Future Funds

Wednesday 10th December 2025, Abu Dhabi

Build. Grow. Establish In The Middle East.

From emerging talents to established leaders, Future Funds is the premier event for both local and international fund managers seeking to build, grow, and establish a formidable presence in the Middle East's dynamic investment landscape.

Discover cutting-edge strategies for capital raising, innovative fund structuring and peak alpha. Achieve scalable, operational excellence through advanced technology, digital transformation and talent attraction. Navigate GCC regulatory regimes master governance structures to build a sustainable presence in the region.

This is your essential gateway to the innovative strategies, high-performing funds, long-term growth and institutional connections that are truly defining the future of investment in the GCC.

Built by Fund Managers, for Fund Managers. Who attends:

C-Suite Executives: CEOs and CIOs, COOs, Chief of Staff.
Senior Leadership and Operations: Head of Operations, Partners, and General Managers
Investor-Facing Roles: Heads of Investor Relations, Fund Heads, and Investment Managers

Our Speakers, Your Visionaries:

Speakers TBA soon

A Curated Experience for Leaders

Future Funds offers a unique blend of content and networking, moving beyond impersonal, large-scale events. You will connect with an exclusive audience of peers, including Partners, CEOs, CIOs, COO's, General Managers, Fund Heads, Heads of IR and key decision makers, in an environment built for candid, peer-to-peer discussion. With curated roundtables, focused masterclasses, and targeted networking, this is your opportunity to gain the strategic foresight and build the relationships needed to succeed in the Middle East.

Master Capital Raising and Investor Relations

Build a formidable presence in the Middle East by moving beyond a generic approach to fundraising and mastering the art of on-the-ground engagement. You will gain actionable strategies for building a robust, institutional-grade foundation to earn allocator trust and secure long-term capital, including tailoring your fund positioning for diverse allocators in the region, and tap into technology and infrastructure to advance your capital raising capabilities.

Achieve Operational Excellence and Investor Confidence

Solve the "build vs. buy" dilemma for fund technology and operations by mastering the frameworks for scalable growth and institutional-grade compliance. Future Funds delves into what it takes to cost-effectively optimise operations, from automating manual processes and smart software selections to building a resilient foundation that meets the highest standards.

Embrace Innovative Fund Structuring

Gain a strategic playbook for meeting modern investor demands by exploring innovative local frameworks and fund structures that are more flexible than traditional models. This segment will provide insights on how to cater to the growing demand for transparency and co-investment models, and how to structure funds to capture new opportunities in real asset tokenisation and the rapidly expanding market for Shari'a-compliant products.

Tap Into Emerging Investment Trends

Position your fund for success by gaining exclusive insights on the emerging investment trends and risks that are shaping the market, identify and manage risks in sensitive sectors impacted by geopolitics and tech nationalism, and navigate the evolving exit landscape. Discover the latest opportunities in the major growth areas such as private credit, real estate, Shari'a investments and GCC tech, to maximise returns for your investors.

Attract, Retain and Develop World Class Talent

Unlock the full potential of your team by mastering strategies for attracting, developing, and retaining world-class talent in the GCC's competitive financial hub. Discover a practical guide to mastering the regulatory landscape and establishing robust governance frameworks that are scalable, efficient, and essential for building institutional trust and attracting capital in a maturing market.

Future Funds

By The Middle East Investor Network

Wednesday 10th December 2025

Abu Dhabi, United Arab Emirates

08:30	**Welcome and Registration** | **Allocator Only Breakfast – Emerging Fund Manager Due Diligence**
09:25	**Welcome Address** **The Gulf's Transformation from Oil to a Global Asset Hub: Charting the Future of GCC Capital** The role of the Middle East on the global Fund Management stage: Showcasing the opportunities and challenges for fund managers looking to build, grow, and establish a formidable presence in the region's dynamic investment landscape
09:40	**Keynote Address – The Founders Journey** **The GCC Growth Blueprint: A Fund Manager's Success Story on Building a Formidable Presence in the Region** A top tier CEO and fund manager will share their personal journey of building a successful, institutional-grade fund with a strong presence in the GCC, offering a step-by-step guide on how to navigate the region's unique challenges, from sourcing initial capital to building a high-performing team and a brand that allocators can't ignore. • **The Vision: Why We Bet on the GCC** • How can you **build a compelling investment thesis** by going beyond market hype and demystifying common stereotypes about the region? • A candid look at **the initial hurdles and how to address the** "learning curve" for new investors considering co-mingled or closed-end fund structures for the first time. • **The Operational Backbone:** What are the key steps in establishing a robust operational backbone, from provider selection to governance frameworks, that meet institutional principles and make your fund "fit to raise money in the GCC"? • **Navigating Investor Nuances and the Secret to Winning Capital:** A deep dive into the strategy for dealing with different types of investors—from sovereigns and government entities to family offices—and earning their trust. • **The Legacy:** What has been their fund's role in the maturation of the GCC's financial ecosystem and its vision for the region's future as a global financial hub.
10:00	**Allocator Interview** **Beyond the Pitch: What Leading Allocators Look for in Next-Gen Fund Managers** A leading allocator will offer a candid, inside look at how they evaluate and select fund managers in a rapidly evolving market. • **Beyond Performance:** What are the key criteria that inform a family office's decision alongside a historical track record? How important are factors like transparency in reporting, genuine alignment of interest, and a clear understanding of a fund's operational capacity? • **A Partner, not a Pitch:** What does it take for a fund manager to move from being a transactional service provider to a trusted long-term partner? • **GCC-Specific Nuance:** How can fund managers demonstrate a genuine understanding of the unique opportunities and risks in the GCC? • **Operational Maturity:** As allocators become more sophisticated, how closely do they scrutinise a fund's operational backbone? • **Local Knowledge, Global Standards:** What are the unique advantages of a fund manager with a deep understanding of the local market, and how can they demonstrate this to an allocator?
10:20	**All Star Panel** **Unlocking Peak Alpha Generation: Identifying the Long-Term Sectoral Opportunities and Fund Structure Blueprints**

Navigate the GCC's evolving investment landscape, focusing on high-demand sectors like green energy, technology, and real estate to generate alpha, as well as key global diversification opportunities and cross-border plays.

- **The GCC's Core Alpha Engine:** Reviewing the "high demand" investment sectors such as infrastructure, green energy, technology, healthcare and real estate.
- **Global Diversification and Cross-Border Opportunities:** Reviewing the key opportunities for alpha generation and diversification and the next international "safe havens" for GCC investors beyond the US.
- **The Asia and Emerging Markets Play:** How can fund managers plug the gap for "underweight allocators in the APAC region and where do the most promising opportunities lie?
- **Optimising Fund Structures for the Modern Allocator:** How are funds meeting modern investor demands and exploring innovative local frameworks to attract sophisticated capital

10:50 – 11:30	**Morning Networking Break**

The Future of Capital Raising and Fund Structuring

11:30 – 11:50 Capital Raising Talk

Are You Fit to Raise Capital in the GCC? Debunking the Myths and Showcasing the Reality of Fundraising

A candid look at what it truly takes to raise capital in the GCC's dynamic investment landscape, offering a comprehensive guide on how to build a robust, institutional-grade foundation that earns allocator trust:

- **The new reality of fundraising:** The critical shift from "suitcase selling" to a strategic, on-the-ground approach with a physical presence to secure trust and confidence.
- **The fundraising minimum threshold in the GCC:** What constitutes 'fit to raise money' in the GCC, including the policies, operational structures and governance frameworks.
- **Avoiding common fundraising pitfalls:** What are the critical mistakes that can hinder a fund's success?
- **Allocator dynamics vs. East and West:** Assessing key regional differences and nuances to build trust and a lasting brand in the GCC.
- **Unlocking Capital:** How to build a strong track record, and proactive investor relations and communication practices.

Operational Excellence and Fund Tech for the Next Decade

11:30 – 11:50 Operational Excellence Talk

The Build vs. Buy Dilemma: Optimising Operations for Success in the GCC

A practical guide for fund managers on **how to make smart "build vs. buy" decisions** for technology, and establish institutional-grade operational frameworks:

- **Building your operational foundation:** What are the key corporate services, from fund incorporation to setting up offices in GCC jurisdictions that are critical for new entrants?
- How can fund managers **make a proper "beauty pageant" of providers and understand their operational capabilities,** rather than being tempted by a "race to the bottom" on price?
- **Rewiring for efficiency:** What are the opportunities for automating manual processes on the deal side to free up time for true value-add areas?
- **Data aggregation and management:** How to move beyond an over-reliance on dated processes by leveraging data consolidation and aggregation platforms.
- **How can fund managers make smart software selections,** and what are the key criteria for choosing a system that integrates accounting and process automation?
- **The Path to Scalable Growth:** What are the key lessons for growing operations in an institutional way?

Private Roundtables

The Future Funds roundtables are **private, curated discussions** for leading fund managers and institutional investors. Hosted by one or two industry experts, each session is designed to provide a safe and strategic environment for candid dialogue. Operating under the **Chatham House Rule**, participants can freely share insights and ask questions without attribution. This format encourages a high level of engagement and learning, moving beyond traditional presentations to foster **peer-to-peer discussions** that are both interactive and relevant to the GCC's dynamic investment landscape.

11:50 – 12:30 Roundtables	**11:50 – 12:30 Roundtables**

Roundtable 1: Accelerating the 'Yes': Advanced Strategies for Investor Engagement and Closing Deals

A deep dive into the **micro-level, tactical execution, and ongoing management** of investor relations once you have identified your targets:

- **Master the art of tailoring your fund's positioning:** From family offices to sovereign wealth funds, how should you tailor your fund positioning to diverse allocators?
- **Communication and relationship management:** The specific act of engaging with both investors and portfolio companies.
- **Process optimisation:** Strategies to address the "human element" of long decision timelines and make the process more efficient to overcome “allocator lag”.
- **Long-term strategy:** Building and maintaining durable, lasting relationships over time, which goes beyond the initial access and sourcing.

Roundtable 2: Unlocking Middle East Capital: A Strategic Roadmap for Sourcing and Vetting Investors

A focus on the **macro-level challenges and strategic approach** to entering the Middle East market:

- **Market entry and sourcing:** How to get a foot in the door and find the initial pool of capital. This includes the fundamental question of "how do you raise money from the Middle East?"
- **Systemic challenges:** Addressing the lack of a formal "capital raising infrastructure" and the need to build one.
- **Network building:** The practical steps of creating and maintaining a network and a "dashboard" of Investor’s.
- **Initial due diligence:** The critical, early-stage task of qualifying potential investors to avoid wasting time.
- **Diverse sourcing:** The strategic decision to move beyond a limited number of top-tier institutional investors to work with a broader ecosystem of regional players.

Roundtable 3: From Bricks to Blockchain: Navigating Real Estate Market Trends and Structuring Deals for Alpha

An in-depth look at the diverse world of real estate investment in the GCC. We will move beyond the traditional "buy and hold" model to **explore nuanced strategies, innovative structures, and the data-driven insights needed to succeed:**

- The debate between **development vs. income-generating assets**: What are the key considerations and return profiles for each, and which is currently favoured by investors in the GCC?
- **Is the GCC real estate market heading for a correction?** A data-driven discussion on supply, demand, and valuation across different market segments (high-end vs. lower-end).
- Exploring real-world examples of how supply chain dynamics, such as the pre-launch allocation to top brokers, impact **a fund's ability to secure prime inventory.**

Roundtable 1: The AI-Powered Fund: Driving Alpha, Efficiency, and a Sustainable Competitive Advantage

Exploring how you can strategically leverage AI to enhance every facet of your operations, from investment decision-making to risk management and organisational efficiency:

- **Aligning AI and technology with your core investment philosophy and mandate:** Ensuring technology serves your strategic vision, not the other way around.
- **Beyond basic data analysis:** How can AI capture true investment alpha and inform dynamic portfolio construction?
- **Quantifying ROI:** How does the effective deployment of technology and AI generate measurable returns, improve operational efficiency, and strengthen risk management within your fund?
- **Navigating the critical balance** between AI-driven insights and where human judgment remains paramount?

Roundtable 2: The Competitive Edge of GCC Talent: Attraction, Development, and Retention for High-Performance Teams

Move beyond the theoretical and **gain actionable strategies for building a truly high-performing fund management team** focusing on how to attract world-class professionals, cultivate your growth, and retain them for the long term:

- What are the most effective **strategies for attracting both international senior experts and promising junior professionals** to the GCC financial hub?
- How can a fund manager **build a strong team culture** that empowers individuals and fosters collaboration, trust, and a shared sense of purpose?
- What are the most effective strategies for **identifying and nurturing high-potential talent to prevent attrition** and secure your firm's future leadership?
- What are the best practices **for creating a clear and compelling career path for junior professionals**, ensuring they see a future in the investment space?

Roundtable 3: The Operational Blueprint: Building a Resilient and Scalable Fund in the GCC

A drill down into the critical need to build a robust, institutional-quality operational infrastructure, focusing on the strategic selection of service providers, the adoption of new technologies, and the institutionalisation of core processes:

- Why is **operational excellence a strategic necessity**, not just an administrative task, for funds operating in the GCC's "frontier-like" market?
- Beyond deal flow, **what are the most effective applications of technology for fund managers today?** (e.g., data consolidation, portfolio aggregation, and investor reporting).
- What lessons can be learned from the market's evolution to **ensure institutional principles are upheld, avoiding mistakes** that could negatively impact the region's reputation, and ensuring service provider quality is not compromised by the region’s rapid growth?

- How is tokenisation and fractionalisation of real estate, supported by authorities like the DLD and VARA, **transforming property ownership and opening up new pools of capital,** including for international investors?

Roundtable 4: Pricing for Success: Navigating Risk and Returns in the Private Credit Market

Delve into the burgeoning private credit market in the GCC, a sector poised to fill a huge funding gap. **Cover the significant opportunities, the critical risks of mispricing,** and the strategies you must employ to build confidence with Investors:

- **The Private Credit Opportunity:** A discussion on how credit funds can contribute to the GDP growth by plugging the "$500Bn dollar gap" in the region, and how to effectively articulate this to investors.
- **Correct Market Pricing:** How can managers effectively demonstrate and articulate correct market pricing, particularly when there is a risk that international fund managers may misprice deals to gain market share?
- **Bridging the Education Gap:** What can fund managers do to raise awareness of private credit and its due diligence in a region where the asset class is still relatively new?
- **Building Trust for Increased Allocations:** Strategies to increase allocator comfort and convince LPs to capitalise on this journey with fund managers, leading to higher allocations in the region.

Roundtable 5: The Art of the Exit: Strategic Playbook for VC and PE

A comprehensive playbook for fund managers on **how to navigate the evolving exit landscape in the GCC and beyond,** and how to integrate exit considerations from day one to build a formidable presence and maximise returns for their investors:

- **The Evolving exit Landscape:** What does the evolving exit landscape look like in both the GCC and globally, and what are the key trends in IPOs, MandA, and secondaries?
- **The exit strategy toolkit:** MandA (maximising potential, navigating process), IPOs (requirements and process), Secondaries (dynamics and navigation), Strategic Sales, Liquidation (when and how).
- **GCC exit dynamics:** Unique regional characteristics (SWFs, family offices). Challenges and opportunities (regulatory, cultural, buyer availability). GCC case studies.
- **Building for the exit from day one:** How to integrate exit considerations into a company's strategy from the very beginning.
- **Where will we be in 5 years?**

- How can you **build an operational framework that support your growth** and allows them to focus on true value-add areas, rather than getting bogged down in manual work?

Roundtable 4: How to Navigate the GCC Regulatory Regimes: A Practical Guide to Licensing, Setup, and Sustainable Growth

A discussion on how fund managers can **navigate the evolving regulatory landscape of the GCC's key financial centres**, including moving beyond basic compliance to build robust governance frameworks that are not only scalable and efficient:

- **How to benefit from the local UAE regulatory structures**- Licensing, fund set up, costs and processes of doing business in the UAE.
- **Licensing challenges with regards to setting up** and a establishing in the UAE- how to address.
- What are the key corporate services, such as assistance with fund incorporation, licensing, and setting up offices, that are **critical for any entity establishing a presence in the region?**
- **What is the role of a fund board, and what constitutes a proper board structure,** including the value of independent non-executive directors?

Roundtable 5: Beyond Greenwashing: Integrating Sustainability as a Core Risk Management and Alpha Strategy

A practical guide for **integrating sustainability into a fund's core investment and risk management frameworks,** exploring how to build a legitimate, high-impact portfolio, while navigating the complexities of ESG and Shari'a-compliant principles:

- **Sustainability as a strategic imperative:** How integrating sustainability is no longer just a trend, but a core strategic element that underpins every investment.
- **The bottom line:** Reviewing both the financial tailwinds and headwinds it can bring to revenue and cost bases.
- **The blueprint for integration:** What are the practical multi-stage processes for integrating sustainability into management practices?
- **Navigating ESG and Shari'a-Compliant Investing:** How to ensure you are aligning your fund strategies with societal issues to maintain legitimacy and market differentiation, while actively avoiding "greenwashing" and "islamicwashing".
- **Building for the Future:** "SCI-SRI hybridization" and the need for ethical funds to strengthen their integration of ESG criteria and Shari'a compliance to meet the evolving expectations of stakeholders

12:30 – 13:30	**Lunch Networking Break**

The Future of Capital Raising and Fund Structuring	**Operational Excellence and Fund Tech for the Next Decade**

13:30 - 14:00 Capital Raising Talk

From Data to Deals: How AI is Reshaping Investor Relations and Capital Raising

Demonstrating how fund managers can l**everage AI and digital transformation to build a competitive edge** in investor relations and unlock new sources of alpha.

- **The essential AI IR toolkit:** How is AI reshaping investor relations by enhancing communication, data analysis, and engagement strategies.
- **Personalisation and engagement at scale:** AI-driven Customer Relationship Management (CRM) platforms and predictive analytics allow IR teams to personalise communication with investors.
- **Mastering market intelligence and data:** How to leverage AI to obtain real time insights from various sources, and automate tasks such as creating earnings reports, press releases, and compliance filings.
- **Building a future-proof IR function:** How to ensure you are leveraging Ais full capabilities to ensure your IR professionals are able to focus on their most significant value-add- Relationship building.

13:30 - 14:00 Operational Excellence Talk

Digital Transformation Strategies: Mastering Technology for Operational Fund Growth

How should you **re-wire your organisation with modern technology to drive efficiency, enhance investor relations, and unlock new sources of alpha;** a practical insight into automating core processes, managing data, and aligning technology with your investment philosophy:

- **The strategic imperative:** How can the effective deployment of technology and AI can outcompete rivals in the age of digital and AI, helping fund managers achieve a sustainable competitive advantage.
- **Automating the operational core:** Where are the opportunities for automating operational data flow, deal-flow, interviews, and other back-office tasks, enabling teams to focus on true value-add areas.
- **AI as a "data analysis tool:** How to support your mandate of delivering superior risk-adjusted returns through a robust data framework.
- **The path forward- AI and the Future Fund:** How is AI being used now to capture investment alpha and build dynamic portfolios through applications such as algorithmic trading, sentiment analysis, and AI-driven due diligence platforms.

Private Masterclasses

Our private masterclasses are **exclusive, closed-door sessions** offering specialised knowledge and insights that go beyond the scope of a standard panel. Hosted by a leading industry expert, each session is designed for an in-depth discussion and focuses on practical techniques and real-world applications. The interactive format allows you to engage directly with the host and your peers, providing a unique opportunity for personal and professional growth around a particular subject.

14:00 – 15:00 Masterclass

The New Brand of Alpha: Effective Marketing for Fund Managers in the Middle East

Best practice marketing, communication, and brand; **a practical guide on how to build a formidable presence, cultivate a strong reputation, and strategically position your fund** to attract the right allocators and secure long-term capital:

- **Building a foundational brand:** What are the critical success factors fund managers need to "raise awareness" and build the right presence, reputation, relationships to foster real partnerships to navigate the market effectively.

14:00 – 15:00 Masterclass

Beyond the Black Box: Innovative Fund Structures to Meet Evolving Investor Demands in the GCC

Explore **how to design innovative, compliant, and flexible fund vehicles** that unlock the massive opportunity set across diverse asset classes and sectors:

- How can fund managers **structure deals to offer investors the transparency they desire**, while also maintaining the efficiency and scale of a pooled vehicle?
- **How can funds creatively structure vehicles** to engage with new asset classes and sectors that show strong appetite in the region?

14:00 – 15:00 Masterclass

Conventional to Compliant: Critical Shari'a Building Blocks to Bridge the Supply and Demand Gap

A comprehensive discussion at the growing world of Shari'a-compliant investing, **exploring the increasing demand from investors** "starved for product" and **delving into the technical, structural, and operational hurdles** that fund managers face in meeting this demand:

- **Understanding the New Capital Landscape:** How to meet the specific requirements of different investor groups, from religious endowments to HNWIs and families

14:00 – 15:00 Masterclass

From Scepticism to Strategy: Unlocking Access and Alpha through Real Asset Tokenisation

Obtain a clear-eyed view of how tokenisation is revolutionising traditional investment structures the shift in investor sentiment from scepticism to enthusiasm, and the practical steps needed to build a robust, scalable, and compliant tokenisation strategy in the region:

- **Tokenisation 101:** Dispelling the myths: Clarity on tokenisation is and its true purpose; debunking common myths and showcasing how it can provide

• **The art of positioning and differentiating your value:** How can fund managers craft a compelling narrative that resonates with a diverse range of allocators? • **Strategic outreach and ecosystem integration:** How to broaden access to allocators beyond the traditional "key accounts" and reach a diverse range of allocators and effectively integrate into the local financial community. • **The digital and content-driven edge:** How can you leverage thought leadership and a proactive content strategy to build a strong GCC brand with high quality messaging that stands out?	• How can fund managers **effectively collaborate with legal advisors and regulators** to ensure your structures are compliant, efficient, and aligned with a Middle East-focused strategy? • How can an open-minded approach to fund structures become **a key source of competitive advantage for fund managers** operating in the GCC?	• **Overcoming Structural Hurdles:** How can funds navigate the complex challenges of achieving Shari'a compliance, including the high costs and varied interpretations of Shari'a law. • **Innovative Solutions for Fund Managers:** Mastering the technicalities of Shari'a fund structuring, including the role of legal and Shari'a advisors in guiding the process. • **Regulatory Frameworks:** SAMA, CMA and the quest for Shari'a Standardisation • **Solving the supply side of the equation for Islamic products:** How can you use Shari'a compliance as a key differentiator, tap into a large pool of capital and position your fund as trusted partners?	access to "solid, regulated returns profiles". • **Navigating the regulatory push-and-pull:** Addressing how the industry can work with regulators to build the necessary "guard rails" to promote the true opportunity arising from tokenisation. • **The shifting investor landscape:** Modernising traditional structures for the investor generation of today and reviewing current investor sentiment around real-asset tokenisation • **The path to token leadership in the GCC:** How local regulatory changes and successful tokenised funds in the region are setting a precedent for future growth.

15:00 – 15:30	**Afternoon Networking Break**
15:30	**Keynote Panel: Geopolitics, Tech Nationalism, and GCC Capital: Positioning Your Fund Strategy for Success in a New World Order** The rising tide of wider geopolitics is having a direct and profound impact on fund managers in the GCC. What was once seen as a transitory issue is now a major topic of discussion for CIOs and risk management executives. This is leading to a new world order where asset classes, geographies, and industry verticals are becoming more difficult to access. Get a "reading grid" for fund managers on how to identify and manage these risks in key sensitive sectors: • **Is your strategy future-proof?** Exploring how tech nationalism and geopolitics are impacting fund managers' decisions, with real-world examples of firms having to divest from Chinese startups. • **Navigating local regional nuances:** What are the major differences between the investment landscapes of the UAE and Saudi Arabia that impact capital raising and fund management? • **The GCC as a global solution:** How is the GCC is positioning itself as a solution for international technology and ideas, and how can you leverage the region to access new pools of capital. • **Mastering the new world order:** Demonstrating a "reading grid" for how to identify and manage risk in sensitive sectors like med-tech, agri-tech, and defence tech amongst others.
16:00	**Concluding Remarks**
16:05 – 17:30	**Future Funds Reception and Networking**
17:30 – Close	