

ANNUAL REPORT

2023



FI INSTITUTE
Future Investment Initiative Institute

Impact
on Humanity

OUR IMPACT MODEL PURPOSE AND STRUCTURE OF THE FII INSTITUTE

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

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



THINK

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



XCHANGE

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



ACT

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



OUR PURPOSE

Enabling a brighter future for humanity



OUR VISION

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



OUR MISSION

Creating a purposeful present, promising future

“**OUR WORLD REQUIRES GLOBAL SOLUTIONS THAT OUTPACE OUR COLLECTIVE CHALLENGES.**”

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



PHOTO: SDAMNAM; COVER: ANDRIY ONUFRIYENKO /GETTY IMAGES

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THE GOAL WE HAD WHEN ESTABLISHING THE FII INSTITUTE IN 2017 WAS A LOFTY ONE: TO MAKE A MEANINGFUL IMPACT ON HUMANITY, AND TO HELP PRIORITIZE WHAT'S IMPORTANT TO ALL IN A CONSTANTLY CHANGING WORLD.

To understand the world's priorities, more than ever you need a compass to find your way. That is why the theme of our seventh annual meeting in Riyadh was "The New Compass". Our summits and events across the world are the centerpiece of our calendar at the FII Institute, bringing together heads of state, policy makers, innovators, business leaders and investors, but they are far from the sum total of our work.

I am immensely proud to say that the FII Institute has grown to live up to its founding principles. In an unpredictable year, we provided grounding; a sense of purpose; and beacon to help understand where the world is going.

In an increasingly interconnected world, it's more important than ever to understand and share each other's priorities, concerns and hopes.

Across its three pillars of THINK, XCHANGE and ACT, the FII Institute puts into practice its ideals. We bring together the world's smartest minds and decision makers

to discuss the pressing challenges of today and the opportunities of tomorrow – and in 2023 we did so at more events, in more places, than ever before. We have published works that provoke thoughts, incite action and inspire reflection on how to make a better world.

The FII Institute has become a catalyst for change, driven by evidence – most notably through our FII PRIORITY Compass. It is striving to understand the issues affecting our planet, and is offering actionable solutions for the future. It has been clear from day one of the FII Institute that our collective focus is ensuring we have a positive impact on humanity. And most of all, we need not just words, but actions.

So join our FII Institute community. Take part in the conversation and play your part in creating real-world solutions that help solve humanity's problems



Yasir O. Al-Rumayyan

H.E. Yasir O. Al-Rumayyan
Governor of PIF,
Chairman of the Board of Trustees of FII Institute

THINK TANKS AND NOT-FOR-PROFIT FOUNDATIONS ARE EVERYWHERE, BUT "DO TANKS" ARE A RARITY. WHEN H.R.H. CROWN PRINCE MOHAMMED BIN SALMAN AL SAUD ESTABLISHED THE FII INSTITUTE IN 2019, IT WAS TO PIONEER A UNIQUE MODEL: THINK, XCHANGE, ACT.

Reflecting on another successful year for the FII Institute, I am more confident than ever that we are fulfilling our founding principle and sole agenda: Impact on Humanity.

We aspire to embody the change we advocate. FII7 was our largest gathering yet, convening brilliant minds worldwide to redefine "The New Compass" and provide global direction, fostering convergent conversations.

In 2023, we achieved several milestones, including our inaugural FII PRIORITY summit in Hong Kong, where over 1,000 delegates and 100 speakers addressed "Megatrends Shaping Humanity."

We also published 11 key issue publications on topics such as cancer vaccines, sanitation, AI and hydrogen. Our progress is indebted to our contributors. The Board of Trustees, led by Chairman H.E. Yasir Al-Rumayyan, Governor of PIF, our founding partner, guides us in navigating the Institute's future, while remaining true to our purpose-driven agenda.

I extend my gratitude for their guidance and stewardship, which have propelled us into 2024 stronger than ever, ready to tackle new challenges.

I must also thank our members and partners, for FII Institute has evolved into a movement, supported by thousands globally and numerous international organizations. To those already part of the movement, thank you for your vibrant support. To those not yet involved, join us. We seek to engage changemakers worldwide, who wish to contribute to our collective impact.

Richard Attias

Richard Attias
Chief Executive Officer
www.FII-institute.org



BOARD OF TRUSTEES

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



H.E. YASIR AL-RUMAYYAN, CHAIRMAN

Governor PIF, Chairman Saudi Aramco, Saudi Arabia

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



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

KSA Ambassador to the USA, Saudi Arabia

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

H.E. MATTEO RENZI

Senator of Florence, Italy (former Prime Minister)

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

H.E. MOHAMED AL ABBAR

Founder & Chairman EMAAR properties, UAE

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

MR. RICHARD ATTIAS

CEO FII Institute, Morocco

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

PROF. TONY CHAN

President of KAUST, USA

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

DR. PETER H. DIAMANDIS

Founder of the XPrize Foundation & Singularity University, USA

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

PROF. ADAH ALMUTAIRI

Professor of Pharmaceutical Chemistry at UCSD, Saudi Arabia

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

SUSTAINABLE CORPORATE CULTURE FOR A BRIGHTER FUTURE

→ WITH A DIVERSE WORKFORCE FROM 14 COUNTRIES, FII Institute fosters a dynamic, close-knit environment, celebrating monumental and minute achievements, while recognizing the significance of each team member.

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

1. MOTIVATED TO BRING ABOUT POSITIVE IMPACT

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

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

2. STRENGTHENING EMPLOYEE RELATIONSHIPS TO BUILD A GLOBAL FAMILY

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

3. CELEBRATING MILESTONES, BIG AND SMALL

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

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

4. EMBRACING AGILE TALENT

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

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

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

At FII Institute, challenging the status quo is ingrained in the company's values and philosophy. Operating within a high-performance culture, the organization

sets ambitious goals and embraces key performance indicators (KPIs) to drive excellence.

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

6. ENSURING EMPLOYEES' HOLISTIC WELL-BEING

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

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

7. BUILDING A DIVERSE AND INCLUSIVE WORKFORCE

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

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



GOVERNANCE & COMMITTEES

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

At the Future Investment Initiative Institute, we are committed to maintaining the highest standards of legal and governance culture. In 2023, we continued to prioritize transparency, accountability and ethical decision-making in all aspects of our operations. Our robust governance framework, designed in accordance with international best practices, ensures that our strategic objectives are met in a responsible and compliant manner. We regularly review and update our policies and procedures to adapt to evolving legal and regulatory environments and reinforce our commitment to exemplary governance.

FUTURE INVESTMENT INITIATIVE

Powered by the FII Institute



NOMINATIONS & REMUNERATION COMMITTEE

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

PROJECT INVESTMENT COMMITTEE

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

AUDIT COMMITTEE

MS. RANIA NASHAR Chairwoman
PROF. TONY CHAN Member
PROF. ADAH ALMUTAIRI Member
MR. ABDULLAH ALABDULJABBAR Member
MR. RICHARD ATTIAS Member
MS. ARWA AL SHAGHROOD Secretary of the Audit Committee

2023

A CALL TO ACTION

The FII Institute calendar is full of events, publications and analyses throughout the 12 months of the year. Here are just a handful of highlights of our impact in 2023.



FII8
 THE LANDMARK GATHERING RETURNS TO RIYADH TO DISCUSS THE INFINITE HORIZONS OF INVESTING TODAY AND SHAPING TOMORROW ON OCTOBER 29-31.

FII PRIORITY ASIA
 FII INSTITUTE RETURNS TO ASIA IN LATE 2024 TO CONTINUE THE CONVERSATIONS THAT FOCUS HUMANITY'S MINDS - AND OFFER SOLUTIONS TO ITS TOUGH PROBLEMS.

FII PRIORITY MIAMI
 DELEGATES DESCEND ON MIAMI TO DISCUSS A WORLD ON THE EDGE OF A NEW FRONTIER, FROM FEBRUARY 22 TO 23.

FII PRIORITY RIO DE JANEIRO
 BUILDING A NEW GLOBAL ORDER THAT BENEFITS US ALL, WHEREVER WE ARE IN THE WORLD, REQUIRES US TO INVEST IN DIGNITY - AS WE'LL DISCUSS IN RIO DE JANEIRO ON JUNE 11-13.

2024

A YEAR TO LOOK FORWARD TO

The groundwork laid in 2023 will enable 2024 to be FII Institute's most successful year to date, with impactful events held around the world.

CHAPTER I

THINK

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

11 publications

1 global survey across 23 countries on humanity's priorities

4 grassroots initiatives in Brazil, India and Kenya

3 resolutions on AI, ESG and PRIORITY

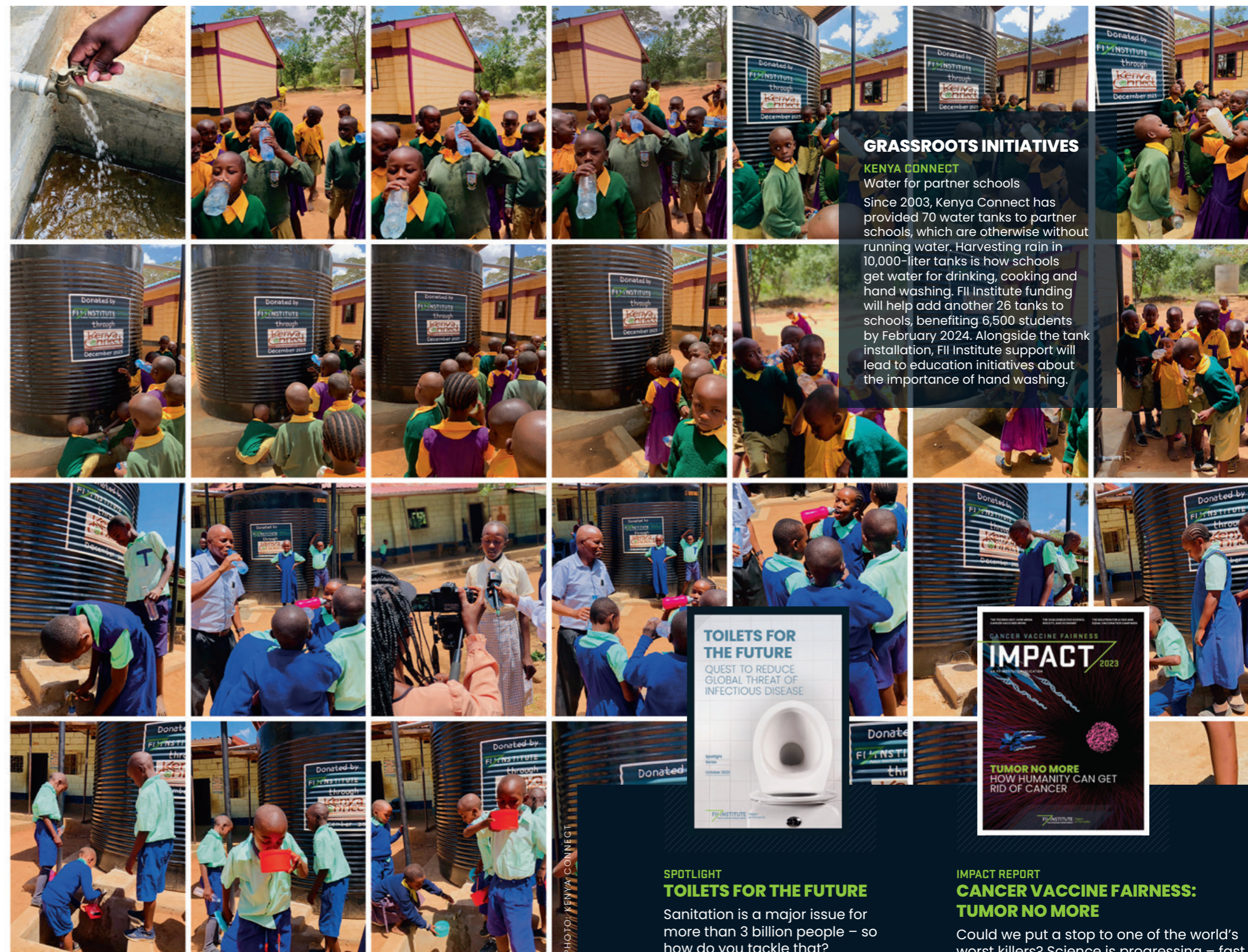
HEALTHCARE MAKING CHANGES TO IMPROVE HUMANITY

→ **HELPING THE HEALTH OF OUR PLANET AND ITS people** is a core tenet of FII Institute's work. But beyond traditional healthcare and life sciences, technology can be put to work to help enact change. This is doubly important in parts of the world that struggle with simple issues around sanitation and health, and helps to inform both our research and grassroots initiatives funding.

Deadly diseases, including typhoid, cholera, giardia and trachoma, a major cause of blindness, are still prevalent in developing countries, in which half of all hospital beds are occupied by people suffering from water and sanitation-related conditions. Globally, waterborne diseases are the leading preventable causes of illness and death, and diarrheal diseases take the lives of more than half a million children under five each year.

So we seek to do something about that. Our Spotlight report, *Toilets For The Future*, highlights what can be done to change the lives of 3 billion people worldwide who have issues with sanitation. And our funding of Kenya Connect's water for partner schools initiative makes a meaningful difference.

In 2023, we also highlighted the transformative effects of vaccination, in light of the way the Covid-19 vaccine helped save millions of lives worldwide. Cancer remains a major killer, but advances in research mean that one day a vaccine could help put a stop to one of the worst diseases to hit humanity. ■



GRASSROOTS INITIATIVES

KENYA CONNECT

Water for partner schools
Since 2003, Kenya Connect has provided 70 water tanks to partner schools, which are otherwise without running water. Harvesting rain in 10,000-liter tanks is how schools get water for drinking, cooking and hand washing. FII Institute funding will help add another 26 tanks to schools, benefiting 6,500 students by February 2024. Alongside the tank installation, FII Institute support will lead to education initiatives about the importance of hand washing.



SPOTLIGHT TOILETS FOR THE FUTURE

Sanitation is a major issue for more than 3 billion people – so how do you tackle that?
MARCH 2023



IMPACT REPORT CANCER VACCINE FAIRNESS: TUMOR NO MORE

Could we put a stop to one of the world's worst killers? Science is progressing – fast.
APRIL 2023

PHOTO: KENYA CONNECT

SUSTAINABILITY FOR HUMANITY AND THE ENVIRONMENT

→ FII INSTITUTE IS COMMITTED TO BRINGING ABOUT A zero carbon footprint society. To do this, we support and deploy technologies to reduce greenhouse gas emissions, work towards a healthier and more sustainable food supply chain, develop alternative sources of energy, and help communities manage the effects of climate change.

With an ever-growing need to make humanity's life on earth more sustainable, FII Institute has analyzed and evaluated new technologies and business models that promise to contribute to reducing the threats and damages to today's and tomorrow's environment and population. Talk is cheap, but action can make big differences.

We sponsor the Chair for Circular Economy at Business School HEC Paris, and publish studies that examine what can make our planet more sustainable, from the potential of hydrogen as a future fuel source to why desalination of the world's water supply is a vital endeavor.

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



PHOTO: GRAMEENA VIKAS KENDRAM SOCIETY

GRASSROOTS INITIATIVES

GRAMEENA VIKAS KENDRAM SOCIETY FOR RURAL DEVELOPMENT: SAFE DRINKING WATER FOR INDIGENOUS COMMUNITIES

Getting clean drinking water is a problem for underserved tribal areas in Andhra Pradesh, India. But FII Institute support can help. In all, 225 families of tribes in the area will benefit from the purchase of water filters and an associated education program, launched in October 2023. The Grameena Vikas Kendram Society for Rural Development hopes to reduce water-borne diseases by 50% in a year.



IMPACT REPORT HYDROGEN

Whether green or blue, hydrogen could provide a new, cleaner source of energy for the future.

NOVEMBER 2023



IMPACT REPORT DESALINATION

Water can bring wealth and peace, but much of the planet's resources are too salty.

DECEMBER 2023

EDUCATION BETTER LEARNING EQUALS A BETTER LIFE



EDUCATION, EDUCATION, EDUCATION IS AT the heart of everything we do. Good education establishes norms and aids understanding of the world, making a difference for generations to come. FII Institute recognizes that, and supports initiatives and publishes reports designed to highlight its importance.

In 2023, we published a Spotlight report on real-time translation technology, and how it could help equalize education worldwide, bridging what had been large gaps in educational standards so that someone educated in a poor part of the Global South has the same opportunities as someone educated in a rich part of the Global North.

But beyond that, we supported two major grassroots initiatives improving educational standards and attainment on two continents. Because we recognize that by improving someone's education at the start of their life you can alter the outcome of their life for decades to come.

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

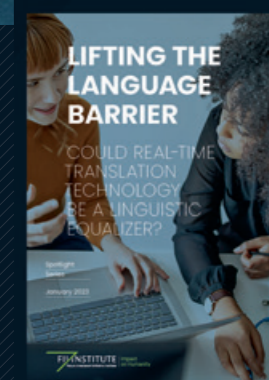
GRASSROOTS INITIATIVES

KENYA CONNECT: EMPOWERING THROUGH EDUCATION

Kenya Connect partners with 63 government schools across Machakos County, a rural county of more than 1.4 million people – 59% of whom fall below the poverty line. A range of programs supported by FII Institute, including the region's first community library, with 36,000 books and computer coding classes, will help bolster educational attainment and improve the chances of both children and adults in the area.

ARCA: FROM DIGITAL LITERACY TO PRODUCTIVE INCLUSION

Lifelong learning is a focus of attention for us all, and FII Institute is supporting more than 240 children and adults a year across Arca do Saber and Arca do Crescer in Brazil's favelas. French-Brazilian NGO Arca plans to extend digital literacy classes with FII Institute support for children and adults alike, while also helping incubate 10 small businesses that can give back to the community that needs it most.



SPOTLIGHT LIFTING THE LANGUAGE BARRIER

Could real-time translation technology be a linguistic equalizer when it comes to education worldwide?

JANUARY 2023

AI & ROBOTICS REVOLUTIONARY CHANGES FOR A BETTER WORLD

→ **ARTIFICIAL INTELLIGENCE (AI) AND ITS MULTIFARIOUS** impacts dominated discussions at FII Institute throughout 2023. As well as being a key focus of our FII PRIORITY events in Miami and Hong Kong, it took center stage at FII7, the seventh edition of our annual gathering in Riyadh of the great and good from around the world.

For decades, AI remained a distant dream, tantalizing humanity with its limitless potential. It whispered of a future where humans and machines would seamlessly cooperate, but it dwelled solely within the realms of science fiction and visionary minds.

Yet, the advent of generative AI presents a double-edged sword. While it harbors the potential for remarkable advancements, it also poses intricate ethical and social challenges. We find ourselves at a critical juncture, and the choices we make in harnessing the full potential of this technology will exert profound influence on humanity. It's clear this is a call to action. Now more than ever, global stakeholders from diverse sectors and nations must unite to establish a collaborative and responsible approach.

Throughout 2023, FII Institute took a lead in shaping those discussions. And it spent part of the year preparing an AI Impact report, published in January 2024, that tackled those tricky questions. Such actions laid the groundwork for more thought leadership in 2024, and this will continue throughout the coming 12 months. ■

“
While AI harbors the potential for remarkable advancements, it also poses intricate ethical and social challenges.”

GRASSROOTS INITIATIVES

KENYA CONNECT: SECONDARY SCHOOL COMPUTER LABS AND CODING CLUBS

A dozen of the 63 partner schools that Kenya Connect works with have no computers for students to work on. Given the increasingly digitalized world we live in, this runs the risk of leaving those students behind – particularly given the rise of AI. With FII Institute support, Kenya Connect has set up computer labs at schools and trained teachers how to code, so that the next generation can be AI literate.



IMPACT REPORT **HOW AI WILL SHAPE YOUR LIFE**

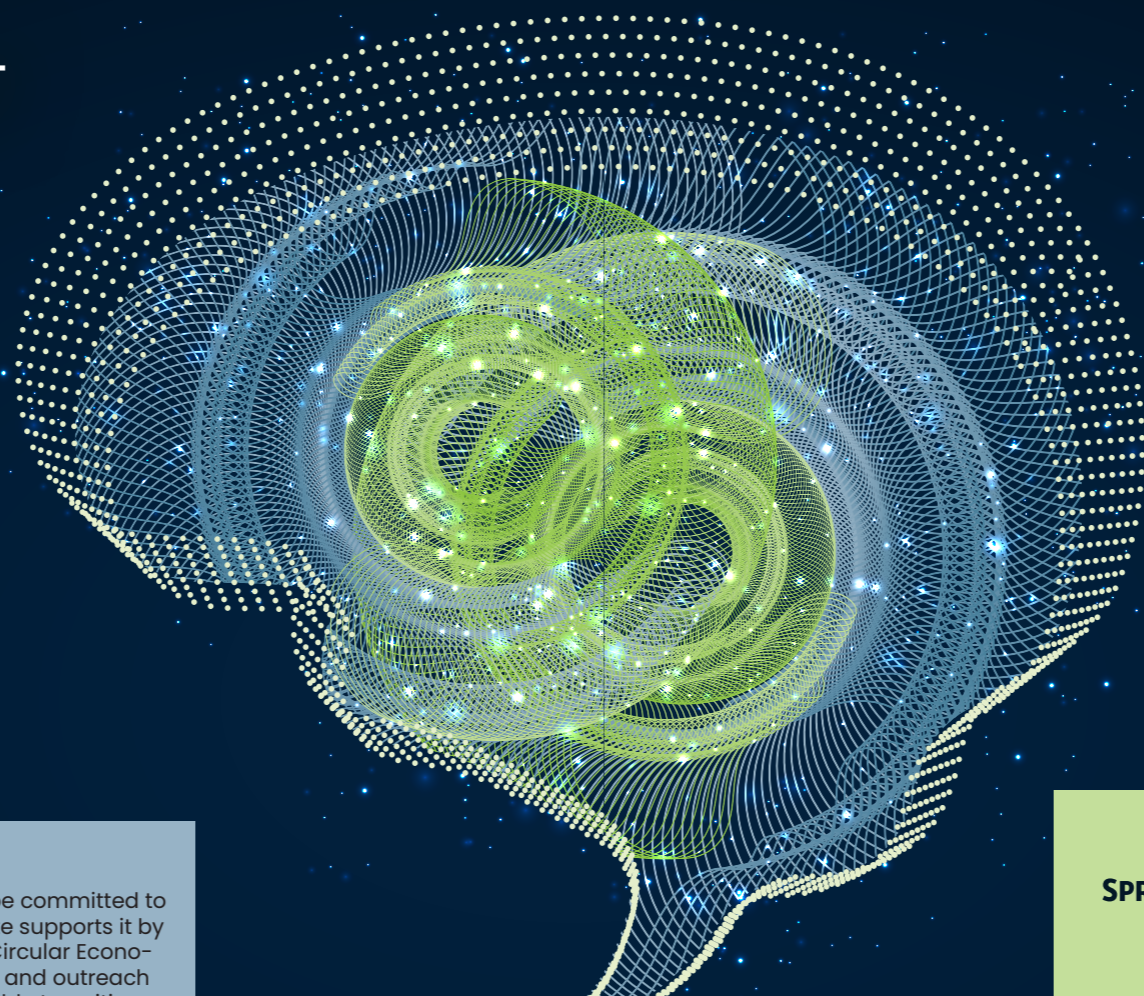
Artificial intelligence has been heralded as the technology of tomorrow – but how do we make its impacts positive?

JANUARY 2024



ACADEMIC PARTNERS GREATER RESEARCH EQUALS GREATER IMPACT

→ FII Institute's work doesn't exist in a vacuum. It is partnering with world-class universities and leading scientific institutions to make a long-lasting impact on humanity. Our scientific network of partners spans a wide range of research: from ways to achieve net zero carbon goals to harnessing the power of AI, and from protection of maritime ecosystems to business models for the circular economy. ■




HEC PARIS
HEC Paris is a leading business school in Europe committed to thought leadership on sustainability. FII Institute supports it by funding the Chair on Business Models for the Circular Economy to create an impact on research, teaching and outreach activities, and thereby accelerate the sustainable transition.




KAUST
Saudi Arabia's King Abdullah University of Science and Technology and the FII Institute have signed a memorandum of understanding to cooperate on research projects, as well as on events aimed at facilitating access to scientific knowledge for humankind.



TECHNICAL UNIVERSITY OF DENMARK
DTU is one of Europe's leading polytechnic universities. With DTU, FII Institute supports research that can teach the public health community more about tuberculosis, bringing the world closer to a vaccine, and also research to help prevent non-communicable diseases.

SPRINGER NATURE
Nature is the world's leading multidisciplinary science journal, founded in 1869. Since 2015, it is published by Springer Nature Group. In the partnership with FII Institute, the two entities collaborate on creating thought leadership and driving the conversation for novel research.



MOHAMMED VI POLYTECHNIC UNIVERSITY
Mohammed VI Polytechnic University (UM6P) is a Moroccan education and research institution that addresses local, regional and global challenges. FII Institute's partnership covers areas such as food security, sustainability, healthcare and artificial intelligence.

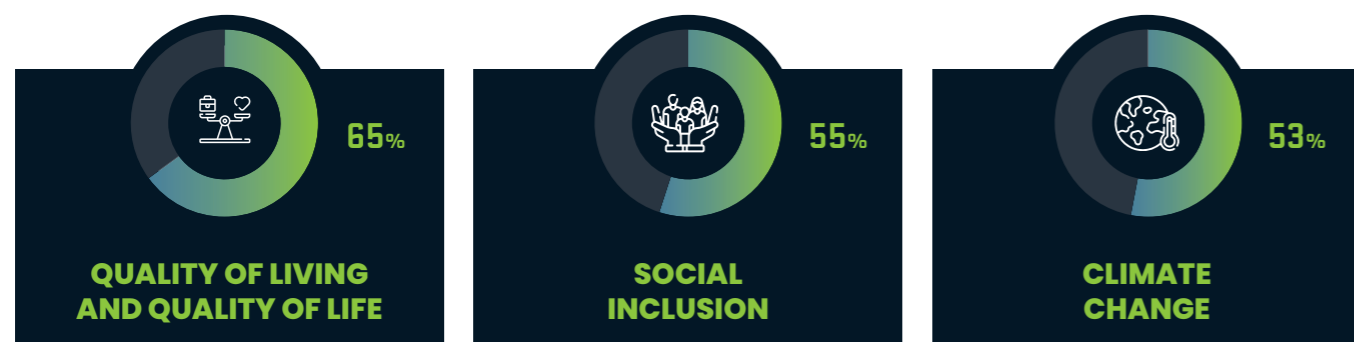
Stanford
PRECOURT INSTITUTE FOR ENERGY, STANFORD
Stanford University is one of the world's leading teaching and research institutions. FII Institute's funding for Stanford Precourt Institute for Energy is supporting research on sustainable building materials and CO₂ capture methods. FII has also been invited to join Stanford's Net Zero Alliance.

PHOTOS: HEC PARIS, KAUST, STANFORD, MOHAMMED VI, SPRINGER NATURE, SANDIP KUMAR PATEL / GETTY IMAGES

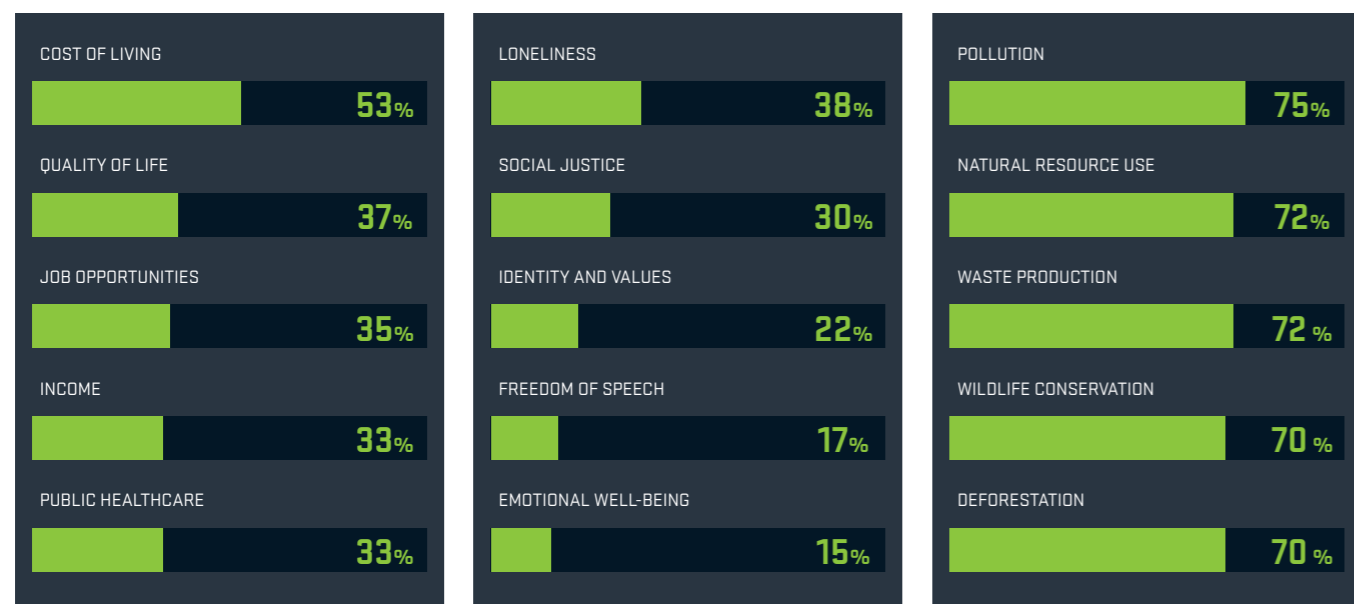
FII PRIORITY COMPASS SURVEY AND FINDINGS

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

MACRO PRIORITIES



MICRO PRIORITIES



→ **WHAT DO YOU CARE ABOUT, AND WHAT MATTERS** to you? Those questions are ones that the world's eight billion people ask daily – and answering them can help world leaders and decision-makers chart a path towards a brighter tomorrow.

As a “do tank,” not a think tank, FII Institute sought to discover those answers. We reached out to more than 50,000 respondents across 23 countries to capture people's concerns and needs. These findings are provided in the Insight report, FII PRIORITY Compass, powered by FII Institute.

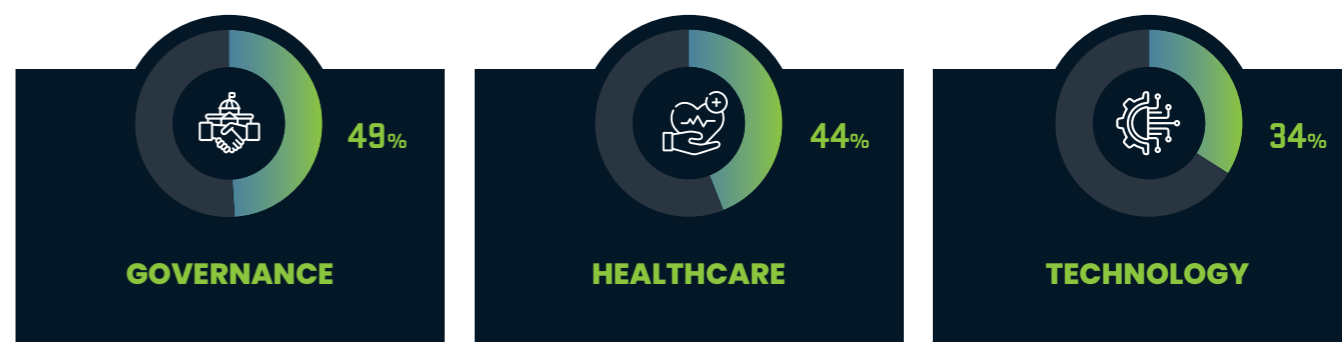
“At FII Institute, we don't just host conferences but publish reports. We publish reports, make calls to action, and launch initiatives,” said

Richard Attias, CEO, FII Institute, as he unveiled FII PRIORITY Compass at the landmark FII7 event in Riyadh in October 2023. “Today, the global landscape is shifting tremendously, affecting the priorities and needs of people around the world.”

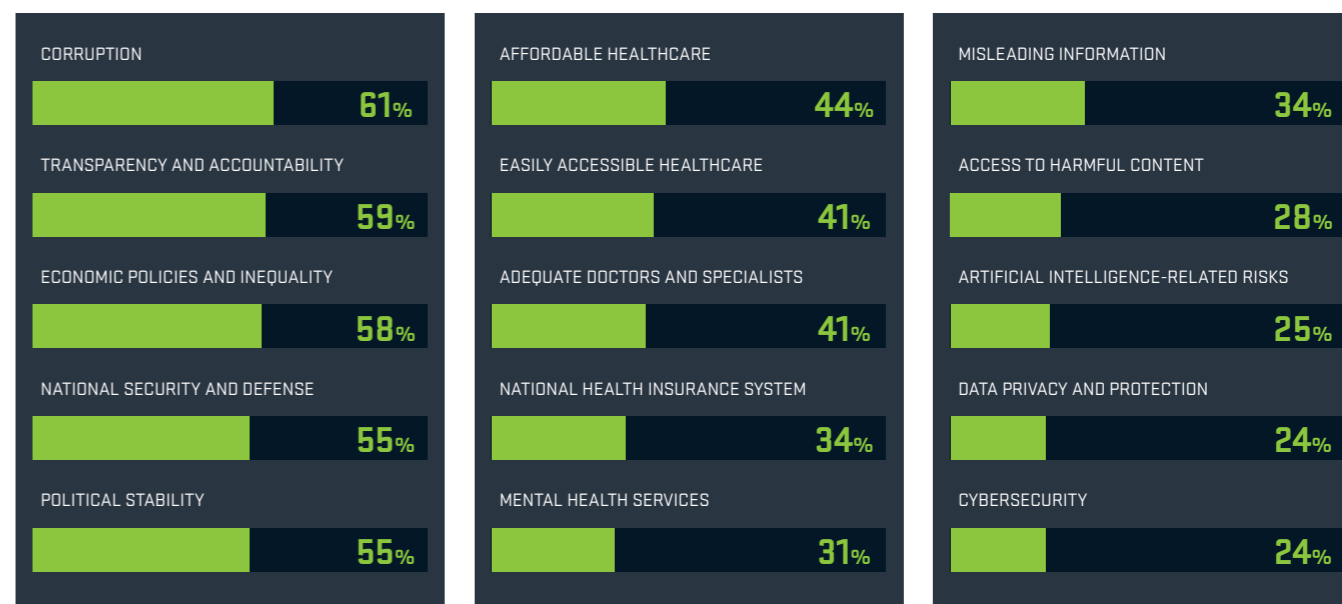
RESOLVING TO IMPROVE LIVES

The FII PRIORITY Compass survey, covering 23 countries representing 60% of the global population, was introduced at FII7. Cost of living and quality of life saw a 30% increase in concern, while 55% highlighted the importance of social inclusion. Climate change leapt from the seventh-most important priority in 2022 to the third-most important in 2023.

MACRO PRIORITIES



MICRO PRIORITIES



➤ The global census, encompassing all walks of life (including age, gender, education, income, social class and employment status), canvases the views of the representative population of the world, asking about their concerns, aspirations and expectations for the near future. It aims to inform and educate leaders about their populace.

The findings are then presented in two forms. The FII PRIORITY Compass is the Insight report that highlights findings and interpretation of

humanity's top priorities. It is available online as both an executive summary and a full report. The FII PRIORITY Compass Navigator is an interactive web tool that allows interested stakeholders to explore the data of the FII PRIORITY Global Survey via an interactive and digital interface.

WHOSE PRIORITY?

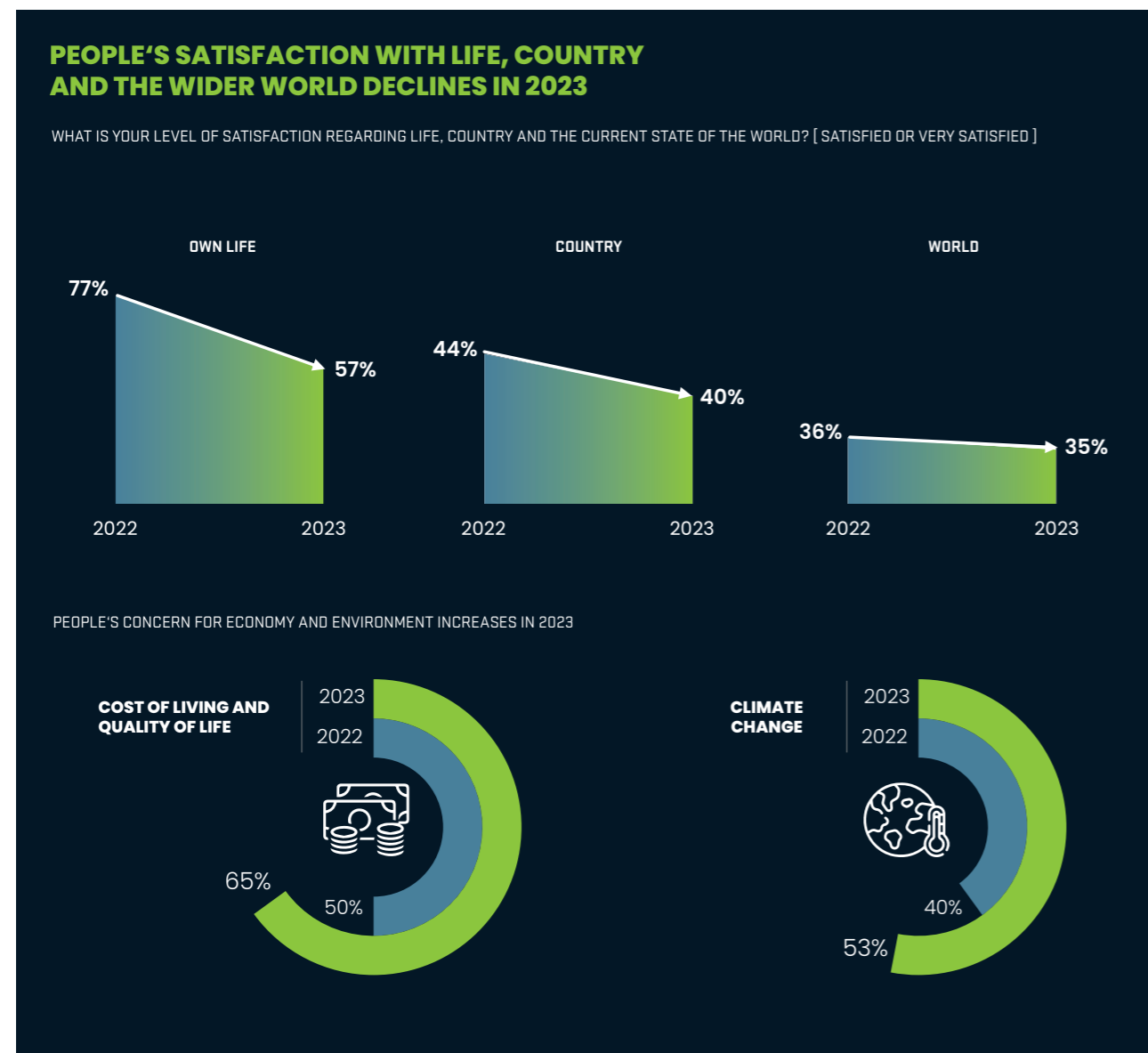
Humanity's topmost priority is cost of living and quality of life (65%), followed by social inclusion

(55%) and climate change (53%). Each of the three priorities have global nuances.

While cost of living is highest for humanity across all regions, it is more pronounced in Africa and South America at 76% and 72% respectively. Social inclusion is a lower priority in the Global South. Climate change is one priority whose importance is recognized across generations.

In addition, amid geopolitical tensions and widespread conflicts, governance is a priority

for almost half the global population. In this, Europe shows itself as particularly concerned, perhaps on account of its proximity to the Russia-Ukraine conflict. In the Global North, more than 60% have expressed that the cost of living has worsened over the last three years. In the Global South, greater optimism is observed in Asia and MENA. People in South America are the world's most concerned, given high inflation in the region. ■

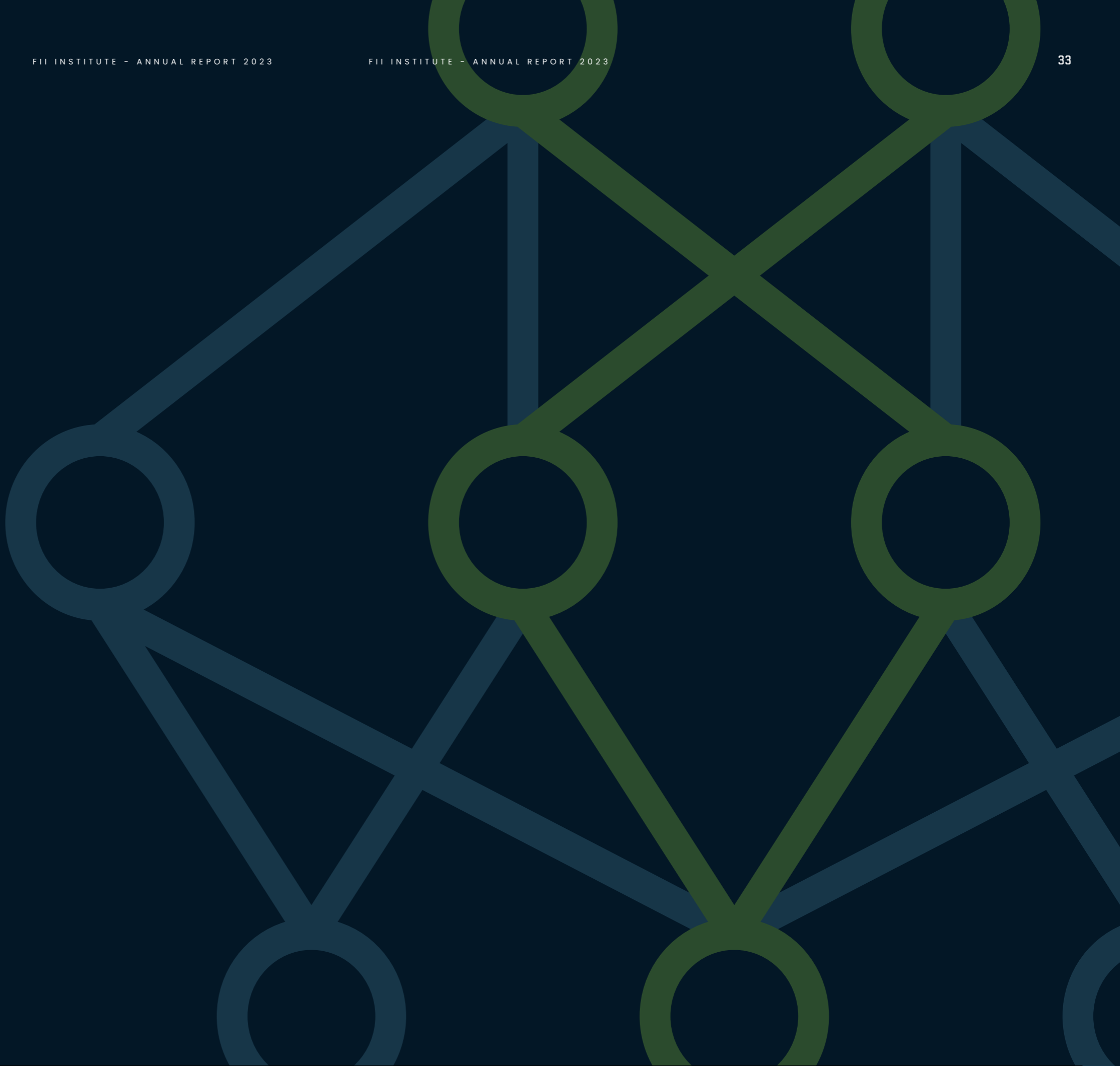


METHODOLOGY

Survey conducted in partnership with Accenture and Oxford Economics, between July and August 2023. FII PRIORITY Compass covers over 50,000 respondents from 23 countries. Participants represented regions and diverse demographics across the globe, encompassing age, gender, education, income, social class, employment status and more.

DOWNLOAD THE FULL REPORT:

Photo: Andriy Onufriyenko / Getty Images



CHAPTER II

XCHANGE

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



Attendees gathered in Riyadh to learn more about the future of our interconnected society.

H.E. Dr. William Ruto, President of the Republic of Kenya



The Board of Changemakers discussed the pressing issues affecting our planet and its economy, based on their collective centuries of expertise at the highest levels of business and politics.



PHOTOS: FII INSTITUTE

FII7 CHARTING A PATH USING A NEW COMPASS

→ **THE UNDERLYING MESSAGE OF THE SEVENTH EDITION** of the Future Investment Initiative, as outlined by H.E. Yasir Al-Rumayyan, Governor of the Public Investment Fund and Chairman of the FII Institute, was heard near and far: “While today’s world seems uncertain, we continue with our mandate to inspire: to inspire the future of business, and future-proof our economies and societies to create a more stable and resilient world,” he said.

This future-focused message for today’s uncertain world required “The New Compass,” the theme of this year’s conference.

In 2023, FII7 brought together leaders and innovators in the realms of business, academia and civil society from every corner of the world, representing a total of 85 countries. Notable guests included H.E. Yoon Suk Yeol, President of the Republic of Korea; H.E. William Ruto, President of Kenya; Ajay Banga, President, World Bank; Gianni Infantino, President, FIFA; and Kristalina Georgieva, Managing Director, International Monetary Fund.

A GLOBAL OUTLOOK

The in-person and livestreamed conference was opened by Richard Attias, CEO, FII Institute, who said: “I believe more and more in our humanity and want to believe that nothing that is bad in our humanity could not be stopped by what is good in our humanity.”

Simultaneous translation was offered in English, Arabic, Chinese and Korean, highlighting the global nature of the flagship conference, now in its seventh edition. The three-day conference was particularly timely, given the massive changes happening globally. “Our world is evolving at an unprecedented rate,” said Attias. H.E. Yasir Al-Rumayyan highlighted AI, calling it “one of the most significant driving forces in the world.”

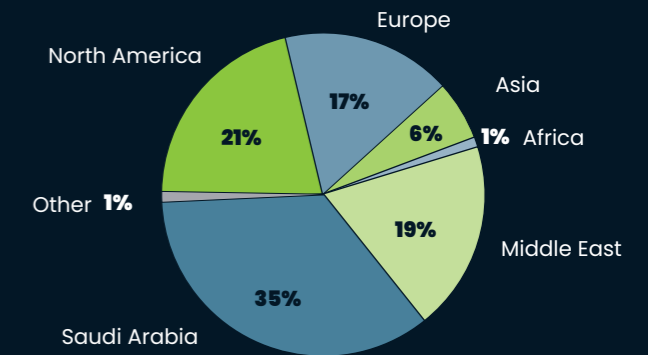
Well-known faces included Shemara Wikramanayake, Managing Director & CEO, Macquarie Group; Robert Friedland, Founder & Executive Cochairman, Ivanhoe Mines; Patrick Pouyanné, Chairman & CEO, TotalEnergies; Tim Ellis, CEO, Relativity Space; William E. Ford, Chairman & CEO, General Atlantic; Jane Fraser,

CEO, Citi; Jennifer Johnson, President & CEO, Franklin Templeton; and Adam Neumann, Founder & CEO, Flow.

RESOLUTIONS FOR CHANGE

The first day of the conference saw the launch of FII Institute’s three Resolutions to positively impact humanity’s collective future. “We don’t just want to

WHERE DID OUR PARTICIPANTS COME FROM?



come with ideas to create debates,” said Attias. “We want to build on our convening power, and reveal three Resolutions.”

The resolutions sought to improve quality of life, which was key for Gianni Infantino, President of FIFA (Fédération Internationale de Football Association) who strode on stage clutching a specially designed football for FII7. “As soon as a ball enters the room, everyone is smiling,” he said. It was a sentiment that highlighted the sport’s role in “making football truly global, uniting the world.”

Soccer’s uniting power has hard numbers to back up the sentiment. Its GDP is around \$200 billion, about 70% of which comes from Europe. His vision, however, is to diversify that. “Our mission has to be to bring football everywhere,” he said, emphasizing investments that encompass every corner of the world.



PHOTOS: FII INSTITUTE

BIG INVESTMENTS, BIG IMPACT

Alongside challenging conversations about the world’s biggest issues, FII7 achieved FII Institute’s goal of being a “do tank,” not just a think tank, by making meaningful action through high-level agreements. Across the three-day event, agreements were announced that totalled \$19 billion, highlighting the importance of conversations held and deals brokered at FII7.

Among the agreements signed were a joint venture between Saudi Arabia’s Public Investment Fund and Pirelli Tyre to build a tyre manufacturing facility in the Kingdom, and ACWA Power signing a financing agreement to build a 240MW wind power project in Azerbaijan alongside the European Bank for Reconstruction and Development and OPEC Fund for International Development.

FII Institute is the global platform convening conversations on foreign direct investment, bringing unique opportunities to the world, and serving as the catalyst between investors and projects. To date, over \$128 billion worth of deals have been announced during our platforms, but the dialogues that take place there accelerate international investments, foster new relationships, and propel economic growth far exceeding this figure.

However, it wasn’t just businesses that benefited. Humanity did, too. During the course of the conference, Etaam, Saudi Arabia’s food bank, collected 3,730 meals for delivery to 287 families, making a meaningful difference to those who need help the most.



KEEPING OUR PLANET GOING

Charting a course through unmapped economic waters was the focus of FII's Board of Changemakers. "The geopolitical situation is as complex as we've seen," said Jamie Dimon, Chairman & CEO, JP Morgan Chase & Co, who called for "real leadership from the western world and in particular, America" to help shepherd us through. Dr. Patrice Motsepe, Executive Chairman, African Rainbow Minerals, called for leadership beyond US borders. "Africa has to continue to be globally competitive," he said, "and an exciting destination for investment."

Elsewhere, H.E. Dr. William Ruto, President of the Republic of Kenya, highlighted his country's great strides in powering Kenya with climate-friendly energy. Kenya's energy mix is 90% from renewables, including geothermal, despite Africa receiving only 2% of global investment for energy projects.

"Africa is going to be pivotal in how we take the next steps," said Ruto. "Africa has 30% of natural mineral resources, 40% of renewable energy, 60% of all arable and cultivated land, and we have the highest resources of carbon sinks," said Ruto. Yet investment isn't coming. Ruto said that global credit-rating agencies should

reconsider their calculation of risk for African nations, and was clear: "Any development, any investment that doesn't bring Africa into the equation is deficient." That was supported by Ajay Banga, President, World Bank, who worried about a growing gap between the Global North and South.

ALL HAIL AI?

Peter H. Diamandis, MD, Founder & Executive Chairman, XPRIZE Foundation, pointed out that AI "has the potential to transform every industry, every company, and the life of every individual."

Though the rise of artificial intelligence was one focus of the conference, business and world leaders couldn't help but mention the transformative technology outside the AI Summit on day three. "These emerging technologies represent exciting opportunities," said Oliver Dowden, Deputy Prime Minister of the United Kingdom, ahead of his country's AI Safety Summit in November. "But we also know that hostile state actors are actively seeking these technologies for their own competitive advantage, or even to enhance their military capability."

“The world’s intertwined crises of pandemics and climate change and fragility do not allow for a focus only on poverty. You have to deal with these in a composite way.”

AJAY BANGA
President, World Bank

JOIN THE FII COMMUNITY

At FII7, FII Institute announced it has gained more than 1,000 exclusive members for its global membership program, giving global investors and changemakers a chance to join its growing community. In total, 1,200 people from around the world are members.

FII Institute also announced that membership for 2024 is now open. The program provides members with exclusive access to the FII Institute's knowledge platform, which includes a wide range of reports and research from leading universities and centers of excellence.

In addition, they are able to participate in high-level discussions and invitation-only roundtables, gaining exclusive insights into global investment opportunities and industry trends. Through the FII Institute's investment arm, ACT, members have the opportunity to invest in cutting-edge future technologies in critical areas, such as robotics and green technology.

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



H.E. Yoon Suk Yeol, President of the Republic of Korea



H.E. Paul Kagame, President of the Republic of Rwanda

FII PRIORITY MIAMI SUMMIT

→ FII PRIORITY MIAMI, HELD MARCH 30-31, was a return to the vibrant Floridian city for FII Institute, in partnership with Francis X. Suarez, Mayor, City of Miami. As you'd expect from Miami, the venue buzzed with excitement as delegates drew up "A Roadmap for Humanity in Challenging Times."

The two-day event, which gathered 834 registered attendees to listen to 86 speakers from around the globe, brought together people from different backgrounds and with different expertise. That plurality of views was best demonstrated by the unveiling of new special advisors to join the FII Institute think tank, including Helene Huby, the only woman in the world to run a spaceship company, Yi Cui, Director of the Precourt Institute for Energy at Stanford University and a member of the US National Academy of Sciences, Carlos Duarte, one of the world's top marine ecologists and currently Professor for Red Sea Ecology at KAUST, and Anshuman Mishra, founder of MPH holdings and developer of e-learning platforms.

But beyond new developments for FII Institute, FII PRIORITY Miami heard from the great and good in business, government and industry. Just some of the notable speakers included H.R.H. Princess Reema Bint Bandar Al Saud, Saudi Ambassador to the United States; Matteo Renzi, former Prime Minister of Italy; Ben Horowitz and Marc Andreessen, cofounders of venture capital giant a16z, and casino titan Steve Wynn.

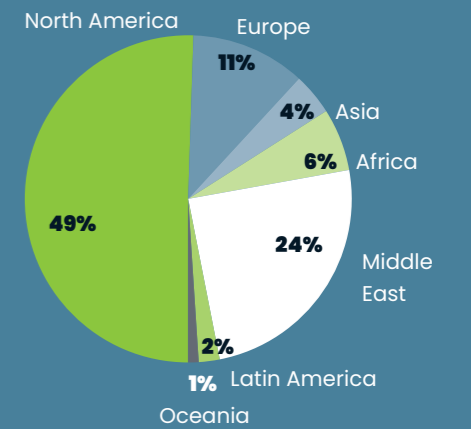
The gathering proved so successful that H.E. Yasir Al-Rumayyan, Chairman of the FII Institute's Board of Trustees, Governor of the Public Investment Fund, announced FII Institute would return to the city in 2024 for another PRIORITY Summit. ■



PHOTOS: FII INSTITUTE

Future-facing initiatives focused the mind at FII PRIORITY Miami.

WHERE DID OUR PARTICIPANTS COME FROM?



HIGHLIGHTS

- 86** Speakers
- 834** Registered attendees
- 84%** From North America, Middle East or Europe

FII PRIORITY HONG KONG SUMMIT

→ **THE COMPASS WAS INVENTED IN CHINA 2,000 YEARS** ago. And compasses can help provide direction when the path ahead is difficult to discern, said Richard Attias, CEO, FII Institute, as he opened FII PRIORITY Hong Kong, held December 7-8. It was the first arrival of FII Institute in Asia for an in-person meeting. "Today we stand at the pivotal crossroads where the decisions we make will shape not just the future of business, but the very fabric of our global society," he explained. Megatrends are rocking the world.

In the last decade, the digital economy has grown to represent 15.5% of global GDP. "By 2030, the demand for water is expected to exceed supply by 40%," said Attias. Work is changing, with millennials and Gen Z seeking "purpose, flexibility and inclusivity." He called for those at FII PRIORITY Hong Kong to advance into the future – "not with trepidation, but with boldness, and the vision for a future that is prosperous, sustainable and inclusive."

The summit benefitted from warm words and guidance from H.E. Yasir Al-Rumayyan, Chairman of the FII Institute's Board of Trustees, Governor of the Public Investment Fund; The Hon. John KC Lee, GBM, SBS, PDSM, PMSM, Chief Executive, The Hong Kong Special Administrative Region; Laura M. Cha, Chairman, HKEX; The Hon. Ronnie C. Chan, Chair, Hang Lung Properties Limited; The Hon Julie Bishop, 38th Foreign Minister of Australia, Chancellor, Australian National University, and many, many more among its 120 invited speakers and 1,000 registered attendees, all of whom discussed the "Megatrends Shaping Humanity."

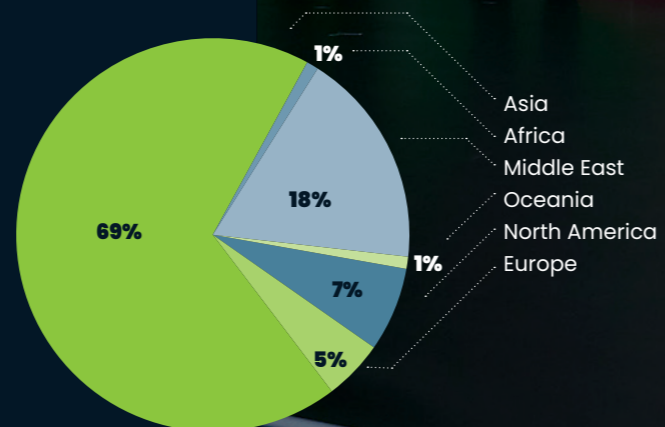
HIGHLIGHTS

120 Speakers

45 Different countries

1,000+ Registered attendees

WHERE DID OUR PARTICIPANTS COME FROM?



PHOTOS: FII INSTITUTE



CHAPTER III
ACT

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

ACTING ON SOUND INVESTMENT STRATEGIES

Core principles help inform our decisions on what to invest in and how to support burgeoning companies that make a meaningful difference to our planet's future.

→ **ACT, THE INVESTMENT ARM OF FII INSTITUTE, KEEPS** the core principles of the Institute at its heart. We know that FII Institute combines human ingenuity and collaboration with in-depth research and suitable financial instruments to improve the planet and create a lasting, positive impact on humanity.

And as ACT has grown, it has become clear that there has never been a greater need for FII Institute investment in the world to support businesses.

As one of the Institute's three pillars, ACT focuses on direct investments in high growth, high-impact companies. These companies possess groundbreaking technologies based on verifiable science, with evident or potential impacts in one of FII Institute's focus areas: AI & Robotics, Education, Health and Sustainability.

We also keep our inclusive ESG methodology, which is meant to level the ESG playing field for companies from emerging markets, close to heart when making our investment decisions.

With ACT, we have a simple goal: to deploy impactful funding. Our strategy involves identifying an inhibitor – such as a lack of good funding, a highly technical team, a missing partnership or a necessary market on-ramp – and providing support that can unlock issues and snags to unleash the technology's power and potential and catalyze the idea in the real world.

Typically, our potential investees are either in the seed or Series A stage. They are sourced globally from FII Institute's networks, partners and members, including Tier 1 STEM universities, deep tech VCs, incubators and super angels. ■



HOW WE INVEST

FII Institute looks for a number of criteria when choosing to invest in companies around the world in order to maximize our impact. Here are some details of how we decide what to invest in:

- **At least 75%** of our investments must align with at least **two of the FII Institute priority areas**, while at most 25% of our investments can be strategic opportunities.
- **At least 75%** of our investments must be either in the **seed or Series A stage**.
- We have reviewed **more than 1,000 companies** to arrive at the investments in the ACT portfolio.

CELEBRATING ACT'S ACHIEVEMENTS



DOGTOOTH TECHNOLOGIES

Dogtooth Technologies is a Cambridge-based smart robotics company, which has deployed its Gen 4 harvest robots with premium growers in England and Australia, picking more than 1 m ripe strawberries in 2023.



SEAFOOD SOUQ

Seafood Souq has built a digital marketplace for sustainable seafood and has served well over 100 million plates of seafood to people all over the world.



INTERSTELLAR LAB

Interstellar Lab has doubled staffing to more than 20 technologists while bringing its first product to market – Biopod, an AI-controlled biofarm. The company has signed up its first paying customers in the cosmetics, perfume and natural ingredients industries – L’Oreal, Robertet and Dsm-Firmenich.



IYRIS

Iyris (formerly RedSea Farms) has received more than USD 40 mn in additional funding since FII Institute invested in April 2021. The company has tripled staffing levels to 30+ full-time employees and brought its first technology product to market, Iyris Second Sky®, signing up global growers like Driscoll’s and Costa as paying customers.

VPHOTOS:DOGTOOTH, PAWEŁ WEWIORSKI / GETTY IMAGES; WOKEPHOTO17 / GETTY IMAGES; INTERSTELLAR LABS, REDSEA FARMS, ER PRODUCTIONS LIMITED / GETTYIMAGES; LILIUM

The companies in which FII Institute has invested are progressing well, achieving significant goals and moving forward with their aims. In all, \$6.3 million has been deployed across seven successful investments. The portfolio is meeting expectations in a challenging market – with big plans for 2024.



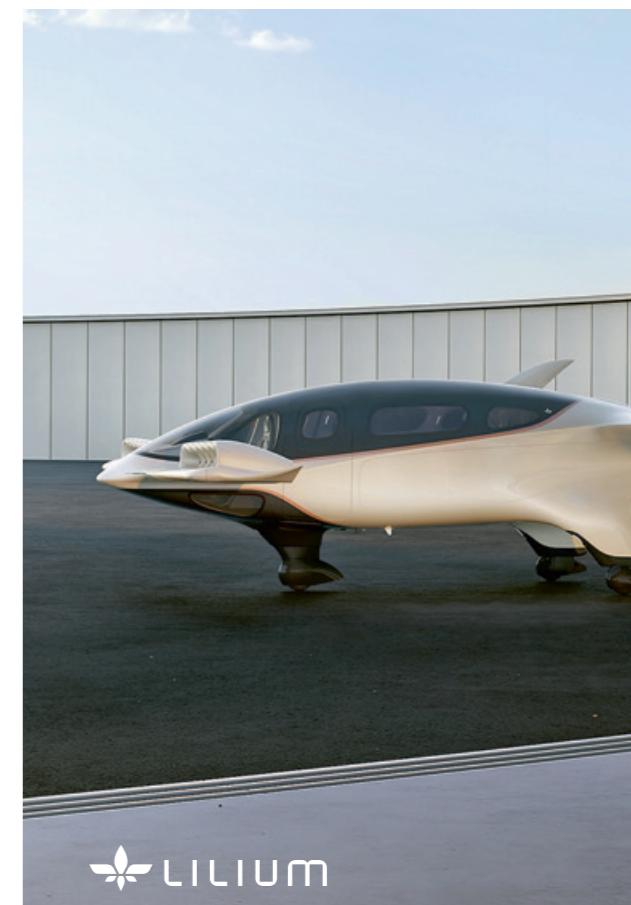
TIMBETER

Timbeter has reached profitability since FII Institute investment in May 2022. The company has developed an AI-driven supply chain solution for the timber industry. Its products are sold on 5 continents in 30 countries to customers like ArcelorMittal, Suzano, and the Brazilian state governments of Pernambuco and Rondonia.



AZMED

AZmed has received EUR 15 m in additional investment since FII Institute invested in September 2021. The company has tripled staffing levels to more than 45 full-time employees and received FDA approval to expand in the US. The Company’s AI-driven product, Rayvolve™, is in use at more than 1200 medical centers in 50 countries worldwide helping doctors more accurately diagnose X-rays for 3 million patients in 2023.



LILIUM

Lilium went public in September 2021 and is led by a team of experienced aerospace professionals with a former Airbus executive as CEO. Lilium has 864 employees and the company started production of the Lilium Jet at the end of 2023, having received approval from the European Union Aviation Safety Agency (EASA). Lilium is already achieving commercial success with 42 binding orders and 690 aircraft under MoU from operators in Europe, North America, South America, China and the MiddleEast.

HOW IT WORKS

The Inclusive ESG Score is tailored specifically to the challenges of emerging markets. The score's systematic materiality approach emphasizes industry risk, ensuring an equitable evaluation of companies operating within diverse sectors.

For transparency and accuracy, the Inclusive ESG Score differentiates performance and disclosure analytics and positively weights year-on-year ESG improvement.

The Inclusive ESG Score is powered by ESG Book's sophisticated sustainability data assets capture, and is built in alignment with latest global ESG standards.

ESG INCLUSIVE TOOL FOR EMERGING MARKETS

Why we sought to develop an Inclusive ESG Framework and Scoring Methodology to inform our investment strategy.

→ **SIMPLY SAYING YOU WANT CHANGE IS NOT** sufficient in today's world. You have to be the change you believe in. And at FII Institute, we recognize that global sustainable development will not be achieved using a system that doesn't incorporate the needs and realities of all markets.

While there has been a surge in ESG investing over the past decade, with an estimated \$38 trillion in sustainability-led assets now under management worldwide, emerging markets continue to receive less than 10% of ESG capital flows, despite accounting for 58% of global GDP.

For that reason, in 2022 we released our Inclusive ESG Framework and Scoring Methodology – an accessible toolkit available on the FII Institute website. It provides a direct road map for the future of ESG, particularly in emerging markets, and was produced after convening a community of global heads of sustainability, ESG and stewardship, including CEOs, government officials, social innovators, thought leaders and other experts, to engage in vital conversations that will shape the global ESG agenda.

The Inclusive ESG Framework and Scoring Methodology was developed on a basis of more than 20 interviews with leading investors under the guidance of a Steering Committee. The scoring methodology was validated with back-testing on 40 companies in 4 emerging markets.

FII Institute has argued since 2019 that ESG, as most commonly interpreted, does not efficiently target investment in emerging economies. So we offered a path forward – one that would bring emerging markets to the attention of investors, unlocking some of the vast resources needed to transition to a just and low-carbon world.

Our Inclusive ESG Methodology is guided by what investors told us. They wanted standard KPIs to avoid confusion. They wanted fair analysis without greenwashing. They wanted to know what good performance looks like in emerging markets, which differ in several key factors from developed markets.

The market has responded favorably to the Inclusive ESG Framework and Methodology. In addition to investor interest, capital market authorities in both Saudi Arabia and Senegal have incorporated the Inclusive ESG Framework into the development of ESG taxonomies to guide company disclosures on their respective exchanges.

Organizations with healthy ESG scores not only perform better financially, but can weather the storms of change. They have longevity and stability, so they can keep delivering their valuable solutions to humanity uninterrupted.

And at FII Institute, we ourselves use the Inclusive ESG Framework to help define and dictate what should be our investment priorities. Because, as we noted, you have to be the change you believe in. ■



ICONS: FLATIRON.COM

THE ESG INVESTMENT GAP IN ASIA

The FII Institute Inclusive ESG Score and Tool has the potential to help reduce an ESG investment gap of **USD \$4.6 trillion** in Asian markets.

50%

Asia accounts for **over half** of global annual GDP growth.

60%

Based on the Inclusive ESG Score, over 60% of the world's best-performing emerging market companies are based in Asia.

3%

However, Asia receives just over 3% of global sustainable investing assets

37

37 of these top ESG performers are listed on the Hong Kong Stock Exchange

INCLUSIVE ESG TOOL AND SCORE HELPS EMERGING MARKET COMPANIES AND GLOBAL INVESTORS UNLOCK ESG INVESTMENTS

→ **EMERGING MARKETS ARE HOME TO 90% OF** the world's population and responsible for 58% of global GDP, yet they receive less than 10% of all ESG investments. As the growth engine of the future this is far from the scale necessary for sustainable growth and insufficient to meet the \$2.5 to \$3.7 trillion annual investment gap needed to address the UN's Sustainable Development Goals (SDGs) in developing countries.

40+

Markets

90%

of Global Population

58%

of Global GDP

10%

But less than of ESG investment

INCLUSIVE ESG TOP 250 RANKING

You can explore the Inclusive ESG Tool and Score and sign up for a free trial at: <https://www.esgbook.com/inclusive-esg/>

Rank	Company Name	Region	Country	Sector	Industry	Inclusive ESG Future Momentum Score	Inclusive ESG Current Performance Score	Disclosure Score
1	Mondi plc	Africa	South Africa	Resource Transformation	Containers & Packaging	70.7	69.7	81.0
2	Hindalco Industries Limited	Asia	India	Extractives & Minerals Processing	Metals & Mining	68.1	66.4	93.4
3	E.SUN Financial Holding Co., Ltd.	Asia	Taiwan	Financials	Commercial Banks	68.0	64.4	83.8
4	Fraser & Neave Holdings Bhd.	Asia	Malaysia	Food & Beverage	Non-Alcoholic Beverages	67.8	66.4	82.3
5	Nan Ya Plastics Corporation	Asia	Taiwan	Resource Transformation	Chemicals	67.1	63.6	86.8

INCLUSIVE ESG TOOL AND SCORE

Inclusive ESG Tool and Score covers more than 2,000 companies across 230+ KPIs in 40 countries and ranks the 250 most sustainable emerging markets companies. Developed with the assistance of EY and powered by ESG Book, Inclusive ESG answers the key question for investors: "What does good ESG performance look like in EMs?"

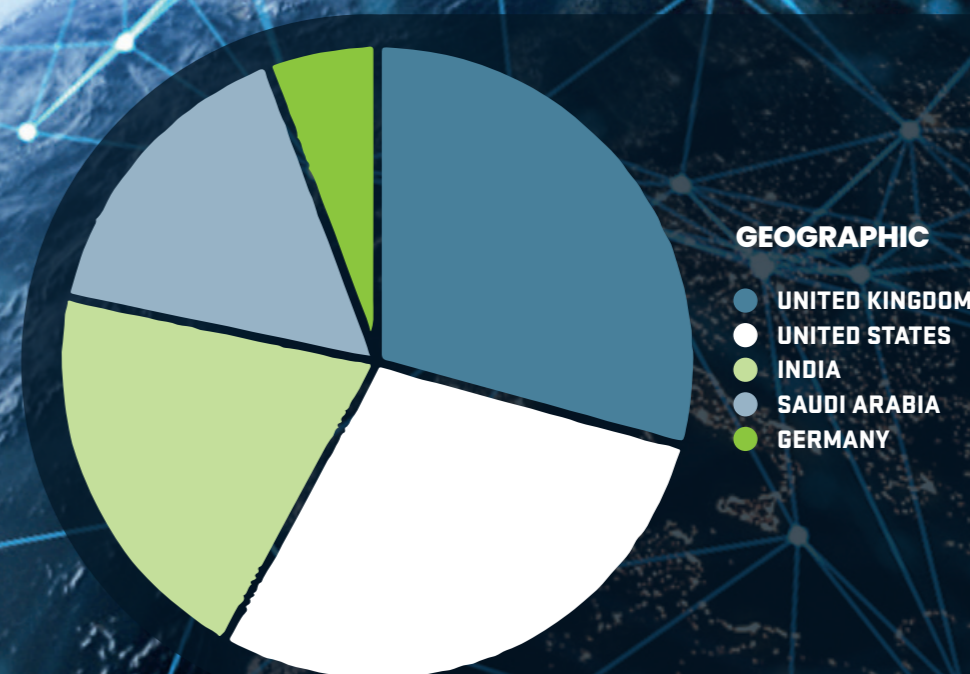
INCLUSIVE ESG MICROSITES

→ **LAUNCHED IN RIYADH AT FII7 AND ACCESSIBLE** via ESG Book's market-leading data and disclosure platform, the Inclusive ESG Tool is a cutting-edge solution that enables stakeholders to evaluate and monitor the real-time ESG performance of emerging market companies worldwide.

"Our global financial markets are more interconnected and driven by change than ever before. Investing in ESG initiatives plays a pivotal role in the solution. These funds should be strategically directed toward emerging markets where their impact is most needed, all while ensuring the returns necessary for the vitality of these markets."

Richard Attias, CEO, FII Institute

At FII Priority in Hong Kong, FII Institute shone a spotlight on Asia. Asia currently accounts for half of the world's new investments in clean energy and renewable energy capacity, as well as half of global annual GDP growth. However, despite also accounting for two thirds of the world's material use and energy demand, and over 50% of the planet's biodiversity hotspots, Asia currently receives just over 3% of global sustainable investing assets.



HIGHLIGHTS

2308
Unique Visitors

3 min 18 sec
Engagement Time

1005
Clicks on Top 250 Ranking

360
Users signed up

EARNED MEDIA

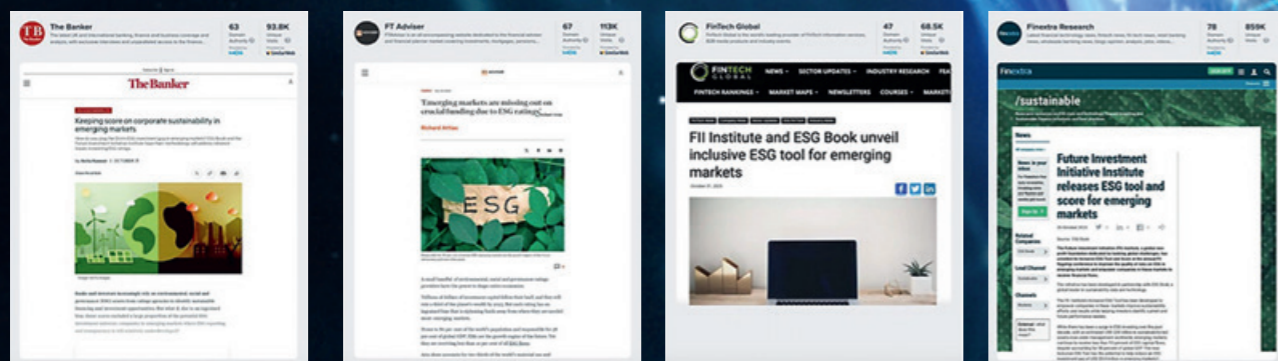


PHOTO: DPIXEL / GETTY IMAGES

646
Demo video impressions

12
Pieces of earned media coverage: FT, Arab News, Sky News

CHAPTER IV
STRATEGIC PARTNERS



CHAPTER IV

STRATEGIC PARTNERS POWERING IMPACT ON HUMANITY

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

FOUNDING PARTNER: PUBLIC INVESTMENT FUND

The Public Investment Fund of the Kingdom of Saudi Arabia (PIF) is one of the world's largest sovereign wealth funds. It focuses on long-term, opportunistic investments, both domestic and international. Since its creation in 1971, PIF has expanded its assets to well above \$600 billion. The PIF has been led since 2015 by H.E. Yasir Al-Rumayyan. The Fund is aligned with Saudi Arabia's Vision 2030, and contributes to the diversification of the national economy. It employs a clear, methodical and professional mechanism in selecting its investment sectors, as it relies on an investment policy specific to each sector, and clarifies the investment aims of each of its portfolios.



VISION PARTNER: MINISTRY OF INVESTMENT

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

ARAMCO

The Saudi Arabian Oil Company (Aramco) is a public petroleum and natural gas company based in Dhahran. It is a leading producer of the energy and chemicals that drive global commerce and enhance the daily lives of people around the globe by delivering an uninterrupted supply of energy to the world. The company believes in the power of energy to transform lives, enhance communities, advance human progress and sustain our planet. Founded in 1944 and state-owned since 1976, Aramco is one of the biggest companies in the world by both revenue and market capitalization.



DIRIYAH

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

DIRIYAH

EMAAR

Emaar is a major real estate development company based in Dubai, United Arab Emirates, with a revenue of \$6.8 billion in 2022. Known for its iconic projects, Emaar focuses on creating exceptional residential, commercial and leisure spaces. The company has developed numerous landmark properties, including the Burj Khalifa, the world's tallest building, and the Dubai Mall, one of the world's largest shopping centers. Emaar's developments are in various countries and encompass diverse sectors, such as hospitality, retail and entertainment.

EMAAR



GFH FINANCIAL GROUP

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

HSBC

Founded in 1865, Hongkong & Shanghai Banking Corporation Holdings (HSBC) is one of the world's largest banking and financial services organizations. It has offices in 64 countries and territories across Africa, Asia, Oceania, Europe and the Americas, serving around 40 million customers. Its climate strategy is to mobilize finance and accelerate innovation to help drive the transition to global net zero. HSBC is also working with peers and industry bodies to develop globally relevant common standards to gauge progress on tackling climate change.



KAFD

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



MA'ADEN

Ma'aden is among the world's fastest-growing mining companies, and the largest multi-commodity mining and metals company in the Middle East. Founded in 1997 to explore and develop Saudi Arabia's mineral resources, the company is mining for phosphate, gold, aluminum, copper and industrial minerals. Ma'aden complies with the highest international standards of corporate governance, and builds its operations on a strong foundation of sustainable practices.



نيوم NEOM

NEOM

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

NEW MURABBA

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



NEW MURABBA

PEPSICO DESCRIPTION

For over 60 years, PepsiCo has been a part of Saudi Arabia's history. PepsiCo had the privilege of being in and investing in the Kingdom of Saudi Arabia since 1957 and they are continuing to be inspired by the passion and ambition of their people. PepsiCo is proud that their products are made by Saudi Nationals, in Saudi, for Saudi. Today, PepsiCo is the largest F&B Conglomerate in the Kingdom.





RED SEA GLOBAL

Red Sea Global, wholly owned by Saudi Arabia's Public Investment Fund, is spearheading a new model of development, putting people and planet first and leveraging innovative concepts and technologies to deliver projects that enhance the well-being of customers, communities and environments. Its portfolio includes two tourism destinations: the Red Sea and Amaala. These aim to enhance Saudi Arabia's luxury tourism and sustainability offering, going above and beyond to not only protect the natural environment, but also enhance it for future generations.

RIYAD BANK

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



ROSHN

ROSHN is a Saudi Arabian real estate developer. Powered by the PIF, it is mandated to deliver high-quality living standards in Saudi Arabia and support government efforts to increase rates of homeownership. As a Saudi giga project developing over 200 million square meters, ROSHN creates comprehensive communities to elevate standards of living in Saudi Arabia and contribute to the objectives of Vision 2030, including enhancing the quality of life for the Kingdom's residents.



ROYAL COMMISSION FOR ALULA

The Royal Commission for Al-'Ula (RCU) was established in July 2017 to preserve and develop the 2,000-year-old archaeological and historical site of Al-'Ula. This oasis in northwestern Saudi Arabia was one of the most important trading hubs of the Nabatean period, together with Petra in today's Jordan. The Royal Commission aims to develop and promote Al-'Ula as an international tourism destination. Working hand in hand with the local community, Al-'Ula will invest in education for the next generation, and create training and employment opportunities for its people.

المدينة الملكية لمحافظة العلا
Royal Commission for AlUla



SABIC

The Saudi Basic Industries Corporation (SABIC) ranks among the world's largest petrochemicals manufacturers. Founded in 1976 by royal decree to convert oil by-products into useful chemicals, polymers and fertilizers, today SABIC has operations in 50 countries, a global workforce of over 30,000 and a portfolio of more than 10,000 patents. The company is based in Riyadh, publicly listed and 70% owned by Aramco.

SANABIL INVESTMENTS

Sanabil Investments is a portfolio company of Saudi Arabia's Public Investment Fund (PIF). It is focused on investments in the earlier stages of the business life cycle, particularly in the domain of venture capital, growth and small buyouts. Since its establishment in 2009, Sanabil has broadened its mission to take on greater degrees of risk to achieve more attractive returns within the scope of its commercially rooted investment philosophy and help achieve Saudi Arabia's strategic aims.



SNB

The Saudi National Bank (SNB) is the largest financial institution in Saudi Arabia and one of the financial powerhouses in the region, with more than 11 million customers and assets of \$250 billion. SNB plays a vital role in supporting economic transformation in Saudi Arabia by transforming the local banking sector. Its strategy is closely aligned with Saudi Arabia's Vision 2030. SNB also leverages its position as the largest institutional and specialized financier in Saudi Arabia to support the Kingdom's landmark deals and mega projects.





SoftBank Vision Fund

SOFTBANK VISION FUND

The SoftBank Vision Fund is the world's largest technology-focused investment fund. It was founded in 2017 as a venture capital fund with capital of \$100 billion. Its biggest shareholders then and now are the SoftBank Group and the Public Investment Fund of Saudi Arabia. The fund seeks to offer the capital, expertise and wide-ranging support needed to ensure that founders reach their full potential, turning bold vision into big impact. SoftBank Vision Fund's notable investments include Uber, Nvidia, ByteDance, WeWork, Flipkart, Klarna and Coupang.

STANDARD CHARTERED

Standard Chartered is a global banking and financial services company based in London, UK. With total assets of \$820 billion and a presence in more than 60 countries, it offers a wide range of services, including retail and corporate banking, wealth management and Islamic banking. Standard Chartered focuses on emerging markets in Asia, Africa and the Middle East, is committed to sustainable finance, and plays a role in supporting economic growth and development in its markets of operation.



STATE STREET

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



STC

Saudi Telecommunication Company (STC) is the enabler of digital and telecommunications services in the Kingdom of Saudi Arabia, and is among the leading operators in the Middle East, with an annual revenue of \$18 billion. The company offers landline and fixed infrastructure, mobile and data services, digital services and platforms. STC's purpose is to create and bring greater dimension and richness to people's personal and professional lives.

THIQAH

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



VISION INVEST

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

EXECUTIVE TEAM

RICHARD ATTIAS

Chief Executive Officer

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



RAKAN TARABZONI

Chief Operating Officer

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



ANTHONY BERKLEY

Head of ACT

Anthony always seems to be one step ahead of the market. Passionate and hard-working, he has a track record of creating long-term value.



ARWA ALSHAGHROOD

General Counsel and Board Secretary

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



FLORENCE DUBOIS

Head of XCHANGE, Strategic Partnerships and Memberships

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



MUTASSIM AL-KHATANI

Head of HR and Shared Services

Mutassim is one of the rare people who combines a transformative mindset with results orientation – quite a backbone of the Institute.



REEM SAIF AL SAUD

Director of Communications

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



PALOMA HASCHKE-JOSEPH

Head of THINK

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



TAMER ELSAYED

Director of Finance

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