder & CEO, newcleo
- Dr. Mohamed Farouk, Vice-Chairman & Group CEO, ADES Holding
- Filippo Ghirelli, Executive Chairman & Founder, INFRACORP
- Doris Honold, Board Member, VCM; Vice-Chair, SEFE (Secure Energy for Europe)

**MODERATOR:** Eithne Treanor, Host & Moderator

2:05 PM – 2:25 PM

PANEL DISCUSSION

## THE ENERGY TRILEMMA: CRITICAL MINERALS & SUPPLY CHAINS

The clean energy transition is driving unprecedented demand for critical minerals—from lithium and rare earths to copper and nickel—placing new pressure on global supply chains. As Europe seeks to reduce dependency on concentrated sources and geopolitical rivals, securing access to these materials has become a strategic priority. Governments and industry are racing to diversify supply, invest in domestic extraction and processing, and build more resilient and transparent value chains. How can Europe compete in the global scramble for critical minerals while meeting sustainability standards and scaling fast enough to support the energy transition?

### SPEAKERS:

- Ana Cabral, CEO, Sigma Lithium
- Ilan Goldfajn President Inter-American Development Bank
- Barbara Humpton, CEO, USA Rare Earth
- Dr. Kandeh Yumkella, Special Envoy, ECOWAS Investment Summit

**MODERATOR:** Eithne Treanor, Host & Moderator

2:25 PM – 2:35 PM

FUTURE FLASH

## FUTURE FLASH: THE 100-YEAR LIFE

For the first time in human history, living to 100 is becoming a realistic prospect for millions of people. As populations age and healthcare costs rise, the challenge is no longer simply to extend life expectancy, but to extend healthy life expectancy. At the same time, a global wellness economy valued at \$6.3 trillion in 2023 and projected to approach \$9 trillion by 2028 is reshaping how governments, businesses, and individuals think about health and wellbeing. What will it take to build a world where living to 100 becomes the norm—and where those extra years are healthy, active, and productive?

### SPEAKER:

- Nerio Alessandri, Founder & Chairman, Technogym

2:35 PM – 3:00 PM

PANEL DISCUSSION

## EXPOS BEYOND THE EVENT: IMPACT & LEGACY

As global cities compete to host mega-events like World Expos, Olympics, and international summits, these gatherings are increasingly seen as catalysts for economic growth, urban transformation, and soft power projection. According to the Bureau International des Expositions, World Expos can attract over 20 million visitors and generate billions in economic activity for host regions, while reshaping infrastructure and global perception. But beyond the headlines and investment figures, do these events deliver lasting social and economic value or leave behind costly legacies?

### SPEAKERS:

- Talal H. AlMarri, CEO, Expo 2030 Riyadh
- Dušan Borovčanin, Advisor, International Relations & Cooperation with the BIE, Expo 2027 Belgrade
- Dimitri Kerkentzes, Secretary General, Bureau International des Expositions
- Mayor Giuseppe Sala, Mayor of Milan, Municipality of Milan

**MODERATOR:** To be announced

3:00 PM – 3:10 PM

FUTURE FLASH

## FUTURE FLASH: QUANTUM FOR RESILIENCE

Quantum computing is rapidly shifting from lab curiosity to the next foundational computing layer, poised to reshape how we approach AI, security, and complex problem-solving across industries. Global demand is accelerating as governments, defense agencies, financial institutions, and healthcare leaders pour billions into quantum R&D and pilot projects, with leading roadmaps targeting fault-tolerant systems and commercially relevant workloads before 2030. How should policymakers, investors, and CEOs prepare for a quantum-enabled world in which AI, national security, and drug discovery are all transformed by this new wave of computing?

### SPEAKER:

- Niccolo De Masi, Chairman & CEO, IonQ

3:10 PM – 3:35 PM

PANEL DISCUSSION

## WHO WILL FINANCE EUROPE'S NEXT BUILD-OUT?

As highlighted in the Draghi Report, Europe needs an estimated €800 billion in additional annual investment to sustain competitiveness, reindustrialize its economy, and deliver the energy transition. Meanwhile, global infrastructure investment needs are projected to surpass \$94 trillion by 2040, according to the Global Infrastructure Hub. As public finances tighten and banks continue to retreat from long-term lending, a new generation of actors — sovereign wealth funds, private capital, and infrastructure platforms — is stepping in through PPPs, blended finance, and strategic investment partnerships. Yet this shift also raises critical questions: who will control the infrastructure powering Europe's future growth? And can this new wave of capital deliver long-term public value without increasing dependence or systemic risk?

### SPEAKERS:

- Andrea Bonomi, Chairman, Investindustrial
- Israfil Mammadov, CEO, State Oil Fund of the Republic of Azerbaijan
- Alexis Kohler, Executive Vice President and Chairman of Investment Banking, Société Générale
- Mauro Moretti, Founder & CEO, Three Hills Capital Partners

**MODERATOR:** Laura Noonan, Senior Finance Reporter, Bloomberg

3:35 PM – 4:05 PM

PANEL DISCUSSION

## FROM UNICORNS TO DECACORNS: THE GLOBAL SCALE-UP RACE

January 2026 alone produced multiple new unicorns across Europe, from Belgium's Aikido Security to a new wave of deep-tech startups. With global venture funding rebounding and 94% of private equity leaders expecting deal activity to rise in 2026, capital is increasingly flowing across borders in search of scale, talent, and technological edge. As ecosystems from Europe to the Gulf and Asia compete to build and retain the next generation of category-defining companies, what will it take to turn regional champions into global decacorns?

### SPEAKERS:

- H.E. Adolfo Urso, Minister of Enterprise and Made in Italy
- Hani Enaya, CIO, Sanabil Investments
- Taavi Madiberk, CEO, Skeleton Technologies
- Ali Sabanci, Chairperson, ESAS Holding
- Uljan Sharka, Founder & CEO, Domyn

**MODERATOR:** Tom Nugent, Managing Editor, Sifted

4:00 PM – 5:10 PM

CONCLAVE 1

## MEMBERS ONLY THE CLIMATE ALGORITHM: DATA, DECISIONS, AND DECARBONIZATION

AI-powered resilience is fast becoming a new asset class, as investors, insurers, and infrastructure owners look to reduce disaster-related losses, protect cash flows, open new markets in climate-vulnerable regions, and deliver resources more efficiently to vulnerable populations. According to Deloitte, AI-driven infrastructure planning could help avoid an estimated 70 billion dollars in annual global disaster costs by improving coordination, reducing damage, and supporting faster recovery efforts. How can governments and the private sector structure partnerships, data platforms, and financing models so that AI meaningfully de-risks portfolios while building safer, more resilient communities as climate risks escalate?

### CO-CHAIRS:

- Professor Thomas Chandler, Columbia University
- Rich Stockdale, CEO, Oxygen Conservation

4:00 PM – 5:10 PM

CONCLAVE 2

## INVITE ONLY CAN EUROPE FLY GREEN WITHOUT GROUNDING GROWTH? [POWERED BY ARAMCO]

Europe's aviation sector is at a turning point, as airlines and fuel suppliers work to strengthen supply security while advancing lower-carbon solutions. According to the European Commission, the EU has set a goal for sustainable aviation fuels to reach 70% of jet fuel supplied at EU airports by 2050, showing how central decarbonization has become to the region's aviation strategy. What is the role of lower-carbon aviation fuel (LCAF) and sustainable aviation fuel (SAF), and how can Europe accelerate carbon accounting and fuel innovation without compromising competitiveness or energy security?

### CO-CHAIRS:

- Musaab M. Almula, VP, Market Analysis & Sustainability, Aramco
- Adel Mardini, Founder & CEO, Jetex

4:00 PM – 5:10 PM

CONCLAVE 3

## INVITE ONLY BLOOMBERG LEADERS CIRCLE, POWERED BY FII INSTITUTE HOW WILL GEOPOLITICS, AI AND DEFENSE SHAPE EUROPE'S COMPETITIVE FUTURE?

Europe stands at a pivotal crossroads as shifting geopolitics, rapid advances in AI, and rising defense imperatives redefine its economic and strategic landscape. While EU member states now spend close to 2% of GDP on defense on average, public and private capital is increasingly being steered toward dual-use technologies, deep tech, and energy security to safeguard competitiveness. How can Europe recalibrate capital allocation, harness AI and deep tech, and bolster energy and defense capabilities to secure a durable competitive edge in a more fragmented world?

4:00 PM – 4:30 PM

LAB1

## CAPITAL DEPLOYMENT LAB: AI & DEEP TECH

AI and deep tech sovereignty is now a strategic imperative as nations and firms race to secure critical capabilities and resilient supply chains. According to the Stanford HAI AI Index and the State of AI Report, global public and private investment in AI and semiconductor capabilities reached into the low hundreds of billions in 2025, signaling sustained commitments to technological independence. As states and companies deploy capital across chips, talent, and secure infrastructure, how can investors and policymakers align incentives to foster innovation while avoiding fragmentation and excessive geopolitical risk?

### SPEAKERS:

- Roman Axelrod, CEO, XPANCEO
- Dr. Ling Ge, Chief Investment & Strategy Officer, Tencent
- Dr. Ramin Hasani, Co-Founder & CEO, Liquid AI

**MODERATOR:** Giorgio Rutelli, Deputy Editor in Chief, Adnkronos

4:30 PM – 5:00 PM

LAB1

## CAPITAL DEPLOYMENT LAB: MOBILITY & INFRASTRUCTURE CORRIDORS

Capital investment in mobility and infrastructure corridors is unlocking new trade lanes, cutting transit times, and reshaping regional economic gravity. According to the World Bank, infrastructure investment needs in low- and middle-income countries average about \$2.5 trillion per year through 2030 to support growth and connectivity. As public and private capital converge on corridors from ports to high-speed rail, how can stakeholders align financing, regulation, and technology to maximize resilience and equitable economic impact?

### SPEAKERS:

- Alessandro Albano, President, Equiter & CERM Foundation
- Osamah Alnuaiser, Senior Vice-President, Marketing & Corporate Communications, Riyadh Air
- Matthieu Muzumdar, Deputy CEO, Meridiam
- Greg O'Hara, Founder & Senior Managing Director, Certares Management LLC

**MODERATOR:** Manus Cranny, Geoeconomics Editor, The National

5:00 PM – 5:30 PM

LAB1

## CAPITAL DEPLOYMENT LAB: ENERGY SECURITY & TRANSITION

Energy security and the transition to cleaner systems are merging into one defining capital allocation challenge for the global economy. According to the International Energy Agency, annual clean energy investment must exceed 4.5 trillion dollars by 2030 to stay on track for net-zero goals. As capital moves across technologies and regions, how can investors balance resilience returns and decarbonization in a more fragmented energy landscape?

### SPEAKERS:

- Martina Opizzi, SVP Exploration & Production Europe, Total Energies
- Davide Zardo, Italy Zone President, Schneider Electric

**MODERATOR:** Natalia Kniazhevich, Reporter, US Equities, Bloomberg

4:00 PM – 4:30 PM

LAB 2

## CAPITAL DEPLOYMENT LAB: VENTURE CAPITAL

Venture capital is the engine turning bold technology bets into market-leading companies and new economic ecosystems. According to PitchBook and NVCA, global VC deal value reached roughly \$512 billion in 2025 with AI driving much of that growth. As fundraising and exits evolve in 2026 which sectors and fund strategies will best convert concentrated capital into durable returns?

### SPEAKERS:

- Isabelle Freidheim, Founder & Managing Partner, Athena Capital
- Graziano Seghezzi, Managing Partner, Sofinnova
- Dana Settle, Co-Founder & Managing Partner, Greycroft
- Noor Sweid, Author, Founder & Managing Partner, Global Ventures

**MODERATOR:** Natalia Kniazhevich, Reporter, US Equities, Bloomberg

4:30 PM – 5:00 PM

LAB 2

## CAPITAL DEPLOYMENT LAB: HEALTH & BIOTECH

Health and biotech investment is accelerating breakthroughs that are redefining care delivery, drug discovery, and population health outcomes. According to CB Insights, global healthtech and biotech funding exceeded \$100 billion in 2025 reflecting strong investor appetite for AI-enabled drug discovery and digital care models. As capital chases platform technologies and high-conviction therapeutics, how will investors balance rapid innovation with clinical risk, regulatory timelines, and patient access?

### SPEAKERS:

- Dr. Matt Angle, Founder & CEO, Paradromics
- Leo Grünstein, Founder & CEO, Liom
- Noosheen Hashemi, Co-Founder & CEO, January AI
- Raid Ismail, Co-Head of MENA Direct Investments & Head of Operational Value Creation, PIF

**MODERATOR:** Dan Vahdat, Founder & CEO, Huma Therapeutics

5:00 PM – 5:30 PM

LAB 2

## THE IVORY TOWER MEETS THE ALGORITHM: CAN EUROPE'S UNIVERSITY MODEL EVOLVE IN THE AGE OF AI?

Applications from US-based researchers to European Research Council grants have nearly tripled in two years – from 60 to 169 for early-career grants alone – as American scientists flee federal funding cuts and Europe positions itself as the new magnet for global research talent. Yet Europe still spends barely 2% of GDP on R&D versus America's 3.6%, and studies estimate the continent would need an additional €750–800 billion annually to compete with the US and China in AI research and innovation. The paradox is stark: Europe produces world-class research but struggles to translate it into commercial breakthroughs – a disconnect between academic labs and industry that leaves promising AI innovations stranded while Big Tech absorbs the talent and the returns. If AI can now generate knowledge faster than any lecture hall, and private capital increasingly funds the research that governments cannot, should European universities reinvent themselves as engines of economic sovereignty – or risk becoming monuments to a model the 21st century has outgrown?

### SPEAKERS:

- Prof. Dr. Tony Chan, Former President, KAUST & HKUST, Venture Partner, Beta Lab
- Dr. Michael Spence, President & Provost, University College London
- Additional speakers to be announced

**MODERATOR:** To be announced

4:00 PM – 4:45 PM

LAB 3

## [PIF GLOBAL ASSET MANAGEMENT FORUM] SAUDI ARABIA AS A CAPITAL DESTINATION: WHAT IS DRIVING ALLOCATION DECISIONS TODAY?

The panel will focus on the asset management landscape in Saudi Arabia, exploring what makes the Kingdom an attractive destination for capital and the key factors influencing global asset managers' allocation decisions toward Saudi Arabia. Topics will include regulatory developments, returns, the investment pipeline, incentives, and broader market opportunities.

### SPEAKERS:

- Abdulmajeed Alhagbani, Head of Securities Investments Department, PIF
- Michael Bruun, Partner, Global Co-Head, Private Equity, Goldman Sachs Asset Management
- Simon Judes, CIO, Winton
- Anna Paglia, Executive Vice-President & Chief Business Officer, State Street Investment Management

**MODERATOR:** Mohammed Alnhash, CEO, Portfolios Investment Company

4:45 PM – 5:30 PM

LAB 3

## FOOTBALL CLUBS AS A DISTINCT ASSET CLASS: HOW INVESTORS ARE RESHAPING THE GAME THROUGH CLUB OWNERSHIP POWERED BY PIF

Investors are redefining what it means to build a football ecosystem. Some markets are constructing ecosystems from the ground up – transforming clubs, attracting world-class talent, and extending their footprint across sponsorships, partnerships, and cross-border ownership. With Saudi Arabia accelerating toward the AFC Asian Cup 2027 and FIFA World Cup 2034, and Italy reckoning with how one of the game's great football cultures rebuilds its competitive edge, the conversation spans ambition, identity, and capital. What does it actually take to grow football as an ecosystem through institutional investment – and what can sovereign and private capital make possible at club and league level?

### SPEAKERS:

- Massimo Calvelli, CEO, International, RedBird Development Group; Operating Partner
- Marc Ganis, Founder & Executive Managing Director, Sportscorp Ltd
- Feras Sheraiff, Head of Sports Investment Unit, PIF

**MODERATOR:** Francesca Petriccione, Professor, International Law & M&A International Sports Lawyer

6:30 PM – 9:30 PM

EXCLUSIVE MEMBERS ONLY DINNER

Zuma Rome, Palazzo Fendi

8:00 AM – 9:00 AM

## NETWORKING BREAKFAST

9:00 AM – 9:05 AM

OPENING

## OPENING REMARKS

## SPEAKER:

- H.R.H. Princess Dr. Maha Bint Mishari Bin Abdulaziz Al Saud, CEO, FII Institute

9:05 AM – 9:30 AM

PANEL DISCUSSION

## THE MONEY REVOLUTION: DIGITAL EURO, TOKENIZATION, AND THE FUTURE OF EUROPEAN FINANCE

The ECB is advancing toward a digital euro with live pilots expected in 2027, making 2026 a critical preparation year. Global stablecoin payment flows are projected to reach \$56 trillion annually by 2030, while European fintechs are pioneering asset tokenization under the MiCA framework. The Financial Data Access (FiDA) regulation promises to extend open banking into open finance, covering pensions, insurance, and investments. Will Europe lead the next generation of financial infrastructure—or regulate itself out of the race?

## SPEAKERS:

- Christopher Buskirk, Founder & CIO, 1789 Capital
- Zoe Cruz, Founder & CEO, Menai Financial Group
- Angus Fletcher, Global Head, Digital Solutions, State Street
- Fabio Massoli, CFO, Cassa Depositi e Prestiti SpA
- Eric Poirier, CEO, Addepar

**MODERATOR:** To be announced

9:30 AM – 9:45 AM

FIRESIDE CHAT

## REIMAGINING AUTONOMY WITH TRAVIS KALANICK

Autonomous systems are rapidly evolving from niche experiments into the next layer of critical infrastructure, silently coordinating robots, kitchens, mines, logistics networks, and vehicles to “automate the physical world” rather than just rides. As Europe races to secure technology and digital sovereignty, it must decide whether to build and control these autonomous platforms itself or operate inside systems architected elsewhere, even as its regulatory reflex, social model, and standards ambitions collide with the speed and scale of US and Chinese deployment. Can Europe turn its strengths in trust, safety, and rule-making into a competitive edge in autonomy—or will regulation, politics, and labor tensions leave it a rule-taker in someone else’s autonomous future?

## SPEAKER:

- Travis Kalanick, CEO, Atoms

**MODERATOR:** Barbara Carfagna, Journalist & Anchor, RAI

9:45 AM – 10:15 AM

PANEL DISCUSSION

## SOVEREIGN AI: POWER OR ILLUSION?

AI sovereignty has become a strategic imperative as governments and enterprises seek to secure critical infrastructure, data, and talent in a world dominated by a handful of global AI platforms. While some regions are mobilizing billions for sovereign cloud, chips, and AI models, most still face gaps in regulatory capacity, energy and data-center infrastructure, venture funding, and skills compared to the scale of Big Tech investment. Is 'sovereign AI' an achievable industrial strategy that balances innovation, trust, and competitiveness—or just a political aspiration that risks fragmenting global AI collaboration?

### SPEAKERS:

- H.E. Deemah AlYahya, Secretary-General, Digital Cooperation Organization (DCO)
- Ana Paula Assis, SVP and Chair IBM Europe, Middle East, Africa and Asia Pacific, IBM
- Joséphine Kant, Head of Ventures, Sovereign AI Unit
- Patrick Smets, Group CEO, Submer

**MODERATOR:** Luca Bennici, Partner, McKinsey & Company

10:15 AM – 10:25 AM

FUTURE FLASH

## FUTURE FLASH: CAN AI TURN PHYSICS INTO THE BIGGEST INVESTMENT OPPORTUNITY OF THE DECADE?

AI is moving beyond chat and coding into industrial optimization and other measurable real-world systems, where AI is being applied to physical industries rather than just language tasks. According to McKinsey's 2025 "State of AI" survey, 88% of organizations now use AI in at least one business function, but only 7% have fully scaled AI across their organizations. What happens when AI stops just predicting the world and starts actively transforming the physical systems, industries, and infrastructure that shape our daily lives?

### SPEAKERS:

- Jack Hidary, CEO, SandboxAQ

10:25 AM – 10:40 AM

FIRESIDE CHAT

## VALUE REALIZATION: BUILDING FOR THE LONG-TERM IN AN AGE OF DISRUPTION

As technology races geopolitics for the title of most disruptive force, sovereign investors are being forced to redesign strategy in real time — not between cycles, but within them. In less than a decade, PIF grew its assets under management six-fold and invested more than \$199 billion in new projects in Saudi Arabia — all while the world it was investing into kept shifting beneath it. So when disruption is no longer the exception but the operating condition, what does it actually take to lead an institution that has to be both visionary and executable at the same time?

### SPEAKERS:

- Maram Al Johani, Head of Chief of Staff & the Secretary General to the Board, PIF; Member of the Executive Committee, FII Institute
- Jerry Todd, Head of National Development Division & Acting Head of the Investment Strategy & Economic Insights Division, PIF

**MODERATOR:** Eithne Treanor, Host & Moderator

10:40 AM – 10:55 AM

FIRESIDE CHAT

## TRUTH, TRUST & CAPITAL: IS EUROPE STILL INVESTABLE?

In an age of mounting polarization and information overload, Europe's ability to guarantee clear rules, independent institutions and genuine free debate will determine whether it remains a magnet for long-term capital. Recent surveys show trust in democratic institutions and media has fallen sharply across advanced economies, raising questions about the foundations of growth and innovation. Can Europe rebuild a culture of truth, merit and institutional reliability strong enough to anchor investment, entrepreneurial risk-taking and shared prosperity?

### SPEAKERS:

- The Most Excellent Cayetana Álvarez de Toledo, 15th Marchioness of Casa Fuerte, Member of the Spanish Parliament for Madrid, Spain

**MODERATOR:** Cécilia Attias, Founder & President, Cecilia Attias Foundation for Women, Former First Lady of France

10:55 AM – 11:30 AM

PANEL DISCUSSION

## HOW ARE GEOECONOMICS REDRAWING SUPPLY ROUTES AND CAPITAL FLOWS?

Global power balances, regional conflicts, and the race for strategic autonomy are redrawing trade routes and forcing governments, investors, and companies to rethink how and where value is created. With over 75% of multinationals having shifted or diversified parts of their supply chains in recent years in response to geopolitical and economic shocks, resilience now rivals cost as the primary design principle for global networks, and as a core criterion for capital allocation. How can leaders across investment, energy, robotics, and trade finance design supply chains and deploy capital for long-term resilience in ways that are simultaneously secure, sustainable, and open for business in an era of contested globalization?

### SPEAKERS:

- H.E. Ahmet Burak Dağlıoğlu, President, Investment & Finance Office of the Presidency of Türkiye
- Fahad Al-Dhubaib, Senior Vice-President, Strategy & Market Analysis, Aramco
- Dr. Vivek Ramachandran, Head, Global Trade Solutions, HSBC
- Additional speaker to be announced

**MODERATOR:** Manus Cranny, Geoeconomics Editor, The National

11:30 AM – 11:45 AM

FIRESIDE CHAT

## REIMAGINING SECURITY WITH ADMIRAL GIUSEPPE CAVO DRAGONE

Europe's security landscape is being reshaped by overlapping risks—from pressure on critical sea lanes and energy routes to cyber threats, infrastructure sabotage, and instability on its borders. Security-related spending across NATO Europe is now moving toward and beyond 2% of GDP, yet gaps remain in capabilities, industrial capacity, and protection of undersea cables, ports, grids, and digital networks. How must Europe rethink "security" in this new era—linking readiness with economic resilience, critical infrastructure, and technological autonomy—to safeguard growth and stability over the decades ahead?

### SPEAKERS:

- Admiral Giuseppe Cavo Dragone, Chair of the NATO Military Committee, NATO

**MODERATOR:** To be announced

11:45 AM – 12:10 PM

PANEL DISCUSSION

## HERITAGE, POWER, AND THE FUTURE OF CULTURE

Culture is no longer just a reflection of identity—it is a strategic asset shaping influence, resilience, and global positioning. With the creative economy exceeding \$2.5 trillion and digital cultural consumption rising over 30% since 2020, nations are racing to harness heritage, technology, and narrative as tools of power. In a world shaped by AI, geopolitical competition, and cultural risk, who will define, protect, and control the cultural systems of the future?

### SPEAKERS:

- H.E. Rakan AlTouq, Assistant Minister of Culture, Kingdom of Saudi Arabia
- Paolo Barletta, CEO & Founder, Arsenale Group
- Arnaud de Puyfontaine, CEO, Vivendi

**MODERATOR:** To be announced

12:10 PM – 12:20 PM

FUTURE FLASH

## FUTURE FLASH: COULD THE FUTURE OF AVIATION BE MORE HUMAN THAN EVER?

Consider an industry where the true value lies not only in movement, but in the experience it creates. Private aviation is shifting from a purely transactional service into a more experience-driven industry, and with service networks now spanning more than 40 airports worldwide, the scale of that shift is clear. As customer expectations, sustainability, and service design continue to reshape the sector, what will define the next era of luxury aviation?

### SPEAKER:

- Adel Mardini, Founder & CEO, Jetex

12:20 PM – 12:35 PM

PANEL DISCUSSION

## FIRESIDE CHAT TO BE ANNOUNCED

**SPEAKERS:**

- To be announced

12:35 PM – 2:00 PM

FAREWELL LUNCH

2:00 PM – 2:30 PM

PANEL DISCUSSION

## INFRASTRUCTURE FOR THE URBAN CENTURY

Across the Gulf, governments are pouring capital into infrastructure, transit, housing, and climate resilience as cities compete to attract talent, investment, and tourism. Urban infrastructure needs are measured in the hundreds of billions over the coming decade, spanning green mobility, AI-enabled digital grids, smart city systems, port expansions, and waterfront regeneration. How should investors position for a new wave of urban revitalization that will redefine where people live, how goods move, and which cities emerge as the anchors of tomorrow's global economy?

**SPEAKERS:**

- Muammar Alatawi, Chairman, ARABIAN DYAR
- Sabah Barakat, Acting Group CEO, ROSHN Group
- Michael Dyke, CEO, New Murabba
- Rayan Fayez, Deputy CEO, NEOM

**MODERATOR:** Cyba Audi, Founder & CEO, Saba Communications Consultants

2:30 PM – 2:45 PM

FIRESIDE CHAT

## HOLDING THE LEAD: EUROPE, CAPITAL & THE FUTURE OF SPORT

Sport is no longer just a game—it has become a geopolitical asset shaping influence and capital flows. Now a \$500+ billion industry, with over \$60 billion in annual media rights and more than \$100 billion in sovereign investments over the past decade, it sits at the intersection of nations, brands, and capital. How can Europe convert its historic dominance—capturing nearly 40% of global football revenues—into long-term strategic leverage in a capital-driven global market?

**SPEAKERS:**

- Alejandro Agag, Founder & Chairman, Formula E & E1 Series; Founder & CEO, Extreme H

**MODERATOR:** To be announced

2:45 PM – 3:00 PM

FIRESIDE CHAT

## REIMAGINING AI WITH AIDAN GOMEZ

Economic sovereignty is no longer about regulation, but about controlling the full stack of critical technologies, from chips to compute to energy. Despite generating nearly 18% of global GDP, Europe captures only a limited share of global AI investment and remains dependent on external digital infrastructures. What would it take for Europe to move from ambition to real technological control?

### SPEAKERS:

- Aidan Gomez, CEO & Co-Founder, Cohere

**MODERATOR:** Barbara Carfagna, Journalist & Anchor, RAI

3:00 PM – 3:25 PM

PANEL DISCUSSION

## CAN DESTINATIONS SURVIVE THE PRICE OF POPULARITY?

Travel has become one of the defining forces shaping modern destinations, bringing unprecedented economic opportunity alongside growing pressure on local communities and infrastructure. According to UN Tourism's 2025 World Tourism Barometer, international tourist arrivals rose 4% in 2025 to an estimated 1.52 billion travelers worldwide. As global tourism reaches record-breaking levels, can destinations continue to thrive without sacrificing the authenticity and livability that made them popular in the first place?

### SPEAKERS:

- Riitesh Agarwal, Founder & CEO, OYO Rooms
- Jean-Jacques Morin, Deputy CEO, Accor
- Gerard Inzerillo, Group CEO, Diriyah Company
- Additional speakers to be announced

**MODERATOR:** To be announced

3:25 PM – 4:00 PM

PANEL DISCUSSION

## EUROPE 2030: A NEW GROWTH STORY

For a decade, "European equities" was shorthand for underweight—but with €800 billion in defense mobilization, Germany's €500 billion infrastructure program, the Mercosur corridor, and a sovereign tech push, the structural picture is shifting beneath ECB growth projections of 1.2% for 2026. The transformation reaches well beyond the large economies: the Baltics and Nordics are becoming the front line of European defense and energy security, Central and Eastern Europe are emerging as the continent's new manufacturing and supply-chain core, and capital is rediscovering markets it overlooked for a generation. From Tallinn to Madrid, the continent is repricing itself in real time. What is the single most important bet global investors should make on Europe today?

### SPEAKERS:

- H.E. Kersti Kaljulaid, Former President of Estonia
- H.E. Kolinda Grabar-Kitarović, Former President of Croatia
- H.E. Kjell Magne Bondevik, Former Prime Minister of Norway
- Additional speakers to be announced

**MODERATOR:** Richard Attias, Chairman of the Executive Committee, FII Institute, Founder & Chairman, Richard Attias & Associates

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