

ANNUAL REPORT 2025



OUR IMPACT MODEL PURPOSE AND STRUCTURE OF THE FII INSTITUTE

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

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



THINK

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



XCHANGE

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



ACT

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



OUR PURPOSE

Enabling a brighter future for humanity



OUR VISION

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



OUR MISSION

Creating a purposeful present, promising future

“
**WE NEED A NEW MODEL.
WE NEED A GLOBAL
COLLABORATION FOR
A NEW ERA OF GLOBAL
PROSPERITY, AND FII
INSTITUTE IS THE PLACE
TO MAKE IT HAPPEN.**”

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

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PROSPERITY IS NOT A SLOGAN. IT IS A RESPONSIBILITY EARNED through long-term thinking, disciplined investment, and a clear commitment to outcomes that improve lives.

That is the purpose that has guided FII Institute since our founding now nearly a decade ago, and it is the lens through which to read this Annual Report. It is not intended as a record of what has already been done. It is a forward-looking statement of where we are going next – and how we intend to measure progress along the way.

Our unifying theme at FII9, “The Key to Prosperity: Unlocking New Frontiers of Growth”, captured a simple truth: the future will not unlock itself. It requires leadership, partnership, and the courage to move from discussion to delivery.

Across FII Institute’s work, through THINK, XCHANGE and ACT, we convene decisionmakers, interrogate the priorities shaping humanity, and back solutions with real-world potential. At a time when things are incredibly complicated around the world, we believe that is what credibility looks like in a complex world: evidence that stands up to scrutiny, initiatives that scale beyond a single moment, and actions that can be tracked over time.

It’s why we commit to publishing our Annual Report each year, showing how we have compelled action, allowing you to track us over time to see if we live up to the promise we had when founding FII Institute: to make a meaningful impact on humanity.

As we approach the next chapter of our journey, with FII10 in October 2026 as a strategic horizon, our ambition is growing. So is our responsibility. The coming decade will test the resilience of economies and societies, and it will reward those who invest in what is durable: human capability, technological progress, and inclusive growth.

That’s why we need to work – together. I invite you to engage with this report in that spirit, as a guide to our priorities, a reflection of our momentum, and a commitment to build a more prosperous future together. And I invite you to become part of our FII Institute community.

H.E. Yasir Al-Rumayyan

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



PHOTO: FII INSTITUTE



THINK TANKS AND TALKING SHOPS WILL ALWAYS HAVE THEIR PLACE. But the challenges we face today are too urgent – and the opportunities too consequential – for words to be where our work ends.

FII Institute was created as an action-driven platform: a place where ideas are tested in the real world, partnerships are forged with purpose and progress is pursued with discipline. Under the stewardship of our Chairman, H.E. Yasir Al-Rumayyan, the Institute continues to focus relentlessly on translating ambition into execution.

This Annual Report is not a retrospective. It is a forward-looking account of momentum – of what we are building, how we are scaling our impact and how we hold ourselves accountable for measurable outcomes across our three pillars: THINK, XCHANGE and ACT.

The theme of FII9, convened recently in Riyadh, was deliberately framed as a challenge to our community. If we aspire to a future defined by opportunity, resilience and shared growth, we must unlock it – intentionally. That means convening leaders to confront hard problems. But more importantly, it requires moving beyond convening, and activating our platform to mobilize capital, align policy and accelerate real-world solutions.

None of this happens in isolation. I am deeply grateful to my colleagues on our Board of Trustees for their guidance and stewardship. And I thank our global community – the entrepreneurs, policymakers, investors, scientists, media and changemakers – who show up with both conviction and responsibility to engage, challenge and act on the defining issues of our time.

The publication of this Annual Report marks the beginning of our road to FII10 in October 2026. This milestone will not only celebrate a decade of progress, but set the horizon for what comes next: greater ambition, greater scale and greater responsibility.

If you are already part of this journey, thank you. If not yet, I invite you to join us – and help turn today’s decisions into tomorrow’s prosperity.

Richard Attias

Acting Chief Executive Officer, FII Institute



BOARD OF TRUSTEES

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



H.E. YASIR AL-RUMAYYAN, CHAIRMAN

Governor PIF, Chairman Saudi Aramco, Saudi Arabia

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



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

KSA Ambassador to the USA, Saudi Arabia

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



H.E. MATTEO RENZI

Senator of Florence, Italy (former Prime Minister)

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



H.E. MOHAMED AL ABBAR

Founder & Chairman EMAAR Properties, UAE

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



SIR NOEL QUINN

Former CEO of HSBC group

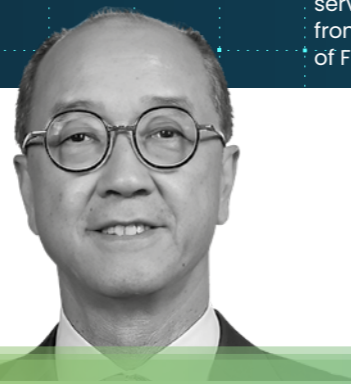
Sir Noel Quinn retired from HSBC in 2024 after 37 years with it or its constituent companies. He remains involved with the Sustainable Markets Initiative, founded by H.M. King Charles III.



MR. RICHARD ATTIAS

Acting CEO of FII Institute, Chairman of FII-I Executive Committee, Morocco

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



PROF. TONY CHAN

Former President, King Abdullah University of Science and Technology

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

PHOTOS: FII INSTITUTE



DR. PETER H. DIAMANDIS

Founder of the XPRIZE Foundation & Singularity University, USA

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



PROF. ADAH ALMUTAIRI

Professor of Pharmaceutical Chemistry at UCSD, Saudi Arabia

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

SUSTAINABLE CORPORATE CULTURE FOR A BRIGHTER FUTURE

WITH A DIVERSE WORKFORCE FROM **13 COUNTRIES**, FII Institute fosters a dynamic, close-knit environment, celebrating both monumental and minute achievements, while recognizing the significance of each team member.

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

1. MOTIVATED TO BRING ABOUT POSITIVE IMPACT

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

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

2. STRENGTHENING EMPLOYEE RELATIONSHIPS TO BUILD A GLOBAL FAMILY

FII Institute takes pride in its diverse workforce from 13 countries. This melting pot of talent fosters a culture that embraces various perspectives, cultural richness and groundbreaking ideas. Embracing diversity and inclusion as pillars of its success, the organization ensures an inclusive environment where collaboration and teamwork thrive. Employees are valued, respected and empowered to contribute their unique talents and expertise within this global family.

3. CELEBRATING MILESTONES, BIG AND SMALL

FII Institute understands the importance of celebrating milestones. Whether that means a triumphant project implementation, an individual breakthrough or a team milestone, the organization spares no effort in acknowledging and appreciating its employees' remarkable accomplishments.

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

4. EMBRACING AGILE TALENT

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

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

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

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

By implementing KPIs, FII Institute consistently motivates its employees to surpass expectations and deliver exceptional results. This unyielding commitment to excellence propels the organization to the forefront of innovation, enabling it to make tangible and meaningful impacts on Humanity.

6. ENSURING EMPLOYEES' HOLISTIC WELL-BEING

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

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

To that end, a team-building initiative was held in Riyadh in June 2025 to bring the FII Institute staff together even more.

7. BUILDING A DIVERSE AND INCLUSIVE WORKFORCE

Diversity breeds innovation, and FII Institute is steadfast in its commitment to gender equality. In accordance with the United Nations Sustainable Development Goals (SDGs), which are at the heart of the FII Institute's practices, the organization boasts a workforce where women comprise **53%**, holding **40%** of the leadership positions.

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

GOVERNANCE & COMMITTEES

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

→ **AT THE FUTURE INVESTMENT INITIATIVE** Institute, we are committed to maintaining the highest standards of legal and governance culture. In 2025, we continued to prioritize transparency, accountability and ethical decision-making in all aspects of our operations. Our robust governance framework, designed in accordance with international best practices, ensures that our strategic objectives are met in a responsible and compliant manner. We regularly review and update our policies and procedures to adapt to evolving legal and regulatory environments and reinforce our commitment to exemplary governance. ■

AUDIT COMMITTEE

- MS. RANIA NASHAR** Chairperson
- SIR NOEL QUINN** Member
- PROF. ADAH ALMUTAIRI** Member
- MR. FAISAL AL KHANI** Member
- MR. RICHARD ATTIAS** Observer member
- MS. ARWA AL SHAGHROOD** Secretary of the AC

NOMINATION & REMUNERATIONS COMMITTEE

- H.E. YASIR AL-RUMAYYAN** Chairman
- H.R.H. PRINCESS REEMA BINT BANDAR AL SAUD** Member
- H.E. MOHAMED ALABBAR** Member
- MR. ABDULRAHMAN ALAIBAN** Member
- MS. ARWA ALSHAGHROOD** Secretary of the NRC

EXECUTIVE COMMITTEE

- MR. RICHARD ATTIAS** Chairman
- SIR MARTIN SORRELL** Member
- MR. FAHAD ALSAIF** Member
- MS. DINA POWELL** Member
- MS. MARAM AL JOHANI** Member
- MR. ABDULAZIZ ALTURKI** Secretary of the ExCom

PHOTO: FII INSTITUTE

APPROACHING A DECADE OF EXCELLENCE

FII Institute marks ten years of change with FII10 in October 2026 – not looking back, but looking forward.

→ **A LOT CAN CHANGE IN A DECADE. AND SINCE ITS** founding, FII Institute has been on a long journey to do more than be another think tank, rather to be a “do tank” that leaves the world a better place.

While it’s important to look back on what has been achieved, it’s also incumbent on FII Institute as a forward-looking, action-driven global institution to use this moment – not just to cast our eyes back on what has been achieved, but to look ahead on the horizon and see what’s coming.

FII Institute is proud of its history, yes, but it’s also entering its next decade with greater ambition, scale and responsibility. Because to address the challenges the world faces, a catalyzing effort like FII Institute is needed – not just for the last decade, but for decades to come. ■



FII is not a conference, it's not an event, it's not a platform. FII is a MOVEMENT.

2025: A CALL TO ACTION

The FII Institute calendar is full of events, publications and analyses throughout the year. Here are just a few highlights of 2025.

FEBRUARY



IMPACT REPORT
Frontiers of Innovation



GLOBAL FUTURE OF WORK REPORT
Series 2: Americas



PRIORITY CHAMPION REPORT
Smart Living and Connected Communities

MARCH



POST-EVENT REPORT
FII PRIORITY Miami

APRIL



GLOBAL FUTURE OF WORK REPORT
Series 4: Africa

NOVEMBER



GLOBAL FUTURE OF WORK REPORT
Series 5: Asia



POST-EVENT REPORT
FII9



ACADEMIC PARTNER INSIGHT
Reducing Inequalities in Education Through Artificial Intelligence

JUNE



REPORT
Unlocking Innovation for Regenerative Tourism



IMPACT REPORT
Frontiers of Intelligence



GLOBAL FUTURE OF WORK REPORT
Series 3: Europe



ANNUAL REPORT
FII 2024

MAY



REPORT
Global Cities Resilience Index



REPORT
Rebalancing Intelligence



REPORT
Healthy Humanity Blueprint



REPORT
The Economic Case for Investing in Healthy Longevity



IMPACT REPORT
Can We Solve the Energy Trilemma?



COFFEE TABLE BOOK
What is Prosperity?

JULY



POST-EVENT REPORT
FII PRIORITY Europe



PRIORITY CHAMPION REPORT
AI-Enabled Carbon Markets: Identifying AI Solutions for the Voluntary Carbon Industry

AUGUST



PRIORITY CHAMPION REPORT
Scaling Innovation to Maximize Global Health Impact

SEPTEMBER



PRIORITY CHAMPION REPORT
Ensuring Global Access to Healthy Aging Solutions

OCTOBER



FII PRIORITY COMPASS
4th Edition

PHOTO: FII INSTITUTE

THINK

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

AI & ROBOTICS

The revolution continues to pick up pace – but with what consequences for us all?

→ IF 2024 WAS THE YEAR THAT AI CHATBOTS BECAME the norm, 2025 helped to usher in an era of agentic AI that promises to be among the most transformative moments in all of human history. To tackle that, FII Institute has convened conversations across the globe designed to grapple with the consequences of the technology.

We've also supercharged that analysis with the publication of several reports from the FII Institute community.

Among the standout contributions guiding this dialogue is our AI Initiative report, Rebalancing Intelligence, developed through a knowledge partnership with Accenture. This crucial report explores how the next wave of AI investment is set to flow South. It delivers a comprehensive analysis of AI integration within educational systems across India, Greece, Brazil and Kenya, highlighting the profound potential of artificial intelligence to address deep-rooted educational inequalities and enhance learning outcomes.

And in response to the radical transformations expected in various professions over the next decade due to AI integration, we launched a critical collaboration with Columbia University. Formed in 2024, this partnership brings together key stakeholders from the private and public sectors, government, civil society and educational institutions. The ultimate goal is to envision the evolution of each profession by 2050, taking into account both current and anticipated AI capabilities. Finally, to ensure this technological leap fosters global equity, our DCO Knowledge Partnership remains strictly focused on advancing inclusive AI in emerging markets.

Our AI Inclusive Initiative has picked up pace, too, in the last year – as you'll learn about in the coming pages. AI is here to stay, and our goal is to ensure everyone benefits from it, wherever they are in the world.

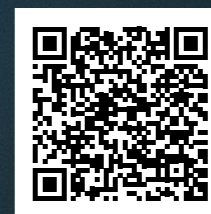


PHOTO: FII INSTITUTE



OP-ED ARTIFICIAL INTELLIGENCE AND PRIVATE MARKETS

State Street unpacks the AI feedback loop that's redefining capital



IMPACT REPORT FRONTIERS OF INTELLIGENCE

The importance of inclusivity in the AI revolution



AI INCLUSIVE INITIATIVE

The future is here, thanks to AI – but how we make it inclusive to all is the crucial question.

→ FEW DISAGREE ABOUT THE TRANSFORMATIVE effect of AI. But in among the disruption, it's important to ensure that growth and its impact is inclusive and felt by all.

So FII Institute has taken action. AI Inclusive is a global pledge for responsible, inclusive AI deployment in emerging markets. Launched at FII9, this global pledge unites governments, technology companies and private sector partners to ensure equitable AI access across emerging economies. Through partnerships, such as the MoU with the Digital Cooperation Organization, the initiative will fund ecosystem development, skills creation and inclusive innovation projected to unlock trillions in value by 2038.

The initiative aims to create an AI start-up ecosystem by identifying AI pilot projects that commit

to AI for good, tailored to community and national needs. Our objective is to secure commitments from at least 50 private sector investors to invest \$100,000 each in scaling these projects.

As Richard Attias, CEO, FII Institute, said at FII9, “We must ensure this wave lifts all boats. Bridging the AI investment divide is an economic opportunity and a moral imperative.” One way of helping that is a linked project, SAGE: the Sovereign AI Governance Engine. Developed in Saudi Arabia, SAGE is a pioneering, open-source policy engine that allows governments to design, simulate, and implement governance frameworks at “AI speed.” FII Institute will expand pilots, convene regulators, and attract capital to scale prevention-led, AI-enabled solutions ■

THE INITIATIVE HAS THREE KEY BRANCHES:



INCLUSIVE AI INVESTMENT

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



CAPACITY BUILDING

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



DIGITAL EQUITY ACCELERATOR

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

PHOTO: THIANCHAI SITHIKONGSAK / GETTY IMAGES

HEALTHY HUMANITY INITIATIVE

A healthy world is a more prosperous world – so initiative is needed.

→ CREATING A HEALTHIER TOMORROW FOR EVERYONE is a boon that has impacts beyond the individual. Good health compounds across a country and across societies.

FII Institute recognizes this, and has launched its Healthy Humanity Initiative. It is an initiative dedicated to building a society where preventive medicine, holistic health and global well-being are not just aspirations, but realities. We invite corporations, insurers, governments and medical equipment manufacturers to join the movement and pioneer the initiative worldwide.

FII Institute is mobilizing a broad coalition across government, business, insurers, civil society and NGOs to translate commitment into policy and investment. The Blueprint calls on countries and corporations to deliver free preventive check-ups every two years for all citizens, enabled by shared public-private funding and evidence-based policy that improves outcomes while reducing long-term costs.

“Health lies at the heart of prosperity, and we want to make preventive care a right, not a privilege. Together with our partners, we can close the nine-year poor-health gap and build a healthier, more productive world,” said Richard Attias, CEO, FII Institute. ■

THE INITIATIVE HAS THREE KEY BRANCHES:



PREVENTIVE HEALTHCARE

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



EMERGING TECH IN HEALTH

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



LONGEVITY AND QUALITY OF LIFE

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



PHOTO: MORSA IMAGES / GETTY IMAGES

HEALTH

A healthy world is a happier world – and a more prosperous one in every way measurable.

→ **AS GLOBAL DEMOGRAPHICS SHIFT,** prioritizing human well-being remains at the forefront of the THINK Department’s 2025 agenda. A cornerstone of this effort is our focus on Healthy Longevity, developed in partnership with the McKinsey Health Institute.

Through this collaboration, we published *The Economic Case for Investing in Healthy Longevity Report* to guide future health and financial strategies. To complement this critical research, FII Institute also released the *Healthy Humanity Initiative: Blueprint Report*.

Together, these publications are designed to drive action on some of the world’s most pressing health challenges, exploring the ways in which global systems can adapt to support healthier and more resilient populations.

And of course we maintain at our core the Healthy Humanity initiative, which aims to demonstrate that FII Institute is far more than just a think tank. We will not rest until we have become a “do tank,” too, having a positive impact on all of humanity and leaving the world a better – and healthier – place than it was when we found it.



REPORT
**HEALTHY HUMANITY
BLUEPRINT**

A transformative vision for global well-being that shifts from treating illness to investing in lifelong health.



STUDY
**ENSURING GLOBAL ACCESS
TO HEALTHY AGING
SOLUTIONS
REPORT**

The priority champion report in collaboration with Hevolution highlights the urgent need to enhance healthspan.



IMPACT REPORT
**FRONTIERS OF
INNOVATION**

How can we transform healthcare for a Healthy Humanity? This report uncovers details.



EDUCATION

What we learn and how we learn it will become more vital in a fast-moving world.

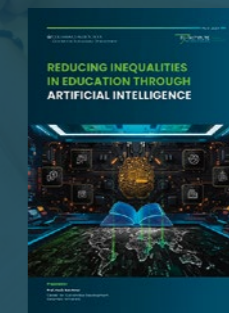
THE FUTURE OF LEARNING AND PROFESSIONAL development is undergoing a seismic shift, requiring innovative approaches to prepare the next generation.

A primary focus of this evolution is featured in our AI Initiative, Rebalancing Intelligence, developed as a knowledge partnership with Accenture. This report provides a comprehensive analysis of the integration of artificial intelligence in education across India, Greece, Brazil and Kenya. Importantly, it highlights the profound potential of AI to address deep-rooted educational inequalities and enhance learning outcomes.

Additionally, a collaboration formed in 2024 with Columbia University actively brings together key stakeholders spanning the private and public sectors, government, civil society and educational institutions.

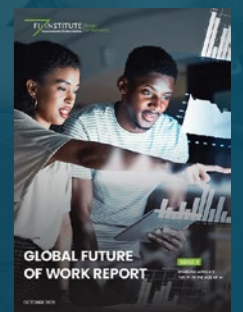
The ultimate goal of this collaboration is to envision the radical evolution of each profession by 2050, carefully considering both the current and anticipated capabilities of AI. And of course, our regular Global Future of Work Report series highlights how each part of the world, wherever it may be, should adapt to the changing face of work – and how education systems can better equip people for that future. ■

PHOTO: SKYNESHER/BETTY IMAGES/ISTOCK



REPORT REDUCING INEQUALITIES IN EDUCATION THROUGH ARTIFICIAL INTELLIGENCE

Knowing how to improve lives through AI is vital, and that starts in the classroom



SERIES GLOBAL FUTURE OF WORK REPORT

Multiple reports explore how the world of work is changing – and education must change, too.



SUSTAINABILITY

Being positive custodians of our planet is vital for its future – and FII Institute is determined to lead the way.

BUILDING RESILIENT ECOSYSTEMS IS CRITICAL in an era of unprecedented challenges, and our 2025 THINK publications provide crucial insights to guide these global strategies.

In a knowledge partnership with Kearny, we released the Global City Resilience Index report. This comprehensive index measures exactly how 31 major cities are prepared to thrive amid global disruptions. It accomplishes this by rigorously assessing five key dimensions: Institutional Governance, Sustainable Finance, Technology and Innovation, Social and Human Capital, and Global Integration.

Beyond that, our commitment to sustainable development is reinforced by our Columbia University Partnership, which prominently features the Columbia Climate School Center for Sustainable Development – as well as plenty of other reports that highlight the importance of sustainable futures.

PHOTO: ALEXANDER SPATARI/MOMENT RF/GETTY IMAGES



IMPACT REPORT CAN WE SOLVE THE ENERGY TRILEMMA?

The energy transition is not a choice, it's a race against time



COMPASS REPORT FII PRIORITY

What does the world care about and how do we address that? This offers guidance



STUDY GLOBAL CITIES RESILIENCE INDEX

Measuring how 31 major cities are prepared to thrive amid global disruptions



KNOWLEDGE PARTNERS

We're stronger together by benefiting from research to improve impact.

→ FII INSTITUTE'S STRENGTH IS IN ITS COMMUNITY, and its community is a compounding force. Our partnerships with world-leading organizations and institutions help improve our Impact on Humanity, leaving the world a better place than we find it. Our network of knowledge partners covers a broad range of research interests, and enable us to be better informed about the proposals we make. ■



WAVE INITIATIVE

Helping accelerate ocean regeneration is vital for the future of our planet.

→ IN 2025, WAVE, POWERED BY THE Future Investment Initiative (FII) Institute, confidently completed its second year of full operations, demonstrating significant growth in its ambition and global impact. The initiative successfully expanded its collaborative network to over 30 partners, notably welcoming Bahri and Goumbook into the Wave family.

Through the year, Wave maintained a presence at major global convenings to champion a sustainable blue economy. Milestones included participation at the United Nations Ocean Conference (UNOC) in Nice and the Blue Economy and Finance Forum (BEFF) in Monaco. Wave presented a landmark paper on Regenerative Tourism, coauthored with Red Sea Global, the FII Institute and the Prince Albert II of Monaco Foundation. Wave was also active at New York Climate Week, announcing ABALOBI, an organization empowering small-scale fishers and advancing ocean health, as winners of the Wave Ocean Regeneration Prize, in collaboration with MIT Solve.

Wave also significantly advanced its core operational platforms and campaigns:

- **OCEAN CENTRAL:** The ocean data platform was the recipient of a major upgrade, which introduced AI technology to improve the user experience and added a broad range of new data sources to transform how the six key ocean health levers are presented. Visit oceancentral.org
- **QUIETER OCEANS:** Wave initiated the soft launch of an Industry Coalition to tackle underwater noise pollution, engaging key maritime stakeholders to promote quieter, more sustainable operations.

Looking ahead to 2026, Wave is preparing to mobilize its partners, organizations and the public for further activities to fulfil the ambition of ocean regeneration within a human generation. Among these will be a cleanup initiative anchored in Saudi Arabia. ■

WAVE FOCUSES ON FOUR KEY PILLARS:

<p>DATA & INSIGHTS</p> <p>Creating a hub for data-sharing on ocean regeneration, driving research and collaboration on ocean regeneration.</p> <p>oceancentral.org</p>	<p>BLUE TECH INNOVATION</p> <p>Supporting blue tech start-ups by connecting them with mentors, experts, markets and funding opportunities.</p>	<p>MASS ENGAGEMENT</p> <p>Driving year-round ocean awareness through global partnerships.</p>	<p>SECTORAL & INDUSTRIAL ACTIVATION</p> <p>Global pledges and partnerships across sectors for ocean regeneration.</p>
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FII PRIORITY COMPASS SURVEY AND FINDINGS

FII PRIORITY Compass uncovers and highlights humanity's most pressing priorities, helping world leaders and decision-makers identify the best pathways to tackle the big issues.

AS IN PREVIOUS YEARS, FII INSTITUTE HAS TAKEN the temperature of the planet's population, uncovering humanity's top priorities. In partnership with Ipsos, FII Institute surveyed 61,316 respondents in 32 countries representing 66% of the global population, helping decision-makers understand what their priorities should be.

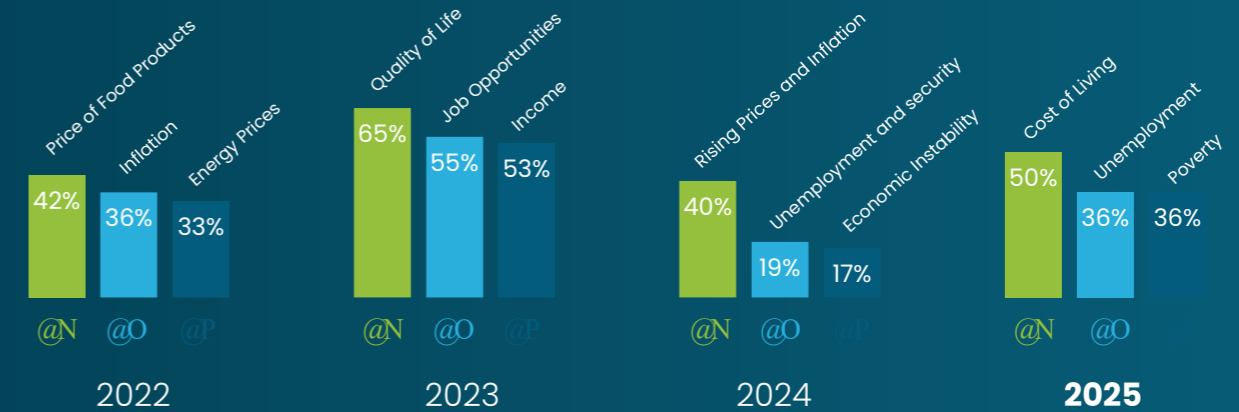
The findings reveal a world experiencing a global confidence crisis alongside a fragile but growing sense of personal optimism. For the fourth consecutive year, inflation and the cost of living remain the absolute top concerns for global citizens. Economic anxiety is pervasive, with citizens crying out for economic, digital and human security. However, personal priorities diverge: citizens in the Global North prioritize physical health, while those in the Global South prioritize job and income security.

A striking finding is the profound divide between an optimistic Global South and a pessimistic, nostalgic Global North. This divergence extends to technology and climate action. While the Global North is frustrated with the pace of the green energy transition, the Global South prioritizes energy affordability. Similarly, while the Global South eagerly embraces AI, citizens globally demand technological sovereignty, with 77% wanting their countries to build their own AI systems instead of relying on global tech companies.

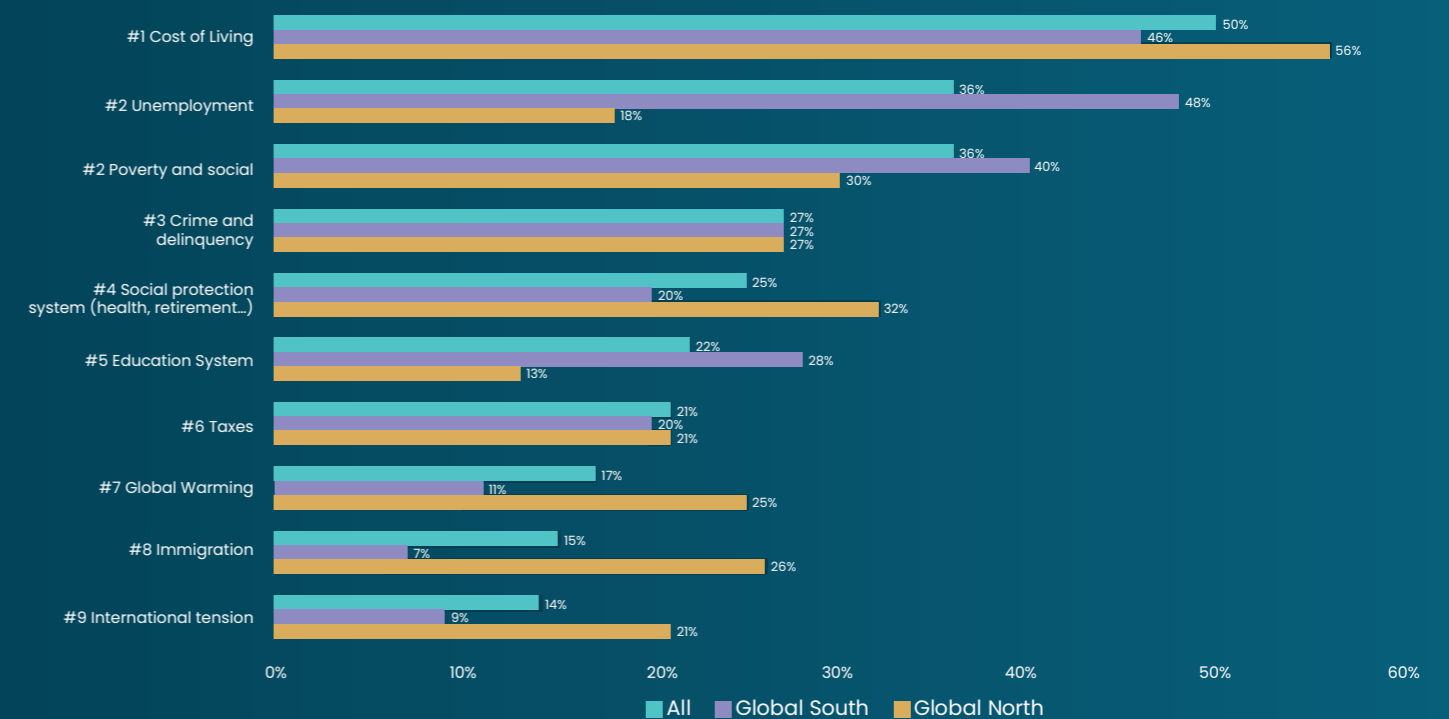
Despite economic insecurity and societal challenges, personal optimism has risen to 76%, driven largely by the youth and the Global South. These results remind us that while humanity faces immense challenges, this underlying hope should inspire leaders to turn vision into impact.



Globally, the #1 priority has remained the same over the past four years: Cost of Living
Top 3 Global Priorities from 2022-2025



Top 10 Global Priorities for 2025:



FII GLOBAL FUTURE OF WORK COMPASS

What challenges are knocking at the door of labor, and how do we overcome them?

→ **THE DISRUPTION FACING THE WHOLE OF SOCIETY IS** particularly acute when you look at the world of work. Countries around the globe are facing critical productivity and labor market challenges from a range of factors, including shifting demographics, urbanization and the rise of technologies.

So we announced the Global Future of Work Compass, which aims to identify the risks and opportunities faced by companies around the world. Across five reports, we delved deep into how the world of work is changing, and how to equip those entering the workforce to navigate change.

The first edition spotlighted technological gaps between the Global North and South in MENA, while the second edition assessed productivity and human capital constraints in Latin America. The third edition analyzed Europe’s response to demographic aging and rising automation, while the fourth edition explored how Sub-Saharan Africa can transform its youth bulge into an economic engine. The fifth edition, published in November, situates Asia within the broader global narrative, offering fresh insights into how its economies can navigate rapid technological change while sustaining growth and opportunity for billions.

Each of these reports underpins the broader Global Future of Work Navigator, an interactive tool that maps the risks and opportunities through regional surveys across Africa, the Americas, Asia, Europe and MENA of 6,000+ leaders and executives spanning healthcare, education, agriculture, tech, legal and more.



READ THE FULL REPORT AT FUTUREOFWORK.NAVIGATOR.COM

FII HEALTHY LONGEVITY REPORT

Making a compelling case for investing in health to benefit our future.

→ **AS HUMANITY FACES A SEISMIC DEMOGRAPHIC** shift, with the global population of adults over 65 projected to double to 1.6 billion by 2050, FII Institute, in collaboration with the McKinsey Health Institute (MHI), has evaluated the immense potential of extending healthspan. In our joint report, The Economic Case for Investing in Healthy Longevity, we demonstrated that investing in the aging population is a highly sound economic strategy.

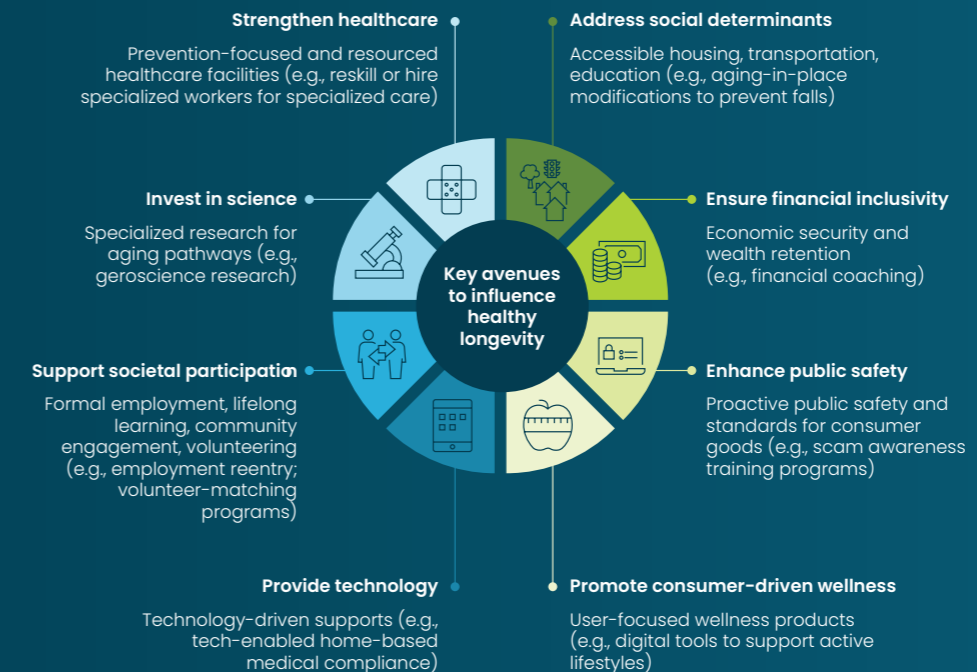
Our comprehensive analysis modeled the return on investment (ROI) for ten high-impact, highly feasible interventions across seven diverse nations: Brazil, China, India, Italy, Nigeria, Saudi Arabia and the United States. The findings are definitive: across all evaluated scenarios, every intervention produced a positive ROI. The median country-level ROI ranges from 2.3x to

6.0x. This means that for every single dollar invested in healthy longevity initiatives – such as scaling volunteer-matching programs, subsidizing aging-in-place home modifications, or upskilling the healthcare workforce – economies can expect up to \$6.00 in returns.

These benefits stem from direct healthcare cost savings and broader economic uplift. To fully unlock this promise, FII Institute calls upon leaders across the public, private and social sectors to establish collaborative ecosystems and deploy scalable solutions. Together, we can transform the challenge of an aging population into a global catalyst for enhanced quality of life and sustained economic prosperity.

You can also look through the data in our FII Healthy Longevity Compass Navigator to learn more about the impetus for change.

There are eight potential avenues to influence healthy longevity.



READ THE FULL REPORT AT HEALTHYLONGEVITY.NAVIGATOR.COM

Source: *The promise of longevity for human health and prosperity*, McKinsey Health Institute and Future Investment Initiative Institute, October 31, 2024

XCHANGE

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

FII9

The Key to Prosperity: Unlocking New Frontiers of Growth

→ THE FUTURE INVESTMENT INITIATIVE INSTITUTE'S ninth edition carried a clear and ambitious message, encapsulated by the conference theme: "The Key to Prosperity: Unlocking New Frontiers of Growth."

As highlighted by H.E. Yasir Al-Rumayyan, Governor of the Public Investment Fund and Chairman of FII Institute, the gathering addressed the moral and economic inequalities of our time, noting, "With bold leadership, we can create solutions that serve all humankind."

Over four days in Riyadh, the conference attracted more than 10,200 attendees and featured 650 speakers from around the globe.

Prominent governmental leaders in attendance included H.E. Han Zheng, Vice President of the People's Republic of China; The Rt. Hon. Rachel Reeves M.P., Chancellor of the Exchequer, United Kingdom; H.E. Paul Kagame, President of the Republic of Rwanda; and H.E. Gustavo Petro, President of the Republic of Colombia.

Titans of private industry also joined, including Laurence Fink, Chairman & CEO of BlackRock; Stephen A. Schwarzman, Cofounder, Chairman & CEO of The Blackstone Group; Jamie Dimon, Chairman & CEO of JPMorgan Chase; and Ruth Porat, President & CIO of Alphabet and Google.

The conference opened with an energizing address from Richard Attias, Chairman of the Executive Committee and Acting CEO of FII Institute, who challenged delegates to collaborate. "FII will explore new paths where AI meets ethics, finance meets impact, and creativity meets courage," Attias said, setting the visionary tone for the event.

Reflecting its global impact, FII9 introduced the PRIORITY Compass 2025, a data-driven study of over 60,000 people globally. The event also saw the launch of SAGE (Sovereign AI Governance Engine) to help policymakers navigate complex global issues.

Throughout the conference, urgent global issues such as the new "energy quadrilemma" balancing affordability, sustainability, security and resilience took center stage. Meanwhile, discussions around AI



explored the technology's transformative potential, with a focus on the massive power demands of data centers and the race for artificial superintelligence.

Crucially, FII9 reaffirmed its role as a global convening power through substantial investment commitments – over \$50 billion in value of announcements were made.

PHOTOS: FII INSTITUTE

HIGHLIGHTS

\$50 bn
in value of
announcements

10,200
registered attendees

650
speakers

15
CEO interviews
conducted

92
countries represented

BIG INVESTMENTS, BIG IMPACT

Alongside challenging conversations about the world's critical issues, FII9 generated more than \$50 billion in expected deals across 41 announcements. These deals concentrated on four engines of growth: energy, AI and data, infrastructure and construction.

Among the major agreements was the launch of the \$100 million Thurayya EdTech Fund by Oasis Capital and FAM Holding to position Saudi Arabia as a global hub for knowledge and innovation. In addition, FII and Expo 2030 Riyadh Company signed a landmark agreement to advance global prosperity and deliver Impact for Humanity.

FII PRIORITY MIAMI 2025

Capitalizing on the future was the key area of debate in another FII Institute first.

RETURNING TO FLORIDA'S VIBRANT ECONOMIC hub on February 19-21, the third edition of the FII PRIORITY Miami Summit set a historic tone. The gathering was inaugurated by President Donald J. Trump, 45th and 47th president of the United States of America, who outlined a vision for economic resurgence and emphasized the United States' continued leadership in the rapidly advancing artificial intelligence sector.

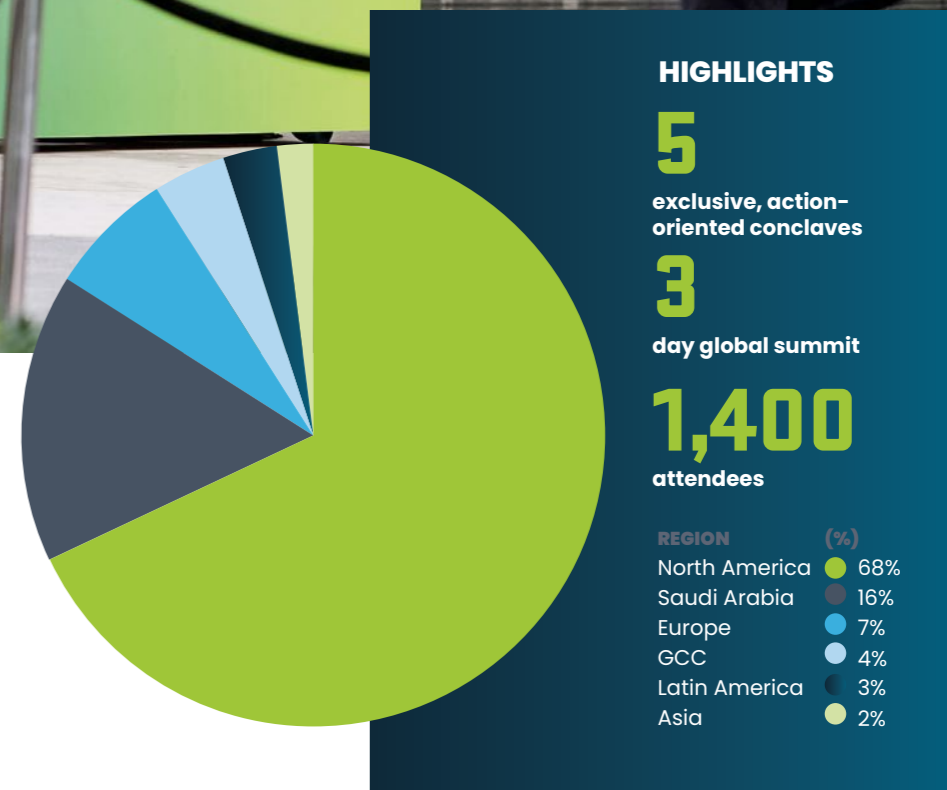
Driven by the central theme – “Invest with Purpose” – the summit challenged global decision-makers to look beyond traditional profit models. H.E. Yasir Al-Rumayyan, Governor of the Public Investment Fund and Chairman of FII Institute, highlighted the imperative to harness sectors like AI responsibly, ensuring they positively transform the workplace and society at large. The event also reaffirmed FII Institute's legacy of action, which had facilitated nearly \$200 billion in investments since its inception.

The discourse across the three-day event tackled the world's most pressing financial and technological shifts. Industry titans such as Oracle CEO Safra Catz and SoftBank Group CEO Masayoshi Son debated the massive capital and infrastructure required to support an AI-driven future. Meanwhile, financial experts addressed the looming \$100 trillion global debt crisis and the booming \$3 trillion private credit market, alongside tech visionaries like MicroStrategy's Michael Saylor, who discussed the accelerated institutionalization of Bitcoin and digital assets.

With Miami's Mayor Francis Suarez celebrating a 500% increase in the city's venture capital pipeline, the host city perfectly mirrored the summit's focus on future-proof growth. From exploring the projected \$9 trillion wellness economy to discussions on global sports investments ahead of the 2026 World Cup – featuring insights from FIFA President Gianni Infantino – the event proved that the convergence of finance, technology and intentionality can successfully rewrite the rules of the global economy.



PHOTO: FII INSTITUTE



OPERA

FII Priority
powered by FII Institute
EUROPE
TIRANA | MAY 2025

WELCOME

FII PRIORITY EUROPE SUMMIT

FII Institute's debut on the continent brought global leaders to Tirana's rising stage.

TIRANA, ALBANIA'S FAST-GROWING CAPITAL, played host to FII PRIORITY Europe – FII Institute's landmark first event on the continent. H.E. Edi Rama, Prime Minister of the Republic of Albania, extended a warm welcome to the more than 600 global investors, innovators and influential speakers who gathered under the banner of "Invest in a Connected Europe."

Over two days, delegates tackled some of the defining challenges facing the continent: economic transformation amid goeconomic shifts, the global race for AI sovereignty, the push towards a sustainable energy transition and the imperative to reboot Europe's innovation engine for an increasingly complex world.

H.E. Yasir Al-Rumayyan, Governor, Public Investment Fund and Chairman, FII Institute, made the case for purposeful cross-border partnerships, noting that the PIF has deployed approximately \$85 billion in the EU since 2017 – with that figure on track to reach \$170 billion by 2030.

H.E. Emmanuel Macron, President of the French Republic, joined Prime Minister Rama in stressing the urgency of European competitiveness and the need to reduce strategic dependencies. Meanwhile, H.E. Matteo Renzi, Former Prime Minister of Italy, and Jared Kushner, Founder & CEO of Affinity Partners, sparred

over deregulation, tech talent and how investment can serve as a unifying force.

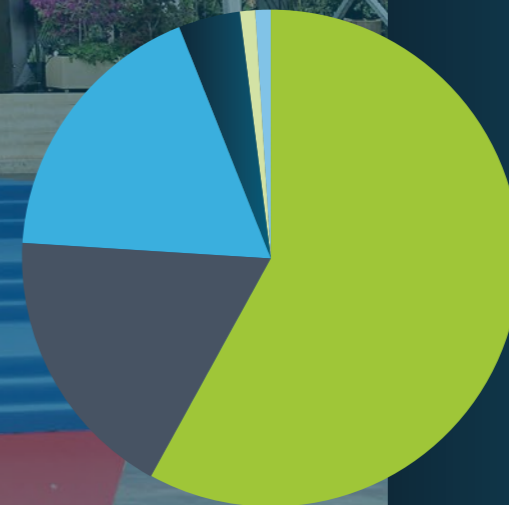
Threading through the vibrant two-day program was a shared conviction that Europe has reached a strategic inflection point – one that demands seamless collaboration across borders and sectors. Richard Attias, Chairman of the Executive Committee, FII Institute, struck an optimistic closing note, reaffirming FII Institute's commitment to operating as a "do tank": shaping priorities, forging powerful alliances and driving transformational change across the continent.

PHOTO: FII INSTITUTE

HIGHLIGHTS

2
day event

600+
global investors
and innovators



REGION	(%)
Europe	58%
North America	18%
Saudi Arabia	13%
GCC	6%
Asia	4%
Africa	~1%
Latin America	~1%

FII PRIORITY ASIA SUMMIT

Landing in Tokyo for the first time, FII Institute made its mark.

→ **FII PRIORITY ASIA SUCCESSFULLY MADE ITS** inaugural foray onto the continent in Japan's bustling capital, warmly welcomed by H.E. Yuriko Koike, Governor of Tokyo. The gathering lived up to its ambitious billing, charting out a path for "The New Asia," and drawing 1,174 attendees from diverse sectors and backgrounds.

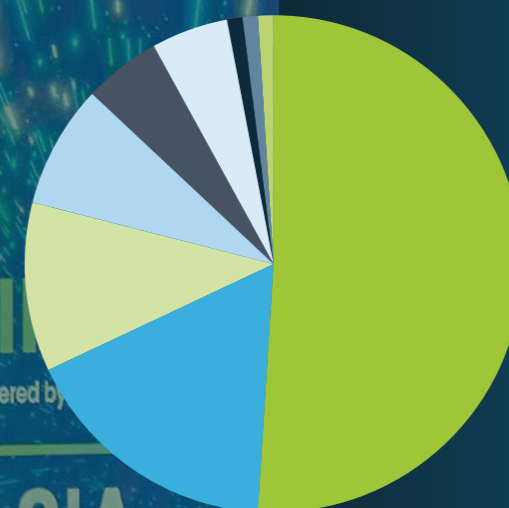
Central themes across the two-day event included economic diplomacy, the energy transition, securing industrial supply chains and the transformative power of robotics and artificial intelligence. H.E. Yasir Al-Rumayyan, Governor, Public Investment Fund and Chairman, FII Institute, underscored the strategic importance of Asia and Saudi Arabia's continued growth, highlighting the signing of five MOUs with Japanese financial institutions totaling roughly \$51 billion.

Ahead of a new era of technological advancement, Masayoshi Son, Chairman & CEO, SoftBank Group Corp., highlighted the inevitable rise of artificial superintelligence, while leaders like H.E. Sanae Takaichi, Prime Minister of Japan, outlined comprehensive plans to drive proactive investment and bolster economic security.

Tokyo's strategic importance as a vibrant, innovation-driven hub where tradition and modern innovation coexist in harmony was a recurring motif, echoed in discussions across the event. FII PRIORITY Asia concluded optimistically, with Richard Attias, Chairman of the Executive Committee and Acting CEO, FII Institute, reaffirming Tokyo as an ideal place to advance the mission of providing a global platform for ideas and partnerships, marking the beginning of a new chapter in a shared global story.



FII Priority ASIA TOKYO
powered by FII Institute
NOVEMBER 30 - DECEMBER 1, 2025



HIGHLIGHTS

2
day event

713
delegates

1,174
attendees

REGION	(%)
Japan	51%
Saudi Arabia	17%
North America	11%
Asia	8%
GCC	6%
Europe	6%
Oceania	~1%
Latin America	~1%
Africa	~1%

PHOTO: FII INSTITUTE

FII INSTITUTE TV

Continuing the conversation with the FII Institute community.

→ **IN 2025, FII INSTITUTE TV EXPERIENCED A** milestone year characterized by significant content expansion alongside our landmark in-person events. The channel produced 374 total pieces of published content, including 171 social media trailers and 203 platform videos – a notable increase from just 94 videos in 2024.

A major driver of this growth was the introduction of nine new content strands. Starting in January with the Leaders Interview series, FII TV consistently rolled out fresh formats across global events. The FII PRIORITY Miami summit in February saw the debut of rapid-response news pieces, “Tee Time Talk” at golf events, and “Dinner Talk” gala coverage. In May, FII PRIORITY Europe introduced daily conference roundups, bite-sized panel highlights, and the “Members Talk” series. By October’s FII9 in Riyadh, the platform expanded its debate formats and launched “THINK/ACT” coverage dedicated to promoting FII’s reports, a feature that continued into FII PRIORITY Asia in December.

As you’d expect from a “do tank” tapped into the impressive FII Institute community, FII TV secured top interviews with global figures such as Ray Dalio, Steve Cohen, Mike Pompeo and Gianni Infantino. The 2025 expansion was highly successful, with Ben Flanagan, Editor in Chief, PIF TV, noting that FII Institute TV’s content has become a benchmark that his own platform actively discusses and seeks to emulate.

To watch along yourself, tune into FII Institute TV for content that inspires and informs in equal measure.



Leah Liu, Global Head of Capital Markets, VP, Insilico Medicine, with Dr. Ahmed Ismail, Cofounder & COO, Dunia Innovations GMBH



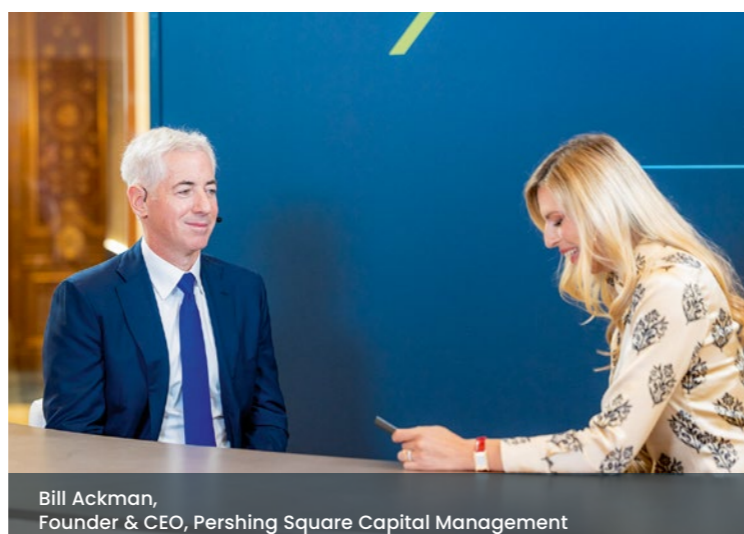
Sarah Friar, CEO, OpenAI



H.E. Manuel Marrero Cruz, Prime Minister, The Republic of Cuba



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



Bill Ackman, Founder & CEO, Pershing Square Capital Management



Bonnie Y. Chan, CEO, Hong Kong Exchanges & Clearing Limited



Tobjorn Caesar, Senior Partner & Partner, ACTIS

PHOTOS: FII INSTITUTE

FII ELEVATED GREEN

FII Institute recognizes that conversations can broker big changes – thus advancing its FII Elevated Green initiative.

→ **HOSTED BY THE FII INSTITUTE, FII ELEVATED Green** is an exclusive, thought leadership series convened in global capitals to advance high-level dialogue on sustainability, investment and long-term value creation. The series brings together senior leaders, investors, policymakers and innovators to explore scalable solutions at the intersection of capital, sustainability and global growth.

Building on its second annual partnership with Golf Saudi, FII Elevated Green is delivered in alignment with the PIF Global Series, in collaboration with the Ladies European Tour. The platform bridges the communities of Golf Saudi and the FII investor constituency, creating a unique convening space where business meets the fairways, and supports continued engagement in tandem with the PIF Global Series 2026 tour.

HIGHLIGHTS

3
continents

4
countries

32
High-level speakers

350+
C-Suite attendees



PHOTO: PIF

ACT

ACT turns insight into execution – moving beyond research and dialogue to drive real-world action

DRIVING INNOVATION BY CATALYZING IMPACT INVESTMENTS

ACT drives innovation by catalyzing impact investments in breakthrough solutions that shape the future.

→ ACT IS THE ACTION-ORIENTED PILLAR OF THE FII Institute, translating insight into execution. Through ACT, the Institute moves beyond research and dialogue to catalyze innovation, support entrepreneurs and accelerate the scaling of real-world solutions shaping the future of global economies. Its mission is to ensure that leading innovations and pioneering solutions progress from the laboratory to the global marketplace. It does so by supporting founders and leadership teams in developing market-driven, scalable business models designed to deliver long-term value.

ACT's early days focused on direct investments in high-growth, high-impact companies developing breakthrough technologies across four priority areas: AI and Robotics, Education, Healthcare and Sustainability. Between 2021 and 2022, ACT deployed a total of \$6.3 million across seven high-performing investments. To date, these portfolio companies have raised over \$100 million in investments, representing more than 15x the original investment amount. These early investments have since evolved into leading companies within their respective sectors.

The companies backed by FII Institute continue to demonstrate strong momentum – achieving critical milestones, scaling across diverse markets and advancing toward global leadership in their respective sectors. Despite a challenging market environment, the portfolio remains resilient and on track, with ambitious growth plans underway for 2026.



PHOTO: DOBTOOTH



\$100 m+

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



60+

countries benefiting from the solutions delivered by the FII Institute's Portfolio Companies



250+

high-quality jobs created by portfolio companies

CELEBRATING ACT'S ACHIEVEMENTS

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



AZMED

Following its 2024 Series A, AZmed accelerated global expansion in 2025. Rayvolve, its AI X-ray suite, secured FDA clearance for chest X-ray detection and reached 10+ more countries. AZmed also launched Rayscan, a CT AI suite, receiving CE marking for detecting, localizing and characterizing nodules on chest CT. Deployed across 3000+ healthcare institutions in 55 countries, AZmed's technology continues to optimize clinical workflows and diagnostic precision, solidifying its position as a leader in global medical AI imaging.



DOGTOOTH

In 2025, Dogtooth Technologies continued to strengthen its position as a leader in autonomous agricultural robotics. The company reduced fruit-harvest labor requirements by up to 10x, addressing a £20 billion market opportunity. During the year, Dogtooth advanced the commercial deployment of its AI-driven weeding and crop-management solutions, enabling growers to increase yields, reduce chemical inputs, and lower operating costs. The company expanded its footprint across key agricultural markets, deepened partnerships with growers and industry stakeholders and further enhanced its technology through continuous product innovation and data-driven performance improvements. To date, 70 robots are harvesting commercially across ten customer sites and have collectively harvested more than 100,000 kg of fruit.



SEAFOOD SOUQ

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



IYRIS

Iyris is a global materials science company developing additives that optimize sunlight for a sustainable future. With an asset-light model, Iyris integrates its technologies into existing products to improve performance. In 2025, Iyris' heat-blocking additive in the agriculture industry delivered up to 30% higher crop yields and 20% water savings. The company also commercialized this technology into architectural films, with our first installation at Abu Dhabi Airport, reducing HVAC energy use by 16%. From KAUST, Saudi Arabia, Iyris will continue to scale essential and innovative additives for 2026.



INTERSTELLAR LAB

Interstellar Lab continues to strengthen its leadership position in space with a new contract with Vast, the first commercial space station to integrate its Eden 1.0 plant growth chamber aboard Haven-1 for microgravity research on plant growth. First launch is targeted no earlier than Q1 2027 for a three-year mission. It extended the Mission Little Prince program to include LEO, lunar and Mars deployments with Astrolab. On Earth, the company has reinforced its collaboration with L'Oréal and Robertet with new biopods for production of plants for perfume and cosmetic ingredients. New biopods were installed in the South of France in 2026. Also it partnered with Orbite to deploy biopods at Orbite's Mars Base Camp analog station in Saudi Arabia for testing food production in Mars-like conditions. In 2025, the company raised \$4 million additional funding, bringing total funding to \$15 million.



TIMBETER

TIMBETER

In 2025, Timbeter further strengthened its position with large European state forest enterprises, demonstrating that AI-driven timber measurement is easily adoptable and delivers clear value in operational efficiency, transparency and data reliability. The company also expanded its footprint in Latin America by entering the Mexican and Paraguayan markets, while progressing the nationwide rollout of digital timber measurement with Polish State Forests (Lasy Państwowe) – scaling from initial pilots to active use in 700+ forestry units. During the year, Timbeter began piloting its new Timbeter Forest solution, bringing greater credibility to forest asset management through transparent, precise AI-driven data for sustainability, carbon stock and forest value assessments.

PHOTOS: ER PRODUCTIONS LIMITED / GETTY IMAGES, DOGTOOTH, WOKEPHOTO17 / GETTY IMAGES, RED SEA GLOBAL, JORDAN IYE / GETTY IMAGES, PAWEL WEWIORSKY / GETTY IMAGES



FOSTERING AN INVESTMENT COMMUNITY

At FII9, FII Institute gathered visionary entrepreneurs with leading investors, industry experts and key stakeholders from the global innovation ecosystem.

→ ON OCTOBER 30, 2025, THE FII INSTITUTE hosted FII9 Investment Day under the theme of “The Key to Prosperity, the place where deals are made.” This gathering brought together global leaders and cutting-edge innovators for robust discussions on future investment, technology and sustainable development. Key panels explored the shifting landscape of global capital flows, with experts sharing insights on strategies for resilient cross-border investments and the growing role of alternative assets. Technology’s transformative potential took center stage, as sessions highlighted the opportunities of AI and digital innovation in driving inclusive economic growth, particularly in emerging markets.

This day marked a powerful step forward for the global entrepreneurship and innovation landscape, transforming ambitious ideas into concrete pathways for growth. With the backing of more than ten

investment funds as part of the investment ecosystem, and over 450 ecosystem participants, it created a high-value environment for advancing partnerships and accelerating investment opportunities.

The energy carried into the FII Fundraising Roadshows, featuring more than 20 portfolio companies from Oxford Science Enterprises and Aramco Ventures, with over \$1 billion in investment opportunities. These sessions provided investors with rare access to high-potential ventures spanning quantum computing, deep tech, healthcare, industrial technologies, climate tech. The UK Chancellor Rachel Reeves joined this session and stated: “With investment from both the UK and international partners, we are building new infrastructure, supporting scale-ups, and creating the environment for innovative start-ups to grow – so that today’s founders become tomorrow’s companies listed on the London Stock Exchange, creating jobs and breakthroughs for the future.”

PHOTO: FII INSTITUTE

INNOVATION AT THE FOREFRONT

→ THE FII 9TH EDITION CONCLUDED WITH THE FII9 Innovators Pitch 2025, spotlighting five high-growth start-ups at the forefront of artificial intelligence innovation. Selected from a pool of 576 global applicants, these companies presented breakthrough AI-powered solutions transforming healthcare, sustainable materials and next-generation computing.

Before a panel of global experts, the finalists embodied FII Institute’s mission to scale impactful innovation across its key focus areas: AI & robotics, sustainability, health, and education.

The five companies recognized on stage were:

- **Insilico Medicine** – leveraging generative AI for drug discovery and healthy longevity.
- **Dunia Innovations** – applying AI-driven materials discovery to advance clean energy and industrial chemistry.
- **Rebellions** – developing next-generation AI inference chips that redefine compute efficiency.
- **Amplifai Health** – deploying AI-powered thermal imaging for early diabetic-foot screening.
- **Noematrix Intelligence** – creating proprietary embodied AI systems with human-like learning and decision-making capabilities.

All finalists were recognized for achievements in their fields, with Amplifai Health receiving the audience award for the most compelling solution for investment. All selected companies received access to the FII Ventures Program.

Dr. Alwashmi, Amplifai Health CEO and Founder, stated: “More importantly, it’s recognition for the brilliant engineers, clinicians and researchers who believed in our mission to transform healthcare and improve lives through technology. Earning this recognition despite being one of the youngest and leanest teams highlights the power of focus, creativity and belief in our mission. We take pride in being the first globally approved AI solution for diabetic foot complications and in representing our country’s growing innovation ecosystem on the world stage.”

NEW VENTURE PROGRAM PARTNER

FII9 also marked a significant milestone with the announcement of a new Venture Program Partner: the National Technology Development Program (NTDP). FII Ventures Program is a platform designed to accelerate the growth of impact-driven start-ups by connecting innovators with global investors, business leaders and policymakers. The partnership reinforces Saudi Arabia’s ambition to position itself as a global hub for technology and innovation. With NTDP support, the Ventures Program will provide start-ups with enhanced access to capital, mentorship and international visibility, bolstered by structured growth bootcamps through MVPLab and NextEra, flexible financing and grants for early-stage scaling, and deeper collaboration across academia and industry to advance frontier innovation in AI, robotics, health and sustainability. ■



FII INSTITUTE INVESTMENT ECOSYSTEM

The investment ecosystem FII Institute has established is broad and growing, thanks to our partners and institutions.

FII VENTURE PROGRAM PARTNERS



NTDP

The National Technology Development Program (NTDP) is dedicated to advancing Saudi Arabia's technology ecosystem and driving sustainable growth across the sector. By leveraging diverse interventions and tailored support mechanisms, NTDP complements the efforts of key stakeholders to strengthen the Kingdom's innovation landscape.

LAKESTAR

Lakestar is a European venture capital firm dedicated to identifying and funding visionary tech entrepreneurs capable of shaping modern global life. Their investment focus spans deep tech, healthcare, fintech and digitalization, and they partner with founders from seed through growth stages, offering long-term support and strategic insight.

FII INVESTMENT ECOSYSTEM INSTITUTIONS



STRATEGIC PARTNERS POWERING IMPACT ON HUMANITY

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

FOUNDING PARTNER:
PUBLIC INVESTMENT FUND

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



VISION PARTNER:
MINISTRY OF INVESTMENT

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

VISION PARTNER: ARAMCO

ARAMCO is one of the world's largest integrated energy and chemicals companies, creating value across the hydrocarbon chain, and delivering societal and economic benefits to people and communities around the globe who rely on the vital energy it supplies. It is committed to playing a leading role in the energy transition. It also has a responsibility to help the world achieve a net-zero economy, and its people are working hard to help solve the world's sustainability challenges. For its customers, it is a supplier of choice. For its shareholders, it provides long-term value creation. For communities around the world, its ambition is to provide reliable, affordable and more sustainable energy.



ACWA

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

ALAT

ALAT, a PIF company, is focused on transforming global industries (electronics and industrials) and creating a world-class manufacturing hub in Saudi Arabia powered by clean energy to build a better tomorrow. As an essential enabler of Vision 2030, Alat drives economic diversification, industrial development, innovation and job creation. Its cluster-led strategy focuses on: Semiconductors & AI Infrastructure, Electronics, Smart Buildings & Construction Equipment, Smart Appliances and Electrification.



ARABIAN DYAR

Arabian Dyar is a pioneering Saudi real estate developer with a proven and trusted track record of delivering world-class residential, commercial and mixed-use projects across the Kingdom. Established in 2011, the company combines deep-rooted Arabian values with innovative design, sustainable practices and cutting-edge technology to create communities that enhance quality of life.



BARCLAYS

Barclays' vision is to be the UK-centered leader in global finance. It is a diversified bank with comprehensive UK consumer, corporate and wealth and private banking franchises, a leading investment bank and a strong, specialist US consumer bank. Through these five divisions, it is working for a better financial future for its customers, clients and communities.



BROOKFIELD

Brookfield is a leading global investment firm focused on building long-term wealth for institutions and individuals around the world. It has three core businesses: Alternative Asset Management, Wealth Solutions, and its Operating Businesses in infrastructure, renewable power, business and industrial services, and real estate.

Brookfield

DIRIYAH

Diriyah Company is a dynamic premium mixed-use developer that is redefining urban planning as it drives development for Diriyah, The City of Earth, into a prominent heritage, cultural and entertainment global destination. Established In 2022 as one of the major projects of the Public Investment Fund, Diriyah will allow visitors the opportunity to discover the birthplace of the Kingdom within an authentic Najdi atmosphere.



EFG HERMES

EFG Hermes, an EFG Holding company, is the foremost investment bank in the Middle East and North Africa. With a physical presence in seven countries on two continents, EFG Hermes is uniquely positioned to deliver localized expertise while cultivating enduring client relationships on a global scale. Renowned as the financial partner of choice, the firm draws upon unparalleled regional insight, international expertise and decades of on-the-ground experience to serve individuals, corporations, institutions and governments worldwide.

EFG Hermes

EMAAR

Emaar is a pioneer of master-planned communities in Dubai since its inception in 1997. It is listed on the Dubai Financial Market as a public joint-stock company. Building on the legacy of our flagship Downtown Dubai creations – the iconic Burj Khalifa, Dubai Mall and Dubai Fountain – our dream is to be the world's most valuable and trusted company, to enrich lives and to be powered by the best people.

EMAAR

FRANKLIN TEMPLETON

Franklin Templeton is a global investment management organization, with subsidiaries operating and serving clients in over 150 countries and a 25-year presence in the Middle East. Franklin Templeton's mission is to help clients achieve better outcomes through investment management expertise, wealth management and technology solutions. Through its specialist investment managers, the company offers specialization on a global scale, bringing extensive capabilities in fixed income, equity, alternatives and multi-asset solutions.



FRANKLIN TEMPLETON

GFH

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



GUGGENHEIM INVESTMENTS

Guggenheim Investments is a global asset manager specializing in fixed income and alternative investments. The firm delivers differentiated strategies shaped by insight, discretion and long-term alignment. With deep intellectual capital and cultural intelligence, Guggenheim serves the world's most sophisticated investors. A company of TWG Global, Guggenheim sets a new standard in asset management, defined by precision, purpose and enduring value.



HSBC

HSBC is one of the world's largest banking and financial services organizations. Its purpose is to open up a world of opportunity. Its global businesses serve around 39 million customers worldwide through a network covering 62 countries and territories. Its ambition is to be the preferred international financial partner for its clients. Its customers range from individual savers and investors to some of the world's biggest companies, governments and international organizations.



MAADEN

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



HUMAIN

HUMAIN, a PIF company, is a global artificial intelligence company delivering full-stack AI capabilities across four core areas: next-generation data centers, hyper-performance infrastructure & cloud platforms, advanced AI Models, including the world's most advanced Arabic multimodal LLMs, and transformative AI Solutions that combine deep sector insight with real-world execution. HUMAIN's end-to-end model serves both public and private sector organizations, unlocking value across all industries, driving transformation and strengthening capabilities through human-AI synergies.



MARA

MARA (NASDAQ:MARA) deploys digital energy technologies to advance the world's energy systems. Harnessing the power of compute, MARA transforms excess energy into digital capital, balancing the grid and accelerating the deployment of critical infrastructure. Building on its expertise to redefine the future of energy, MARA develops technologies that reduce the energy demands of high-performance computing applications, from AI to the edge.



KAFD

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



MINERVA FOODS

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



MIZUHO

Mizuho is one of the world's largest global financial institutions, and embraces its Japanese heritage while bridging diverse cultures, with approximately 65,000 employees, 150 years of banking experience and total assets of approximately US\$2 trillion. Mizuho offers comprehensive financial services to clients throughout the Americas, EMEA and Asia. It was the first Japanese bank to establish a presence in Saudi Arabia, and the region is an integral part of Mizuho's global footprint.



KING SALMAN INTERNATIONAL AIRPORT

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



MUFG

Mitsubishi UFJ Financial Group, Inc. (MUFG) is one of the world's leading financial groups. Headquartered in Tokyo and with over 360 years of history, MUFG has a global network with some 2,000 locations in more than 40 countries and about 150,000 employees. It offers services including commercial banking, trust banking, securities, credit cards, consumer finance, asset management and leasing.

NEOM

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



نيوم NEOM



NEW MURABBA

NEW MURABBA

New Murabba is a visionary urban destination being developed in Riyadh and backed by the PIF. Designed around the 15-minute community concept, it will seamlessly integrate residential, commercial, cultural and entertainment spaces into a dynamic new downtown, setting new global standards for livability, sustainability and innovation.

PREMIUM RESIDENCY

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



الإقامة المميزة
Premium Residency

RED SEA GLOBAL

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



Red Sea
Global

RIYAD BANK

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



RIYADH AIR

Riyadh Air, a PIF company, is a world-class airline. Launched in March 2023, it will be a digitally led, full-service airline that adopts the best global sustainability and safety practices across its advanced fleet of aircraft. Riyadh Air will equip its aircraft with the most advanced, state-of-the-art features, with innovative, best-in-class cabin interiors and experiences, including next generation digital in-flight entertainment systems and connectivity solutions.



طيران الرياض
RIYADH AIR

ROSHN GROUP

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



مجموعة روشن
ROSHN GROUP

ROYAL COMMISSION FOR ALULA

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



SABIC

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



SANABIL INVESTMENTS

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



SAUDI ENERGY

Saudi Energy plays a vital role by supplying the Kingdom with energy according to the highest reliability standards. The company is considered the primary source of electricity in the Kingdom. The major shareholders are the PIF and Saudi Aramco, respectively holding 74.3% and 6.9% stakes. SEC strives to meet the needs and expectations of the shareholders. We protect their rights, facilitate their accessibility to information and improve the communication channels, as we also encourage investing in investment portfolios.



SMBC

SMBC Group is a top-tier global financial group. Headquartered in Tokyo and with a 400-year history, SMBC Group offers a diverse range of financial services, including banking, leasing, securities, credit cards and consumer finance. The Group has more than 140 offices and 86,000 employees worldwide in nearly 40 countries. Sumitomo Mitsui Financial Group, Inc. (SMFG) is the holding company of SMBC Group, which is one of the three largest banking groups in Japan.

SNB

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



SoftBank Vision Fund

SOFTBANK VISION FUND

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

SOUDAH DEVELOPMENT

Soudah Development is a company owned by the PIF and chaired by H.R.H. Prince Mohammed bin Salman bin Abdulaziz Al Saud, Crown Prince and Prime Minister of Saudi Arabia. Established in February 2021, it aims to develop Soudah and parts of Rijal Almaa in the Aseer region into a world-class luxury mountain tourism destination.



السودة للتطوير
Soudah Development



STANDARD CHARTERED

With our extensive global network across Asia, Africa and the Middle East, in-depth local market knowledge and wide-ranging suite of products, Standard Chartered is well-positioned to support your business growth and cross-border financing needs. Its presence in 53 of the world's most dynamic markets and on-the-ground knowledge can help your business navigate complexities, tap into emerging opportunities, innovate and digitize for growth.

STATE STREET

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



STC

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

VCM

VCM was established by Public Investment Fund (PIF) and Saudi Tadawul Group Holding Company (Saudi Tadawul Group) in October 2022. PIF holds an 80% stake and Tadawul Group holds a 20% stake in the company. VCM is aiming to create a credible voluntary carbon market at speed and at scale with global impact. The market prioritizes high-quality carbon credits and positive climate action.



VISA

Visa (NYSE: V) is a world leader in digital payments, facilitating transactions between consumers, merchants, financial institutions and government entities across more than 200 countries and territories. Its mission is to connect the world through the most innovative, convenient, reliable and secure payments network, enabling individuals, businesses and economies to thrive.

VISION INVEST

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



FII PRIORITY MIAMI PARTNERS



FII PRIORITY TOKYO PARTNERS



EXECUTIVE TEAM

RICHARD ATTIAS

Chief Executive Officer

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



PHOTOS: FII INSTITUTE

MISHAL AL HUMAID

HR Director

An HR professional with more than 19 years' of experience across multinational, private, and government sectors, specializing in HR operations, establishing HR departments, and possessing strong expertise in relevant laws.

ARWA ALSHAGHOOD

General Counsel and Board Secretary

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

FLORENCE DUBOIS

Chief Marketing and Partnerships Officer

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

TAMER ELSAYED

Senior Finance Director

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

YAHYA HAMIDADDIN

Head of Communications

Yahya has over 25 years of experience regionally and internationally with private and public sectors, covering marketing, communication, media, issues and crisis communication

ANA MARIA TORRES

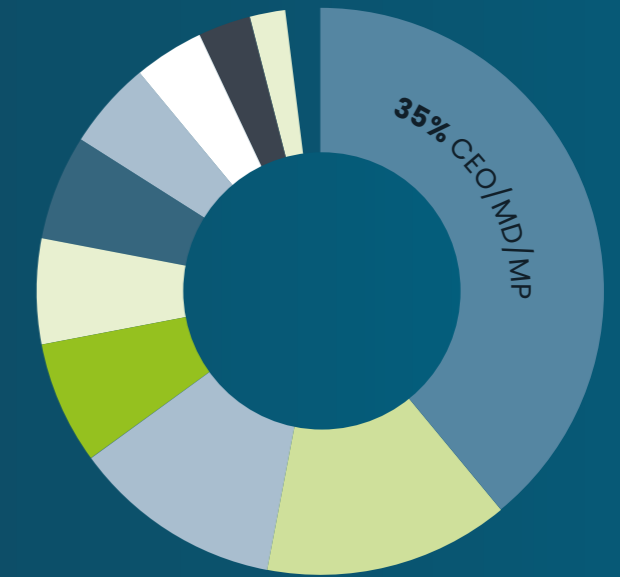
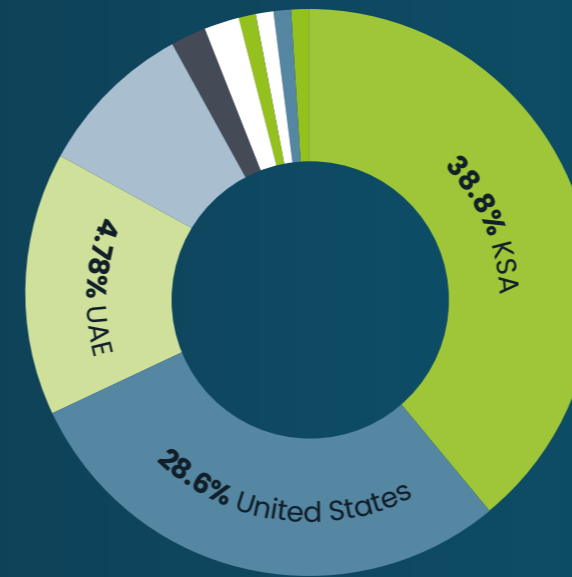
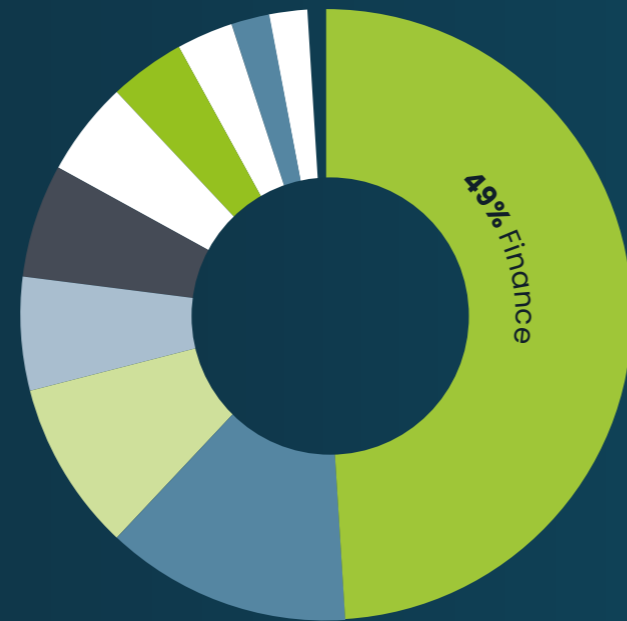
Director of ACT

Ana Maria Torres has been adviser and consultant for governments, international organizations, and the private sector for over 20 years, focusing on fostering innovation and entrepreneurship at the national, regional and global levels.

MEMBERSHIP STATISTICS

MEMBERS BY INDUSTRY

INDUSTRY	(%)
Finance	49%
IT	13%
Legal/Consulting	9%
Real Estate	6%
Conglomerate	6%
Energy	5%
Manufacturing	4%
Healthcare	3%
Government	2%
Transportation	2%

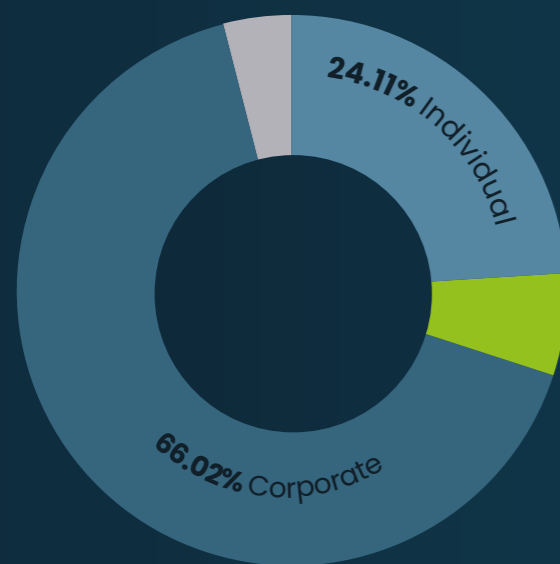


MEMBERS BY COUNTRY

COUNTRY	(%)
KSA	38.8%
USA	28.6%
UAE	14.7%
United Kingdom	9.2%
Bahrain	2.2%
France	2%
Canada	1.3%
Switzerland	1.2%
Kuwait	1.1%
Brazil	1.1%

MEMBERS BY POSITION

DESIGNATION	(%)
CEO / Chief Executive Officer	39%
Founder / Cofounder (including Founder & CEO variants)	14%
Chairman/Chairperson/Chair	12%
Country, Global, Continent - HEAD	7%
Director / Executive Director	6%
Vice President, Vice Chairman	6%
CIO, CFO, COO, CSO	5%
C-Suite	4%
President	3%
General Manager	2%



MEMBERS BY CATEGORY

CATEGORY	(%)
Individual	24.11%
Individual Start-up	6.12%
Corporate	66.02%
Corporate Start-up	3.76%

1,356 MEMBERS



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

FOUNDING PARTNER



POWERED BY



VISION PARTNERS



STRATEGIC PARTNERS

