

Arqaam Capital MENA Investor Conference 2025

From Vision to Value Creation: Navigating MENA's Market Transformation

BALLROOM

AL FAHIDI ROOM

AL HOSN ROOM

08:30 - 10:30

Registration, Welcome Breakfast & Networking

10:30 - 10:45

Welcome Speech

H.E. Sheikh Nahayan Mubarak Al Nahayan, Cabinet Member,
Minister of Tolerance and Coexistence

11:00 - 11:30

GCC Macro update. Navigating Turbulent Waters

- Global Macro update following US Tariff Changes
- GCC economic outlook amid global macro shifts
- Individual update by GCC country including sovereign rating

Presented by Paul Gamble Senior Director Sovereign Group at Fitch Ratings

11:30 - 12:00

The Abu Dhabi Vision

- Exploring Abu Dhabi's long-term economic diversification strategy
- Positioning Abu Dhabi as a global financial centre
- Sustainability, tech, and talent

Moderator: Su Bridgman, JDForbes best selling author The CQ Edge, CEO SpeakFluence Global

Panelists:

Klaus Froehlich, CIO at ADNOC Group
Khalil Charles Massoud, CIO at Alpha Dhabi
Ahmad Ali Alwan, CEO at Hub71

12:00 - 12:30

Abu Dhabi AI and Data Centres expansion: Driving Catalyst for Power, Gas, and Industrial Stocks

- AI infrastructure as a new demand engine for utilities
- Energy efficiency and data centre co-location dynamics
- Investment themes in digital transformation and industrial capacity

Moderator: Mustafa Alrawi, Group Director at IMI Media

Panelists:

Youssef Salem, CFO at ADNOC Drilling
Magdalena Konig, General Counsel and Company Secretary at AIQ
Dr. Prashanth Marpu, CTO at Smart Solutions (a Space42 company)

11:30 - 12:30

Derivatives as a tool for managing market exposure, risks on holding companies, and optimizing cash usage

- Derivatives: What are they and why are they important?
- Use of derivatives to manage business risks arising from market exposure and to deploy cash efficiently
- Arqaam capabilities and case studies

Panelists:

Rachid Mamdouh, Associative Director Derivatives at Arqaam Capital
Vineet Gupta, Head of Derivatives at Arqaam Capital

12:30 - 13:30

Private Lunch: Challenges and Solutions in Trading MENA, for Hedge Funds

- Liquidity challenges in Equities and Futures across GCC exchanges
- Regulatory and Logistical constraints in the Stock Loan regimes
- Strategies for increasing allocations in IPO's and ABB's. NIN vs SWAP.

Private Lunch, moderated by Hani Shalabi, Head of Equity Execution at Arqaam Capital

13:30 - 14:00

Tabadul Workshop: Discovering Cross border Trading Opportunities

Presented by Saker Asllan, COO at ADX

09:30 - 10:15

VC Majlis

The evolving landscape of the VC industry in MENA. What is next for VCs?

- Fundraising Challenges in MENA
- Opportunities to Scale from MENA to the World
- How the VC Industry in MENA Needs to Evolve

Roundtable discussion, moderated by Basil Moftah, Managing Partner at Key Capital

11:00 - 11:45

Recipe for success, IPO readiness key elements

- Operational and financial restructuring pre-IPO
- Governance and regulatory compliance for listing
- Crafting an equity story that resonates with institutional investors

Presented by Kay French, CEO at Inventory
Lunia Rauch-Chisacof, Managing Director at Inventory

12:30 - 13:30

Private Lunch - A Crypto Update

- U.S. Regulatory Shifts & Global Crypto Markets. UAE vs. U.S. as Crypto Hubs
- Mining, ESG & Sustainability. A review in light of global scrutiny and the UAE's innovation agenda
- Institutional Interest & Forecasting – bridging capital markets with emerging digital ecosystems, tokenization of listed companies.

Presented by Bill Qian, CIO at Phoenix; Board Member at M2

13:00 - 14:00

LUNCH BREAK

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Market Infrastructure or Market Psychology: What Really Drives Investor Participation?

- Infrastructure isn't enough — psychology drives participation
- Confidence, not access, builds long-term investors
- Exchanges must tell stories, not just enable trades

Fireside Chat with Abdulla ALNuaimi, Group CEO at ADX
Moderated by: Marwan Shurrah, CCO at XCube

14:30 - 15:00

IPO Playbook: Lessons from the C-Suite

Moderator: Finlay Wright, Rothschild & Co and Ahmed Ibrahim, Founding Partner at Ibrahim & Partners

Panelists:

Sunil Kumar, CEO at Spinneys
Mansoor Alfalasi, CEO at Dubai Taxi Company (DTC)
Fayez Ibbini, Founder and CEO at Alpha Data
Mohamed Al Ali, CEO at Parkin

15:30 - 16:00

Regional Debt Market - Growth, Sukuk, Corporate Bond Issuance, Investor Appetite, Liquidity Dynamics

- Rise of corporate debt issuance in local currency
- Sukuk market evolution and investor demographics
- Liquidity challenges and secondary market depth

Moderator: Mehdi Popotte, Executive Director, Senior Portfolio Manager at Arqaam Capital

Panelists:

Jad Raouda, Head of EM Fixed Income Trading at Arqaam Capital
Omar Musharraf, MD, Debt Solutions & DCM at Arqaam Capital
Mohamed Damak, Managing Director and Sector Lead for Financial Institutions and in Global Head of Islamic Finance at S&P Global Rating
Fady Gendy, Executive Director, Senior Portfolio Manager at Arqaam Capital

16:00 - 16:30

Real Estate Market. Institutional Investment Appetite, REIT Activity, Key Market Trends

- Shift toward income-generating real estate vehicles
- Institutional appetite for logistics and data centres
- REIT reforms and capital market integration

Moderator: Mohamad Haidar, Head of MENA Real Estate at Arqaam Capital

Panelists:

Aliaa El-Esaaki, Research Manager at Knight Frank
Dr. Ahmed Mansour, CEO at Private Department of H.E Sheikh Mohammed Bin Khalid Al Nahyan
Sameh Al Muhtadi, CEO at RAK Properties
Nikunj Vijay Patel, CFO at Sobha Realty

16:30 - 17:00

"Navigating Uncertainty" – MENA DCM Issuance Strategy Amid Rates, Timing, and Geopolitical Shifts

- DCM Issuance Timing in 2025
- Global Rate Trajectory ("Higher for Longer?")
- Geopolitical & Trade War Impacts on MENA Issuers

Moderator: Omar Musharraf, MD, Debt Solutions & DCM at Arqaam Capital

Panelists:

Marc Hammoud, Head of IR at AD Ports
Tatiana Sergeevna Volochkovich, Senior Group Strategic Investments Manager at ADNOC Group
Ikram Ul Haque, CFO at Almarai
Saad Niyaz, General Manager Corporate Finance at Saad

14:30 - 15:00

Sector-focused session: Industrials

- Manufacturing localization and policy incentives
- Global supply chain realignment opportunities
- Capex cycles and their link to oil-driven liquidity

Presented by Nour Eldin Sherif, Executive Director, Industrials at Arqaam Capital

15:00 - 15:30

Sector-focused session: Telcos

- 5G monetization and infrastructure sharing models
- Telecoms as digital enablers in national visions
- M&A and regional consolidation outlook

Presented by Ziad Itani, Executive Director at Arqaam Capital

17:00 - 17:30

Sector-focused update: Consumers Goods

- Shifting consumer patterns and e-commerce integration
- Brand localization and pricing power in inflationary times
- Capital markets access for consumer-facing businesses

Presented by Ali Afifi, Director at Arqaam Capital and Aly Adel, Director at Arqaam Capital

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Rewriting the Rules of Global Investment: The GCC in a Shifting World Order

- Supply chain shifts and capital realignment
- GCC's role in the energy transition
- AI's impact on investment strategy

Presented by Ben Powell, Chief Middle East and APAC Investment Strategist, BlackRock Investment Institute (BII)

10:00 - 10:30

Capital Market Developments: A Pathway for Strategic Transformation

- CMA's strategic priorities (Past vs. Present) and their alignment with Vision 2030.
- Developments in the Saudi debt capital market and emerging opportunities.
- Saudi Arabia's efforts to attract foreign investment and strengthen its position as a leading financial hub.

Presented by:

Mustafa Alrawi, Group Director at IMI Media

Sami Sindi, Non-Executive Director and Chairman at Arqaam Capital

11:00 - 11:30

From Cap Table to Bell Ringing

- Explore how VCs guide start-ups towards IPO readiness through financial milestones, governance upgrades and cap table shaping.
- Learn how investors partner with founders to build IPO-ready companies and navigate exit strategies

Presented by Basil Mofteh, Managing Partner at Key Capital

11:30 - 12:00

IPO Playbook: Lessons from the C-Suite

Moderators: Alexander Hageman, Head of EMEA ECM at Moelis & Company

Ahmed Ibrahim, Founding Partner at Ibrahim & Partners

Panelists:

Amit Kumar Choudhary, CFO at Alef Education

Eng. Saif Al Hamhami, CEO at Abraj Energy Services

12:00 - 12:20

From Frontier to Emerging: Driving Billions to Oman's Capital Market Ambition

- Oman's macro transformation and fiscal turnaround
- Key sectors poised for FDI and equity inflows
- Role of MSX and market reforms to attract capital

Fireside Chat with Haitham Al Salmi, CEO at MSX.

Moderator: Danya Bashir, Director of Special Projects at Arqaam Capital

12:20 - 13:00

Unlocking Oman's Energy and Capital Potential

- Energy value chain expansion: LNG, gas, and downstream growth
- Capital inflows driven by diversification and regulatory reform
- Oman's macro shift attracting rising global investor interest

Moderator: Dr Lamyia Harub, Acting Head of Listed Assets & Investor Relations at OQ Group

Panelists:

Jabir Al-Naamani, CFO at Oman Exploration and Production (OQEP)

Khalid Al Asmi, CEO at OQ Base Industries (OQBI)

Mansoor Al Abdali, CEO at OQ Gas Network (OQGN)

Tarik Al Junaidi, CEO at Oman Oil Marketing Company (OOMCO)

AL FAHIDI ROOM

08:00 - 09:30

Private Breakfast: Energy, Oil & Gas Outlook

- Upstream investment trends amid ongoing price volatility
- Gas diplomacy and cross-border energy infrastructure
- OPEC strategy and its implications for regional producers
- Decarbonization pathways across the energy value chain

Moderators: Nour Eldin Sherif, Executive Director at Arqaam Capital and Soha Saniour, Director at Arqaam Capital

Panelists:

Youssef Salem, CFO at ADNOC Drilling

Ben Powell, Chief Middle East and APAC Investment Strategist at BlackRock Investment Institute (BII)

Eng. Saif Al Hamhami, CEO at Abraj Energy Services

13:00 - 14:00

Buy-Side private lunch: Options as a tool to optimize and hedge a portfolio. For buy-side only

- Buy-side strategies for portfolio insurance
- Enhancing yield through structured derivatives
- Managing geopolitical and sector-specific risk exposures

Presented by Rachid Mamdouh, Associate Director Derivatives at Arqaam Capital and Vineet Gupta, Head of Derivatives at Arqaam Capital

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Sector-focused session: Financials

- Rising interest rates and NIM expansion opportunities
- Fintech disruption and open banking integration
- Capital adequacy and regional Basel III developments

Presented by Jaap Meijer, Head of Research at Arqaam Capital

15:00 - 15:30

Unlocking Capital with MSCI Indexes and ESG Ratings

- How MSCI index inclusion and ESG ratings shape global capital flows—and why they matter for emerging markets.
- The direct link between strong ESG scores and lower cost of capital through increased investor confidence.
- Practical steps IR teams can take to improve index visibility and align with ESG-driven investment criteria.

Presented by Jasmine Mehta, Executive Director, Sustainability & Climate Corporate Sales at MSCI

15:30 - 16:00

Strengthening Market Confidence: The Role of Sell-Side Research, Liquidity Provision and Investor Relations

- Deepening coverage and visibility through coordinated sell-side research and IR engagement
- Market making and liquidity provision as enablers of price discovery and investor participation
- Strategic IR as the bridge between issuers, investors, and intermediaries in capital markets

Veselin Tilev, Head of Market Making at Arqaam Capital

Jaap Meijer, Head of Research at Arqaam Capital