

PROGRAM

Draft as of September 29, 2026.

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

10TH
ANNIVERSARY

King Abdulaziz International Conference Center

Riyadh, Saudi Arabia

October 26-29, 2026

FUTURE
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Monday,
October 26



Monday, October 26

Conclave 1

FUTURE
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Conclave (Invite Only)

2:00 PM – 3:10 PM

INVITE ONLY: DEEP TECH, WHAT ARE THE TECHNOLOGIES THAT WILL CHANGE THE FUTURE OF HUMANITY?

Quantum computing, synthetic biology, fusion, space systems, and advanced materials are moving from research laboratories into investable companies. Yet their long development cycles, capital intensity, and binary technological risks remain poorly suited to conventional venture capital. As of November 2025, 53% of global venture capital investment was already directed toward AI and machine-learning companies, raising the question of whether capital is overlooking the next generation of foundational technologies. If Deep Tech is becoming an asset class in its own right, investors will need new ways to assess scientific risk, finance industrial scale-up, and value intellectual property long before commercial revenues appear. Where does the investable frontier sit, which technologies will generate lasting strategic value, and who bears the risk when capital moves faster than scientific validation?

- **Peter H. Diamandis, MD**, Founder & Executive Chairman, XPRIZE; Board Member, FII Institute
- **Prof. Chad Mirkin**, Director, International Institute for Nanotechnology & George B. Rathmann Professor of Chemistry, Chemical and Biological Engineering, Biomedical Engineering, Materials Science & Engineering, and Medicine, Northwestern University

Conclave (Invite Only)

3:40 PM – 4:50 PM

INVITE ONLY: WHAT ARE THE KEY OPPORTUNITIES AND RISKS DURING THE QUANTUM SHIFT? POWERED BY ACCENTURE

Quantum technologies are approaching a pivotal inflection point. Unlike most technology waves, Quantum's strategic implications arrive well before broad commercial adoption, and the leaders who wait for the breakthrough may find they have waited too long. While the opportunity is large, with recent estimates suggest the total addressable market for quantum technologies could reach roughly \$200 billion by 2040 according to Jefferies Financial Group, so too is the risk as companies are forced to migrate to post-quantum cryptography. In such a complex context with so much on the line, when should leaders act, where should they play across the value chain, and how can they mobilize most effectively?

- **Omar Boulos**, Market Unit Lead and CEO, Middle East and Africa, Accenture
- **Rebecca Krauthamer**, Co-Founder and CEO, QuSecure

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Conclave 2

Conclave (Invite Only)

2:00 PM – 3:10 PM

INVITE ONLY: HOW DO WE VALUE OCEAN INVESTMENT?

Billions of dollars are needed to protect and regenerate marine ecosystems, yet capital cannot scale without credible ways to understand the value and potential returns those interventions create. Social Return on Investment can help translate environmental and societal outcomes into measurable value, but applying these methodologies to the ocean economy remains complex. From quieter oceans and coral restoration to regenerative tourism and blue technology, how can investors, businesses and policymakers better understand the potential of investing in the blue economy and its potential and measure economic, social and environmental impact— and use that evidence to mobilize capital toward ocean regeneration?

- *Co-chairs to be announced*

Conclave (Invite Only)

3:40 PM – 4:50 PM

INVITE ONLY: WHO CONTROLS THE MINERALS OF THE FUTURE?

The technologies expected to define the next economy depend on a surprisingly narrow physical base. In 2024, the three largest refining countries controlled an average of approximately 86% of supply across key energy minerals. Batteries, semiconductors, electricity grids, defense systems and clean technologies are therefore exposed to concentrated processing capacity and strategic trade restrictions. Diversification sounds necessary, but it is neither quick nor cheap. New mines and processing plants require billions in capital, long development periods and acceptance of environmental and political risk. Subsidized projects may improve security while producing weak returns or oversupply. How much should investors and governments be prepared to pay for strategic independence—and can a supply chain be considered successful if it is secure but permanently uncompetitive?

- **H.E. Dr. Sidi Ould Tah**,
President, African
Development Bank
- **Lei Zhang**, Founder & CEO,
Envision

Monday, October 26

Conclave 3

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Conclave (Invite Only)

2:00 PM – 3:10 PM

INVITE ONLY: ARE WE BUILDING THE TRADE INFRASTRUCTURE 2050 WILL NEED?

A port commissioned this decade will still be handling cargo in 2050, as will the routes, customs regimes and data standards built around it. McKinsey estimates that the world will need \$106 trillion of infrastructure investment by 2040, with T&L the single largest share at \$36 trillion. With assets built for a quarter-century horizon facing changing fuel and technology requirements, the choices made in the next few years will shape global trade for a generation. What will the world need its trade infrastructure to do by 2050, and which decisions taken today will determine whether it can?

- *Co-chairs to be announced*

Conclave (Invite Only)

3:40 PM – 4:50 PM

INVITE ONLY: WILL AI CONSOLIDATE INTO A MONOPOLY OR FRAGMENT INTO SOVEREIGN ECOSYSTEMS?

No economy relies on a single energy provider for its entire supply: a market of such scale and strategic importance requires diversification, redundancy and business continuity. Will AI follow the same path, with each geography combining imported technologies with locally developed models and infrastructure—or will its vast capital requirements and economies of scale leave the world dependent on a handful of dominant companies? Three providers already account for 74% of the global cloud market, while NVIDIA controls approximately 90% of the GPU market. If AI becomes as essential to economic activity as energy, will it evolve into a resilient network of interconnected ecosystems—or a concentrated and unstable system exposed to technological and geopolitical single points of failure?

- **H.E. Deemah AlYahya**, Secretary-General, Digital Cooperation Organization (DCO)
- **Dr. Kai-Fu Lee**, Founder & CEO, 01.AI; Chairman, Sinovation Ventures

Monday, October 26

Dome – PITCH



Announcement

12:00 PM – 4:00 PM
**FII SIGNING CEREMONIES &
ANNOUNCEMENTS**

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Tuesday,
October 27



Tuesday, October 27

Plenary

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7:30 AM – 8:30 AM	Networking	NETWORKING BREAKFAST
8:30 AM – 8:48 AM	Show	OPENING SHOW
8:48 AM – 8:50 AM	Show	WELCOME REMARKS
8:50 AM – 8:55 AM	Welcome Remarks	PART I. OPENING ADDRESS
8:55 AM – 9:10 AM	Fireside Chat	PART II. CHAIRMAN'S CONVERSATION: THE LEGACY OF LEADERSHIP
9:10 AM – 9:30 AM	Keynote	WHO IS WRITING THE FUTURE?
9:30 AM – 10:30 AM	Panel	LEGACYMAKERS: BUILDING THE NEXT DECADE
10:30 AM – 10:50 AM	Fireside Chat	WHAT IS THE NEXT GREAT INVESTMENT THESIS FOR A FRACTURING WORLD?
10:50 AM – 11:50 AM	Board	BOARD OF CHANGEMAKERS: INVESTING IN THE ECONOMY 2.0
11:50 AM – 12:10 PM	Keynote	HOW WILL ENERGY SHAPE THE AGE OF INTELLIGENCE?

NETWORKING LUNCH

12:55 PM – 1:25 PM	Panel	PUBLIC VS. PRIVATE: DOES THE DIVIDE STILL MATTER?
1:25 PM – 1:55 PM	Panel	WHEN TRADE BECOMES DIPLOMACY
1:55 PM – 2:05 PM	Fireside Chat	PART I. WHAT IS THE LEGACY OF GROWTH MARKETS?
2:05 PM – 2:35 PM	Panel	PART II. WHERE IS THE NEXT ECONOMIC BOOM?
2:35 PM – 3:05 PM	Panel	PART III. THE NEW ECONOMIC POWER MAP
3:05 PM – 3:20 PM	Panel	WHAT IS THE PATH TO ACHIEVING SUSTAINED GLOBAL ECONOMIC GROWTH?
3:20 PM – 3:40 PM	Fireside Chat	LEADERSHIP AND RESILIENCE DURING GLOBAL VOLATILITY
3:40 PM – 4:15 PM	Panel	WHAT WILL IT TAKE TO SCALE THE AI REVOLUTION?
4:15 PM – 4:45 PM	Panel	WHAT GLOBAL MACROTRENDS WILL DRIVE THE FUTURE?
4:45 PM – 5:00 PM	Panel	FII PRIORITY COMPASS: THE WORLD'S PRIORITIES REVEALED

Tuesday, October 27

Plenary



5:00 PM – 5:30 PM

Panel

CAN LEADERS PREDICT WHAT THE WORLD ACTUALLY CARES ABOUT?

5:30 PM – 6:00 PM

Fireside Chat

SESSION TO BE ANNOUNCED

Tuesday, October 27

Plenary



Networking

7:30 AM - 8:30 AM
NETWORKING BREAKFAST

Networking breakfast will take place in networking spaces around the King Abdulaziz International Conference Center.

Show

8:30 AM - 8:48 AM
OPENING SHOW

Show

8:48 AM - 8:50 AM
WELCOME REMARKS

- **H.R.H. Dr. Maha Bint Mishari Al Saud**, CEO, FII Institute

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Welcome Remarks

8:50 AM – 8:55 AM

PART I. OPENING ADDRESS

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

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

Fireside Chat

8:55 AM – 9:10 AM

PART II. CHAIRMAN'S CONVERSATION: THE LEGACY OF LEADERSHIP

The Governor of the Public Investment Fund will reflect on the lessons of the first ten years of FII, the evolution of sovereign investing, and the leadership decisions that create lasting value for economies and societies. The conversation will also look ahead to the next decade, exploring how investors, governments, and business leaders can build a legacy that extends far beyond financial performance.

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

Moderator to be announced.

Fireside Chat

9:10 AM – 9:30 AM

WHO IS WRITING THE FUTURE?

Every era is shaped by decisions that alter the world's direction, from the institutions leaders build to the technologies and ideas they advance. As geopolitical competition, artificial intelligence, climate pressures, and demographic change reorder societies and economies, which choices made today will define the legacy of this period for the generations that follow?

- *Speakers to be announced*

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Plenary

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Panel

9:30 AM – 10:30 AM

LEGACYMAKERS: BUILDING THE NEXT DECADE

Legacy is no longer defined by what grew the most, but instead what grew while ensuring what was built still endures to this day. As the world looks forward during this moment of great uncertainty and opportunity, what do some of the world's most impactful leaders think will be passing trends, and what will be paradigms defining the decade ahead?

- **Mohamed Alabbar**, Founder, Emaar Properties; Founder, Noon.com
- **Ray Dalio**, Founder, CIO Mentor & Member of the Board, Bridgewater Associates; Founder, Dalio Family Office
- **Laurence Fink**, Chairman & CEO, BlackRock
- **Dina Powell McCormick**, President & Vice Chairman, Meta
- **Dr. Patrice Motsepe**, Founder & Non-Executive Chairman, African Rainbow Minerals
- **Ruth Porat**, President & CIO, Alphabet & Google
- **Patrick Pouyanné**, Chairman & CEO, TotalEnergies
- **Stephen A. Schwarzman**, Co-Founder, Chairman & CEO, The Blackstone Group
- **David Solomon**, Chairman & CEO, Goldman Sachs

Moderator:

- **Maria Bartiromo**, Two-time Emmy Award-Winning Journalist & Author

Fireside Chat

10:30 AM – 10:50 AM

WHAT IS THE NEXT GREAT INVESTMENT THESIS FOR A FRACTURING WORLD?

As accelerating technologies and shifting geoeconomic realities alter the calculus of investing by the day, the traditional focus on return as the most important factor to consider is being challenged. In its place, what new thesis will emerge to guide investment in an increasingly fractured world?

- **Jamie Dimon**, Chairman & CEO, JPMorgan Chase

Moderator:

- **Wolf Blitzer**, Anchor, CNN

Board

10:50 AM – 11:50 AM

BOARD OF CHANGEMAKERS: INVESTING IN THE ECONOMY 2.0

As the world sits in a state of fundamental uncertainty driven by dizzying technological and geoeconomic change, the only thing that is certain is the advent of a new economy, driven by new rules and forces. What will be the alpha that defines a business, investor, or government's edge in the next economy?

- **Georges Elhedery**, Group CEO, HSBC
- **Bruce Flatt**, CEO, Brookfield Corporation
- **Dame Jane Fraser**, Chair of the Board & CEO, Citi
- **Jenny Johnson**, CEO, Franklin Templeton
- **Scott Nuttall**, Co-CEO, KKR
- **Ron O'Hanley**, Chairman & CEO, State Street
- **Masakazu Osawa**, President & CEO, MUFG Bank, Ltd.
- **Marc Rowan**, Co-Founder, CEO & Chair of the Board, Apollo Global Management
- **Makoto Takashima**, Chairman of the Board, Sumitomo Mitsui Financial Group (SMFG)
- **C.S. Venkatakrishnan**, Group CEO, Barclays PLC
- **Bill Winters**, Group CEO, Standard Chartered Bank

Moderator:

- **Francine Lacqua**, Anchor, Bloomberg TV

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Plenary

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Keynote

11:50 AM – 12:10 PM

HOW WILL ENERGY SHAPE THE AGE OF INTELLIGENCE?

The geography of artificial intelligence will be determined partly by access to reliable, affordable energy. As governments expand generation, modernize grids, and secure the infrastructure behind the digital economy, energy policy is becoming central to technological competitiveness and national power. How should states build the energy systems that will support the age of intelligence while preserving resilience, affordability, and long-term growth?

- **H.R.H. Prince Abdulaziz bin Salman Al Saud**, Minister of Energy, Kingdom of Saudi Arabia

Networking

12:10 PM – 12:55 PM

NETWORKING LUNCH

Networking lunch will take place in networking spaces around the King Abdulaziz International Conference Center.

Panel

12:55 PM – 1:25 PM

PUBLIC VS. PRIVATE: DOES THE DIVIDE STILL MATTER?

Unprecedentedly large funding rounds for private companies and the growing institutionalization of private equity has led to a blurring of lines between public and private markets' traditional roles. The average time from founding to IPO has stretched from 4 years in the 1990s to 12+ years today, with price discovery, governance evolution, and multi-round institutional financing happening entirely in private markets. If trends continue, what will be the purpose of public and private markets in the future, and will there even be a difference between the two?

- **Tareq AlSadhan**, Group CEO, SNB Group
- **Masahiro Kihara**, President & Group CEO, Mizuho Financial Group, Inc.
- **Emmanuel Roman**, CEO & Managing Director, PIMCO
- **Carlson Tong**, Chairman, Hong Kong Exchanges and Clearing Limited

Moderator to be announced.

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Panel

1:25 PM – 1:55 PM

WHEN TRADE BECOMES DIPLOMACY

Shared borders can carry commerce, capital, and opportunity, yet political fractures and disrupted supply chains can leave neighboring economies disconnected. How can governments rebuild trust, reopen trade and investment channels, and build practical financial cooperation that turns proximity into shared growth?

- **H.E. Shaikh Salman bin Khalifa Al-Khalifa**, Minister of Finance & National Economy, Kingdom of Bahrain
- **H.E. Ali Ahmed Al Kuwari**, Minister of Finance, State of Qatar
- *Additional speakers to be announced*

Moderator to be announced.

Fireside Chat

1:55 PM – 2:05 PM

PART I. WHAT IS THE LEGACY OF GROWTH MARKETS?

The last decade was defined by the search for growth outside the advanced economies, and the results have been uneven enough to reset the category itself. Emerging economies are expected to expand at close to 4% this year against roughly 1.4% in advanced markets and to generate around two-thirds of global growth by 2035, yet global capital remains concentrated in a handful of them. What has the growth-market decade delivered so far, and what should the next ten years be measured against?

- **H.E. Ahmed Al-Khateeb**, Minister of Tourism, Kingdom of Saudi Arabia

Moderator to be announced.

Panel

2:05 PM – 2:35 PM

PART II. WHERE IS THE NEXT ECONOMIC BOOM?

Capital is being redeployed as infrastructure investment, industrial capacity and shifting trade corridors reshape the geography of global growth beyond the traditional engines of North America and China. Which markets are positioned to become the next centers of economic expansion, and what will separate structural winners from temporary beneficiaries?

- **H.E. Dr. Sidi Ould Tah**, President, African Development Bank
- **Makhtar Diop**, Managing Director, International Finance Corporation (IFC)
- **Dr. Mohamed Farouk**, Vice-Chairman & Group CEO, ADES Holding
- *Additional speakers to be announced*

Moderator to be announced.

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Panel

2:35 PM – 3:05 PM

PART III. THE NEW ECONOMIC POWER MAP

The economies once described primarily through their growth potential are increasingly shaping global technology, trade, manufacturing, and capital flows. The broader Asia-Pacific region are clear examples, setting the pace in sectors from electric vehicles and clean energy to advanced manufacturing. As markets like China, Indonesia, and Vietnam gain greater power over global competition, which industries will they lead next, and how should companies and investors respond?

- **The Hon. Dr. Kevin Rudd A.C.**, Global President & CEO, Asia Society, 26th Prime Minister of Australia
- **Stella Li**, Executive Vice President, CEO of Americas & Europe and MENA, BYD Company Limited
- **Lei Zhang**, Founder & Chairman, Hillhouse Investment
- *Additional speakers to be announced*

Moderator to be announced.

Panel

3:05 PM – 3:20 PM

WHAT IS THE PATH TO ACHIEVING SUSTAINED GLOBAL ECONOMIC GROWTH?

Perhaps more than ever before the global economy seems to be on splintering paths, with trends like AI driving growth in some regions while threatening others. When growth looks different in each country and inter-regional barriers are only growing, what is the path to achieving sustained global economic growth—if there is one?

- **H.E. Mohammed bin Abdullah Al-Jadaan**, Minister of Finance, Kingdom of Saudi Arabia

Moderator:

- **Dan Murphy**, Anchor & Correspondent, CNBC

Fireside Chat

3:20 PM – 3:40 PM

LEADERSHIP AND RESILIENCE DURING GLOBAL VOLATILITY

Historic global energy and supply-chain shocks have put leadership and resilience to the test. Global energy investment is projected to reach \$3.4 trillion in 2026, underscoring how strategic planning and long-term decision-making build the foundations for success in adversity. What lessons can leaders draw from this experience as they prepare their organizations for the next period of global volatility?

- **Amin Nasser**, President & CEO, Aramco

Moderator:

- **Sara Eisen**, Anchor, CNBC

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Plenary

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Panel

3:40 PM – 4:15 PM

WHAT WILL IT TAKE TO SCALE THE AI REVOLUTION?

AI's revolutionary promise depends on connecting every layer of the stack, from power, compute and chips to models, platforms and applications, supported by the capital, partnerships and policy required to bring them together. What will it take to translate this full stack into AI deployment at scale, and where will lasting value be created as the ecosystem matures?

- **H.E. Deemah AlYahya**, Secretary-General, Digital Cooperation Organization (DCO)
- **Tareq Amin**, CEO, HUMAIN
- **Cristiano R. Amon**, President & CEO, Qualcomm Incorporated
- **Antonio J. Gracias**, Founder, CEO & CIO, Valor Equity Partners
- **Michael Kratsios**, Assistant to the President & Director, White House Office of Science and Technology Policy
- **Robert F. Smith**, Founder, Chairman & CEO, Vista Equity Partners

Moderator to be announced.

Panel

4:15 PM – 4:45 PM

WHAT GLOBAL MACROTRENDS WILL DRIVE THE FUTURE?

While single events continue to nudge the trajectory of the world, global macrotrends like the AI revolution and shifting demographics shape the direction itself. What are the major trends currently driving the largest decisions and investment flows today, and will they be the same ten years from now?

- **Dara Khosrowshahi**, CEO, Uber Technologies
- **Peter Orszag**, CEO & Chairman, Lazard
- **Ricardo B. Salinas**, Founder, Grupo Salinas
- *Additional speakers to be announced*

Moderator:

- **Francine Lacqua**, Anchor, Bloomberg TV

Panel

4:45 PM – 5:00 PM

FII PRIORITY COMPASS: THE WORLD'S PRIORITIES REVEALED

- **H.R.H. Dr. Maha Bint Mishari Al Saud**, CEO, FII Institute
- **Richard Attias**, Chairman of the Executive Committee, FII Institute, Founder & Chairman, Richard Attias & Associates

Tuesday, October 27

Plenary

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Panel

5:00 PM – 5:30 PM

CAN LEADERS PREDICT WHAT THE WORLD ACTUALLY CARES ABOUT?

As back-to-back crises challenge the world's foundational institutions, a general trust deficit has rocked public and private organizations. What will it take for global leaders to earn back this pivotal trust, and what will happen if they don't?

- *Heads of State to be announced*

Panel

5:30 PM – 6:00 PM

SESSION TO BE ANNOUNCED

Tuesday, October 27

Workshop – LAB 1

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Live Demo

2:00 PM – 2:30 PM

PRIORITY COMPASS: POWERED BY FII INSTITUTE & IPSOS

The FII PRIORITY Compass is essentially the global research and intelligence platform of FII Institute designed to identify what matters most to people around the world and compare those priorities with the issues receiving attention from governments, business leaders, investors and the media.

Its core is the FII PRIORITY Global Survey, which asks tens of thousands of people across multiple countries about their principal concerns and priorities—such as cost of living, healthcare, jobs, education, technology, climate, security and governance.

The idea behind the “Compass” is therefore quite powerful:
Listen to people → identify their real priorities → measure the gap between those priorities and the global agenda → help leaders direct capital and policy toward what matters most.

Live Demo

3:00 PM – 3:30 PM

CAPITAL IN MOTION INDEX: POWERED BY FII INSTITUTE & S&P

The Capital in Motion Index, developed by the FII Institute research team in collaboration with S&P Global, maps how investable capital is moving across the global economy—across asset classes, sectors and geographies. It reveals where capital is accelerating, which investment corridors are gaining structural momentum, where flows are slowing, and how the global investment landscape is being reshaped.

During this interactive workshop, participants will explore the Capital in Motion Index alongside the FII Institute research team, identify the industries and markets attracting the strongest momentum, and challenge the findings against their own investment perspectives.

Tuesday, October 27

Pavilion 1 – LAB 2



1:00 PM – 1:15 PM	Fireside Chat	CAN NATIONAL IDENTITY BECOME A SOURCE OF GLOBAL INFLUENCE?
1:15 PM – 1:30 PM	Panel	HOW DOES AN AIRPORT BECOME A CITY WITHIN A CITY? HOSTED BY KING SALMAN INTERNATIONAL AIRPORT (KSIA)
1:30 PM – 2:00 PM	Panel	HOW CAN LEGACY INSTITUTIONS COMPETE IN THE AGE OF AI-POWERED FINTECH?
2:00 PM – 2:30 PM	Panel	WHERE CAPITAL IS REROUTING IN A FRAGMENTED WORLD
2:30 PM – 3:00 PM	Panel	WHICH CAPITAL WILL FUND THE NEXT ERA OF GROWTH?
3:00 PM – 3:30 PM	Panel	FROM CAPITAL TO CAPABILITY: BUILDING THE INDUSTRIES THAT ENDURE HOSTED BY ALAT
3:30 PM – 4:00 PM	Panel	WHAT IS THE TRAJECTORY OF THE NEW GOLF ECONOMY?

Tuesday, October 27

Pavilion 1 – LAB 2

**FUTURE
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Panel

1:00 PM – 1:15 PM

**CAN NATIONAL IDENTITY
BECOME A SOURCE OF
GLOBAL INFLUENCE?**

In an era of geopolitical competition and fragmented public attention, countries are increasingly judged by the confidence and coherence with which they present themselves to the world. National values and culture influence how others understand a country, whether they trust it and where they choose to invest or engage. What makes a national story credible, and how can a distinctive identity support lasting global influence?

- **H.E. The Hon. Nicholas Adams**, Special Presidential Envoy for American Tourism, Exceptionalism, and Values
- **Manfredi Lefebvre d'Ovidio**, Chairman, WTTCC

Moderator to be announced.

Fireside Chat

1:15 PM – 1:30 PM

**HOW DOES AN AIRPORT
BECOME A CITY WITHIN A
CITY? HOSTED BY KING
SALMAN INTERNATIONAL
AIRPORT (KSIA)**

- **Dr. Mohamed Aljarallah**, Vice-President, Real Estate Development, King Salman International Airport (KSIA)

Moderator to be announced.

Panel

1:30 PM – 2:00 PM

**HOW CAN LEGACY
INSTITUTIONS COMPETE IN
THE AGE OF AI-POWERED
FINTECH?**

The most durable financial institutions are defined by how well they keep learning. Scale, long horizons and deep client trust can be powerful advantages, but only when firms can turn data and AI into better allocation, risk and servicing decisions as markets move. Which institutions will convert experience into an edge, and which will find themselves constrained by the operating models that once made them successful?

- **Joerg Ambrosius**, President of Investment Services, State Street
- **Vishal Marria**, CEO & Founder, Quantexa
- **Dr. Blessing Mudavanhu**, Founder & President, Dura Capital
- **Chad Richard**, Head of Investment Strategies Department, Investment Strategy & Economic Insights Division, PIF

Moderator to be announced.

Tuesday, October 27

Pavilion 1 – LAB 2

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Panel

2:00 PM – 2:30 PM

**WHERE CAPITAL IS
REROUTING IN A
FRAGMENTED WORLD**

Investors are redirecting global capital across regions and asset classes as they search for growth, diversification and resilience. The Gulf and Asia are gaining attention, while private markets and domestic financial systems reshape how investors access opportunity. Which shifts are structural, which belong to the current cycle, and where will the next decade of capital formation take place?

- **Mshari AlAssaf**, Executive Vice-President, Institutional Banking, Riyad Bank
- **Zoe Cruz**, Founder & CEO, Menai Financial Group
- **Scott Geary**, Vice Chair & Head of Global Wealth, Wellington Management
- **Tsutomu Yamamoto**, Managing Director, Multilateral Investment Guarantee Agency (MIGA)

Moderator to be announced.

Panel

2:30 PM – 3:00 PM

**WHICH CAPITAL WILL FUND
THE NEXT ERA OF GROWTH?**

The economic map is evolving faster than the global investment map. Emerging markets represented more than 40% of global GDP by 2024, according to MSCI, yet many remain significantly underrepresented in international portfolios and global equity benchmarks. Deeper domestic markets, stronger financial institutions and new investment corridors could begin to redirect capital towards economies long considered peripheral. As investors widen their search for growth and diversification, which markets are ready to move from the frontier of global capital to its center?

- **Saud Al-Tassan**, CEO, EFG Hermes Saudi Arabia
- **Ashishkumar Chauhan**, Managing Director & CEO, National Stock Exchange of India
- **David L. Fogel**, Assistant Secretary of Commerce & Director General, United States and Foreign Commercial Service, U.S. Department of Commerce
- *Additional speakers to be announced*

Moderator to be announced.

Panel

3:00 PM – 3:30 PM

**FROM CAPITAL TO
CAPABILITY: BUILDING THE
INDUSTRIES THAT ENDURE
HOSTED BY ALAT**

Investment creates lasting value when it builds more than assets when it leaves behind productive capacity, technology, skills, supply chains and industries that can compete globally. UNCTAD's 2026 World Investment Report found that strategic sectors accounted for 44% of global greenfield project value in 2025, up from 16% in 2020, while stressing that investment delivers development impact when it builds productive capacity, jobs, skills and technology transfer. How can capital be converted into enduring industrial capability?

- **Tareq Alangari**, Sr. Vice-President & President, Lenovo Middle East, Turkey & Africa
- **Abdulaziz Alfakhri**, CFO, ALAT
- **Khaled Almuhaissen**, Chief Human Resources Officer, ALAT
- **Faris Alsagabi**, Deputy for Human Capability Development, Ministry of Industry of Saudi Arabia (MIM)
- **Ercan Keles**, CEO Middle East, TK Elevator & Chairman of the Board, TKE ALAT

Moderator:

- **Eithne Treanor**, Host & Moderator

Tuesday, October 27

Pavilion 1 – LAB 2

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Panel

3:30 PM – 4:00 PM

**WHAT IS THE TRAJECTORY
OF THE NEW GOLF
ECONOMY?**

Golf is no longer just a sport. It is one of the fastest-growing lifestyle and cultural movements in the world. A younger, more diverse generation is redefining the game, turning it into a fashion statement, a social experience, and a lifestyle in its own right. But behind the swing lies a massive, fast-scaling economy: course development, agronomy, hospitality, entertainment formats, retail, and global events: a full value chain generating real jobs and real economic impact.

- **Noah Alireza**, CEO, Golf Saudi
- **Stephen Malbon**, Founder, Malbon Golf

Moderator:

- **Chris Innes-Hopkins**, Founder, UK-Gulf Connect Ltd; Former CEO, Saudi British Joint Business Council

Tuesday, October 27

Pavilion 1 – LAB 3



1:00 PM – 1:30 PM	Panel	THE SPECIALIST FUND IN A CONCENTRATED VENTURE MARKET
1:30 PM – 2:00 PM	Panel	CAN INVESTORS KEEP UP WITH THE EV WAVE IN EMERGING MARKETS? POWERED BY ARTHUR D LITTLE
2:00 PM – 2:30 PM	Panel	WHAT WILL THE NEXT INFRASTRUCTURE CYCLE BE BUILT FROM?
2:30 PM – 3:00 PM	Panel	THE NEW ARCHITECTURE OF CAPITAL HOSTED BY PIF
3:00 PM – 3:30 PM	Panel	CAN SPORTS INFRASTRUCTURE POWER THE EXPERIENTIAL ECONOMY? HOSTED BY PIF
3:30 PM – 4:00 PM	Panel	SPORTS' TRILLION-DOLLAR IP BOOM
4:00 PM – 4:30 PM	Panel	FINANCING GRIDS, DATA CENTERS AND TRADE CORRIDORS
4:30 PM – 5:00 PM	Panel	SESSION TO BE ANNOUNCED

Tuesday, October 27

Pavilion 1 – LAB 3

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



Panel

1:00 PM – 1:30 PM

**THE SPECIALIST FUND IN A
CONCENTRATED VENTURE
MARKET**

Deal count is falling almost everywhere while average check size climbs, capital is concentrating into fewer, larger, more specialized bets. Regional and sector-focused funds are outperforming on local access and speed, while large multistage generalists still command the biggest funds and the loudest LP relationships. One model is built to go deep and move fast in a single market. The other is built to have capital ready wherever the next big thing happens to show up. In a market this concentrated, does breadth still win?

- **Fernando Fabre**, CEO, Kauffman Fellows
- **Yoshito Hori**, Founder & President, GLOBIS Corporation & GLOBIS University, Founder & Managing Partner, GLOBIS Capital Partners
- **Jean Salata**, Chair, EQT Group, Private Equity Asia

Moderator to be announced.

Panel

1:30 PM – 2:00 PM

**CAN INVESTORS KEEP UP
WITH THE EV WAVE IN
EMERGING MARKETS?
POWERED BY ARTHUR D
LITTLE**

The e-mobility transition is no longer a distant ambition; it is happening now and gaining speed. Yet, its momentum remains heavily concentrated in the world's most developed markets, with the geographic imbalance highlighting a critical gap between where capital is currently flowing and where future demand is likely to emerge. If the funding required for a truly global EV transition exists in aggregate, why is it still not reaching the markets and infrastructure that need it most?

- **Khalid A. H. Alhogail**, MD & CEO, Saudi Public Transportation Co
- **Ladi Delano**, Co-Founder, Co-CEO & Advisory Board Chairman, Moove
- **Jean-Luc di Paola Galloni**, Chief Sustainability Officer, Valeo
- **Reuben Sarkar**, CEO, SAE International
- **Jean Todt**, Secretary-General's Special Envoy for Road Safety, United Nations, Board Chair, International Peace Institute

Moderator:

- **Ignacio García Alves**, Global Chairman & CEO, Arthur D. Little

Panel

2:00 PM – 2:30 PM

**WHAT WILL THE NEXT
INFRASTRUCTURE CYCLE BE
BUILT FROM?**

The digital economy depends on material inputs and energy systems that cannot be expanded by software alone. Metals, semiconductors, critical minerals, petrochemicals, and renewable power are becoming strategic constraints on the infrastructure buildout. Which industrial foundations must countries secure before the next infrastructure cycle can deliver?

- **Ahmed Al-Shaikh**, Executive Vice-President, Aluminum Business Unit, Maaden
- **Henrik Andersen**, President & CEO, Vestas Wind Systems A/S
- **Ahmed ElSewedy**, President & CEO, Elsewedy Electric
- **Laurent Germain**, CEO, Egis

Moderator:

- **Eithne Treanor**, Host & Moderator

Tuesday, October 27

Pavilion 1 – LAB 3

FUTURE
INVESTMENT
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Panel

2:30 PM – 3:00 PM

**THE NEW ARCHITECTURE OF
CAPITAL HOSTED BY PIF**

The next generation of growth will depend not only on access to capital, but on the ability to build enduring partnerships, open new markets and mobilize capital efficiently at scale. The IMF's April 2026 Global Financial Stability Report found that cumulative cross-border portfolio inflows to emerging markets approached \$4 trillion in 2025, underscoring both the scale of available capital and its sensitivity to global risk. How can banks, asset managers, ratings agencies and export credit institutions combine capital, capabilities and market access to finance the next frontiers of global growth?

- **Ziyad Alfawzan**, Head of Capital Finance Strategy Department, PIF
- **Fumitaka Nakahama**, Senior Managing Executive Officer, Chief Executive, Global Corporate and Investment Banking, MUFG Bank
- **David Staples**, Senior Advisor for Moody's Corporation, Moody's

Moderator to be announced.

Panel

3:00 PM – 3:30 PM

**CAN SPORTS
INFRASTRUCTURE POWER
THE EXPERIENTIAL
ECONOMY? HOSTED BY PIF**

Sport-led experiences are becoming a major consumer category, and the infrastructure behind them will determine how much of that growth markets can capture. PwC's 2026 Sports Industry Outlook expects at least half of major league teams to operate within or lead some form of mixed-use district over the next decade, as stadiums increasingly anchor year-round commercial ecosystems. As Saudi Arabia builds stadiums, training complexes and multi-use venues designed to operate well beyond matchday, how can sports infrastructure become a platform for lasting economic value?

- **Andrew Siegel**, Chairman, Daktronics
- **Marc Ganis**, Founder & Executive Managing Director, Sportscorp Ltd
- *Additional speakers to be announced*

Moderator:

- **Thomas H. Rudy**, Chief Investment Officer, Golf Saudi

Panel

3:30 PM – 4:00 PM

**SPORTS' TRILLION-DOLLAR
IP BOOM**

Sports IP has broken past the boundaries of the stadium and screen to become a dominant force in global consumer culture. This rapid scaling is fueled by a powerhouse combination of a record-breaking \$67.34 billion global media rights market and a historic 8.5% surge in licensed products to a record \$44.35 billion. This massive financial runway is giving rise to next-generation sports leagues designed from day one as borderless, multi-platform experiences—fueling explosive growth across gaming, lifestyle apparel, and highly liquid collectibles markets. As we look ahead, what cultural shifts and consumer trends will come to define the sports landscape in 2027, and which players stand to capture the greatest share of this explosive value?

- **Deepen Parikh**, Founding Partner, Courtside Ventures
- **Gabrielle (Ellie) Rubenstein**, Co-Founder & Managing Partner, Manna Tree
- **Christoph Sonnen**, Investor & Advisor, Eversun Private Office; Founding Partner, Multiple Sports & Venture Investment Funds, Founder, Legacy21 – Global Next-Generation Investment & Impact Platform

Moderator:

- **Alaa Salha**, Editor-at-Large, Asharq Business with Bloomberg

Tuesday, October 27

Pavilion 1 – LAB 3

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



Panel

4:00 PM – 4:30 PM

**FINANCING GRIDS, DATA
CENTERS AND TRADE
CORRIDORS**

Data centers, grids and logistics networks require long-term capital, yet the projects behind them carry construction, regulatory and geopolitical risk. Investors must decide how to allocate money across physical and digital infrastructure, and whether private capital can support systems whose resilience also has public value. Which assets will secure patient capital, and on what terms?

- **Rami Alturki**, CEO, Alturki Holding, Chairman, Nesma & Partners
- **Hiroki Kurakagi**, CEO for EMEA, Mizuho Financial Group Inc.
- **Alain Rauscher**, Co-Founder, Chairman of the Board & CEO, Antin Infrastructure Partners
- **Christian Skakkebaek**, Co-Founder & Senior Partner, Copenhagen Infrastructure Partners
- **Sadek Wahba**, Chairman & Managing Partner, I Squared Capital

Moderator:

- **Manus Cranny**, Geoeconomics Editor, The National

Panel

4:30 PM – 5:00 PM

**SESSION TO BE
ANNOUNCED**

Tuesday, October 27

Pavilion 2 – LAB 4



1:00 PM – 1:30 PM	Panel	WHERE DO INVESTORS LOOK WHEN CAPITAL CROWDS INTO THE SAME BETS?
1:30 PM – 2:00 PM	Panel	INVESTING THROUGH GEOECONOMIC MARKET SHOCKS
2:00 PM – 2:30 PM	Panel	THE ECONOMIES GAINING FROM FRACTURED GLOBALIZATION
2:30 PM – 3:00 PM	Panel	FINANCING SAUDI DIVERSIFICATION AS VISION 2030 ENTERS ITS FINAL YEARS, HOSTED BY RIYADH AIR
3:00 PM – 3:30 PM	Panel	THE EVOLVING INVESTMENT OPERATIONS LANDSCAPE, HOSTED BY PIF GLOBAL ASSET MANAGEMENT FORUM
3:30 PM – 4:00 PM	Panel	AI, DATA & THE FUTURE OF INVESTMENT DECISION-MAKING, HOSTED BY PIF GLOBAL ASSET MANAGEMENT FORUM
4:00 PM – 4:30 PM	Panel	ALGORITHMIC TRADING: DOMINATING SAUDI ARABIA'S CAPITAL MARKETS, HOSTED BY PIF GLOBAL ASSET MANAGEMENT FORUM
4:30 PM – 5:00 PM	Panel	SAUDI SECTOR SPOTLIGHT: THE NEXT PHASE OF SAUDI DERIVATIVES, HOSTED BY PIF GLOBAL ASSET MANAGEMENT FORUM

Tuesday, October 27

Pavilion 2 – LAB 4

FUTURE
INVESTMENT
INITIATIVE
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Panel

1:00 PM – 1:30 PM

WHERE DO INVESTORS LOOK WHEN CAPITAL CROWDS INTO THE SAME BETS?

Finding outperformance becomes harder when capital, attention and market returns converge around the same winners. By mid-2025, the ten largest companies represented almost 40% of the S&P 500, according to S&P Dow Jones Indices — the highest concentration since the mid-1960s. Yet technological disruption, shifting interest rates and diverging economic cycles are simultaneously creating opportunities far beyond the most crowded trades. As yesterday's winners dominate today's benchmarks, where are investors failing to price the companies, sectors and structural shifts that could define tomorrow's returns?

- **Ali Dibadj**, CEO, Janus Henderson Investors
- **Xavier Meyer**, CEO, Investments, Aberdeen Group
- **Steven T. Mnuchin**, Founder & Managing Partner, Liberty Strategic Capital, 77th Secretary of Treasury of the United States
- **Ken Moelis**, Executive Chairman, Moelis & Company
- **Patrick Zhong**, Founding Managing Partner, M31 Capital

Moderator:

- **Thorold Barker**, Speaker & Strategic Advisor, Journalist

Panel

1:30 PM – 2:00 PM

INVESTING THROUGH GEOECONOMIC MARKET SHOCKS

Investors are navigating a world in which geopolitics, trade policy, interest rates and regulation can reset market assumptions almost overnight. The scale of those shocks was evident in 2026, when the KOSPI lost 12% in a single day amid rising global tensions, according to the IMF's April 2026 Global Financial Stability Report. In an environment where traditional correlations can break and policy decisions can rapidly reprice entire sectors, resilience may matter as much as prediction. When the rules of the market can change before the investment cycle is complete, how should investors and businesses decide which risks to avoid, which uncertainties to embrace, and how to build strategies that remain resilient across a range of possible outcomes?

- **Mary Callahan Erdoes**, CEO, J.P. Morgan Asset & Wealth Management
- **Alexis Kohler**, Executive Vice President & Chairman of Investment Banking, Société Générale
- **Clare Woodman**, Head of EMEA, Latin America & Canada and CEO of International, Morgan Stanley & Co.
- *Additional speakers to be announced*

Moderator to be announced.

Panel

2:00 PM – 2:30 PM

THE ECONOMIES GAINING FROM FRACTURED GLOBALIZATION

Globalization is not disappearing, but shifting global alignments, technology, demographic change and the rise of new centers of economic power are rewriting its underlying architecture. The IMF's July 2026 World Economic Outlook projects global growth of just 3.0% in 2026, against a backdrop of strategic realignment, technological disruption and widening divergence between economies. For businesses and governments alike, the next decade may be less about participating in one integrated global economy than choosing where to build, trade, invest and belong, and having the strategy and execution discipline to deliver on that choice. If these forces are redrawing the economic map of the past thirty years, which regions, alliances and business models will define the one that replaces it?

- **H.E. Dr. Jacques Attali**, President, Attali Associates, Writer, Futurologist, Professor
- **Prof. Carlos Lopes**, Professor, Mandela School of Public Governance, University of Cape Town
- **Nouriel Roubini**, Chairman & CEO, Roubini Macro Associates, LLC
- **Ahmed bin Shuaib**, Head of Strategy & Planning Department, Chief of Staff Division, PIF
- **Dr. Vera Songwe**, Chair and Founder, Liquidity & Sustainability Facility, Non Resident Senior Fellow, Global Economy & Development, Brookings

Moderator:

- **Manus Cranny**, Geoeconomics Editor, The National

Tuesday, October 27

Pavilion 2 – LAB 4

**FUTURE
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Panel

2:30 PM – 3:00 PM
**FINANCING SAUDI
DIVERSIFICATION AS
VISION 2030 ENTERS ITS
FINAL YEARS, HOSTED BY
RIYADH AIR**

As Saudi Arabia approaches its Vision 2030 milestones, financing new sectors requires investors and corporate leaders to balance expansion with the development of financially sustainable businesses. From aviation and its supporting industries to the financial infrastructure that enables commerce, the discussion will examine how long-term investment, corporate financing and commercial partnerships can support economic diversification. How should investors and business leaders allocate capital, share risk and sequence growth so that new businesses can scale while building durable revenues and financial resilience?

- **Adam Boukadida**, CFO, Riyadh Air
- **Craig Vosburg**, Vice Chair, Mastercard
- *Additional speakers to be announced*

Moderator to be announced.

Panel

3:00 PM – 3:30 PM
**THE EVOLVING INVESTMENT
OPERATIONS LANDSCAPE,
HOSTED BY PIF GLOBAL
ASSET MANAGEMENT
FORUM**

Explore how investment operations, custody, brokerage, market infrastructure, and post-trade services are evolving to support the growth of Saudi Arabia's institutional asset management industry and enhance its competitiveness as a global investment hub.

- **Sarah Alothman**, Managing Director, Head of Securities Services, Riyadh Capital
- **Joerg Ambrosius**, President of Investment Services, State Street
- **Peter Cherecwich**, Chief Operating Officer, Northern Trust
- *Additional speakers to be announced*

Moderator to be announced.

Panel

3:30 PM – 4:00 PM
**AI, DATA & THE FUTURE OF
INVESTMENT DECISION-
MAKING, HOSTED BY PIF
GLOBAL ASSET
MANAGEMENT FORUM**

How AI and alternative data are reshaping research, portfolio construction, and asset allocation and what institutional investors must build to stay ahead.

- **Gary Paulin**, Chief Investment Strategist, Northern Trust
- *Additional speakers to be announced*

Moderator to be announced.

Tuesday, October 27

Pavilion 2 – LAB 4

**FUTURE
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Panel

4:00 PM – 4:30 PM

**ALGORITHMIC TRADING:
DOMINATING SAUDI
ARABIA'S CAPITAL
MARKETS, HOSTED BY PIF
GLOBAL ASSET
MANAGEMENT FORUM**

From a global perspective, algorithmic and systematic investing is redefining capital markets, with quantitative strategies now driving over 60% of trading volumes in advanced economies. In Saudi Arabia, this transformation is accelerating as institutional investors and asset managers increasingly deploy data-driven models, AI, and automation to optimize performance and risk management. Market indicators point to a sharp rise in algorithmic trading activity in the Kingdom, supported by regulatory advancements and the modernization of Saudi Exchange infrastructure. As these capabilities deepen and local talent scales, how will Saudi Arabia position itself as a regional investment hub for systematic investing innovation?

- **Alejandro E. Gaba**, Head of Quantitative Research, State Street Investment Management
- **George Patterson**, CIO, PGIM Quant
- *Additional speakers to be announced*

Moderator to be announced.

Panel

4:30 PM – 5:00 PM

**SAUDI SECTOR SPOTLIGHT:
THE NEXT PHASE OF SAUDI
DERIVATIVES, HOSTED BY
PIF GLOBAL ASSET
MANAGEMENT FORUM**

Following recent structural enhancements to Saudi Arabia's derivatives market, the session will look at the main changes to date and what is needed to translate stronger market infrastructure and liquidity into greater institutional participation. Bringing together the Exchange, liquidity providers and domestic and international asset managers, the discussion would explore how derivatives can support portfolio risk management and efficiency, what investors need from the market to increase their participation, and the role of liquidity, product development and market access in the next phase of growth.

- *Speakers to be announced*

Tuesday, October 27

Pavilion 2 – LAB 5



1:00 PM – 1:30 PM	Panel	BUILDING RESILIENT PORTFOLIOS FOR A FRACTURED MARKET
1:30 PM – 2:00 PM	Panel	PRIVATE EQUITY WHEN AI COMPRESSES BUSINESS MODELS
2:00 PM – 2:30 PM	Panel	HAS THE PRIVATE CREDIT MODEL SEEN ITS TRUE STRESS TEST YET?
2:30 PM – 3:00 PM	Panel	CHINA’S INVESTABILITY AFTER THE STRATEGIC RESET
3:00 PM – 3:30 PM	Panel	EUROPE’S DEFENSE, ENERGY AND AI INVESTMENT RESET
3:30 PM – 4:00 PM	Panel	ARE WE ENTERING THE ERA OF SYSTEMIC, REGULATED DIGITAL INFRASTRUCTURE?
4:00 PM – 4:30 PM	Panel	IS ACCESS THE NEW TOURISM STRATEGY?

Tuesday, October 27

Pavilion 2 – LAB 5

FUTURE
INVESTMENT
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Panel

1:00 PM – 1:30 PM

**BUILDING RESILIENT
PORTFOLIOS FOR A
FRACTURED MARKET**

Geopolitical shocks, technological disruption, and shifting rates have overturned allocations that once looked certain. As global trends only seem to accelerate, how are leading investors building for resilience, and what does a portfolio designed to survive the next decade actually hold?

- **Francesco Ceccato**, CEO, Europe, Barclays
- **Keiichiro Nakamura**, Senior Managing Executive Officer, Co-Head of Global Business/Banking Unit, SMFG/SMBC
- **Tim Reid**, Chief Executive, UK Export Finance, Director General, Department for Business & Trade
- **Hammad Younas**, CEO, GFH Capital

Moderator:

- **Nour Amache**, Business News Senior Anchor, Asharq Business with Bloomberg

Panel

1:30 PM – 2:00 PM

**PRIVATE EQUITY WHEN AI
COMPRESSES BUSINESS
MODELS**

PE funds that set sail when software was king are now coming due in a rapidly changing world, catapulted by AI-powered disruption. When underlying structures can swing so drastically, will private equity need a new investment thesis to create resilient funds that can survive an economy that changes every few years?

- **Huda Al Lawati**, Founder & CEO, Aliph Capital
- **Kurt Björklund**, Executive Chairman, Permira Advisers
- **Andrea C. Bonomi**, Chairman, Investindustrial
- **Ridhi Chaudhary**, CIO, Dragon Funds
- **Mitch Truwit**, Co-CEO, Apax Partners

Moderator:

- **Salim Essaid**, Business Editor, The National

Panel

2:00 PM – 2:30 PM

**HAS THE PRIVATE CREDIT
MODEL SEEN ITS TRUE
STRESS TEST YET?**

While fears of an investment bubble are slowly abating, structural shifts in the market have forced the private credit industry to realign alongside new rules. From a software scare to geopolitical volatility, how are leading players navigating an industry actively reshaping itself, and what are the new rules of the game?

- **David B. Golub**, Co-CEO, Golub Capital
- **Armen Panossian**, Co-CEO, Credit, Brookfield
- *Additional speakers to be announced*

Moderator to be announced.

Tuesday, October 27

Pavilion 2 – LAB 5

FUTURE
INVESTMENT
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Panel

2:30 PM – 3:00 PM

**CHINA'S INVESTABILITY
AFTER THE STRATEGIC
RESET**

China's growth stories keep multiplying—frontier AI labs, domestic chip fabrication, EVs, and a manufacturing base no one has replicated at scale. Yet, in one of the world's least legible economies, where do the real opportunities sit, and is now the moment to commit capital from the outside?

- **Mingpo Cai**, Founder, Chairman & CEO, Cathay Capital
- **Benjamin Fanger**, Founder & Managing Partner, ShoreVest Partners
- **Jeffrey Perlman**, CEO, Warburg Pincus
- **John B. Quinn**, Chairman & Founding Partner, Quinn Emanuel Urquhart & Sullivan LLP
- *Additional speakers to be announced*

Moderator to be announced.

Panel

3:00 PM – 3:30 PM

**EUROPE'S DEFENSE, ENERGY
AND AI INVESTMENT RESET**

After years of middling growth and warnings about lost dynamism, Europe is committing serious capital to critical sectors like defense, energy, and AI as the strategic pressure mounts. Has the continent genuinely turned, and, if so, where are the business opportunities now?

- **Christophe Baviere**, Co-CEO, Eurazeo
- **Martin Huth**, Firm Managing Partner, Triton Partners
- **Vincent Levita**, Founder & CEO, InfraVia Capital Partners
- **Pavlos Mylonas**, CEO, National Bank of Greece
- **Christian Zahn**, Partner & Global Head of Investment Banking, ODDO BHF

Moderator to be announced.

Panel

3:30 PM – 4:00 PM

**ARE WE ENTERING THE ERA
OF SYSTEMIC, REGULATED
DIGITAL INFRASTRUCTURE?**

Blockchain technology and stablecoins used to be the technology hype of the day, but sweeping trends around them have since moved on. Has the blockchain moment actually passed, or is the hard work of transforming headlines into actual implementation only just beginning?

- **Nicolas Cary**, Co-Founder & Vice Chairman, Blockchain.com
- **Joseph Dallago**, Co-Founder & CEO, Rain
- **Dan Morehead**, Founder & Managing Partner, Pantera Capital
- **Neil Ni**, Chief Strategy Officer, XTransfer

Moderator:

- **Yana Prikhodchenko**, CEO & Partner, Cointelegraph Global

Tuesday, October 27

Pavilion 2 – LAB 5

**FUTURE
INVESTMENT
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Panel

4:00 PM – 4:30 PM

**IS ACCESS THE NEW
TOURISM STRATEGY?**

Tanzania's air passenger traffic grew 12.6% year-over-year on the back of airport investment and new routes like IndiGo's Mumbai link, while WTTC warns the US is losing tourism share for the opposite reason — visa friction and cost. The countries winning arrivals right now aren't the ones with the best attractions — they're the ones that made it easiest to show up. Should tourism strategy be judged on destination appeal, or on how fast a government moves on visas and air rights?

- **León Falic**, President, Falic Group
- **Greg O'Hara**, Founder & Senior Managing Director, Certares Management LLC
- **İsmet Ömer Öztanık**, Founder, Avantgarde Collection
- **Kiwamu Tezuka**, Founder & CEO, AirX

Moderator to be announced.

Tuesday, October 27

Conclave 1

**FUTURE
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CEO/CIO-only Roundtable
(Invite Only)

2:00 PM – 3:10 PM

INVITE ONLY: BLOOMBERG LEADERS CIRCLE, POWERED BY FII, AI, CAPITAL & THE FUTURE OF FINANCE

Framed within the ambitions of Saudi Vision 2030, the discussion will explore how artificial intelligence is reshaping the economy and financial services, from investment management, banking and capital markets to wealth management and financial infrastructure. The conversation will also examine the critical enablers of the AI economy, including digital infrastructure, data centers, energy and investment, and how public and private sector collaboration can position Saudi Arabia as a global hub for AI innovation, capital and talent. By bringing together regional leaders with international perspectives, the session will identify the partnerships and investments needed to build the next generation of AI-enabled financial services.

Conclave (Invite Only)

3:40 PM – 4:50 PM

INVITE ONLY: WHEN REGIONAL CRISES BECOME GLOBAL ECONOMIC AND PORTFOLIO SHOCKS

A single regional crisis can now transmit through energy, maritime chokepoints, supply chains and inflation into the entire global economy—and into every portfolio, regardless of where capital sits. More than 80% of international merchandise trade by volume travels by sea, leaving global growth dependent on a limited number of routes, ports, canals and straits. Despite a decade of investment in strategic autonomy, diversification, and resilience, local disruptions continue to become global financial events. With the World Bank projecting global growth of 2.5% in 2026, how should governments, businesses and investors rethink geographic exposure, supply-chain dependencies and capital deployment? What does genuine resilience cost—and who is prepared to pay for it?

- **Ray Dalio**, Founder, CIO
Mentor & Member of the
Board, Bridgewater
Associates; Founder, Dalio
Family Office
- **The Hon. Dr. Kevin Rudd
A.C.**, Global President & CEO,
Asia Society, 26th Prime
Minister of Australia

Tuesday, October 27

Conclave 2

**FUTURE
INVESTMENT
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Conclave (Invite Only)

2:00 PM – 3:10 PM

INVITE ONLY: THE NEXT INFRASTRUCTURE CYCLE: WHO PAYS, WHO PROFITS & WHO GETS LEFT BEHIND? POWERED BY BCG

The world faces a roughly \$15 trillion infrastructure funding gap against pressures like AI-driven power loads, transport infrastructure, and demands for energy security. As governments rewrite the rules that make these assets investable and investors chase scale over diversity of ownership, who will ultimately fund the build-out, who captures its returns, and who is left waiting on infrastructure that never arrives?

- **Christian Skakkebaek**, Co-Founder & Senior Partner, Copenhagen Infrastructure Partners
- **Suresh Subudhi**, Managing Director and Senior Partner; Global Leader, Travel, Cities and Infrastructure, Boston Consulting Group (BCG)

Conclave (Invite Only)

3:40 PM – 4:50 PM

INVITE ONLY: FINANCING NATIONAL AND REGIONAL CRITICAL INDUSTRIES

Capital is now screened and steered as an instrument of national power, and as the global economy splits into rival blocs, investors are being forced into political alignments they once avoided. In the latest reporting period, eight G20 members, including the United States, United Kingdom, Japan, South Korea, Canada, Australia, Saudi Arabia, and Russia, adopted national-security investment-screening measures, reversing decades of movement toward open capital flows. If neutrality is becoming impossible on both the inbound and outbound side, what does it actually cost an allocator to pick a bloc, and is there still money in being the party everyone routes around?

- **Obaid Amrane**, CEO, Ithmar Capital, Chairman, International Forum of Sovereign Wealth Funds

Tuesday, October 27

Dome – PITCH

**FUTURE
INVESTMENT
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Roadshow

12:10 PM – 1:40 PM

FII FUNDRAISING ROADSHOW: ARAMCO PORTFOLIO, I

Between October 27-29, FII will host three Fundraising Roadshows, featuring 25+ companies from Aramco's Strategic, Diversified, and Domestic Venturing Portfolios.

CEOs will present detailed fundraising plans, showcasing precise capital goals, strategic fund deployment, market insights, product roadmaps, and projected investor ROI. Download the Investor Briefing and schedule 1:1 meetings with Founders in the FII AI Compass

- **Dr. Hassan Albalawi**, CEO & Co-Founder, Wakecap
- **Ismail Azzam**, Co-Founder & Chief Product Officer, WhiteHelmet
- **Amit Gupta**, CEO, Aeroseal
- **Dr. Chiraz Ennaceur**, CEO, CorrosionRADAR
- **Jory Schwach**, Founder & CEO, Andium
- **Dr. Kai Liu**, General Manager, Meta Genesis
- **Bisrat Degefa**, Founder & CEO, TruBuild
- **Jochen Rudat**, Chief Growth & Revenue Officer, Humanoid

Emcee:

- **Eithne Treanor**, Host & Moderator

Announcement

1:45 PM – 5:00 PM

FII SIGNING CEREMONIES & ANNOUNCEMENTS

FUTURE
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Wednesday,
October 28



Wednesday, October 28

Plenary A

FUTURE
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7:30 AM – 8:30 AM	Networking	NETWORKING BREAKFAST
8:30 AM – 9:20 AM	Panel	BOARD OF INNOVATION: TECH THAT WILL REMAKE THE GLOBAL ECONOMY
9:20 AM – 9:50 AM	Panel	SESSION TO BE ANNOUNCED
9:50 AM – 10:25 AM	Panel	PART I. THE NEW ARTERIES OF GLOBAL TRADE
10:25 AM – 10:50 AM	Panel	PART II. WHO ARE THE POWER PLAYERS IN THE NEW GLOBAL TRADE?
10:50 AM – 10:55 AM	Polling	WHERE WILL THE NEXT FINANCIAL CRISIS COME FROM?
10:55 AM – 11:15 AM	Fireside Chat	CAN DIPLOMACY STILL SAVE THE WORLD?
11:15 AM – 12:05 PM	Panel	BOARD OF CHANGEMAKERS: WHAT REALLY CREATES HUMAN PROSPERITY?

NETWORKING LUNCH

12:55 PM – 1:15 PM	Panel	HOW TO WIN IN A LASTING STATE OF CRISIS
1:15 PM – 1:30 PM	Fireside Chat	WHAT MAKES AN ECONOMY INVESTABLE WHEN GLOBAL GROWTH SLOWS?
1:30 PM – 1:45 PM	Fireside Chat	REJUVENATION SCIENCE ENTERS THE CLINIC
1:45 PM – 2:15 PM	Panel	ARE DATA CENTERS THE DEFINING ASSET OF THE AI ECONOMY?
2:15 PM – 2:45 PM	Panel	WHERE IS INVESTMENT FLOWING NEXT? POWERED BY THE CAPITAL IN MOTION INDEX
2:45 PM – 3:15 PM	Panel	RESOURCE SOVEREIGNTY FROM ORE TO OUTPUT
3:15 PM – 3:40 PM	Panel	THE NEW BUSINESS OF SECURITY
3:40 PM – 4:15 PM	Panel	CAN THE COMPUTE ECONOMY MAINTAIN ITS RALLY?
4:15 PM – 4:45 PM	Panel	THE SOVEREIGN STACK, AND HOW TO BUILD AI THAT NATIONS CAN OWN
4:45 PM – 4:55 PM	Future Flash	THE INVISIBLE DECISIONS THAT BUILT THE MODERN WORLD
4:55 PM – 5:10 PM	Fireside Chat	WHERE IS THE NEXT OPPORTUNITY IN RUSSIA'S CONSUMER ECONOMY?

Wednesday, October 28

FUTURE
INVESTMENT
INITIATIVE
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Plenary A

Networking

7:30 AM - 8:30 AM

NETWORKING BREAKFAST

Networking breakfast will take place in networking spaces around the King Abdulaziz International Conference Center.

Panel

8:30 AM - 9:20 AM

BOARD OF INNOVATION: TECH THAT WILL REMAKE THE GLOBAL ECONOMY

Deep tech is moving from the lab to the balance sheet. Breakthroughs in artificial intelligence, quantum computing, synthetic biology, advanced materials, and next-generation energy are poised to rewire industries, reprice capital, and redraw the global competitive map. This session convenes the founders, investors, and scientists closest to the frontier to answer one question: which of today's technologies will mint the trillion-dollar industries of 2035, and change the future for the better?

- **Dr. Kam Ghaffarian**,
Founder & Executive
Chairman, Intuitive
Machines, Axiom Space,
Quantum Space and X-
energy
- **Takeshi Hakamada**,
Founder & CEO, ispace, inc.
- **Dr. Bob Mumgaard**, Co-
Founder & CEO,
Commonwealth Fusion
Systems
- **Prof. Jeremy O'Brien**, Co-
Founder & Executive
Chairman, PsiQuantum
- **Dr. Samuel G. Rodriques**,
Co-Founder & CEO, Edison
Scientific

Moderator:

- **Peter H. Diamandis, MD**,
Founder & Executive
Chairman, XPRIZE; Board
Member, FII Institute

Panel

9:20 AM - 9:50 AM

SESSION TO BE ANNOUNCED

Wednesday, October 28

Plenary A

FUTURE
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Panel

9:50 AM – 10:25 AM

PART I. THE NEW ARTERIES OF GLOBAL TRADE

Trade corridors have long defined the map of global prosperity, unlocking new avenues of growth and interconnection. When historians look back on the great paths that drove and dominated global trade in the 21st century, which regions will stand out as the leading connector economies, and what shape will those routes take?

- **H.E. Mehmet Şimşek**, Minister of Treasury & Finance, Republic of Türkiye
- **R. Brad Martin**, Executive Chairman and Chairman of the Board, FedEx Corporation
- **Rodolphe Saadé**, Chairman & CEO, CMA CGM Group
- **Sandy Ran Xu**, CEO, [JD.com](https://www.jd.com)
- *Additional speakers to be announced.*

Moderator:

- **Zain Asher**, Anchor, CNN

Panel

10:25 AM – 10:50 AM

PART II. WHO ARE THE POWER PLAYERS IN THE NEW GLOBAL TRADE?

Global trade is being reorganized by tariffs, industrial policy and pressure to make supply chains more secure. Influence is shifting toward countries and companies that can connect competing blocs, control strategic infrastructure, provide reliable access to critical inputs and growth markets, and translate those capabilities into stronger connectivity, greater customer choice and more seamless, reliable and service-focused experiences. Who will write the rules of the emerging trade order, and what will determine which players gain leverage as the global economy is redrawn?

- **Henadi Al Saleh**, CEO & Board Member, Agility Global
- **Ed Bastian**, CEO, Delta Air Lines
- **Tony Douglas**, CEO, Riyadh Air
- **Éric Martel**, President & CEO, Bombardier

Moderator:

- **Abeer Abu Omar**, TV Middle East Correspondent, Bloomberg

Polling

10:50 AM – 10:55 AM

WHERE WILL THE NEXT FINANCIAL CRISIS COME FROM?

Financial risk is increasingly accumulating outside traditional banks, across sovereign debt, private credit, leveraged funds and investment vehicles that offer redemptions against illiquid assets. The IMF reported in April 2026 that about \$300 billion of global private credit sits in semiliquid structures exposed to investor withdrawals. Which fault line is most likely to break first, and how could a localized loss become a global crisis?

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Fireside Chat

10:55 AM – 11:15 AM

CAN DIPLOMACY STILL SAVE THE WORLD?

Capital has never been more mobile, and never more exposed. Every allocation decision now carries a geopolitical premium, and the institutions built to arbitrate between nations are being tested by conflicts they were not designed to hold. Against this backdrop, the Kingdom has emerged as a rare convening power — a bridge between East and West, North and South, where dialogue is still possible when other channels have closed. As investment, diplomacy, and national security become inseparable, what does it take to build an order stable enough for the next decade to be worth investing in?

- *Speakers to be announced.*

Panel

11:15 AM – 12:05 PM

BOARD OF CHANGEMAKERS: WHAT REALLY CREATES HUMAN PROSPERITY?

While technological innovation has captured a dominant position in mainstream consciousness, a growing number of voices have reaffirmed the massive value latent in the human economy. From health to biotech, from experiences to hospitality, what are the trends that will dominate human-centered businesses for the next decade as the digital world gains ground?

- **H.E. Matteo Renzi**, Senator of the Italian Republic, Former Prime Minister of Italy
- **Talal H. AlMarri**, CEO, Expo 2030 Riyadh
- **Anthony Capuano**, President & CEO, Marriott International
- **Jon Clifton**, CEO, Gallup
- **Barbara Muckermann**, CEO, Kempinski Group
- **Ferit Şahenk**, Chairman & CEO, Doğuş Group

Moderator:

- **Mishal Husain**, Host & Editor at Large, Bloomberg

Networking

12:05 PM – 12:55 PM

NETWORKING LUNCH

Networking lunch will take place in networking spaces around the King Abdulaziz International Conference Center.

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Plenary A

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Panel

12:55 PM – 1:15 PM

HOW TO WIN IN A LASTING STATE OF CRISIS

Energy shocks, trade restrictions and an era of continuous global disruption have exposed how deeply oil and gas, chips, chemicals, food, fertilizers and medicines depend on the same global networks. A 2026 ISM-Amazon Business survey of 425 global supply-chain professionals found that 71% said balancing cost and risk now drives their organizations' procurement strategy. As resilience becomes a core design principle, how should leaders rebuild inventories and reserves, protect essential energy investment and meet the power demands of AI while preserving the global supply chains on which growth still depends?

- **H.E. Dr. Nabeel M. Al-Amudi**, CEO, Olayan Financing Company
- **Ashraf A. Al Ghazzawi**, Executive Vice-President, Strategy & Corporate Development, Aramco
- **Vimal Kapur**, Chairman & CEO, Honeywell
- *Additional speakers to be announced.*

Moderator:

- **Dr. John Defterios**, Senior Advisor, APCO Worldwide; Board Member, SEforAll

Fireside Chat

1:15 PM – 1:30 PM

WHAT MAKES AN ECONOMY INVESTABLE WHEN GLOBAL GROWTH SLOWS?

Two decades of sovereign wealth deployment have redrawn the architecture of international finance. According to Global SWF's 2026 Annual Report, seven leading Gulf sovereign wealth funds invested \$119 billion in 2025, up 43% from the previous year. What does the next chapter look like as state-backed investors deepen ties across the Middle East and Asia, and where will patient capital move fastest in a higher-rate, higher-friction world?

- *Speaker to be announced*

Moderator:

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

Fireside Chat

1:30 PM – 1:45 PM

REJUVENATION SCIENCE ENTERS THE CLINIC

David and Peter will discuss ER-100, the world's first epigenetic restoration therapy to enter human clinical trials, now being tested in people with glaucoma and other optic-nerve diseases. ER-100 is designed to restore youthful patterns of gene activity in damaged cells, potentially allowing them to regain function rather than merely slowing further decline. The conversation will explore what this landmark trial may teach us about reversing aspects of aging in humans and whether the same technology could eventually be adapted to restore youthful function of aged, damaged and diseased tissues throughout the body.

- **Peter H. Diamandis, MD**, Founder & Executive Chairman, XPRIZE; Board Member, FII Institute
- **Prof. David Sinclair**, Professor of Genetics, Harvard Medical School

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Plenary A

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Panel

1:45 PM – 2:15 PM

ARE DATA CENTERS THE DEFINING ASSET OF THE AI ECONOMY?

The AI revolution's insatiable appetite for compute is driving investment across energy, manufacturing, and beyond, with global data-center infrastructure spending projected to reach \$7 trillion by 2030; as the physical buildout accelerates, who can deliver energy, compute, connectivity, land, and governance as an integrated system at scale, while managing the hidden costs of this relentless growth?

- **Marc Domenech**, Vice President, Enterprise, Middle East, Türkiye, Africa & Southern Europe, Nvidia
- **Rayan Fayez**, Deputy CEO, NEOM
- **Marc Ganzi**, CEO, DigitalBridge
- **Hussain Sajwani**, Founder & Chairman, DAMAC
- **Dr. Varun Sivaram**, Founder & CEO, Emerald AI
- **Sunil Gupta**, Co-Founder, Managing Director & CEO, Yotta Data Services Pvt Ltd.

Moderator to be announced.

Panel

2:15 PM – 2:45 PM

WHERE IS INVESTMENT FLOWING NEXT? POWERED BY THE CAPITAL IN MOTION INDEX

Financial leaders examine where capital is moving, using data from the Capital in Motion Index and live audience polling to identify the markets, sectors, and strategies attracting the next wave of investment.

- **Hisham Ahmed Alrayes**, CEO & Board Member, GFH Bank
- **Yazeed Saleh AlYahya**, CEO, Saudi Eksab for International Investments Company
- **Karim Awad**, Group CEO, EFG Holding
- **Katie Koch**, President & CEO, The TCW Group, Inc.

Moderator to be announced.

Panel

2:45 PM – 3:15 PM

RESOURCE SOVEREIGNTY FROM ORE TO OUTPUT

Resource sovereignty is increasingly a question of whether countries can turn raw materials into competitive industrial systems, combining processing capacity with automation, advanced manufacturing and the skills to operate them. The IEA's 2026 Global Critical Minerals Outlook finds that refining remains exceptionally concentrated, with the leading supplier accounting for an average 70% of refined production across key energy minerals in 2025, while new projects outside incumbent markets face technology, infrastructure and skills constraints. As governments and companies race to capture more value between extraction and finished production, what will determine which resource-rich economies can successfully make the leap from ore to output?

- **Ruslan Alikhanov**, CEO, Azerbaijan Investment Holding (AIH), Supervisory Board Member/Chairman, State Oil Company of the Azerbaijan Republic & Azer Turk Bank
- **M. Arsjad Rasjid P.M.**, Commissioner, PT Indika Energy Tbk.; Founder & Chairman, Sriwijaya Capital
- **Robert Wilt**, CEO, Maaden

Moderator to be announced.

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Plenary A

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Panel

3:15 PM - 3:40 PM

THE NEW BUSINESS OF SECURITY

The old security base, built on primes, platforms, and multi-decade procurement cycles, is being rewired by software firms, venture-backed startups, and commercial technologists race to move at a pace now demanded by public officials. As code and new capital infusion fold into the machinery of security, which technologies and business models offer the most compelling opportunities for long-term investment?

- **Ahmet Akyol**, President & CEO, ASELSAN
- **Eng. Lorenzo Mariani**, CEO & General Manager, Leonardo S.p.A
- **Pierroberto Folgiero**, CEO & Managing Director, Fincantieri

Moderator:

- **Mishal Husain**, Host & Editor at Large, Bloomberg

Panel

3:40 PM - 4:15 PM

CAN THE COMPUTE ECONOMY MAINTAIN ITS RALLY?

AI is expanding from software into a full industrial system built on frontier models, advanced chips and compute, physical AI and robotics, and the manufacturing base, data centers, networks and power needed to deploy them at scale. As capital races into every layer of the stack, progress in one increasingly depends on capacity across the others. Can the compute economy sustain its rally, or will bottlenecks in chips, manufacturing, infrastructure and energy slow the path to artificial superintelligence?

- **Dr. Muhammad Nasser Aldawood**, Acting CEO, ALAT
- **Mohammed Al Omair**, CEO, elm
- **Winston Cheng**, SVP & Group CFO, Lenovo Group Limited
- **Alex Clavel**, CEO, SoftBank Vision Funds

Moderator to be announced.

Panel

4:15 PM - 4:45 PM

THE SOVEREIGN STACK, AND HOW TO BUILD AI THAT NATIONS CAN OWN

While nearly every government now has a sovereign AI plan, most continue to run on borrowed chips, foreign models, and hyperscaler cloud. As states weigh the security case for controlling the full stack against the cost and commercial viability of building it themselves, where is it actually worth to achieve sovereignty versus the economic benefit of measured dependence?

- **Hani Enaya**, CIO, Sanabil Investments
- **Aidan Gomez**, CEO & Co-Founder, Cohere
- **Dr. Kai-Fu Lee**, Founder & CEO, 01.AI; Chairman, Sinovation Ventures
- **Qasar Younis**, Co-Founder & CEO, Applied Intuition

Moderator to be announced.

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Plenary A

Future Flash

4:45 PM - 4:55 PM

THE INVISIBLE DECISIONS THAT BUILT THE MODERN WORLD

Every era's defining infrastructure was chosen by a handful of engineers making decisions no one witnessed. The shipping container. TCP/IP. The lithium-ion cell. The search index. Each began as a technical call inside a single room, and each became the substrate on which entire industries, economies, and geopolitical orders were built. Drawing on chapters at Google, Tesla, and Omnitron, Aguilar legacy in the twenty-first century will not be written by capital, policy, or personality. It will be written, as it always has been, in the engineering blueprints. The technologies that reshape the world are almost always the ones the world never sees, hidden inside the products, factories, and networks that come after.

- **Eric Aguilar**, CEO, Omnitron Sensors Inc.

Fireside Chat

4:55 PM - 5:10 PM

WHERE IS THE NEXT OPPORTUNITY IN RUSSIA'S CONSUMER ECONOMY?

Beyond its traditional industries, Russia's private sector is expanding across consumer goods, technology, retail and services, with companies now serving millions of households. Russian online retail sales are set to reach 15 trillion rubles in 2026, more than tripling over the past five years. What structural forces are driving this growth, how durable are they as a foundation for long-term private investment and what would enable international partners to invest in Russia's private sector?

- *Speaker to be announced.*

Moderator:

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

Wednesday, October 28

Plenary B

FUTURE
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7:30 AM - 8:30 AM	Networking	NETWORKING BREAKFAST
8:30 AM - 9:05 AM	Panel	THE GLOBAL FOOD SYSTEM IN THE AGE OF DISRUPTION
9:05 AM - 9:25 AM	Panel	WHY DO SOME DESTINATIONS BECOME ICONS?
9:25 AM - 9:55 AM	Panel	WHERE ARE THE RETURNS IN LONG-TERM DEVELOPMENT?
9:55 AM - 10:25 AM	Panel	WHERE WILL THE NEXT DECADE GET ITS POWER AND WATER?
10:25 AM - 11:00 AM	Panel	HOW IS AI REWRITING COMMERCE?
11:00 AM - 11:30 AM	Panel	THE PHYSICAL ECONOMY REBORN: BUILDING THE ASSETS THE NEXT CENTURY RUNS ON
11:30 AM - 12:00 PM	Panel	IS HOSPITALITY THE ULTIMATE REAL-WORLD BUSINESS?

NETWORKING LUNCH

12:55 PM - 1:05 PM	Future Flash	WHAT THE ELECTRO-STATE MEANS FOR THE FUTURE
1:05 PM - 1:10 PM	Polling	WHICH INDUSTRY DIES NEXT?
1:10 PM - 1:25 PM	Fireside Chat	IS ART THE ULTIMATE REAL-WORLD ASSET?
1:25 PM - 1:55 PM	Panel	THE ECONOMIC WORLD IN 2036
1:55 PM - 2:35 PM	Panel	PART I. WHO FINANCES THE PHYSICAL RENAISSANCE?
2:35 PM - 3:05 PM	Panel	PART II. THE \$100 TRILLION REBUILD
3:05 PM - 3:35 PM	Panel	BUILDING THE SECURITY INDUSTRIAL BASE OF TOMORROW
3:35 PM - 4:05 PM	Panel	IS THERE A FUTURE OF MEDIA?
4:05 PM - 4:20 PM	Panel	AS ESPORTS MATURES, IS IT STILL THE NEXT GREAT INVESTMENT ASSET?
4:20 PM - 4:50 PM	Panel	CAN THE MARITIME SECTOR BUILD RESILIENCE IN AN ERA OF UNCERTAINTY?
4:50 PM - 5:10 PM	Panel	WHEN HUMANS LIVE WITH ROBOTS

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Plenary B

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Networking

7:30 AM - 8:30 AM

NETWORKING BREAKFAST

Networking breakfast will take place in networking spaces around the King Abdulaziz International Conference Center.

Panel

8:30 AM - 9:05 AM

THE GLOBAL FOOD SYSTEM IN THE AGE OF DISRUPTION

Decades of optimizing for efficiency stripped the slack out of how the world grows, ships, and stores food, leaving a system that runs lean until a crisis exposes how little margin remains. As the just-in-time logic that lowered costs now amplifies every shock into a shortage, does resilience mean unwinding that efficiency for redundancy and reserves, or re-engineering the system so it can absorb shocks without giving up the gains?

- **H.E. Olushegun Adjadi Bakari**, Minister of Investment, Republic of Benin
- **Jeremy Coller**, CIO & Managing Partner, Coller Capital
- **Nadja Håkansson**, Member of the Executive Board (COO) thyssenkrupp Decarbon Technologies & CEO thyssenkrupp Uhde, Thyssenkrupp
- **Fernando Queiroz**, CEO, Minerva Foods
- **Eugene Willemsen**, CEO, International Beverages, PepsiCo

Moderator:

- **Tumi Makgabo**, Founder & Group Managing Director, The Ogese Group

Panel

9:05 AM - 9:25 AM

WHY DO SOME DESTINATIONS BECOME ICONS?

The next generation of destination development will be defined by more than hotel keys, infrastructure or real estate values. It will be defined by the ability to create places that people remember, return to and invest in for decades. What does it take to build an experience that becomes a legacy asset?

- **Gerard Inzerillo**, Group CEO, Diriyah Company
- **Vladislav Doronin**, Chairman, CEO & Owner, Aman Group, Founder & CEO, OKO Group

Moderator:

- **Manus Cranny**, Geoeconomics Editor, The National

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Plenary B

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Panel

9:25 AM - 9:55 AM

WHERE ARE THE RETURNS IN LONG-TERM DEVELOPMENT?

Destination and residential development follow different investment models. Destination authorities create value over longer horizons through airports and other infrastructure, cultural assets, hospitality and visitor demand. Commercial residential developers acquire land, design communities, contract construction and sell completed or off-plan homes to families. How do these models create value, and how can long development horizons be balanced with investor returns?

- **Muammar Alatawi**, Chairman, ARABIAN DYAR
- **Mohammad Albuty**, CEO, NHC
- **Sabah Barakat**, Acting CEO, New Murabba
- **Marco Mejia**, Acting CEO, King Salman International Airport (KSIA)
- **John Pagano**, Group CEO, Red Sea Global

Moderator:

- **Abeer Abu Omar**, TV Middle East Correspondent, Bloomberg

Panel

9:55 AM - 10:25 AM

WHERE WILL THE NEXT DECADE GET ITS POWER AND WATER?

Global electricity demand is on track to rise by nearly 4 percent annually through 2027, the fastest sustained growth since the early 2000s, driven by data centers, electrification, air conditioning, and industrial expansion. Renewables are being built faster than they can be connected, nuclear is returning to the table after two decades of retreat, and fossil generation is proving harder to retire than planners assumed. Meanwhile, the demand for water continues to grow due to the demands of AI. Who finances the buildout at this scale, and on what timeline? Which technologies deserve the marginal capital, and which regions get left behind when supply cannot meet the load?

- **Eng. Khalid S. Al-Ghamdi**, CEO, Saudi Energy
- **Bernard Fontana**, Chairman & CEO, Électricité de France (EDF)
- **Catherine MacGregor**, CEO, ENGIE
- **Dr. Samir J. Serhan**, CEO, Acwa
- **Dr. Angela Wilkinson**, Secretary General & CEO, World Energy Council

Moderator to be announced.

Panel

10:25 AM - 11:00 AM

HOW IS AI REWRITING COMMERCE?

AI is moving through commerce layer by layer — how products are discovered, how they're priced and delivered, how fraud is caught, and how payment moves underneath it all. Roughly eight in ten enterprises now use AI somewhere in the business, yet only a fraction have scaled it into measurable revenue, and the platforms closing that gap are rebuilding their infrastructure rather than bolting AI onto it. Does this consolidate advantage with those who already have scale, or open the field to anyone who can build on top of it?

- **Francis deSouza**, CEO, Scale AI
- **Oliver Jenkyn**, Group President, Visa
- **Mikhail Lomtadze**, Co-Founder & CEO, [Kaspi.kz](https://kaspi.kz)
- *Additional speakers to be announced.*

Moderator:

- **Nicola Mendelsohn**, Head of Global Business Group, Meta

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Plenary B

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Panel

11:00 AM – 11:30 AM

THE PHYSICAL ECONOMY REBORN: BUILDING THE ASSETS THE NEXT CENTURY RUNS ON

The world is entering the most capital-intensive construction cycle in modern memory. McKinsey estimates that global infrastructure and real estate investment must reach roughly 9.2 trillion dollars per year through 2050 to meet housing, industrial, and net-zero targets. Cement, steel, and petrochemicals underpin every megaproject, giga-city, and industrial park now on the drawing board, yet the same sectors account for close to a quarter of global emissions and face the sharpest decarbonization mandates. New cities are rising from the desert, legacy industrial bases are being retooled, and carbon border rules are quietly redrawing global trade flows. Which players win the race to build cleaner, cheaper, and at scale? And what happens to the regions whose industrial base cannot make the transition in time?

- **H.E. Eng. Khalid Al-Salem**, President, Royal Commission for Jubail and Yanbu
- **Jim Fitterling**, Executive Chair of the Board of Directors, Dow
- **Vimal Kapur**, Chairman & CEO, Honeywell
- **Prof. Dr. Murat Yalçıntaş**, General Manager & CEO, Oyak Group
- **Chunzhi Yang**, Chairman & General Manager, Hainan Resort Software Community (RSC)

Moderator:

- **Zain Asher**, Anchor, CNN

Panel

11:30 AM – 12:00 PM

IS HOSPITALITY THE ULTIMATE REAL-WORLD BUSINESS?

Global travel demand is still growing, but hotel returns are fragmenting. Guests are paying for luxury, lifestyle, food, wellness and place-based experiences, even as owners confront expensive capital, labor constraints and slower development, and destinations face pressure on infrastructure and local consent. As global operators scale their brands and Saudi Arabia brings new destinations online, can hospitality turn the real-world premium into durable returns?

- **Sebastien Bazin**, Chairman & CEO, Accor
- **Elie W. Maalouf**, CEO, IHG Hotels & Resorts
- **Barry Sternlicht**, Chairman & CEO, Starwood Capital Group

Moderator:

- **Zeina Soufan**, Senior Business Anchor, Asharq Business with Bloomberg

Networking

12:00 PM – 12:55 PM

NETWORKING LUNCH

Networking lunch will take place in networking spaces around the King Abdulaziz International Conference Center.

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Plenary B



Future Flash

12:55 PM – 1:05 PM
WHAT THE ELECTRO-STATE MEANS FOR THE FUTURE

Electricity is becoming an organizing force of the global economy, shaping where industries locate, how technologies scale, and which countries hold strategic leverage. As grids, storage, advanced manufacturing, and digital infrastructure converge, the electro-state could redraw the map of economic power. Which economies will gain from this shift, and how will it change the balance of power in the decades ahead?

- **Lei Zhang**, Founder & CEO, Envision

Polling

1:05 PM – 1:10 PM
WHICH INDUSTRY DIES NEXT?

Fireside Chat

1:10 PM – 1:25 PM
IS ART THE ULTIMATE REAL-WORLD ASSET?

Images can now be generated and distributed at almost no cost, yet an original work still derives value from scarcity, provenance and the experience of encountering it in person. At the same time, cautious collectors, changing wealth and online discovery are reshaping how art is bought and valued. What gives physical art its premium now, and how must galleries, fairs and institutions evolve to sustain trust, participation and value?

- **Noah Horowitz**, CEO, Art Basel

Moderator:

- **Hala Gorani**, International Anchor, Correspondent & Contributor

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Panel

1:25 PM – 1:55 PM

THE ECONOMIC WORLD IN 2036

The forces remaking the world — accelerating technology, shifting demographics, a fragmenting trade order, the energy transition, and growing resource scarcity — are compounding faster than institutions built for a slower century can absorb. As these currents collide and reinforce one another over the next decade, what will the state of the world look like ten years from now, and will the same forces still drive change?

- **Laura M. Cha**, Former Chairman, HKEX; Trustee, Rockefeller Foundation; Director, Bretton Woods Committee
- **Song Hwee Chia**, CEO, Temasek Global Investments
- **Michael Novogratz**, Founder & CEO, Galaxy Digital
- *Additional speakers to be announced.*

Moderator:

- **Zain Asher**, Anchor, CNN

Panel

1:55 PM – 2:35 PM

PART I. WHO FINANCES THE PHYSICAL RENAISSANCE?

As demand grows for energy, transport, urban development, and other essential infrastructure, the scale of investment required is placing new pressure on financial institutions and capital markets. How can investors mobilize long-term capital, broaden participation, and build more liquid and accessible markets for the physical economy?

- **H.E. Ahmet Burak Dağlıoğlu**, President, Investment & Finance Office of the Presidency of Türkiye
- **H.E. Mohammed Yisr Barnieh**, Minister of Finance, Syrian Arab Republic
- **Nikolai Podguzov**, Chairman of the Management Board, Eurasian Development Bank
- **Samaila Zubairu**, President & CEO, African Finance Corporation

Moderator to be announced.

Panel

2:35 PM – 3:05 PM

PART II. THE \$100 TRILLION REBUILD

Supply shortages and concerns about market concentration are renewing interest in the physical assets that support economic growth. With data centers attracting a growing share of capital, which other critical projects must now be built, and what will it take to move them from investment commitment to delivery?

- **Omar Al-Midani**, President & CEO, Vision Invest
- **Ebru Özdemir**, Chairwoman, Limak Holding
- **Martin Sion**, CEO, Alstom
- *Additional speakers to be announced.*

Moderator to be announced.

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Plenary B

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Panel

3:05 PM – 3:35 PM

BUILDING THE SECURITY INDUSTRIAL BASE OF TOMORROW

Security now depends on commercial technology as much as on traditional defense platforms: advanced batteries, autonomous systems, secure software and resilient manufacturing. Turning these innovations into capability at scale takes aligned action across the whole ecosystem, from patient capital and industrial partnerships to faster government procurement and closer cooperation between allies. How can investors, industry and governments work together to build the security industrial base the next decade will require?

- **H.R.H Khaled bin Alwaleed bin Talal Al Saud**, Founder & CEO, KBW Ventures
- **H.E. Sebastian Kurz**, Former Prime Minister of the Republic of Austria, Co-Founder & President, DREAM
- **Christian Garrett**, Partner, 137 Ventures; Co-Founder, Hill & Valley Forum & Onodrim Industries
- **Christian Hadjiminias**, CEO, Theon
- **Morgan Ortagus**, Deputy Special Presidential Envoy, U.S. Department of State

Moderator:

- **Xenia Wickett**, Director, Wickett Advisory

Panel

3:35 PM – 4:05 PM

IS THERE A FUTURE OF MEDIA?

The institutions that once set the public agenda are being outflanked by platforms, creators, and now AI systems that answer the question without ever sending anyone to the source. As attention, trust, and ad revenue migrate to actors in brand new sectors, will traditional media be able to survive as an institution?

- **Jomana R. Al-Rashid**, CEO, SRMG
- **Leonard Blavatnik**, Founder, Access Industries, Vice Chairman & Majority Owner, Warner Music Group; Founder & Owner, DAZN
- **Arnaud de Puylfontaine**, Chairman of the Management Board & CEO, Vivendi, Chair of the Board, Havas
- **Elijah Seton**, CEO, SoundCloud
- **Martin Sorrell**, Founder & Executive Chairman, S4 Capital Group

Moderator:

- **Hala Gorani**, International Anchor, Correspondent & Contributor

Panel

4:05 PM – 4:20 PM

AS ESPORTS MATURES, IS IT STILL THE NEXT GREAT INVESTMENT ASSET?

Esports has moved beyond its early growth story into a more demanding phase, as investors test which parts of the ecosystem can produce durable returns. In May 2026, The National reported organizer figures that 750 million viewers followed the 2025 Esports World Cup worldwide. As clubs, leagues, publishers, media rights and live events compete for value, where will the strongest investment opportunities emerge, and does esports still belong among the next generation of global assets?

- **H.R.H. Prince Faisal bin Bandar bin Sultan Al Saud**, Chairman, Saudi Esports Federation, Vice Chairman, Savvy Games Group

Moderator to be announced.

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Plenary B

FUTURE
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Panel

4:20 PM – 4:50 PM

CAN THE MARITIME SECTOR BUILD RESILIENCE IN AN ERA OF UNCERTAINTY?

Maritime transport is the backbone of global commerce, connecting economies across continents while facing growing pressure from supply-chain disruption, chokepoint vulnerabilities, and the accelerating transition toward cleaner and more sustainable operations. Around 80% of global trade by volume moves by sea, underscoring how disruption at a single strategic chokepoint can reverberate across energy, food, and global supply chains. As regulatory pressures and sustainability imperatives converge, how can the maritime sector strengthen its resilience to near-term shocks while continuing to invest in its long-term sustainability?

- **Ahmed Ali Al-Subaey**, CEO, Bahri (National Shipping Company of Saudi Arabia)
- **Manfredi Lefebvre d'Ovidio**, Chairman, WTTC
- *Additional speakers to be announced.*

Moderator:

- **Riad Hamade**, Director of Business News, Asharq Business with Bloomberg

Panel

4:50 PM – 5:10 PM

WHEN HUMANS LIVE WITH ROBOTS

Robots are beginning to move from laboratories into workplaces and other environments designed for people. Their adoption will depend on technical performance, public trust, clear accountability, and a workable division of tasks between humans and machines. What rules and design choices will allow humans and humanoids to share the physical world safely and productively?

- *Speaker to be announced.*

Moderator:

- **Peter H. Diamandis, MD**, Founder & Executive Chairman, XPRIZE; Board Member, FII Institute

Wednesday, October 28

Workshop – LAB 1



1:00 PM – 2:00 PM	FII Member-Only Session (Invite Only)	MEMBERS ONLY MASTERCLASS: GOVERNING AI AGENTS IN A MULTICULTURAL WORLD: TRUST AND HUMAN AGENCY, POWERED BY COLUMBIA UNIVERSITY
2:30 PM – 3:30 PM	FII Member-Only Session (Invite Only)	MEMBERS ONLY MASTERCLASS: WHO GETS TO SHAPE AI? GOVERNING THE AI DIVIDE BETWEEN THE GLOBAL NORTH AND GLOBAL SOUTH, POWERED BY COLUMBIA UNIVERSITY
3:30 PM – 4:00 PM	Live Demo	PRIORITY COMPASS: POWERED BY FII INSTITUTE & IPSOS
4:00 PM – 4:30 PM	Panel	FROM OCEAN DATA TO OCEAN VALUE
4:30 PM – 5:00 PM	Live Demo	CAPITAL IN MOTION INDEX: POWERED BY FII INSTITUTE & S&P

Wednesday, October 28

Workshop – LAB 1

FUTURE
INVESTMENT
INITIATIVE
Powered by the FII Institute



FII Member-Only Session
(Invite Only)

1:00 PM – 2:00 PM

MEMBERS ONLY MASTERCLASS: GOVERNING AI AGENTS IN A MULTICULTURAL WORLD: TRUST AND HUMAN AGENCY, POWERED BY COLUMBIA UNIVERSITY

This masterclass will equip global leaders with a practical framework for understanding, governing, and responsibly deploying AI agents in multicultural and multilingual societies. As AI systems evolve from passive tools into agents that can plan, recommend, escalate, schedule, and act on behalf of individuals or institutions, leaders must ask not only whether these systems are powerful, but whether they are aligned with human values. The session will move beyond narrow discussions of technical performance or bias to examine a deeper question: how can AI agents be designed and governed in ways that respect human dignity, cultural diversity, public trust, and individual agency?

- **Prof. Yanis Ben Amor**, Executive Director, Center for Sustainable Development, Climate School & Assistant Professor, Columbia University
- **Prof. Farah Shamout**, Assistant Professor, NYU Abu Dhabi

FII Member-Only Session
(Invite Only)

2:30 PM – 3:30 PM

MEMBERS ONLY MASTERCLASS: WHO GETS TO SHAPE AI? GOVERNING THE AI DIVIDE BETWEEN THE GLOBAL NORTH AND GLOBAL SOUTH, POWERED BY COLUMBIA UNIVERSITY

This masterclass will equip global leaders with a practical framework for understanding how AI could either deepen the digital divide between high-income countries and emerging and developing economies—or become an opportunity to narrow it. The rapid diffusion of AI is taking place across a profoundly unequal global landscape: countries and institutions differ substantially in their access to computational infrastructure, high-quality and locally relevant data, AI talent, financial resources, and representation in the languages and datasets on which AI systems are built. These inequalities affect not only who can adopt AI, but who can participate in developing it and whose knowledge, cultures, and priorities are reflected in the resulting systems.

- **Prof. Yanis Ben Amor**, Executive Director, Center for Sustainable Development, Climate School & Assistant Professor, Columbia University
- **Prof. Farah Shamout**, Assistant Professor, NYU Abu Dhabi

Live Demo

3:30 PM – 4:00 PM

PRIORITY COMPASS: POWERED BY FII INSTITUTE & IPSOS

The **FII PRIORITY Compass** is essentially the **global research and intelligence platform of FII Institute** designed to identify **what matters most to people around the world** and compare those priorities with the issues receiving attention from governments, business leaders, investors and the media.

Its core is the **FII PRIORITY Global Survey**, which asks tens of thousands of people across multiple countries about their principal concerns and priorities—such as **cost of living, healthcare, jobs, education, technology, climate, security and governance**.

The idea behind the “Compass” is therefore quite powerful:

Listen to people → identify their real priorities → measure the gap between those priorities and the global agenda → help leaders direct capital and policy toward what matters most.

Wednesday, October 28

Workshop – LAB 1

FUTURE
INVESTMENT
INITIATIVE
Powered by the FII Institute



Panel

4:00 PM – 4:30 PM

FROM OCEAN DATA TO OCEAN VALUE

The ocean holds enormous ecological and economic value, yet fragmented data can make it difficult for governments, investors and businesses to understand where intervention can have the greatest impact. New ocean intelligence platforms are bringing together environmental and geospatial data to identify risks, monitor ecosystems and inform decisions on conservation and development. Through live cases from Saudi Arabia and around the world, how can ocean data become an actionable tool for protecting natural capital and unlocking value across the blue economy?

- **Prof. Carlos Duarte**, Chief Scientist, WAVE
- **Dr. Muhammed Qurban**, CEO, National Center for Wildlife

Moderator:

- **Eithne Treanor**, Host & Moderator

Live Demo

4:30 PM – 5:00 PM

CAPITAL IN MOTION INDEX: POWERED BY FII INSTITUTE & S&P

The **Capital in Motion Index**, developed by the FII Institute research team in collaboration with S&P Global, maps how investable capital is moving across the global economy—across asset classes, sectors and geographies. It reveals where capital is accelerating, which investment corridors are gaining structural momentum, where flows are slowing, and how the global investment landscape is being reshaped.

What does this new map of capital mean for investors, sovereigns and companies making decisions for the next decade?

In this interactive workshop, participants will explore the **Capital in Motion Index** alongside the FII Institute research team, identify the industries and markets attracting the strongest momentum, and challenge the findings against their own investment perspectives.

The objective: to understand not simply where capital is today, but where it is moving next.

Wednesday, October 28

Pavilion 1 – LAB 2



7:15 AM – 8:10 AM	Breakfast (Invite Only)	INVITE ONLY BREAKFAST: HOSTED BY ARAMCO
1:00 PM – 1:05 PM	Welcome Remarks	FAMILY OFFICE FACTOR SUMMIT: OPENING ADDRESS
1:05 PM – 1:15 PM	Fireside Chat	FAMILY OFFICE FACTOR SUMMIT: HOW SHOULD FAMILIES INVEST THROUGH A CHANGING WORLD ORDER?
1:15 PM – 1:45 PM	Panel	FAMILY OFFICE FACTOR SUMMIT: THE NEW ARCHITECTS OF GLOBAL CAPITAL
1:45 PM – 2:15 PM	Panel	FAMILY OFFICE FACTOR SUMMIT: WHY ARE FAMILY OFFICES BETTING ON SPORTS?
2:15 PM – 2:45 PM	Panel	FAMILY OFFICE FACTOR SUMMIT: EAST MEETS GULF: BUILDING THE NEXT AVENUES FOR FAMILY CAPITAL PARTNERSHIPS
2:45 PM – 3:15 PM	Panel	FAMILY OFFICE FACTOR SUMMIT: WHAT HAPPENS WHEN CAPITAL, VALUES AND TIME HORIZONS ALIGN?
3:15 PM – 3:45 PM	Panel	FAMILY OFFICE FACTOR SUMMIT: CAN FAMILY OFFICES TURN AI INTO A LASTING EDGE?
4:15 PM – 4:45 PM	Panel	FAMILY OFFICE FACTOR: NEXT GEN
4:45 PM – 5:00 PM	Networking	FAMILY OFFICE FACTOR SUMMIT: CLOSING NETWORKING

Wednesday, October 28

Pavilion 1 – LAB 2

FUTURE
INVESTMENT
INITIATIVE
Powered by the FII Institute



Breakfast (Invite Only)

7:15 AM – 8:10 AM

**INVITE ONLY BREAKFAST:
HOSTED BY ARAMCO**

Welcome Remarks

1:00 PM – 1:05 PM

**FAMILY OFFICE FACTOR
SUMMIT: OPENING
ADDRESS**

FII Institute H.R.H. Dr. Maha Bint Mishari
Al Saud's opening remarks.

Fireside Chat

1:05 PM – 1:15 PM

**FAMILY OFFICE FACTOR
SUMMIT: HOW SHOULD
FAMILIES INVEST THROUGH
A CHANGING WORLD
ORDER?**

For family offices, preserving wealth across generations increasingly means navigating forces that extend far beyond traditional market cycles. Shifting geopolitical alignments, rising debt, technological disruption and changing monetary regimes are challenging long-held assumptions about where and how capital should be deployed. What principles can help families navigate structural change, protect against uncertainty and build portfolios designed to endure across generations?

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

Moderator:

- **Sara Eisen**, Anchor, CNBC

Wednesday, October 28

Pavilion 1 – LAB 2

FUTURE
INVESTMENT
INITIATIVE
Powered by the FII Institute



Panel

1:15 PM – 1:45 PM

**FAMILY OFFICE FACTOR
SUMMIT: THE NEW
ARCHITECTS OF GLOBAL
CAPITAL**

Family offices are becoming some of the world's most agile and influential providers of patient capital, investing across industries and generations. Today, family offices collectively manage **more** than US\$6 trillion in assets globally, with allocations to private markets continuing to rise. As traditional investment models evolve, what role should family capital play in shaping the future global economy?

- **Omar Al-Madhi**, Managing Director & Co-Head of MENA Direct Investments, PIF; Chairman of the Board of Directors, Jada Fund of Funds
- **Leonard Blavatnik**, Founder, Access Industries, Vice Chairman & Majority Owner, Warner Music Group; Founder & Owner, DAZN
- **Andrea C. Bonomi**, Chairman, Investindustrial
- **Ali Jamal**, Founder, Chairman, & CEO, Azura Partners

Moderator to be announced.

Panel

1:45 PM – 2:15 PM

**FAMILY OFFICE FACTOR
SUMMIT: WHY ARE FAMILY
OFFICES BETTING ON
SPORTS?**

Sport is rapidly evolving from a passion-driven investment into a global asset class spanning franchises, media rights, venues, technology and entertainment. With their patient capital, long-term perspective and appetite for legacy-building assets, family offices are becoming increasingly influential investors in the sector. How can they capture sport's financial and cultural value while balancing commercial returns, community impact and family legacy?

- **Ebru Özdemir**, Chairwoman, Limak Holding
- **Jake Silverstein**, Co-Founder & Chairman, Enfield Investment Partners
- **Kamal Bahamdan**, CEO, Bahamdan Group

Moderator to be announced.

Panel

2:15 PM – 2:45 PM

**FAMILY OFFICE FACTOR
SUMMIT: EAST MEETS GULF:
BUILDING THE NEXT
AVENUES FOR FAMILY
CAPITAL PARTNERSHIPS**

Some of the world's largest pools of family-controlled wealth sit across Asia and the GCC, sharing a long-term investment mindset but bringing different networks, capabilities and access to opportunity. Asia is home to more billionaires than any other region globally, while the GCC is experiencing one of the fastest expansions of family office and private wealth activity worldwide. What could Asian and GCC families achieve by moving beyond capital allocation toward deeper partnerships, co-investment and shared access to their respective markets?

- **Yaser Bin Mahfooz**, Executive Chairman, SEDCO Holding
- **Tariq Khoshhal**, CEO, Dallah Investment Holding Company
- **M. Arsjad Rasjid P.M.**, Commissioner, PT Indika Energy Tbk.; Founder & Chairman, Sriwijaya Capital
- **Patrick Zhong**, Founding Managing Partner, M31 Capital

Moderator:

- **Abdulelah Al Barrak**, Partner Government and Public Institutions & Riyadh Office Lead, Oliver Wyman

Wednesday, October 28

Pavilion 1 – LAB 2

FUTURE
INVESTMENT
INITIATIVE
Powered by the FII Institute



Panel

2:45 PM – 3:15 PM

FAMILY OFFICE FACTOR SUMMIT: WHAT HAPPENS WHEN CAPITAL, VALUES AND TIME HORIZONS ALIGN?

Family offices are uniquely positioned to deploy capital across generations, pursue opportunities beyond traditional investment horizons and align financial decisions with deeply held values. Their ability to remain patient through market cycles can provide a powerful advantage in areas requiring sustained commitment, from private markets and infrastructure to innovation and impact. How can family offices translate this combination of patience, purpose and alignment into superior long-term value, without compromising performance, governance or legacy?

- **Saeed Alhamdan**, CEO, AI Nahdi Family Office
- **Alain Melkane**, CEO, A. Tamari Family Office
- **James Zenni**, Founder, President & CEO, ZCG

Moderator:

- **Pietro Castronovo**, IMEA Head of Private Capital and M&A, Oliver Wyman

Panel

3:15 PM – 3:45 PM

FAMILY OFFICE FACTOR SUMMIT: CAN FAMILY OFFICES TURN AI INTO A LASTING EDGE?

Artificial intelligence is reshaping both how family offices invest and how they operate. Already, 65% have invested across the AI value chain, from data centres and semiconductors to software platforms. Their patient capital and flexible mandates offer a natural advantage, but high valuations, limited specialist talent and rapid technological change complicate investment decisions. Can family offices turn AI into a lasting investment and operational edge—or will they remain dependent on the same platforms and managers as everyone else?

- **Marwan Khoueiry**, Managing Director, Blu Stone
- **Ali Sabanci**, Chairperson, ESAS
- **Marcio Adib Zarzur**, Co-Founder, Oikos Family Office & Principal, Blue Bird Holdings

Moderator:

- **John Romeo**, Global Head of Private Capital, Oliver Wyman

Panel

4:15 PM – 4:45 PM

FAMILY OFFICE FACTOR: NEXT GEN

- **Adam Sadiq**, CEO, New World Group

Moderator:

- **Ahmed Al-Darwish**, Managing Partner, NOA Capital

Wednesday, October 28

Pavilion 1 – LAB 2



Networking

4:45 PM – 5:00 PM
**FAMILY OFFICE FACTOR
SUMMIT: CLOSING
NETWORKING**

Wednesday, October 28

Pavilion 1 – LAB 3



7:15 AM – 8:10 AM	Breakfast (Invite Only)	INVITE ONLY BREAKFAST: WHAT HAPPENS WHEN CRYPTO, AI AND QUANTUM CONVERGE ON MARKET INFRASTRUCTURE? POWERED BY FRANKLIN TEMPLETON
1:00 PM – 1:20 PM	Panel	CAN DEEP-SEA INNOVATION SOLVE THE CRITICAL MINERALS SHORTAGE?
1:20 PM – 2:00 PM	Panel	HOW WILL AI CHANGE THE ECONOMICS OF BIOTECH?
2:00 PM – 2:30 PM	Panel	WILL PATIENTS OR PROVIDERS DRIVE THE AI HEALTH REVOLUTION?
2:30 PM – 3:00 PM	Panel	HOW TO STRUCTURE ENTERPRISE DATA FOR GROWTH
3:00 PM – 3:30 PM	Panel	AS DEVELOPMENT COSTS RISE, WHAT MAKES A MAJOR PROJECT SUCCEED?
3:30 PM – 3:55 PM	Panel	CAN EMERGING MARKETS MINT THE NEXT BILLION-DOLLAR SPORTS FRANCHISE? POWERED BY SILVERBACKS HOLDINGS
4:00 PM – 4:30 PM	Panel	E-COMMERCE AFTER AGENTIC SHOPPING
4:30 PM – 5:00 PM	Panel	CAN PREVENTATIVE HEALTHCARE UNITE SCALABILITY WITH IMPACT? POWERED BY FTI

Wednesday, October 28

Pavilion 1 – LAB 3

FUTURE
INVESTMENT
INITIATIVE
Powered by the FII Institute



Breakfast (Invite Only)

7:15 AM – 8:10 AM

INVITE ONLY BREAKFAST: WHAT HAPPENS WHEN CRYPTO, AI AND QUANTUM CONVERGE ON MARKET INFRASTRUCTURE? POWERED BY FRANKLIN TEMPLETON

As crypto, AI and quantum advance on different timelines, they are beginning to converge on the systems that issue, move, settle and secure value. Tokenization is rapidly ushering in an era of 24 hour a day markets as assets, including the \$160 trillion equity market move on chain. AI agents are poised to dominate this landscape as the machine economy takes hold. But, AI is also accelerating the arrival of “Q-day”, when quantum computers can break the public key encryption that today secures \$500 trillion in assets and protects our most sensitive, private data. How should institutions redesign financial-market infrastructure for a world in which assets, decisions, risks and security all move faster? How does this shape the investment landscape?

- **Jenny Johnson**, CEO, Franklin Templeton
- **Alex Blania**, CEO & Co-Founder, Tools for Humanity
- **Peter H. Diamandis, MD**, Founder & Executive Chairman, XPRIZE; Board Member, FII Institute
- *Additional speakers to be announced*

Moderator:

- **Christopher Perkins**, EVP, Head of Franklin Crypto, Franklin Templeton

Panel

1:00 PM – 1:20 PM

CAN DEEP-SEA INNOVATION SOLVE THE CRITICAL MINERALS SHORTAGE?

Across the abyssal plain of the Pacific lie polymetallic nodules, potato sized rocks resting loose on the seafloor, each one holding nickel, cobalt, copper and manganese together in a single ore. The Clarion Clipperton Zone alone holds an estimated \$17 trillion of these 4 metals, with more nickel, cobalt and manganese than every known reserve on land combined. The deposit sits on the surface, so there is no overburden to strip, no rock to blast, and no ore body to dig for, and it comes with 4 metals in 1. These are the metals the energy transition and defense supply chains are shortest of, and this is the largest untapped source of them on Earth. After 5 decades of exploration, the industry is at the threshold of commercial recovery. What does it take to bring it to scale, and what will it mean for the countries and investors who move first?

- **Gerard Barron**, Co-Founder, Chairman & CEO, The Metals Company
- **Mike Regan**, President, Impossible Metals
- *Additional speakers to be announced*

Moderator:

- **Eithne Treanor**, Host & Moderator

Panel

1:20 PM – 2:00 PM

HOW WILL AI CHANGE THE ECONOMICS OF BIOTECH?

AI is expanding across drug discovery, clinical development and manufacturing, challenging how biotech and pharmaceutical companies organize research and deploy capital. In January 2026, the U.S. FDA and European Medicines Agency published ten joint principles for AI use across the medicines lifecycle. As these tools move deeper into the industry, where can they materially reduce costs and failure rates, and what will it take to translate faster science into commercially viable products?

- **Dan Vahdat**, Founder & CEO, Huma Therapeutics
- **Ari Caroline**, Co-Founder & CEO, Weave Bio
- **Joshua Fink**, Founder & Managing Member, Luma Group
- *Additional speakers to be announced*

Moderator to be announced.

Wednesday, October 28

Pavilion 1 – LAB 3

FUTURE
INVESTMENT
INITIATIVE
Powered by the FII Institute



Panel

2:00 PM – 2:30 PM

WILL PATIENTS OR PROVIDERS DRIVE THE AI HEALTH REVOLUTION?

AI is reshaping healthcare from two directions at once, as consumer tools move closer to the patient while providers embed intelligence into clinical care. In Rock Health's 2025 survey of 8,000 U.S. adults, 32% had used an AI chatbot for health information, double the share a year earlier, with 23% using ChatGPT compared with just 5% using a provider-offered chatbot. As patients increasingly turn to AI before entering the health system, who will ultimately own the relationship, the data and the decisions that shape care? Will the AI health revolution be driven by the institutions that deliver medicine, or by the individuals using these tools themselves?

- **James Flynn**, Managing Partner, Deerfield Management
- **Noosheen Hashemi**, Co-Founder & CEO, January AI
- **Asma Omer**, Co-Founder & COO, Marham
- **Lily Vittayarukskul**, Co-Founder & CEO, Waterlily
- **Prashant Warier**, CEO & Founder, [Qure.AI](#)

Moderator to be announced.

Panel

2:30 PM – 3:00 PM

HOW TO STRUCTURE ENTERPRISE DATA FOR GROWTH

As companies race to deploy AI, the binding constraint is turning out to be the data itself—scattered across systems, inconsistently labelled, and rarely built to be reused. What separates the firms whose data compounds in value from those that keep rebuilding it for every new use case?

- **Majed AlOtaibi**, Chief Government Products Officer, elm
- **Abdullah Asiri**, Founder & CEO, Lucidya
- **Matthew Fitzpatrick**, CEO, Invisible Technologies

Moderator to be announced.

Panel

3:00 PM – 3:30 PM

AS DEVELOPMENT COSTS RISE, WHAT MAKES A MAJOR PROJECT SUCCEED?

Large developments must align land, financing, construction and demand over many years. Technology is becoming part of that equation, improving how projects are planned, delivered and operated when it produces measurable gains in cost, speed or performance. Savills reported in June 2026 that global construction activity was forecast to grow by just under 3% this year, even as higher costs continued to pressure development viability. What makes a major development financially sound, attractive to the people who use it and capable of creating value over time, and where can technology make the greatest practical difference?

- **Karl Ableidinger**, Vice-Chairman, Stumpf Group
- **Waleed AlDayel**, Chief Strategy & Digital Officer, Royal Commission for AlUla
- **Anis Alhabshi**, Vice-President, ARABIAN DYAR
- **Sultan Alobaida**, Chief Commercial Officer, King Abdullah Financial District (KAJD)
- **Khaled Alsehamy**, Vice-President, Real Estate Development, NHC

Moderator to be announced.

Wednesday, October 28

Pavilion 1 – LAB 3

FUTURE
INVESTMENT
INITIATIVE
Powered by the FII Institute



Panel

3:30 PM – 3:55 PM

CAN EMERGING MARKETS MINT THE NEXT BILLION- DOLLAR SPORTS FRANCHISE? POWERED BY SILVERBACKS HOLDINGS

Emerging market sports are no longer just regional pastimes—they are evolving into globally investable asset classes. With international franchises expanding, competitive e-sports gaining traction, and digital platforms cross-pollinating athletic talent, the entertainment landscape is shifting. Today, entities like NBA Africa command \$1 billion valuations, with veteran investors, cultural icons, and gaming platforms entering the market to monetize next-generation fandom. But can these regions build more resilient, scalable sports platforms, or will infrastructure gaps and fragmented broadcasting rights stall their global momentum?

- **Sanford Climan**, CEO, Entertainment Media Ventures
- **Osi Umenyiora**, 2x Super Bowl Winner; Host, NFL; Head, NFL Africa & The Uprise

Moderator:

- **Ibrahim Sagna**, Executive Chairman, Silverbacks Holdings

Panel

4:00 PM – 4:30 PM

E-COMMERCE AFTER AGENTIC SHOPPING

Agentic commerce threatens to replace the browsing, comparing, and checking out that underpin e-commerce, putting pressure on platforms whose economics depend on human attention. Yet, as with all new technologies, will AI prove an existential threat to the industry, or the tool that takes it to a new peak?

- **Majed Alassaf**, Head, Consumer Goods & Retail Sector, MENA Investments Division, PIF
- **Ismail Belkhatat**, Founder & CEO, Chari
- **Faraz Khalid**, CEO, noon
- **Ashraf Sabry**, Founder & CEO, Fawry

Moderator to be announced.

Panel

4:30 PM – 5:00 PM

CAN PREVENTATIVE HEALTHCARE UNITE SCALABILITY WITH IMPACT? POWERED BY FTI

At the same time rising NCDs and aging populations are making health systems financially unsustainable, preventative healthcare remains structurally underfunded as governments cannot scale it alone and private capital lacks the signals needed to deploy. According to Health at a Glance 2025 report, OECD countries spend just 3% of total health expenditure on prevention, as no shared framework exists today to identify where prevention capital can be deployed effectively, leaving an enormous opportunity locked behind a measurement gap. Yet, as necessity compounds, what would it take to make prevention investable at a global scale while still delivering on its public health mission?

- **Dr. Simon Kos**, Global Chief Medical Officer, Heidi
- **Graziano Seghezzi**, Managing Partner, Sofinnova Partners
- **Olga Mironenko Stampfer**, Vice President, International Relations, UnitedHealth Group

Moderator:

- **Oussama Nicolas**, Senior Managing Director, ME Healthcare & Life Sciences Practice Lead, FTI Consulting

Wednesday, October 28

Pavilion 2 – LAB 4



7:15 AM – 8:10 AM	Breakfast (Invite Only)	INVITE ONLY BREAKFAST: WHO WILL BUILD THE PHYSICAL INFRASTRUCTURE OF THE AI ERA? HOSTED BY VISION INVEST
1:00 PM – 1:30 PM	Panel	HOW CAN GLOBAL ASSET MANAGERS BE ACTIVE PLAYERS IN SERVING THE UNDERSERVED MUSLIM POPULATION?
1:30 PM – 2:00 PM	Panel	HOW CAN MIXED-USE DEVELOPMENT REPOSITION A COUNTRY?
2:00 PM – 2:30 PM	Panel	CAN ENERGY KEEP UP WITH AI?
2:30 PM – 3:00 PM	Panel	BUILDING AN ELECTRICITY-LED ENERGY SYSTEM
3:00 PM – 3:30 PM	Panel	INVESTING FOR ENERGY RESILIENCE BEFORE THE NEXT SHOCK
3:30 PM – 4:00 PM	Panel	IS ESPORTS READY TO GO MAINSTREAM?
4:00 PM – 4:30 PM	Panel	CREATING PORTFOLIO VALUE WHEN EXITS TAKE LONGER

Wednesday, October 28

Pavilion 2 – LAB 4

FUTURE
INVESTMENT
INITIATIVE
Powered by the FII Institute



Breakfast (Invite Only)

7:15 AM – 8:10 AM

**INVITE ONLY BREAKFAST:
WHO WILL BUILD THE
PHYSICAL
INFRASTRUCTURE OF THE AI
ERA? HOSTED BY VISION
INVEST**

Artificial intelligence is reshaping economies, industries, and geopolitics, making access to compute, energy, and data the defining strategic assets of the next decade. According to Statista, the amount of data created, captured, replicated, and consumed globally is expected to reach nearly 394 zettabytes by 2028, up from approximately 129 zettabytes in 2023, driving unprecedented demand for AI infrastructure and compute capacity. As governments, technology companies, investors, and energy providers race to build the foundations of the AI economy, who will shape the infrastructure that powers the world's next era of growth?

- **Rajit Nanda**, CEO, DataVolt
- *Additional speakers to be announced*

Moderator:

- **Ali Ayub**, Chief Portfolio Officer, Vision Invest

Panel

1:00 PM – 1:30 PM

**HOW CAN GLOBAL ASSET
MANAGERS BE ACTIVE
PLAYERS IN SERVING THE
UNDERSERVED MUSLIM
POPULATION?**

More than a matter of financial inclusion, serving the global Muslim population represents one of the most significant untapped opportunities in finance today. Despite representing over 1.8 billion people worldwide, an estimated 75–80% of Muslims remain underserved by Shariah-compliant financial products and services across investments, savings, insurance, and home financing. As demand for values-aligned financial solutions continues to grow, how can global asset managers build scalable, innovative, and trusted ecosystems that unlock this market while driving inclusive economic growth?

- **H.E. Tengku Zafrul Aziz**, Minister of Investment, Trade & Industry, Government of Malaysia
- **Hazem Ben-Gacem**, Founder & Chief Executive, BlueFive Capital
- **M. Arsjad Rasjid P.M.**, Commissioner, PT Indika Energy Tbk.; Founder & Chairman, Sriwijaya Capital

Moderator:

- **Prof. Adah Almutairi**, Professor & Co-Director, Center of Excellence in Nanomedicine & Engineering, University of California San Diego

Panel

1:30 PM – 2:00 PM

**HOW CAN MIXED-USE
DEVELOPMENT REPOSITION
A COUNTRY?**

Mixed-use developments are becoming instruments of national strategy, combining residential, commercial, cultural and hospitality assets to create new centers of economic activity. When delivered at scale, they can change how a country attracts investment and talent, how visitors experience it and how citizens engage with its cities. What makes these developments economically durable, and how can they strengthen a country's global position while preserving a distinctive sense of place?

- **Gregory Djerejian**, Group Head, Investments & Group Chief Legal Officer, Red Sea Global
- **Talal Kensara**, Chief of Strategic Management, Diriyah Company
- **Abdulrahman Maghrabi**, Interim CIO, New Murabba
- **Milan Mirjanic**, Chief Strategy Officer, King Abdullah Financial District (KAFD)

Moderator to be announced.

Wednesday, October 28

Pavilion 2 – LAB 4

FUTURE
INVESTMENT
INITIATIVE
Powered by the FII Institute



Panel

2:00 PM – 2:30 PM

CAN ENERGY KEEP UP WITH AI?

AI is turning access to abundant electricity into a strategic advantage for companies and countries alike. The IEA's Energy and AI report projects electricity consumption by data centers to rise from 460 TWh in 2024 to more than 1,000 TWh by 2030, creating a new source of demand at a moment when grids are already under pressure from electrification and industrial growth. Renewables can provide scale, nuclear can provide continuous power, and digital technologies can make the system more intelligent — but none offers a complete answer alone. As intelligence becomes increasingly dependent on electricity, will access to power become the defining constraint on the next technological revolution?

- **Pablo Koziner**, Chief Commercial & Operations Officer, GE Vernova
- **Juan Carlos Zepeda**, Partner, MIP Real Assets, CEO, Quantum Energía
- **Isaiah Taylor**, Founder & CEO, Valar Atomics
- *Additional speakers to be announced.*

Moderator:

- **Manus Cranny**, Geoeconomics Editor, The National

Panel

2:30 PM – 3:00 PM

BUILDING AN ELECTRICITY-LED ENERGY SYSTEM

The idea of a linear transition from one energy system to another is giving way to a more complicated reality. Rising demand is creating room for renewables, nuclear, natural gas and new technologies to grow simultaneously, while affordability and reliability are returning to the center of energy policy. The IEA forecasts global electricity demand to grow by an average of 3.6% annually between 2026 and 2030, a pace significantly faster than in the previous decade. If the world needs more energy while also demanding that it be cleaner, cheaper and more secure, will the future belong to one dominant technology — or to countries capable of assembling the smartest possible combination of them all?

- **Dr. Jennifer Holmgren**, Chair & CEO, LanzaTech
- **Vineet Mittal**, Chairman, Avaada Group
- **Sumant Sinha**, Chairman & CEO, ReNew
- *Additional speakers to be announced.*

Moderator:

- **Eithne Treanor**, Host & Moderator

Panel

3:00 PM – 3:30 PM

INVESTING FOR ENERGY RESILIENCE BEFORE THE NEXT SHOCK

Rising demand, geoeconomic disruption and the electrification of transport and industry are testing energy systems built for a more predictable world. Resilience will depend on sustained investment across fuel supply, power generation, grids, storage and the technologies that make the whole system more flexible. Which investments can strengthen energy security fastest, and how can governments and industry ensure that energy remains reliable and affordable through the next shock?

- **Sara Akbar**, Chairperson & CEO, OILSERV Kuwait JV
- **Abdulhameed Al Muhaidib**, CFO, Acwa
- **Hussein Badawy**, Group CFO, ADES Holding
- **Manish Manchandya**, Executive Vice-President, Strategic Planning & CIO, Saudi Energy

Moderator to be announced.

Wednesday, October 28

Pavilion 2 – LAB 4

FUTURE
INVESTMENT
INITIATIVE
Powered by the FII Institute



Panel

3:30 PM – 4:00 PM

IS ESPORTS READY TO GO MAINSTREAM?

Esports is consolidating from a scatter of one-off tournaments into a repeatable, institutional sports property, with events like the Esports World Cup drawing audiences and watch-time that rival established leagues and giving capital the predictability it needs to commit. As franchised clubs, year-round circuits, and hundreds of millions in investment start to give the ecosystem real structure, has esports finally become an ownable, durable asset class?

- **Enrico D'Angelo**, Chief Business Officer, Roblox
- **Yves Guillemot**, President, CEO & Co-Founder, Ubisoft
- **Mike McCabe**, Deputy CEO & COO, Esports Foundation

Moderator to be announced.

Panel

4:00 PM – 4:30 PM

CREATING PORTFOLIO VALUE WHEN EXITS TAKE LONGER

When investment holding periods lengthen, investors and management teams must consider how to improve portfolio-company performance while continuing to fund growth. The discussion will examine how operational improvements in procurement, pricing, technology and talent can strengthen earnings, alongside investment in the capabilities needed for expansion. How should long-term investors and operating leaders agree on priorities, measure progress and build value that can endure beyond an eventual exit?

- **Can Dinçer**, CEO, Beko
- **Raid Ismail**, Co-Head, MENA Direct Investments & Head, Operational Value Creation Group, PIF
- **Claudia Lorenzo**, President, Coca-Cola Eurasia and Middle East & Emerging Multi Markets Lead, The Coca-Cola Company

Moderator to be announced.

Wednesday, October 28

Pavilion 2 – LAB 5



7:15 AM – 8:10 AM	Breakfast (Invite Only)	INVITE ONLY BREAKFAST: CAN ENTREPRENEURS BUILD COMPANIES THAT OUTLIVE THEIR FOUNDERS? HOSTED BY ADES HOLDING
1:00 PM – 1:30 PM	Panel	COMPUTING HAS RUN ON THE SAME LOGIC FOR EIGHTY YEARS. IS THAT ABOUT TO CHANGE?
1:30 PM – 2:00 PM	Panel	THE ECONOMICS OF ORBIT
2:00 PM – 2:30 PM	Panel	CAN AI WORK IN INDUSTRIES WHERE FAILURE IS NOT AN OPTION?
2:30 PM – 3:00 PM	Panel	BUILDING TRUSTED SYSTEMS FOR AGENTIC AI
3:00 PM – 3:30 PM	Panel	LONGEVITY CAPITAL: BUILDING THE COMPANIES THAT EXTEND HEALTHY LIFE
3:30 PM – 3:55 PM	Panel	CAN ONE COMPANY DO IT ALL IN AI?
3:55 PM – 4:15 PM	Panel	WHEN THE HUMAN BECOMES THE INTERFACE
4:15 PM – 4:35 PM	Panel	WHAT DETERMINES DATA CENTER GROWTH?
4:35 PM – 5:00 PM	Panel	CAN MIDDLE POWERS REWRITE THE RULES OF TRADE?

Wednesday, October 28

Pavilion 2 – LAB 5

FUTURE
INVESTMENT
INITIATIVE
Powered by the FII Institute



Breakfast (Invite Only)

7:15 AM – 8:10 AM

**INVITE ONLY BREAKFAST:
CAN ENTREPRENEURS BUILD
COMPANIES THAT OUTLIVE
THEIR FOUNDERS? HOSTED
BY ADES HOLDING**

An approaching wave of leadership transitions is testing whether entrepreneurial businesses can preserve their ambition while reducing their dependence on individual leaders. Deloitte's 2026 research finds that 40% of family businesses surveyed are undergoing leadership succession or expect to do so within the next decade. Beyond selecting a successor, how can founders and investors build the governance, leadership pipelines and cultures that sustain innovation and economic impact without turning entrepreneurial companies into institutions resistant to change?

- **Ayman Abbas**, Chairman, ADES Holding

Panel

1:00 PM – 1:30 PM

**COMPUTING HAS RUN ON
THE SAME LOGIC FOR
EIGHTY YEARS. IS THAT
ABOUT TO CHANGE?**

Private investment in quantum computing hit \$4.9 billion in 2025, more than double the previous record, and the U.S. Department of Commerce followed with \$2 billion in planned funding across nine companies this year, treating quantum less like a research bet and more like critical infrastructure. With the AI boom pushing classical computing toward its own physical limits, and forcing the industry to spend enormous sums just to keep the current architecture scaling, which logic will end up defining the next era of computing — and what role can science venture building and university spinouts play in translating breakthrough research into the companies that shape it?

- **Ed Bussey**, CEO, Oxford Science Enterprises
- **Niccolo De Masi**, Chairman & CEO, IonQ
- **Jim Mellon**, Founder & Chairman, Burnbrae Group, Founder & Chair, New Agrarian

Moderator to be announced.

Panel

1:30 PM – 2:00 PM

THE ECONOMICS OF ORBIT

Space technologies are becoming essential tools for industries ranging from infrastructure and logistics to agriculture, climate resilience and urban development. Yet transforming sophisticated technologies into scalable businesses requires more than scientific progress: it demands patient capital, viable commercial models, strong innovation ecosystems and collaboration between the public and private sectors. Where are the most compelling opportunities emerging, and what will it take for space-enabled capabilities to become part of the everyday economy?

- **Eng. Domitilla Benigni**, Electronics Engineer, CEO & COO, ELT GROUP
- **James Brocklebank**, Managing Partner, Co-Chair Global Executive Committee, Advent
- **Max Haot**, CEO, Vast
- **Dan Smoot**, CEO, Vantor

Moderator:

- **Xenia Wickett**, Director, Wickett Advisory

Wednesday, October 28

Pavilion 2 – LAB 5

FUTURE
INVESTMENT
INITIATIVE
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Panel

2:00 PM – 2:30 PM

CAN AI WORK IN INDUSTRIES WHERE FAILURE IS NOT AN OPTION?

While enterprise AI deployment accelerates across the economy, the returns that matter most sit in industries with the least room for error, including aviation, heavy manufacturing, petrochemicals, and energy. For digital-native organizations deploying AI, cloud infrastructure, and advanced automation from day one, the absence of legacy systems can become a competitive advantage. From pilots that never leave the lab to systems already running in production, how are leaders adopting AI where failure is not an option, and can clean-slate architectures establish new benchmarks for safety, efficiency, and customer experience?

- **Eve Bodnia**, Founder & CEO, Local Intelligence
- **Hong Namkoong**, President & CEO, Samsung E&A Co., Ltd.
- **Dan Wright**, Co-Founder & CEO, Armada
- *Additional speakers to be announced.*

Moderator:

- **Salim Essaid**, Business Editor, The National

Panel

2:30 PM – 3:00 PM

BUILDING TRUSTED SYSTEMS FOR AGENTIC AI

As agentic AI moves from pilots into financial systems, cities, workplaces and critical infrastructure, every new capability creates a larger attack surface and a more consequential point of failure. The coming AI economy will require cybersecurity built into models, cloud infrastructure, connectivity, digital identity, data and autonomous workflows from the outset, supported by continuous monitoring and clear accountability when systems act independently. Can institutions scale AI at commercial speed while ensuring that the systems deciding, transacting and operating on their behalf remain secure and resilient?

- **Yasser Alswailem**, CEO, sirar by stc
- **May Habib**, CEO, Writer
- **Eiso Kant**, Co-Founder & Co-CEO, poolside
- *Additional speakers to be announced.*

Moderator to be announced.

Panel

3:00 PM – 3:30 PM

LONGEVITY CAPITAL: BUILDING THE COMPANIES THAT EXTEND HEALTHY LIFE

Longevity is moving from aspiration to industry. This Lab convenes founders and builders at the frontier of genetic optimization, platform incubation, and AI-driven drug discovery to ask a capital question: which science is investable, which platforms compound, and which companies will actually deliver more healthy years at population scale. Across early-stage healthspan tools, Flagship-style company creation, and generative AI for therapeutics, the conversation maps where scientific breakthrough meets durable enterprise — and what legacy looks like when the product is longer, healthier human life. For investors, operators, and policymakers who want the real map, not the hype cycle.

- **Dr. Noubar Afeyan**, Founder & CEO, Flagship Pioneering, Co-Founder & Chairman, Moderna
- **Dr. Alex Aliper**, Co-Founder & President, Insilico Medicine
- **Dr. Viswa Colluru**, Founder & CEO, Enveda
- **Kian Sadeghi**, Founder & CEO, Nucleus Genomics
- *Additional speakers to be announced.*

Moderator:

- **Yianni Psaltis**, PhD – Co-Founder & Managing Partner, NeoGenesis Capital

Wednesday, October 28

Pavilion 2 – LAB 5

FUTURE
INVESTMENT
INITIATIVE
Powered by the FII Institute



Panel

3:30 PM – 3:55 PM

**CAN ONE COMPANY DO IT
ALL IN AI?**

Building an AI business means operating across models, data, applications, and the physical assets that carry them, and almost no company is credible at every layer at once. Where does owning more of what you build create a real advantage, and where is a specialized partner simply better than doing it yourself?

- **Dr. Yaser Al-Onaizan**, Deputy CEO, HUMAIN
- **Ted Bailey**, Founder & CEO, Dataminr
- **Eric Poirier**, CEO, Addepar
- **Naif Rabeah**, CEO, Tonomus

Moderator:

- **Laura Gaviria-Halaby**, Founder, Apatat

Panel

3:55 PM – 4:15 PM

**WHEN THE HUMAN
BECOMES THE INTERFACE**

Technology is moving beyond screens toward systems that can read brain activity, track physiology and biochemistry, augment human perception in real time, and model how people and populations are likely to behave. In the first quarter of 2026 alone, 145.7 million wearable devices were shipped worldwide, while smart glasses emerged as one of the fastest-growing new form factors — part of a broader shift toward computing that is increasingly worn, sensed, and experienced rather than simply viewed on a screen. As machines become better at sensing our bodies, extending our perception, and anticipating our behavior, how will this new human-machine interface reshape health, performance, decision-making, and trust?

- **Dr. Ramses Alcaide**, Co-Founder & CEO, Neurable
- **Cameron Fink**, Co-Founder, Aaru
- **Leo Grünstein**, Founder & CEO, LIOM
- **Tom Hale**, CEO, ÖURA

Moderator to be announced.

Panel

4:15 PM – 4:35 PM

**WHAT DETERMINES DATA
CENTER GROWTH?**

As AI workloads drive unprecedented demand for compute, data-center growth will be determined less by appetite than by what can actually be built and connected. Reliable power, grid capacity, cooling, land, equipment supply chains, capital and secure high-speed connectivity must arrive together, while delays in any one can stall deployment. Which markets can align their energy and digital infrastructure quickly enough to become the next generation of data-center hubs?

- **Beatrice Buffon**, Group Senior Executive Vice President, EDF Power Solutions
- **Jasim Husain Thabet**, Group CEO & Managing Director, TAQA Group
- *Additional speakers to be announced.*

Moderator:

- **Xenia Wickett**, Director, Wickett Advisory

Wednesday, October 28

Pavilion 2 – LAB 5

FUTURE
INVESTMENT
INITIATIVE
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Panel

4:35 PM – 5:00 PM

CAN MIDDLE POWERS REWRITE THE RULES OF TRADE?

FDI between geopolitically distant blocs fell 30% relative to within-bloc investment after early 2022, but flows into 'connector economies' like Vietnam, Mexico, Poland and Morocco that deliberately avoid aligning with the US or China, have kept pace. These nations combine manufacturing capacity, market access, and special economic zones to capture trade that can no longer move in a straight line between rival blocs. That position is also inherently unstable, since the advantage depends on staying useful to both sides. What does it take to build and defend that position, and can it hold long enough to establish new supply routes?

- **Fahad Alsalem**, Head of Local Content Growth (Musahama) Department, National Development Division, PIF
- **Ramachandran Dinesh**, Executive Chairman, TVS SCS
- **Christine Holgate**, Group Executive Chair, Team Global Express

Moderator:

- **Manus Cranny**, Geoeconomics Editor, The National

Wednesday, October 28

Conclave 1



7:15 AM – 8:10 AM	Breakfast (Invite Only)	INVITE ONLY BREAKFAST: CAN AI CREATE MORE HUMAN ECONOMIES? HOSTED BY VISA
11:00 AM – 12:10 PM	Conclave (Invite Only)	INVITE ONLY: HOW ARE FAMILY OFFICES BUILDING RESILIENCE THROUGH LIQUIDITY AND CAPITAL ALLOCATION? POWERED BY OLIVER WYMAN
12:15 PM – 1:00 PM	Networking	INVITE ONLY: FAMILY OFFICE FACTOR SUMMIT NETWORKING I
1:30 PM – 2:40 PM	Conclave (Invite Only)	INVITE ONLY: CAN \$2.3 TRILLION BUILD THE INFRASTRUCTURE TOMORROW’S SECURITY, GROWTH AND TRANSFORMATION DEMAND? HOSTED BY HSBC

Wednesday, October 28

Conclave 1

FUTURE
INVESTMENT
INITIATIVE
Powered by the FII Institute



Breakfast (Invite Only)

7:15 AM – 8:10 AM

INVITE ONLY BREAKFAST: CAN AI CREATE MORE HUMAN ECONOMIES? HOSTED BY VISA

As artificial intelligence moves from experimentation to large-scale deployment, the question is no longer what AI can do, but how it can create measurable economic value for people, businesses and nations. According to the forthcoming FII Enterprise AI Impact Report, organizations are increasingly focused on translating AI investments into tangible outcomes across industries and economies. From tourism and mobility to digital commerce and trusted payments, AI is reshaping how countries attract visitors, enable businesses, and accelerate growth. Can AI help build more prosperous, inclusive and human-centered economies, and what role will trust, connectivity and public-private collaboration play in determining its success?

- **Ageel Alshaibani**, CEO, Saudi Tourism Authority (STA)
- **Tareq Muhmood**, Regional President Central & Eastern Europe, Middle East & Africa, Visa

Conclave (Invite Only)

11:00 AM – 12:10 PM

INVITE ONLY: HOW ARE FAMILY OFFICES BUILDING RESILIENCE THROUGH LIQUIDITY AND CAPITAL ALLOCATION? POWERED BY OLIVER WYMAN

Family offices are rethinking how to build resilience across portfolios, operating assets, and long-term family commitments. Amid geopolitical volatility, families are reweighing liquidity, deciding what to monetize or hold, and reallocating between legacy sectors and growth themes like AI, energy transition, and private markets. How can family offices balance patient capital with liquidity and flexibility today?

- **John Romeo**, Global Head of Private Capital, Oliver Wyman
- **Abdulaziz Albassam**, CEO, Aljomaih Holding

Networking

12:15 PM – 1:00 PM

INVITE ONLY: FAMILY OFFICE FACTOR SUMMIT NETWORKING I

Wednesday, October 28

Conclave 1

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



Conclave (Invite Only)

1:30 PM - 2:40 PM

**INVITE ONLY: CAN \$2.3
TRILLION BUILD THE
INFRASTRUCTURE
TOMORROW'S SECURITY,
GROWTH AND
TRANSFORMATION
DEMAND? HOSTED BY HSBC**

The Gulf's infrastructure ambitions were already among the most far-reaching in the world, designed to unlock new levels of economic growth. Geopolitical developments in 2026 have only sharpened the urgency and scale of those plans – across energy security and resilience, the transport and logistics backbone of the real economy, and the industries that will define the economies of tomorrow. With planned capital investment at record highs, who finances the Gulf needs for tomorrow's security, growth and transformation?

- **Michael Roberts**, CEO, HSBC Bank plc & CEO, Corporate & Institutional Banking, HSBC
- **Danny Alexander**, CEO, Infrastructure Finance (HIF) & Sustainability, HSBC
- **Eng. Esmail Alsallom**, CEO, National Infrastructure Fund

Wednesday, October 28

Conclave 2



7:15 AM – 8:10 AM	Breakfast (Invite Only)	INVITE ONLY BREAKFAST: WHO WILL BE THE WINNERS OF THE NEXT DECADE? HOSTED BY STANDARD CHARTERED
11:00 AM – 12:10 PM	Conclave (Invite Only)	INVITE ONLY: HOW FAMILY OFFICES CAN BRING VALUE TO TOP FRONTIER AI LEADERS
12:15 PM – 1:00 PM	Networking	INVITE ONLY: FAMILY OFFICE FACTOR SUMMIT NETWORKING II
1:30 PM – 2:40 PM	Conclave (Invite Only)	INVITE ONLY: CAN CAPITAL ENSURE FOOD RESILIENCE AS TRADE SHOCKS MULTIPLY? HOSTED BY MINERVA FOODS

Wednesday, October 28

Conclave 2

FUTURE
INVESTMENT
INITIATIVE
Powered by the FII Institute



Breakfast (Invite Only)

7:15 AM – 8:10 AM

INVITE ONLY BREAKFAST: WHO WILL BE THE WINNERS OF THE NEXT DECADE? HOSTED BY STANDARD CHARTERED

With disruption becoming an almost weekly occurrence, it is becoming harder than ever to parse through changing trends to find the right investment. According to Standard Chartered, Faster digitalization, stronger technology investment and AI adoption could increase annual global trade by US\$2.8 trillion by 2031. As geoeconomic and technological shifts show no signs of slowing down, which regions, countries, and industries will find themselves the winners of the decade ahead?

- **Jan Metzger**, Global Head of Coverage Banking for Corporate & Investment Banking, Standard Chartered
- *Additional co-chair to be announced*

Conclave (Invite Only)

11:00 AM – 12:10 PM

INVITE ONLY: HOW FAMILY OFFICES CAN BRING VALUE TO TOP FRONTIER AI LEADERS

Global private investment in AI reached \$344.7 billion in 2025, intensifying competition for access to the companies shaping the technological frontier. MENA family offices can offer these leaders more than capital: patient investment horizons, trusted regional networks, market access, and connections to the energy, infrastructure and institutional partners required to scale. As AI companies seek long-term partners across rapidly growing markets, how can regional family offices position themselves as strategic gateways to MENA's capital, capabilities and ambitions?

- **Jack R. Selby**, Managing Partner, Copper Sky & Thiel Capital

Moderator:

- **Pietro Castronovo**, IMEA Head of Private Capital and M&A, Oliver Wyman

Networking

12:15 PM – 1:00 PM

INVITE ONLY: FAMILY OFFICE FACTOR SUMMIT NETWORKING II

Wednesday, October 28

Conclave 2

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



Conclave (Invite Only)

1:30 PM - 2:40 PM

**INVITE ONLY: CAN CAPITAL
ENSURE FOOD RESILIENCE
AS TRADE SHOCKS
MULTIPLY? HOSTED BY
MINERVA FOODS**

Climate shocks, export controls and rerouted food and fertilizer flows are exposing the cost of financing agriculture for near-term yield alone, while South America's productive capacity gives it a larger role in global supply resilience. FAO's July 2026 report estimates that, under a severe multi-country El Niño scenario, export restrictions could push an additional 21.4 million people into hunger, showing how policy choices can amplify a production shock. How should investors, insurers and governments value diversified supply, infrastructure and recovery capacity as disruption becomes a recurring feature of global food markets?

- **Fernando Queiroz**, CEO, Minerva Foods
- *Additional co-chair to be announced*

Wednesday, October 28

Conclave 3

FUTURE
INVESTMENT
INITIATIVE
Powered by the FII Institute



Breakfast (Invite Only)

7:15 AM – 8:10 AM

**INVITE ONLY BREAKFAST:
HOW CAN INTEGRATED
URBAN COMMUNITIES
CREATE ENDURING VALUE?
HOSTED BY ROSHN GROUP**

Destination and residential development follow different investment models. Destination authorities create value over longer horizons through infrastructure, cultural assets, hospitality and visitor demand. Commercial residential developers acquire land, design communities, contract construction and sell completed or off-plan homes to families. How do these models create value, and what makes them significant for investors?

- **Oussama Kabbani**, Group Chief Development Officer, ROSHN Group
- **Abdulfatah Kurdi**, Group CIO, ROSHN Group

Moderator to be announced.

Networking

12:15 PM – 1:00 PM

**INVITE ONLY: FAMILY
OFFICE FACTOR SUMMIT
NETWORKING III**

Conclave (Invite Only)

1:30 PM – 2:40 PM

**INVITE ONLY: CAN THE GRID
POWER THE FUTURE?**

More than 1,600 GW of advanced solar and wind projects are waiting for grid connections. At the same time, artificial intelligence, electric transport and advanced manufacturing are creating new sources of electricity demand. The grid is now the hidden bottleneck behind almost every major industrial and technology strategy. Investment opportunities are multiplying in transmission equipment, storage, demand management, grid software and private power systems. Yet regulated returns, permitting delays and political resistance often make the required infrastructure difficult to finance. Large technology companies may increasingly build their own energy ecosystems rather than wait for public networks to expand. If access to reliable electricity becomes something only the largest companies can secure, will the grid remain shared economic infrastructure—or increasingly become a source of competitive advantage?

Wednesday, October 28

Dome – PITCH



9:00 AM – 12:00 PM	Announcement	FII SIGNING CEREMONIES & ANNOUNCEMENTS
12:00 PM – 1:30 PM	Roadshow	FII FUNDRAISING ROADSHOW: ARAMCO PORTFOLIO, II
1:30 PM – 2:15 PM	Panel	BUILDING A BIOTECH POWERHOUSE – GLOBAL TRENDS & THE SAUDI EXECUTION AGENDA
2:15 PM – 5:00 PM	Announcement	FII SIGNING CEREMONIES & ANNOUNCEMENTS

Wednesday, October 28

Dome – PITCH

FUTURE
INVESTMENT
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Announcement

9:00 AM – 12:00 PM

FII SIGNING CEREMONIES & ANNOUNCEMENTS

Roadshow

12:00 PM – 1:30 PM

FII FUNDRAISING ROADSHOW: ARAMCO PORTFOLIO, II

Between October 27–29, FII will host three Fundraising Roadshows, featuring 25+ companies from Aramco's Strategic, Diversified, and Domestic Venturing Portfolios.

CEOs will present detailed fundraising plans, showcasing precise capital goals, strategic fund deployment, market insights, product roadmaps, and projected investor ROI. Download the Investor Briefing and schedule 1:1 meetings with Founders in the FII AI Compass.

- **Muhammad Zeeshan Hassan**, CIO, Wa'ed Ventures
- **Noor Alasadi**, Founder & CEO, Lisan AI
- **Dr. Hassan Sawaf**, Founder & CEO, aiXplain
- **Ali Shaikh**, CEO, Graphiant
- **Khalid Saiduddin**, Co-Founder & CEO, Zension Technologies
- **Dr. Meshari F. Alwashmi**, CEO & Co-Founder, Amplifai Health
- **Amru Alamoudi**, Co-Founder & CEO, SARsatX
- **Dr. Alwaleed Albadr**, CEO, Thakaa Med
- **Hazem Sandouka**, COO, V2 Cloud Services

Moderator:

- **Eithne Treanor**, Host & Moderator

Panel

1:30 PM – 2:15 PM

BUILDING A BIOTECH POWERHOUSE – GLOBAL TRENDS & THE SAUDI EXECUTION AGENDA

Biotechnology is entering a new era shaped by precision medicine, advanced diagnostics, and cell and gene therapies, and Saudi Arabia is seizing the opportunity to turn scientific excellence, clinical capabilities, and investment into regional leadership.

During this session, globally renowned experts discuss trends redefining biotech and what it will take to move from ambition to execution. Three Saudi-based startups will showcase how research institutions, clinical expertise, and commercialization pathways are already converging to create scalable companies across advanced diagnostics, precision medicine, and cell and gene therapy.

- **H.R.H Princess Dr. Haya Bint Khaled Bin Bandar Al Saud**, Senior Vice President of Research, Hevolution Foundation
- **H.E. Dr. Majid Alfayyadh**, CEO, King Faisal Specialist Hospital and Research Centre (KFSHRC)
- **Dr. Alexandra Bause**, Co-Founder & Venture Partner, Apollo Health Ventures
- **Prof. Chad Mirkin**, Director, International Institute for Nanotechnology & George B. Rathmann Professor of Chemistry, Chemical and Biological Engineering, Biomedical Engineering, Materials Science & Engineering, and Medicine, Northwestern University
- **Dr. Ahmed Alfares**, Co-Founder, Mizan Rx
- *Additional speakers to be announced.*

Moderator:

- **Dr. Abdulrahman Al Olayan**, Founder & Managing Partner, Beta Lab

Wednesday, October 28

Dome – PITCH



Announcement

2:15 PM – 5:00 PM
**FII SIGNING CEREMONIES &
ANNOUNCEMENTS**

Wednesday, October 28

Ritz-Carlton

**FUTURE
INVESTMENT
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Breakfast (Invite Only)

7:15 AM – 8:10 AM

**INVITE ONLY BREAKFAST:
FORESIGHT FOR
TOMORROW: WHAT DOES
IT TAKE TO BUILD A
LEGACY? HOSTED BY EXPO
2030 RIYADH**

Every ambitious investment is expected to deliver a return. But today, return is no longer measured solely by short-term financial performance. It is measured by the ability to create lasting economic, social and global value. Delivering that kind of return demands foresight, embedding long-term thinking into decisions from the very beginning. Drawing on perspectives from Expo 2030 Riyadh and beyond, how can major investments create long-term value through global collaboration, thoughtful placemaking and a shared commitment to lasting impact?

- **Jawad Abdulsamad**, Chief Strategy & Integration Officer, Expo 2030 Riyadh
- **Abdulaziz Alaqel**, Chief Development Officer, Expo 2030 Riyadh

FUTURE
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Thursday,
October 29



Thursday, October 29

Plenary A



8:00 AM - 9:00 AM	Networking	NETWORKING BREAKFAST
9:20 AM - 9:40 AM	Panel	ARE ROGUE AI AGENTS EVERYWHERE?
9:40 AM - 10:00 AM	Fireside Chat	FROM SILICON TO CIVILIZATION
10:00 AM - 10:35 AM	Panel	ASIA'S IPO DECADE
10:30 AM - 11:00 AM	Panel	REGIONAL CAPITAL, GLOBAL IMPACT
11:00 AM - 11:40 AM	Panel	LEAPFROGGING LEGACY TO BANK THE NEXT BILLION
11:20 AM - 11:30 AM	Future Flash	THIS IS THE CENTURY OF THE BUILDER
11:50 AM - 12:30 PM	Roadshow	FII INNOVATORS PITCH 2026
12:30 PM - 1:00 PM	Panel	CLOSING SESSION OF FII10

NETWORKING LUNCH

Networking

8:00 AM - 9:00 AM
NETWORKING BREAKFAST

Networking breakfast will take place in networking spaces around the King Abdulaziz International Conference Center.

Panel

9:20 AM - 9:40 AM
ARE ROGUE AI AGENTS EVERYWHERE?

Escaping containment. Compromising systems. Taking unauthorized actions. Winning at all costs. August's incidents at leading AI labs exposed a more unsettling possibility: rogue behavior may not require rogue intent. As agents gain the ability to plan, improvise and act independently, the danger may come from systems pursuing legitimate goals in illegitimate ways. If autonomy rewards results over rules, can increasingly capable agents be trusted to know when not to win?

- **Richard Socher**, CEO & Founder, you.com, Co-Founder & Managing Director, AIX Ventures

Moderator to be announced,

Fireside Chat

9:40 AM - 10:00 AM
FROM SILICON TO CIVILIZATION

Semiconductors now sit inside the contest over industrial capacity, national power and the direction of digital society, giving technical decisions reach far beyond the technology sector. The Semiconductor Industry Association reported on August 6, 2026 that global chip sales reached \$403.3 billion in the second quarter, 35.1% above the first, underscoring the speed at which silicon is becoming foundational economic infrastructure. Drawing on more than four decades across microprocessors, enterprise computing and technology leadership, what principles should guide those whose decisions now shape economies, institutions and daily life?

- **Patrick Gelsinger**, Managing Partner, Playground Global

Moderator to be announced,

Thursday, October 29

Plenary A

FUTURE
INVESTMENT
INITIATIVE
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Panel

10:00 AM – 10:35 AM ASIA'S IPO DECADE

The path from private company to public listing in Asia is being rewritten. India led the world in 2025 with more than 250 IPOs, powered by domestic retail flows, while Hong Kong led by capital raised and has widened the gap, with HKEX passing 100 listings and \$40 billion in IPO proceeds by August 2026, already above its 2025 full-year total. At the same time, venture debt and growth credit are extending runways and resetting the balance between public and private capital. As two very different listings models compete for Asia's next generation of companies, who supplies the demand, and what does each market still need to build?

- **GV Ravishankar**, Managing Director, Peak XV
- **Ishpreet Singh Gandhi**, Founder & CEO, Stride AMC
- **Patrick Zhong**, Founding Managing Partner, M31 Capital
- *Additional speakers to be announced*

Moderator:

- **Shane Shin**, Founding Partner, Shorooq

Panel

10:30 AM – 11:00 AM REGIONAL CAPITAL, GLOBAL IMPACT

In 2017, when the Future Investment Initiative convened in Riyadh, the GCC innovation ecosystem was emerging around regional opportunity. FII arrived with a larger proposition: that the region's capital, opportunity and ideas could matter to the world. A decade later, the proof is in the room. Local banking institutions are opening their infrastructure, global funds are investing here, and companies are building on both. How can the region leverage this moment, and what comes next?

- **H.H. Prince Khalid bin Bader Al Saud**, Managing Director & Vice-Chairman, East40 Holding
- **Deena Shakir**, Partner, Lux Capital
- **Muhammad Zeeshan Hassan**, CIO, Wa'ed Ventures

Moderator:

- **Nour Amache**, Business News Senior Anchor, Asharq Business with Bloomberg

Panel

11:00 AM – 11:40 AM LEAPFROGGING LEGACY TO BANK THE NEXT BILLION

Nearly 80% of adults globally now have a financial account, yet 1.3 billion remain unbanked. As mobile-first services, new credit models and digital infrastructure expand access, some of banking's fastest growth could come from markets least tied to its legacy model. By 2028, what will banking look like where it is being built almost from scratch?

- **Munir Duri**, Founder & CEO, Kifiya
- **Gerry Giacomán Colyer**, Co-Founder & CEO, Clara

Moderator to be announced.

Thursday, October 29

Plenary A

FUTURE
INVESTMENT
INITIATIVE
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Future Flash

11:20 AM – 11:30 AM

THIS IS THE CENTURY OF THE BUILDER

Entrepreneurship no longer belongs to one generation, one geography, or one kind of founder. A teenager in Lagos, a scientist in Seoul, a retiree in São Paulo: each is building with tools that did not exist a decade ago. The next great company could come from anywhere.

Panel

11:20 AM – 11:50 AM

WHO PROFITS FROM THE ART MARKET'S RECOVERY?

The art market's recovery is testing whether rising sales translate into attractive returns for collectors and investors. According to the 2026 Art Basel and UBS Global Art Market Report, public auction sales rose 9% in 2025, but the recovery remained uneven across price segments. As owners weigh acquisitions, art-backed borrowing and sales, how should they assess valuation, liquidity and transaction costs, and where does the next investment opportunity lie?

- **Philip Hoffman**, Chairman & Founder, The Fine Art Group
- *Additional speakers to be announced.*

Moderator to be announced.

Roadshow

11:50 AM – 12:30 PM

FII INNOVATORS PITCH 2026

This global initiative hosted by the FII Institute brings together pioneering early- and growth-stage startups, each armed with groundbreaking solutions addressing pressing global challenges in AI and robotics, sustainability, health, and education.

Founder-CEOs will have three minutes to pitch their startups to a panel of experts, followed by a two-minute Q&A session.

2026 Winners:

- Ben Paczek, Chairman & Founder, Nevomo
- Robin Kanattu Thomas, CEO & Co-Founder, Astrek Innovations
- Neda Razavi, CEO, iSono Health Inc.
- Matias Badano, CEO, APOLO Biotech
- Zaib Husain, Founder, Argon Mechatronics

- **Hala Hanna**, Executive Director, MIT Solve
- **Ibrahim Abdulaziz Neyaz**, CEO, National Technology Development Program (NTDP)
- **Bruce Niven**, CIO, Aramco Ventures

Moderator:

- **Mariam Zaidi**, MC, Host & Founder, MZ Productions

Thursday, October 29

Plenary A



Panel

12:30 PM – 1:00 PM
CLOSING SESSION OF FII10

Session with Nobel Laureates + Former HoS to discuss Legacy Ledger results and the future of the world.

Networking

1:30 PM – 3:00 PM
NETWORKING LUNCH

Networking lunch will take place in networking spaces around the King Abdulaziz International Conference Center.

Thursday, October 29

Plenary B



9:00 AM - 9:05 AM	Panel	PIF GLOBAL ASSET MANAGEMENT FORUM: OPENING REMARKS
9:25 AM - 9:55 AM	Fireside Chat	PIF GLOBAL ASSET MANAGEMENT FORUM: THE KINGDOM'S INVESTMENT AGENDA
9:55 AM - 10:25 AM	Panel	PIF GLOBAL ASSET MANAGEMENT FORUM: BEYOND MANDATE: STRATEGIC PARTNERSHIPS BETWEEN ASSET OWNERS AND ASSET MANAGERS
10:25 AM - 10:50 AM	Panel	PIF GLOBAL ASSET MANAGEMENT FORUM: SCALING PRIVATE EQUITY ACROSS MENA
10:50 AM - 11:10 AM	Fireside Chat	PIF GLOBAL ASSET MANAGEMENT FORUM: SAUDI ARABIA'S NEXT CHAPTER: BUILDING A DEEPER, MORE GLOBAL CAPITAL MARKET
11:10 AM - 11:25 AM	Keynote	PIF GLOBAL ASSET MANAGEMENT FORUM: FROM SCALE TO SKILL: WHAT WILL DEFINE THE ASSET MANAGEMENT FOR THE FUTURE?
11:25 AM - 11:55 AM	Panel	PIF GLOBAL ASSET MANAGEMENT FORUM: AI, DATA & THE FUTURE OF INVESTMENT DECISION-MAKING
11:55 AM - 12:00 PM	Networking	PIF GLOBAL ASSET MANAGEMENT FORUM: CLOSING REMARKS & NETWORKING

Thursday, October 29

Plenary B



Panel

9:00 AM – 9:05 AM
**PIF GLOBAL ASSET
MANAGEMENT FORUM:
OPENING REMARKS**

Fireside Chat

9:25 AM – 9:55 AM
**PIF GLOBAL ASSET
MANAGEMENT FORUM: THE
KINGDOM'S INVESTMENT
AGENDA**

Panel

9:55 AM – 10:25 AM
**PIF GLOBAL ASSET
MANAGEMENT FORUM:
BEYOND MANDATE:
STRATEGIC PARTNERSHIPS
BETWEEN ASSET OWNERS
AND ASSET MANAGERS**

Redefining the asset owner relationship from transactional mandates to strategic partnerships built on co-investment, knowledge transfer, and aligned incentives.

- **Naif Al Mesned**, CEO, AlJazira Capital Company
- **Tariq Al-Sudairy**, Managing Director & CEO, Jadwa

Moderator to be announced.

Thursday, October 29

Plenary B

FUTURE
INVESTMENT
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Panel

10:25 AM - 10:50 AM

PIF GLOBAL ASSET MANAGEMENT FORUM: SCALING PRIVATE EQUITY ACROSS MENA

Unlocking the next phase of private markets growth in the region deal flow, exits, local GP formation, and international capital partnering with regional sponsors.

- **Sharad Malhotra**, Partner, Blackrock GP
- **James Reynolds**, Global Co-Head of Private Credit & Global Head of Direct Lending, Goldman Sachs Alternatives

Moderator to be announced.

Fireside Chat

10:50 AM - 11:10 AM

PIF GLOBAL ASSET MANAGEMENT FORUM: SAUDI ARABIA'S NEXT CHAPTER: BUILDING A DEEPER, MORE GLOBAL CAPITAL MARKET

- **H.E. Mazen Al-Sudairi**, Chairman of the Board, Capital Market Authority (CMA)

Moderator to be announced.

Keynote

11:10 AM - 11:25 AM

PIF GLOBAL ASSET MANAGEMENT FORUM: FROM SCALE TO SKILL: WHAT WILL DEFINE THE ASSET MANAGEMENT FOR THE FUTURE?

Thursday, October 29

FUTURE
INVESTMENT
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Plenary B

Panel

11:25 AM - 11:55 AM

PIF GLOBAL ASSET MANAGEMENT FORUM: AI, DATA & THE FUTURE OF INVESTMENT DECISION- MAKING

How AI and alternative data are reshaping research, portfolio construction, and asset allocation and what institutional investors must build to stay ahead.

- **Daniel Mercer**, Head of MENA Investment Research, Winton
- **Gary Paulin**, Chief Investment Strategist, Northern Trust
- **Daniel Taylor**, CIO, Man Numeric, Deputy Head, Man Systematic

Networking

11:55 AM - 12:00 PM

PIF GLOBAL ASSET MANAGEMENT FORUM: CLOSING REMARKS & NETWORKING

Thursday, October 29

Workshop – LAB 1

FUTURE
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FII Member-Only Session
(Invite Only)

10:00 AM – 11:00 AM

MEMBERS ONLY MASTERCLASS: FUNDING IN PRIVATE MARKETS, IMPORTANCE AND EVOLUTION, POWERED BY LONDON BUSINESS SCHOOL

Private markets have evolved from a specialized source of capital into a critical pillar of the global financing ecosystem, reshaping how companies scale, investors allocate capital, and economies fund long-term growth. This masterclass will give our global leaders a practical understanding of the private markets taxonomy, underlying economics, risk-return dynamics, investor base and funding architecture and how these elements are evolving across the global investment landscape. The masterclass will also examine the fundraising environment and tackle the policy framework of all the flowing capital.

- **Prof. Florin Vasvari,**
Professor of Accounting;
Executive Dean, Executive
Education (Middle East);
Academic Director, Institute
of Entrepreneurship and
Private Capital, London
Business School

Thursday, October 29

Pavilion 1 – LAB 2



9:00 AM - 9:45 AM	Panel	BUILDING A SOVEREIGN AI STACK: WHO CAN TURN IT OFF?
9:45 AM - 10:15 AM	Panel	AFTER THE GPU
10:15 AM - 10:55 AM	Panel	FUNDING CATEGORY-DEFINING COMPANIES BEYOND SILICON VALLEY
10:55 AM - 11:30 AM	Panel	2027 FORECAST: FRONTIER PHYSICS
11:30 AM - 12:00 PM	Fireside Chat	PASSING THE TORCH: 30 YEARS OF HARD-EARNED FOUNDER LESSONS
12:00 PM - 12:35 PM	Panel	WHAT MUST THE MODERN VC BECOME?

Thursday, October 29

Pavilion 1 – LAB 2

FUTURE
INVESTMENT
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Panel

9:00 AM – 9:45 AM

BUILDING A SOVEREIGN AI STACK: WHO CAN TURN IT OFF?

Sovereign AI is no longer only a question of national ownership. The same test now applies to governments, companies, and individuals: who ultimately controls the systems they depend on—and who can switch them off? Coinciding with the first public release of new research at FII10, this session moves beyond policy ambition to the architecture of sovereignty itself: control planes, portable inference, provenance, agent authorization, capital allocation, and strategic partnerships. As AI becomes critical infrastructure, how much sovereignty is real if control still sits somewhere else?

- **Dilek Dayınlı**, Founder & Managing Partner, ScaleX Ventures
- **Bjorn Hovland**, President, CIQ
- **Ibrahim Abdulaziz Neyaz**, CEO, National Technology Development Program (NTDP)
- **Dr. Hassan Sawaf**, Founder & CEO, aiXplain
- **Ali Shaikh**, CEO, Graphiant

Moderator:

- **Omar Dharwazah**, Founder, Managing Director & General Partner, AAF

Panel

9:45 AM – 10:15 AM

AFTER THE GPU

Inference is rewriting the economics of AI hardware. Custom accelerators are now growing nearly three times faster than merchant GPUs, as hyperscalers design their own silicon and challengers chase efficiency gains. Yet chips alone decide little: power, cooling, and deployment speed now shape which architectures reach scale, from hyperscale campuses to modular sites at the edge. When the buyer can build its own chip, what room remains for everyone else?

- **Dr. Ying Lee**, Founder & Managing Partner, Atma Capital
- **June Paik**, Founder & CEO, FuriosaAI

Moderator:

- **Laura Gaviria-Halaby**, Founder, Apatat

Panel

10:15 AM – 10:55 AM

FUNDING CATEGORY—DEFINING COMPANIES BEYOND SILICON VALLEY

The next generation of category-defining companies is being built far from Silicon Valley. This panel brings together four investors backing market leaders across Latin America, Europe, USA, and Africa to answer a precise question: why now, and what does it take to build and fund iconic, globally competitive companies from these markets? Drawing on portfolios spanning fintech, AI and enterprise software, digital health, and financial inclusion, panelists will unpack how the best founders turn local market realities into durable global advantages, where capital and talent now flow in a multipolar venture landscape, and what it takes to lead a category from anywhere.

- **Ali Afridi**, Partner, Equal Ventures
- **Ashley Lewis**, Managing Partner & Head of DPI Venture Capital, Development Partners International
- **Marcelo Lima**, General Partner, monashees
- **Evgenia Plotnikova**, General Partner, Dawn Capital

Moderator to be announced.

Thursday, October 29

Pavilion 1 – LAB 2

FUTURE
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Panel

10:55 AM – 11:30 AM

2027 FORECAST: FRONTIER PHYSICS

Investment is accelerating across fusion, quantum technologies, photonics, advanced nuclear, superconductors and next-generation energy storage as breakthroughs move closer to industrial use. The pace of discovery is also changing the opportunity set itself, with new approaches promising step-changes in power, efficiency, durability and scale. Which scientific advances will alter commercial timelines, unlock markets that do not yet exist, and force investors to reassess their portfolio?

- **Tyler Bernstein**, Co-Founder & CEO, Zeno Power
- **Sabrina Gonzalez Pasterski**, Professor, Perimeter Institute for Theoretical Physics
- **Moritz von der Linden**, CEO, Marvel Fusion
- **Dr. Andrew Williamson**, CEO, Cambridge Innovation Capital

Moderator to be announced.

Fireside Chat

11:30 AM – 12:00 PM

PASSING THE TORCH: 30 YEARS OF HARD-EARNED FOUNDER LESSONS

Long before generative AI dominated global markets and consensus capital flooded the tech ecosystem, a select group of visionary investors deployed early-stage capital with deep conviction. True legacy in venture capital is built not by chasing hype, but through decade-long pattern recognition, underwriting technical founders at the seed stage, and backing frontier technologies years before they hit the mainstream.

- **Mahmoud Adi**, Founding Partner, Shorooq
- **Oliver Holle**, CEO & Managing Partner, Speedinvest

Moderator:

- **Laura Gaviria-Halaby**, Founder, Apatat

Panel

12:00 PM – 12:35 PM

WHAT MUST THE MODERN VC BECOME?

The architecture of capital has outpaced the architecture of the investment firm. Today's market demands multi-strategy flexibility, cross-border sovereign integration, structured private credit, and engineered liquidity. Yet, many GPs remain bound to legacy closed-end templates and siloed operations. To survive, alternative asset managers must fundamentally re-engineer their operational plumbing, forcing a critical debate: if your capital is modern but your infrastructure is legacy, are you managing risk or just manufacturing fragility?

- **Tala Al Jabri**, Founder & Managing Partner, Wyld VC
- **Areije Al Shakar**, CEO, BE Ventures
- **Ben Casnocha**, General Partner, Village Global
- **Dan Kimerling**, Founder & Managing Partner, Deciens Capital

Moderator to be announced.

Thursday, October 29

Pavilion 1 – LAB 3



9:00 AM – 9:45 AM	Panel	HOW TO GET IPO READY
9:45 AM – 10:25 AM	Panel	HOW CAN MENA BUILD A FUNCTIONING EXIT MARKET?
10:25 AM – 11:00 AM	Panel	WHERE CAPITAL GOES NEXT: UZBEKISTAN
11:00 AM – 11:30 AM	Panel	KOREA'S RECORD RUN
11:30 AM – 12:00 PM	Panel	HOW ONCHAIN MONEY IS REWRITING THE ECONOMICS OF A TRANSACTION
12:00 PM – 12:20 PM	Fireside Chat	SESSION TO BE ANNOUNCED

Thursday, October 29

Pavilion 1 – LAB 3

FUTURE
INVESTMENT
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Panel

9:00 AM – 9:45 AM HOW TO GET IPO READY

Going public is becoming a credible ambition for a new generation of founders—but ambition is running ahead of readiness. In a recent Endeavor Saudi Arabia and SVC survey of high-impact founders, 77% were considering an IPO, yet half reported being little or not at all prepared to meet listing requirements. And readiness begins long before a company reaches the market. During this session, tenured experts explore what it takes to build a company that is genuinely ready for the transition from private growth to public markets—from governance and financial reporting to leadership, risk, organizational discipline and investor relations.

- **Abdulwahab Abed**, CEO, SEDCO Capital
- **Qusai AlSaif**, CEO & Managing Director, Sadu Capital; CEO, Saudi Venture Capital and Private Equity Association (VCPEA)
- **Dr. Abdullah Alshwer**, CEO, Riyadh Capital
- **Joseph V. Amato**, President & CIO, Equities, Neuberger
- **Abdulrahman Hammad**, Partner, Hammad & Al-Mehdar Law Firm

Moderator:

- **Isabelle Freidheim**, Founder & Managing Partner, Athena Capital

Panel

9:45 AM – 10:25 AM HOW CAN MENA BUILD A FUNCTIONING EXIT MARKET?

As Saudi Arabia's private markets mature, raising capital will no longer be the hardest test—creating reliable paths to liquidity will. Drawing on new research from INSEAD and Jada Fund of Funds, this panel brings together leading GPs and LPs to examine how IPOs, strategic sales, secondaries, continuation vehicles, dividend recapitalizations, and other liquidity models are reshaping exits across Saudi Arabia and MENA. Which routes are working in today's market, where do structural barriers remain, and what must change to build a healthier exit ecosystem by 2030?

- **Bandr Alhomaly**, CEO & Managing Director, Jada Fund of Funds
- **Tariq Al-Sudairy**, Managing Director & CEO, Jadwa
- **Rishi Kapoor**, Vice-Chairman & CIO, Investcorp
- **Abdulrahman Tarabzouni**, Founder & CEO, STV

Moderator:

- **Claudia Zeisberger**, Professor of Private Capital, INSEAD

Panel

10:25 AM – 11:00 AM WHERE CAPITAL GOES NEXT: UZBEKISTAN

For decades, Central Asia remained outside the focus of global technology investors. Today, Oman is looking east to Uzbekistan, where sweeping economic reforms and an ambitious technology agenda are attracting a new generation of international capital. What is emerging is more than a new investment destination—it is a test case for whether sovereign investors and governments can build long-term platforms for expansion into one of the world's least penetrated growth markets. *Could the Oman-Uzbekistan partnership become the template for a new era of co-investment across Central Asia?*

- **Hussain Abdulla**, Founding Partner, Golden Gate Ventures
- **Omar Bahram**, CEO, Uzbek-Oman Investment Company
- **Tom Barton**, Co-Founder & CEO, Antaris

Moderator to be announced.

Thursday, October 29

Pavilion 1 – LAB 3

FUTURE
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Panel

11:00 AM – 11:30 AM
KOREA'S RECORD RUN

Korea has become the world's most electrifying market story. The KOSPI has surged nearly 92% this year, one of the strongest rallies in its history, powered by an AI semiconductor boom that has lifted Samsung more than 400% and SK Hynix toward 900% at its peak. Behind the public market fireworks, a maturing venture ecosystem is minting a new generation of AI founders. Investors and builders from both sides of the Korean capital stack weigh in on what's real, what's priced in, and what's next. Korea's ascent looks unstoppable – or will the bubble, K-pop?

- *Speakers to be announced*

Moderator:

- **Shane Shin**, Founding Partner, Shorooq

Panel

11:30 AM – 12:00 PM
**HOW ONCHAIN MONEY IS
REWRITING THE
ECONOMICS OF A
TRANSACTION**

Money has always carried the intentions of its issuers, usually exercised through institutional discretion. Onchain, those intentions become explicit: code and regulation determine how money moves, what its reserves earn, and who benefits. With roughly \$300 billion now held in stablecoins, billions in annual reserve yield are already at stake. As autonomous agents begin transacting with programmable money, those embedded choices could execute at machine speed and beyond continuous human oversight. Who should money serve when the rules governing it can act without a human in the loop?

- **Sandeep Nailwal**, Co-Founder, Polygon
- **Islam Shawky**, CEO & Co-Founder, Paymob
- **Mashal Waqar**, CMO & Board Member, Octant

Moderator:

- **Omar Dharwazah**, Founder, Managing Director & General Partner, AAF

Fireside Chat

12:00 PM – 12:20 PM
**SESSION TO BE
ANNOUNCED**

Thursday, October 29

Pavilion 2 – LAB 4



9:00 AM – 9:45 AM	Panel	WHAT DOES IT TAKE TO TAKE INDUSTRIAL AI FROM PILOT TO PLANT?
9:45 AM – 10:25 AM	Panel	WHY SILICON VALLEY IS BETTING ON THE GULF’S LEAST GLAMOROUS PROBLEMS
10:25 AM – 11:05 AM	Panel	NEO-PRIMES REWRITE THE RULES OF STRATEGIC HARDWARE
11:05 AM – 11:50 AM	Panel	THE AUTONOMOUS INDUSTRIAL LAYER BENEATH THE PHYSICAL ECONOMY
11:50 AM – 12:30 PM	Panel	HOW GCC INVESTORS WIN SEATS ON US AI CAP-TABLES

Thursday, October 29

Pavilion 2 – LAB 4

FUTURE
INVESTMENT
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Panel

9:00 AM – 9:45 AM

WHAT DOES IT TAKE TO TAKE INDUSTRIAL AI FROM PILOT TO PLANT?

Industrial AI has no shortage of promising pilots. The harder challenge is deploying those technologies across complex, mission-critical operations where safety, reliability and measurable returns matter. This discussion brings together leaders from energy, industry, technology and investment to examine what it takes to move AI from successful experimentation to deployment at scale. From navigating legacy infrastructure and operational risk to proving ROI and earning the confidence of operators, the panel explores how large industrial companies can become more effective adopters of emerging technologies and turn innovation into measurable operational value.

- **AJ Abdallat**, Founder & CEO, BeyondAI
- **Greg Fallon**, CEO, Geminus AI
- **Taavi Madiberk**, CEO & Co-Founder, Skeleton Technologies
- **Dr. Sunghyun Park**, CEO & Co-Founder, Rebellions Inc

Moderator to be announced.

Panel

9:45 AM – 10:25 AM

WHY SILICON VALLEY IS BETTING ON THE GULF'S LEAST GLAMOROUS PROBLEMS

Global capital long approached the Gulf through sovereign wealth, energy and megaprojects. Now U.S. investors who have backed great companies far from traditional hubs are funding founders who solve the region's most ordinary problems: housing workers, financing homes, processing payments and running restaurants. These markets are vast, fragmented and long ignored, which is exactly their appeal. When founders can choose their backers, will regional capital still be first in line?

- **Thomas J. Cahill III, M.D., Ph.D.**, Founder & Managing Director, Newpath Partners
- **Majeed Albabtain**, Founder & CEO, Mnzil
- **Blake Modersitzki**, Managing Partner, Pelion Ventures Partners
- **Ali Abulhasan**, Founder & CEO, Tap Payments

Moderator:

- **Jack R. Selby**, Managing Partner, Copper Sky & Thiel Capital

Panel

10:25 AM – 11:05 AM

NEO-PRIMES REWRITE THE RULES OF STRATEGIC HARDWARE

A new generation of founder-led companies is challenging how strategic hardware is designed and manufactured, using automation, vertical integration and software-defined production to compress cost and development cycles. Capital is following: JPMorganChase's \$1.5 trillion Security and Resiliency Initiative, launched in the U.S. in 2025 and since expanded across Europe, reflects growing investment in resilient industries and supply chains. As venture, private equity and strategic capital underwrite the transition from breakthrough technologies to production at scale, can neo-primes turn startup velocity into industrial depth—and returns that justify the risk?

- **Yalda Aoukar**, Co-Founder & Managing Partner, Bracket Capital
- **Christopher Buskirk**, Founder & CIO, 1789 Capital
- **Moritz Döpfner**, Managing Director, Döpfner Capital
- **VADM Bob Harward**, Executive Vice President of International Business & Strategy, Shield AI
- **Henri Marcoux**, Deputy CEO & Chairman, Tikehau Investment Management, Tikehau Capital
- **Svilen Rangelov**, Co-Founder & CEO, Dronamics

Moderator to be announced.

Thursday, October 29

Pavilion 2 – LAB 4

FUTURE
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Panel

11:05 AM – 11:50 AM

THE AUTONOMOUS INDUSTRIAL LAYER BENEATH THE PHYSICAL ECONOMY

The next great industrial companies may not be built around discoveries—they may be built around problems everyone already knows exist. Across aviation, maritime systems, robotics and infrastructure, entrenched bottlenecks have become accepted as the cost of doing business: slow procurement, scarce capacity, fragmented supply chains, outdated operating models. A new generation of founders is treating those constraints as markets waiting to be created. As capital moves toward the obvious problems hiding in plain sight, which “public secrets” will define the next wave of category-defining companies—and who will recognize them before they become consensus?

- **Dr. Ali Agha**, Co-founder & CEO, FieldAI
- **Joe Ben Bevirt**, Founder & CEO, Joby Aviation
- **Adam Goldstein**, Founder & CEO, Archer Aviation
- **Alex Israel**, Co-Founder & CEO, Metropolis
- **Travis Kalanick**, CEO, Atoms

Moderator:

- **Talal Attieh**, General Partner, Steel Atlas

Panel

11:50 AM – 12:30 PM

HOW GCC INVESTORS WIN SEATS ON US AI CAP- TABLES

US frontier AI founders increasingly look past pure capital toward strategic partners who deliver operational value. This interactive, ask-me-anything session explores how GCC investors can build distinct founder relevance while navigating complex governance, pricing, and information rights. Share your current deal-flow roadblocks: how can your capital structurally prove it's worth to earn a seat at the table in the world's most competitive funding rounds?

- **Mohammed Ahmed**, Co-Founder & CIO, Chiltern Street Capital
- **Dr. Bilal Baloch**, Partner, Shorooq

Moderator:

- **Talal Attieh**, General Partner, Steel Atlas

Thursday, October 29

Pavilion 2 – LAB 5



9:00 AM – 9:30 AM	Panel	HOW TECH IS REBUILDING NATURE'S SUPPLY CHAINS
9:30 AM – 10:05 AM	Panel	THE FUTURE OF APPLICATIONS BUILT ON SPACE DATA
10:05 AM – 10:35 AM	Panel	THE NUCLEAR GAUNTLET: WHAT ARE THE NEW RULES OF THE COMMERCIAL SPRINT?
10:35 AM – 11:10 AM	Panel	AS FRONTIER MODELS CONVERGE, WHAT IS STILL WORTH BUILDING? HOSTED BY SANABIL
11:10 AM – 11:45 AM	Panel	THE GLOBAL RACE TO BUILD THE ROBOT WORKFORCE

Thursday, October 29

Pavilion 2 – LAB 5

FUTURE
INVESTMENT
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Panel

9:00 AM – 9:30 AM

HOW TECH IS REBUILDING NATURE'S SUPPLY CHAINS

Nature does not operate in straight lines: waste becomes input, resources recirculate, and systems adapt to constraint. A new generation of companies is translating that logic into businesses designed to make natural supply chains more measurable, resilient and resource-efficient—keeping materials, energy and value in motion rather than simply extract, consume and discard. If nature has already perfected efficiency under constraint, how radically should industry redesign itself to follow it?

- **Fahim Al Qasimi**, Co-Founder & Chairperson, Seafood Souq
- **Barbara Belvisi**, Founder & CEO, Interstellar Lab
- **Anna-Greta Tsahkna**, CEO, Timbeter

Moderator:

- **Mohammed Alzubi**, Founder & Managing Partner, Nama Ventures

Panel

9:30 AM – 10:05 AM

THE FUTURE OF APPLICATIONS BUILT ON SPACE DATA

The first commercial satellite boom was about putting more sensors in orbit. The next may be about controlling what happens after they collect the data. New thermal, hyperspectral and other constellations are generating information that AI can increasingly transform into intelligence about infrastructure, resources and human activity. As the stack expands from satellites to ground infrastructure, compute, models and applications, where will the value accrue, and who will control the path from observation to decision?

- **Awais Ahmed**, Founder & CEO, Pixxel
- **Amru Alamoudi**, Co-Founder & CEO, SARsatX
- **Anfisa Anikushina**, Managing Director, Skyrora Ventures & Aimrika
- **Jean-Pierre Aramouni**, Regional MD & Advisor, Constellr, Founder & Managing Partner, ReVentures

Moderator:

- **Alain Gavin**, Partner, KARISTA – Space, Defence & Security Investments, Managing Partner & CIO, PSION Partners

Panel

10:05 AM – 10:35 AM

THE NUCLEAR GAUNTLET: WHAT ARE THE NEW RULES OF THE COMMERCIAL SPRINT?

Nuclear's next race is commercial, not just scientific. With the U.S. Nuclear Regulatory Commission finalizing its historic technology-inclusive licensing framework for advanced reactors, developers can finally mass-produce factory-built machines. However, the global supply chains, utility rules, and financing models are still being written. Can advanced fission move from bespoke engineering projects to repeatable commercial products when every design faces a different regulatory hurdle, or will deployment stall before reaching global markets?

- **Dr. Assil Halimi**, Co-Founder & CEO, Apollo Atomics
- **The Hon. Douglas A. Smith**, Global Head Public Affairs & Managing Director MENA, The Nuclear Company
- **Isaiah Taylor**, Founder & CEO, Valar Atomics

Moderator:

- **Cathryn Chen**, Founder & CEO, MarketX Ventures, Founder & General Partner, Radiate Ventures

Thursday, October 29

Pavilion 2 – LAB 5

FUTURE
INVESTMENT
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Panel

10:35 AM – 11:10 AM

**AS FRONTIER MODELS
CONVERGE, WHAT IS STILL
WORTH BUILDING? HOSTED
BY SANABIL**

Frontier-model performance is converging just as AI spending accelerates, sharpening the investment question of where durable value will be created across the stack. Stanford HAI's 2026 AI Index found that the four leading model providers were separated by fewer than 25 points on its human-preference leaderboard in March 2026, down from roughly 97 points a year earlier. As capabilities reset every few months, what will distinguish durable AI companies, and will the greatest value accrue to those building the models or those embedding them in the products, workflows and industries that use them?

- **Bilal Abu-Ghazaleh**, Founder & CEO, 1001
- **Dr. Mohammed Alhussein**, Founder & CEO, Mozn

Moderator:

- **Ahmad Alshammari**, Head of MENA Direct Investments, Sanabil Investments

Panel

11:10 AM – 11:45 AM

**THE GLOBAL RACE TO BUILD
THE ROBOT WORKFORCE**

Robots have crossed from spectacle to purchase order, and the contest has shifted from who can build one to who can build millions. China, the United States and Europe are pursuing distinct models, from vertically integrated supply chains to industrial alliances and open developer ecosystems. As robotic labor becomes a measure of national capacity, will the greatest gains accrue to the nations that design these machines, manufacture them, or deploy them first?

- **Lindon Gao**, Founder & CEO, Dyna Robotics
- **Chaoyi Li**, Vice President, Booster Robotics
- **Jake Loosararian**, CEO & Co-Founder, Gecko Robotics
- **Jochen Rudat**, Chief Growth & Revenue Officer, Humanoid

Moderator:

- **Cathryn Chen**, Founder & CEO, MarketX Ventures, Founder & General Partner, Radiate Ventures

Thursday, October 29

Conclave 1

FUTURE
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Panel

9:00 AM – 9:50 AM

YOUR PITCH IS PROBABLY WRONG, ASK ME ANYTHING

Investors spanning the venture funding pipeline will deconstruct the core realities of raising capital across traditional VC, corporate venture, and strategic investment. First, the session analyzes exactly how these distinct investor categories evaluate opportunities, and how the optimal funding path changes based on a company's stage, sector, and commercial ambitions.

Then, the floor opens to the Founder-CEOs for an, ask-me-anything diagnostic of your capital-raising roadblocks.

- **Areije Al Shakar**, CEO, BE Ventures

Moderator to be announced.

Thursday, October 29

Dome – PITCH



9:00 AM – 9:45 AM	Announcement	FII10 INVESTMENT ECOSYSTEM FUND ANNOUNCEMENTS & SIGNINGS
9:45 AM – 10:10 AM	Fireside Chat	THE DEAL DESK, LIVE WHAT ARE INVESTORS MISSING ABOUT THE NEXT WAVE OF INNOVATION?
10:10 AM – 10:30 AM	Fireside Chat	THE DEAL DESK, LIVE FUNDS IN FOCUS
10:30 AM – 12:30 PM	Roadshow	FII FUNDRAISING ROADSHOW: ARAMCO PORTFOLIO, III

Thursday, October 29

FUTURE
INVESTMENT
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Dome – PITCH

Announcement

9:00 AM – 9:45 AM
**FII10 INVESTMENT
ECOSYSTEM FUND
ANNOUNCEMENTS &
SIGNINGS**

Fireside Chat

9:45 AM – 10:10 AM
**THE DEAL DESK, LIVE | WHAT
ARE INVESTORS MISSING
ABOUT THE NEXT WAVE OF
INNOVATION?**

The technologies that define the next decade may not fit neatly within today's sectors, investment mandates or strategic priorities.

Up first on THE DEAL DESK: leading investors challenge conventional thinking on where the next wave of value will come from, how to recognize strategic potential before it becomes obvious, and whether the investors with the greatest advantage will be those willing to look beyond what they already know.

- **Meshal AlMashari**, Executive Managing Director – Late-Stage Venturing Program, Aramco Ventures

Fireside Chat

10:10 AM – 10:30 AM
**THE DEAL DESK, LIVE |
FUNDS IN FOCUS**

New funds entering the market. Active raises competing for LP attention. Closed vehicles ready to deploy.

Up next on THE DEAL DESK: Fund leaders make the case for their strategy, conviction, and competitive edge. Where is capital coming from, where will it go, and why now?

Thursday, October 29

FUTURE
INVESTMENT
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Dome – PITCH

Roadshow

10:30 AM – 12:30 PM

FII FUNDRAISING ROADSHOW: ARAMCO PORTFOLIO, III

Between October 27–29, FII will host three Fundraising Roadshows, featuring 25+ companies from Aramco's Strategic, Diversified, and Domestic Venturing Portfolios.

CEOs will present detailed fundraising plans, showcasing precise capital goals, strategic fund deployment, market insights, product roadmaps, and projected investor ROI. Download the Investor Briefing and schedule 1:1 meetings with Founders in the FII AI Compass.

- **Ahmed Alsaif**
- **Sultan Al Asmi**, Co-Founder & Chairman of the Board, Zid
- **Mohammed Aldhalaan**, Founder & CEO, Noon Academy
- **Fahad Al Nemary, PhD**, Co-Founder & CCO, Ynmo
- **Hassan Bati**, Co-Founder & CEO, Qanoniah
- **Salem Bin Ghanem**, Co-Founder & CEO, Faheem
- **Nupur Mittal**, Co-Founder, Octa
- **Dr. Mustafa Mousa**, Co-Founder & CEO, Sadeem International Company
- **Arthur Pathé**, Head of Strategy & Corporate Development, OQ Technology