THE FUTURE SUMMIT

10TH ANNIVERSARY

THE NEW REALITY

December 8, 2026

Mövenpick Hotel Karachi, Pakistan

www.thefuturesummit.co

Having participated in THE FUTURE SUMMIT over the past several years, I have seen it evolve into one of Pakistan's leading platforms for strategic dialogue. The consistently high calibre of speakers, thought leaders, and industry practitioners reflects its growing international standing. More importantly, THE FUTURE SUMMIT has become a forum where global perspectives converge with national priorities, fostering the kind of informed dialogue that helps shape Pakistan's future.

Senator Muhammad Aurangzeb
Federal Minister for Finance & Revenue



WELCOME TO

THE NEW REALITY

We are living through one of the most defining periods of the twenty-first century. The assumptions that shaped the global economy, geopolitics, business, technology, and leadership for decades are being fundamentally redefined. A new era is emerging, driven by geopolitical realignments, geoeconomic competition, artificial intelligence, climate imperatives, demographic shifts, technological acceleration, and evolving patterns of trade, investment, and global connectivity. Together, these forces are reshaping how nations compete, businesses create value, and societies progress.

For leaders across government, business, academia, and civil society, this transformation presents both unprecedented challenges and extraordinary opportunities. In this New Reality, resilience alone is no longer enough. Thriving will depend on the ability to anticipate change, embrace innovation, build trusted partnerships, cultivate future-ready talent, and lead with vision, agility, and purpose in an increasingly interconnected and complex world.

As THE FUTURE SUMMIT marks its 10th Anniversary, we celebrate a decade of bringing together exceptional leaders to exchange ideas, challenge conventional thinking, and shape forward-looking solutions. This milestone edition convenes global policymakers, business leaders, investors, entrepreneurs, academics, and innovators to examine the defining forces of our time, explore emerging opportunities, and develop strategies that will help shape the decade ahead.

Welcome to THE NEW REALITY, where ideas challenge convention, dialogue shapes strategy, collaboration unlocks opportunity, and leadership defines the future.



Strong partnerships are built through open dialogue, mutual respect, and a shared commitment to addressing common challenges. THE FUTURE SUMMIT has consistently created a welcoming space where leaders from diverse backgrounds can exchange ideas, build understanding, and identify opportunities for collaboration. At a time when international cooperation matters more than ever, platforms such as this help strengthen relationships that contribute to innovation, prosperity, and a more resilient future. I congratulate the organisers on this significant milestone and wish them every success for the years ahead.

H.E. Jane Marriott CMG OBE
British High Commissioner to Pakistan

Founder's Message

The most enduring institutions are built on a simple yet powerful conviction: that meaningful dialogue has the power to shape better decisions, stronger institutions, and a more prosperous future. It was this belief that inspired the establishment of THE FUTURE SUMMIT a decade ago, to create an independent platform where leaders from business, government, academia, diplomacy, and civil society could exchange ideas, challenge conventional thinking, and explore the opportunities and challenges defining our future.

Over the past ten years, THE FUTURE SUMMIT has evolved into Pakistan's premier annual corporate gathering, bringing together more than 10,000 delegates from over 30 countries. Its greatest achievement, however, lies beyond these milestones. It is reflected in the quality of dialogue it has fostered, the partnerships it has inspired, and the trust it has earned as a platform where diverse perspectives converge to advance better leadership, stronger institutions, and sustainable economic progress.

As we mark the 10th Anniversary Edition, the world stands at a defining inflection point. Geopolitical realignments, geo-economic competition, artificial intelligence, climate imperatives, demographic shifts, and technological acceleration are fundamentally reshaping the global landscape. The future is no longer unfolding gradually; it is emerging with unprecedented speed, complexity, and uncertainty. Navigating this New Reality demands strategic foresight, institutional agility, responsible innovation, and the courage to lead through uncertainty.

For Pakistan, this moment presents both a profound challenge and a historic opportunity. Our strategic location, entrepreneurial dynamism, youthful population, and untapped economic potential provide the foundations for long-term competitiveness. Realizing that promise, however, will require policy continuity, institutional excellence, investment in human capital, and a shared commitment to building a competitive, globally connected, and investment-driven economy.

This year's theme, THE NEW REALITY, is more than the title of this Summit. It is a recognition that the assumptions of the past can no longer define the decisions of the future. It is a call to rethink assumptions, reimagine possibilities, and redefine leadership for a new era. As THE FUTURE SUMMIT begins its second decade, our commitment remains unwavering: to convene exceptional leaders, inspire meaningful dialogue, strengthen collaboration, and advance ideas that create lasting impact.

The future will not be shaped by those who merely respond to change, but by those who have the foresight to anticipate it, the courage to embrace it, and the leadership to transform it into lasting opportunity for generations to come.

Muhammad Azfar Ahsan
Founder, THE FUTURE SUMMIT
Founder & Chairman, Nutshell Group





THE FUTURE SUMMIT has evolved into an important platform where leaders, innovators, and entrepreneurs come together to shape the future. By connecting business, government, academia, and international organisations, it enables the exchange of ideas and partnerships that drive meaningful progress.

Technology creates extraordinary possibilities, but lasting transformation requires more than innovation alone. It depends on visionary leadership, collaboration, and the courage to embrace change. Platforms like THE FUTURE SUMMIT are vital because they inspire new thinking, strengthen global connections, and reinforce the belief that the future is created through collective action.

Congratulations to the organisers on this remarkable milestone. I wish THE FUTURE SUMMIT continued success in advancing innovation, collaboration, and shared prosperity for generations to come.

Augie K. Fabela II
Founder & Chairman, VEON



Over the years, THE FUTURE SUMMIT has established itself as an important platform for thoughtful dialogue on the issues shaping our rapidly changing world. By bringing together leaders from business, government, academia, and international organisations, it creates opportunities for meaningful exchange, fresh perspectives, and practical collaboration. In an increasingly interconnected world, platforms such as THE FUTURE SUMMIT play a vital role in fostering responsible leadership, innovation, and partnerships that promote sustainable and inclusive growth. I congratulate the organisers on a decade of thought leadership and wish them every success in the years ahead.

Helen Brand OBE
Global Chief Executive Officer, ACCA

About

THE FUTURE SUMMIT

Established in 2017, THE FUTURE SUMMIT is Pakistan's premier annual corporate gathering and one of the country's leading platforms for strategic dialogue. Conceived as an independent forum for thought leadership, it brings together influential voices from business, government, academia, diplomacy, technology, media, and civil society to exchange ideas, share global perspectives, and examine the forces shaping the future of economies, industries, and societies.

Over the past decade, THE FUTURE SUMMIT has welcomed more than 10,000 delegates from over 30 countries, including heads of government, federal ministers, policymakers, corporate leaders, investors, entrepreneurs, academics, innovators, and globally recognized thought leaders. More importantly, it has earned a reputation for convening high-quality dialogue, encouraging diverse perspectives, and fostering meaningful collaboration across sectors, institutions, and borders.

Each edition has reflected the defining priorities of its time, evolving in step with a rapidly changing global landscape. Over the past decade, the Summit has explored the critical issues shaping business, technology, leadership, economic transformation, resilience, and the future of societies. This intellectual journey reflects not only the evolution of global challenges, but also our enduring commitment to anticipating emerging trends and curating conversations that remain relevant, timely, and forward-looking.

Today, THE FUTURE SUMMIT is more than an annual conference. It is a trusted platform where ideas inspire action, dialogue informs strategy, and collaboration creates opportunity. As it enters its second decade, the Summit remains committed to advancing thought leadership, strengthening partnerships, and contributing to a more competitive, innovative, and globally connected future.

A DECADE OF THOUGHT LEADERSHIP

2017 Leadership in the Digital Economy

2018 Innovating for Future

2019 Reinvent the Future

2020 Shaping the Recovery

2021 What's Coming Next

2022 Prepare for Disruption

2023 The Big Picture

2024 What Matters Now

2025 Course Correction: Redefining the Direction

2026 THE NEW REALITY

Theme Narrative

The defining characteristic of the twenty-first century is not a single disruption, but the convergence of multiple transformations unfolding simultaneously. Geopolitical realignments, geoeconomic competition, artificial intelligence, technological acceleration, climate imperatives, demographic shifts, and evolving patterns of trade, investment, regional connectivity, and global cooperation are collectively reshaping the foundations of economies, institutions, businesses, and societies.

Unlike previous periods of change, these forces do not operate independently. They interact, reinforce one another, and accelerate the pace of transformation, creating an environment where uncertainty has become a defining feature rather than a temporary condition. Traditional assumptions are being challenged, competitive advantages are being redefined, and leadership itself is entering a new paradigm. In this environment, lasting success will increasingly belong to those who can anticipate change, connect disciplines, and translate complexity into decisive action.

This New Reality demands more than adaptation, it requires a fundamental shift in how leaders think, institutions evolve, businesses create sustainable advantage, and economic governance responds to a rapidly changing world.

It calls for strategic foresight, institutional resilience, responsible innovation, collaborative leadership, and the ability to navigate complexity while creating long-term value. Success will increasingly belong to those who can connect global trends with local opportunities, transform uncertainty into strategic advantage, and make decisions that balance economic growth with social progress and environmental responsibility.

Against this backdrop, THE FUTURE SUMMIT 2026 convenes global leaders, policymakers, business executives, investors, entrepreneurs, academics, and innovators to examine these defining transformations through informed dialogue and diverse perspectives. Together, they will explore the ideas, strategies, and partnerships that will shape the next decade.

The future is no longer a distant destination. It is the New Reality, and it will be shaped by those who understand it first, adapt to it fastest, and lead it with purpose.





The future will be shaped not only by technological innovation, but by our ability to apply technology with purpose. THE FUTURE SUMMIT has created a valuable platform where business leaders, policymakers, innovators, and technology experts come togethe to explore how digital transformation can drive competitiveness, resilience, and sustainable growth. Conversations that bridge technology and leadership are essential to preparing organisations and economies for the opportunities of tomorrow. I congratulate the organisers on this remarkable milestone and wish them continued success.

Ahmed Jaber Al-Faifi
Senior Vice President
SAP Middle East Africa, North

Why This Summit Matters

In an era defined by accelerating change, the greatest risk is not uncertainty itself, it is responding to a new world with an outdated mindset. As geopolitical dynamics evolve, technologies advance at unprecedented speed, and economic, social, and environmental priorities continue to intersect, leaders are expected to make decisions with greater foresight, agility, and confidence than ever before. Understanding the bigger picture is no longer a competitive advantage; it is a leadership imperative.

THE FUTURE SUMMIT 2026 is designed to meet that imperative. It creates an environment where global perspectives meet local realities, strategic ideas become practical insights, and meaningful dialogue leads to lasting collaboration. By convening distinguished leaders from business, government, finance, diplomacy, technology, academia, media, and international institutions, the Summit provides a unique platform to examine the defining forces shaping the decade ahead and their implications for organizations, economies, and societies.

No organization, government, institution, or leader can successfully navigate today's complexity in isolation. Progress increasingly depends on collaboration across sectors, disciplines, industries, and borders. In an increasingly interconnected world, the most effective decisions are no longer shaped by individual expertise alone, but by the collective intelligence that emerges when diverse perspectives challenge conventional thinking, broaden understanding, and inspire innovative solutions. The leaders who will shape the next decade will be those who can see beyond immediate challenges, anticipate long-term shifts, and position their institutions ahead of change rather than behind it.

Whether you lead a corporation, shape public policy, build a business, invest in markets, advance knowledge, or influence public opinion, participation in THE FUTURE SUMMIT is an investment in perspective. Participants leave with more than new information. They leave with broader perspectives, practical insights, stronger networks, trusted relationships, and a deeper understanding of the forces reshaping leadership, business, public policy, and the global economy. The objective is not simply to understand change, but to translate insight into action, strategy into execution, and dialogue into measurable impact.

The value of participating therefore extends far beyond the two days of the Summit. It lies in the quality of the conversations, the diversity of perspectives, the strength of the relationships, and the partnerships that continue to create value long after the event concludes. Because in the New Reality, the future will belong to those who learn continuously, think collaboratively, and act decisively.

Strategic Framework

The New Reality is not defined by a single trend or challenge. It is shaped by the convergence of geopolitical, economic, technological, demographic, and societal forces that are transforming the way nations compete, businesses grow, institutions govern, and societies evolve. Understanding this complexity requires a multidimensional perspective that goes beyond individual sectors or disciplines.

The Strategic Framework for THE NEW REALITY provides the intellectual foundation for THE FUTURE SUMMIT 2026. It articulates the defining forces that will shape leadership, competitiveness, investment, innovation, and sustainable development in the decade ahead. Every keynote, panel discussion, dialogue, and conversation throughout the Summit has been carefully designed around this integrated framework. Together, these pillars provide a comprehensive lens through which leaders can better understand the opportunities, risks, and strategic choices that will define the future.

The Framework is articulated through seven interconnected strategic pillars:

1. Geopolitics, Geoeconomics & the New Global Order

The balance of global power is being reshaped by geopolitical realignments, regional alliances, economic competition, and strategic diplomacy. Understanding how these shifts influence trade, investment, supply chains, energy security, regional connectivity, and international cooperation has become essential for governments, businesses, and investors alike.



2. Leadership, Strategy & Economic Governance

An increasingly uncertain world demands a new generation of leadership supported by resilient institutions, effective governance, long-term strategy, and sound public policy. This pillar explores how organizations and governments can strengthen competitiveness, improve decision-making, build trust, and create an environment that enables sustainable growth and long-term prosperity.



3. Artificial Intelligence & Technological Transformation

Artificial intelligence is redefining industries, business models, public services, and the future of work. Combined with rapid advances in digital technologies, data, cybersecurity, automation, and emerging innovation, it is transforming how organizations create value, deliver services, and remain competitive in an increasingly digital world.



Strategic Framework

4. Investment, Enterprise & Economic Transformation

Long-term prosperity depends on productive investment, entrepreneurial ambition, competitive enterprises, innovation, and a supportive business environment. This pillar examines the policies, institutions, financial systems, and private-sector leadership required to attract capital, strengthen enterprise, accelerate economic transformation, and create sustainable value.



5. Talent, Education & the Future of Work

People remain the most important drivers of progress. As technology reshapes workplaces and demographic trends redefine labour markets, organizations must invest in leadership, education, lifelong learning, skills development, organizational culture, and human capital to prepare for the future of work.



6. Climate, Sustainability & Resilient Development

Climate change has become an economic, financial, and strategic imperative. Building resilient economies requires sustainable development, responsible resource management, energy transition, climate finance, environmental stewardship, and innovative solutions that balance growth with long-term sustainability.



7. Pakistan in the New Reality

In a rapidly evolving global landscape, Pakistan has a once-in-a-generation opportunity to strengthen its competitiveness, unlock investment, deepen regional connectivity, accelerate innovation, modernize institutions, and position itself as a more confident, connected, and globally competitive economy. Realizing this potential will require visionary leadership, policy continuity, institutional excellence, and a sustained commitment to long-term national competitiveness.



Pakistan in The New Reality

Every period of profound global transformation reshapes the economic map of the world, creating new centres of growth, new strategic partnerships, and new opportunities for nations prepared to seize them. The New Reality presents Pakistan with a rare opportunity to redefine its place in the regional and global economy. As geopolitical dynamics evolve, new trade corridors emerge, technology reshapes industries, and capital seeks resilient and competitive destinations, countries that anticipate change, embrace innovation, and position themselves strategically will be best placed to succeed.

Pakistan enters this new era with significant strengths. Its strategic geographic location, youthful population, entrepreneurial spirit, expanding digital ecosystem, and growing engagement with regional markets provide a strong foundation for long-term progress. Combined with the resilience of its private sector, the ingenuity of its entrepreneurs, and the potential of its human capital, these advantages offer a compelling platform for sustainable economic transformation and stronger regional connectivity.

Realizing this opportunity, however, will depend on more than potential alone. In an increasingly competitive global economy, nations that inspire confidence through stability, institutional credibility, and policy consistency will be best positioned to attract investment, talent, innovation, and long-term partnerships. Enduring prosperity is built through competitive institutions, productive enterprise, investment in people, and a sustained commitment to reform and innovation. Vision must ultimately be matched by disciplined execution, institutional capacity, and measurable outcomes. In the New Reality, sustainable growth will increasingly be determined not only by what nations possess, but by how effectively they build confidence, strengthen institutions, foster innovation, and convert opportunity into lasting value.

Against this backdrop, platforms that bring together diverse perspectives become increasingly important. THE FUTURE SUMMIT seeks to provide such a platform by convening global leaders, policymakers, investors, entrepreneurs, academics, diplomats, and innovators to exchange ideas, challenge conventional thinking, share international experience, strengthen regional and international collaboration, and explore practical pathways for enhancing Pakistan's long-term competitiveness. Progress is rarely driven by isolated efforts; it is accelerated through informed dialogue, trusted partnerships, and a shared commitment to sustainable national development.

The question is no longer whether Pakistan has the potential to succeed. The future will not be determined by the opportunities Pakistan inherits, but by the choices it makes, the institutions it strengthens, and the confidence it inspires. By acting with vision, purpose, and consistency, Pakistan has the opportunity not only to prosper in the New Reality, but to help shape it.



The Future Summit 2026: Summit Experience

Program at a Glance

THE FUTURE SUMMIT 2026 has been designed as a high-level leadership and strategic dialogue experience that brings together diverse perspectives, expertise, and institutional leadership.

Through keynote addresses, strategic dialogues, fireside conversations, and executive engagement, participants will explore issues that transcend traditional sectors, encouraging conversations that rarely occur within conventional conferences and fostering meaningful collaboration across industries, institutions, and borders.

Every session has been designed with a single objective: to move from insight to impact by transforming ideas into action, dialogue into collaboration, and strategy into measurable outcomes.

Together, the program offers participants a comprehensive perspective on the opportunities, risks, and leadership priorities that will define the decade ahead.

TRACK 1:

Understanding the New Reality

The first track is designed to help participants understand the forces redefining the global landscape and their strategic implications for leadership, business, investment, and public policy.

Discussions will explore the evolving geopolitical and geoeconomic landscape, artificial intelligence, digital transformation, economic governance, enterprise, competitiveness, and the strategic decisions confronting governments, businesses, and institutions in an increasingly interconnected world.

Through keynote addresses and high-level strategic dialogue, participants will gain broader perspectives on the forces reshaping the global order and the choices required to navigate an era of accelerating change.

TRACK 2:

Shaping the Future

The second track shifts the focus from understanding change to shaping meaningful responses through innovation, collaboration, and long-term strategic action.

Discussions will examine investment, productivity, institutional effectiveness, technology, human capital, entrepreneurship, and Pakistan's place in the New Reality, while exploring how leadership, competitiveness, and collective action can drive sustainable progress.

More than a sequence of sessions, THE FUTURE SUMMIT 2026 has been designed as an integrated leadership experience, equipping participants with broader perspectives, practical insights, meaningful relationships, and the confidence to navigate the New Reality with clarity, purpose, and vision.

Program Outline

Tuesday, December 8, 2026
Mövenpick Hotel Karachi

0800 to 0845 hours
NETWORKING & REGISTRATION
0845 to 1100 hours
INAUGURAL SESSION - FIRST SESSION

Recitation
National Anthem
Welcome Address

Keynote Address 1:

DECISIONS THAT SHAPE NATIONS

How visionary leadership, courageous policymaking, effective institutions, and strategic choices determine the long-term success, resilience, and prosperity of nations.

Keynote Address 2:

THE AGE OF INTELLIGENCE

How artificial intelligence is reshaping governments, businesses, industries, societies, and the future of global competitiveness.

Keynote Address 3:

THE NEW GROWTH EQUATION

How investment, productivity, innovation, entrepreneurship, and policy excellence are redefining the foundations of sustainable economic growth.

Keynote Address 4:

LEADERSHIP FOR THE NEW REALITY

How leaders can navigate uncertainty, anticipate change, build resilient institutions, and make the decisions that will define the decade ahead.

Ministerial Keynote

THE NEW REALITY

A national perspective on the changing global landscape and the strategic choices required to strengthen Pakistan's competitiveness, resilience, and long-term economic future.

1100 to 1130 hours
NETWORKING TEA
1130 to 1300 hours
SECOND SESSION - MAIN HALL

Keynote or Conversation

THE WORLD REORDERED

An examination of the geopolitical and geo-economic forces reshaping global power, trade, investment, alliances, and the international order.

Strategic Dialogue

GEOPOLITICS, GEOECONOMICS & THE NEW GLOBAL ORDER

How strategic competition, regional realignments, economic diplomacy, supply chains, energy security, and emerging partnerships are reshaping the global economy.

CONCURRENT SESSION - OTHER HALL

Keynote or Conversation

THE AGE OF INTELLIGENT TRANSFORMATION

A conversation on the accelerating impact of artificial intelligence, digital technologies, automation, and innovation on economies, organizations, and society.

Strategic Dialogue

AI, TECHNOLOGY & THE INTELLIGENT ECONOMY

How artificial intelligence, data, automation, and frontier technologies are transforming industries, business models, public services, and the future of value creation.

Program Outline

1300 to 1400 hours
LUNCH
1400 to 1500 hours
THIRD SESSION - MAIN HALL

Strategic Dialogue

INVESTMENT, ENTERPRISE & ECONOMIC TRANSFORMATION

How stronger investment ecosystems, institutional frameworks, competitive markets, and productive enterprises can create new engines of growth and long-term economic transformation.

CONCURRENT SESSION - OTHER HALL

Strategic Dialogue

BUILDING FUTURE-READY ECONOMIES

How productivity, innovation, human capital, energy security, institutional capability, and private-sector competitiveness can prepare economies for the opportunities and disruptions ahead.

1500 to 1715 hours
CLOSING SESSION - FOURTH SESSION

THE DR. SHAMSHAD AKHTAR DISTINGUISHED SESSION

ECONOMIC GOVERNANCE, REFORM & PAKISTAN'S FUTURE

Honouring Dr. Shamshad Akhtar's distinguished contribution to economic governance, financial leadership, institutional development, and public policy at the national and international levels.

Strategic Dialogue

PAKISTAN'S ECONOMIC RESET: THE PATH TO SUSTAINED GROWTH

A high-level conversation on the reforms, institutional choices, investment priorities, productivity agenda, and private-sector leadership required to build a more competitive, resilient, and prosperous Pakistan.

Closing Keynote Address 1:

PAKISTAN'S NEXT LEAP

A perspective on the bold decisions, effective governance, institutional reforms, and national priorities required to move Pakistan toward sustained progress and greater global competitiveness.

Closing Keynote Address 2:

THE NEXT DECADE BEGINS NOW

A closing reflection on the choices before us and the responsibility to translate ideas into action, ambition into execution, and opportunity into lasting national progress.

Vote of Thanks

1715 hours onwards
NETWORKING & DEPARTURE

Sustainable progress depends on our ability to connect technology with industry, innovation with execution, and ambition with long-term investment. THE FUTURE SUMMIT provides an important platform where leaders from the public and private sectors come together to exchange ideas, strengthen collaboration, and explore practical solutions to the challenges shaping our economies. Such dialogue is essential to building competitive industries, resilient infrastructure, and a more sustainable future. I congratulate the organisers on a decade of meaningful leadership and wish them continued success.

Helmut von Struve
CEO Middle East
Siemens



Distinguished Speakers & Faculty

The true measure of any summit lies not only in the conversations it hosts, but in the calibre, diversity, and experience of the leaders who shape those conversations. Over the past decade, THE FUTURE SUMMIT has earned a reputation for convening an exceptional community of national, regional, and global thought leaders, policymakers, business executives, investors, entrepreneurs, academics, diplomats, innovators, and public intellectuals who bring diverse perspectives, deep expertise, and real-world experience to the conversations that matter most.

Marking its 10th Anniversary, THE FUTURE SUMMIT 2026 will bring together an outstanding line-up of distinguished speakers and faculty from Pakistan, the region, and around the world. Representing leading corporations, governments, international organizations, universities, think tanks, financial institutions, and entrepreneurial ventures, they reflect the breadth, diversity, and interdisciplinary character of the Summit's Strategic Framework. The Summit intentionally brings together leaders whose experience spans the public, private, academic, diplomatic, and development sectors, creating conversations that transcend institutional boundaries and enrich the quality of dialogue.

More than speakers, they are practitioners, decision-makers, and changemakers who have shaped industries, influenced public policy, built globally respected institutions, advanced innovation, and led organizations through periods of profound transformation. Collectively, they bring decades of leadership experience across global markets, regional economies, multinational corporations, public institutions, entrepreneurial ventures, and international organizations. Their insights are grounded not only in ideas, but also in experience, execution, and leadership at the highest levels. Their diverse perspectives encourage constructive debate, broaden understanding, and help participants navigate increasingly complex global, regional, and national challenges.

Over the past decade, the Summit has earned the confidence of distinguished leaders who return not only to share their expertise, but also to learn from one another. This spirit of mutual learning and intellectual exchange reflects the Summit's enduring commitment to curiosity, openness, and meaningful dialogue. Every engagement is designed to encourage not only conversation, but also continuous learning, informed reflection, and the exchange of practical experience that extends well beyond the event itself.

Participants will have the opportunity to engage with this exceptional community of leaders through keynote addresses, leadership dialogues, fireside conversations, executive interviews, panel discussions, and interactive exchanges. These engagements are designed to inspire strategic thinking, foster meaningful relationships, encourage collaboration, and strengthen the networks that help shape better decisions and lasting partnerships.

The distinguished speakers and faculty of THE FUTURE SUMMIT 2026 represent more than an accomplished line-up of individuals. Together, they embody one of the Summit's greatest strengths, a community of leaders whose ideas, experience, and collective wisdom contribute to more informed decisions, stronger institutions, and a more prosperous, innovative, and resilient future.

The Ten Defining Questions

Every defining period in history has been shaped not only by the answers leaders discovered, but by the questions they dared to ask. The New Reality demands more than certainty, it demands better questions, broader perspectives, and the courage to challenge conventional thinking. In a world shaped by geopolitical realignments, technological acceleration, economic transformation, demographic change, and evolving societal expectations, leaders are increasingly challenged not by a lack of information, but by the ability to ask the questions that truly matter.

Strategic foresight begins with asking the right questions before circumstances demand immediate answers. The conversations at THE FUTURE SUMMIT 2026 are designed to stimulate strategic thinking, challenge conventional assumptions, encourage intellectual curiosity, and inspire fresh perspectives on the issues that will define the decade ahead. The value of these questions lies not in arriving at immediate answers, but in inspiring the conversations, partnerships, and strategic thinking that lead to better decisions over time.

Throughout the Summit, these ten defining questions serve as an intellectual compass, guiding conversations, challenging assumptions, encouraging reflection, and helping leaders navigate uncertainty with greater clarity, confidence, and purpose.

1. The New Global Order

How will the changing geopolitical and geoeconomic landscape redefine global competitiveness,trade, investment, regional connectivity, and international cooperation?

2. Leadership in the AI Era

What capabilities will distinguish successful leaders, organizations, and institutions in an era of accelerating technological disruption, artificial intelligence, and digital transformation?

3. Competitive Economies

How can governments, businesses, investors, nd academia build stronger partnerships to accelerate national and regional competitiveness, productive investment, and sustainable economic transformation?

4. Trust, Institutions & Confidence

What policy, institutional, and leadership choices are required to strengthen trust, institutional credibility, long-term confidence, and the conditions necessary to attract investment, foster innovation, and sustain economic progress?

5. Talent for the Future

How should organizations, educational institutions, and governments prepare people for the future of work while investing in talent, lifelong learning, leadership development, and human capital?

6. Innovation & Enterprise

How can innovation, entrepreneurship, technology, and productive enterprise create more competitive, inclusive, and resilient economies?

7. Climate & Resilience

What practical strategies can help balance economic growth with climate resilience, environmental sustainability, responsible resource management, and long-term value creation?

8. Regional Connectivity & Collaboration

How can stronger regional connectivity, international collaboration, and trusted partnerships contribute to greater stability, collective prosperity, and shared progress in an increasingly interconnected world?

9. Pakistan's Competitive Future

What strategic priorities will enable Pakistan to strengthen its competitiveness, unlock its full potential, and position itself more confidently in the New Reality?

The Ten Defining Questions

10. The Leadership Legacy

What decisions must today's leaders make to ensure that the next decade is defined not merely by change, but by responsible leadership, stronger institutions, meaningful progress, and lasting impact?

The answers to these questions will not be found in a single presentation, panel discussion, or conversation. They will emerge through the collective intelligence created when diverse perspectives, informed dialogue, practical experience, and shared purpose come together. That is the enduring value, and the enduring purpose, of THE FUTURE SUMMIT.

THE FUTURE SUMMIT reflects the kind of leadership platform every emerging economy needs, one that connects global experience with local ambition and transforms conversations into practical opportunities. At a time when technology, connectivity, and influence are redefining national success, the Summit continues to build bridges across sectors, generations, and borders, bringing together exceptional people from the public and private sectors and creating the space for relationships, ideas, and partnerships that can achieve far more together than either could alone.

Dana Al Salem
Global Strategic Advisor & Investor





In a world shaped by rapid geopolitical shifts and growing economic interdependence, informed dialogue has never been more important. THE FUTURE SUMMIT provides a valuable forum where policymakers, business leaders, academics, and strategic thinkers can exchange perspectives, challenge assumptions, and deepen their understanding of the forces reshaping the region and the world. Platforms like this help bridge ideas across sectors and borders, encouraging more informed decision-making. I congratulate the organisers on a decade of meaningful contribution and wish them continued success.

Michael Kugelman
Resident fellow for South Asia
Atlantic Council



The future will depend not only on technological progress, but also on how thoughtfully we shape our relationship with nature, innovation, and one another. THE FUTURE SUMMIT creates an important space where diverse disciplines and perspectives come together to explore complex challenges with openness and curiosity. Conversations that connect science, ethics, technology, and sustainability are essential to building a future that is both innovative and responsible. I congratulate the organisers on ten years of meaningful dialogue and wish them continued success.

Dr. Julia Rijssenbeek
Philosopher, Researcher & Futurist
Wageningen University & Research

Partners in Shaping the Future

No government, business, institution, or individual can shape the future alone. In the New Reality, enduring progress is built on trusted partnerships, shared purpose, and collective leadership. The opportunities and challenges of an increasingly interconnected world demand collaboration that transcends sectors, industries, disciplines, and borders.

Partnership is no longer a competitive advantage; it has become a strategic necessity. Governments, businesses, academia, development partners, international organizations, entrepreneurs, and civil society each contribute distinct perspectives and capabilities. Together, they generate the collective intelligence, innovation, and leadership needed to address complex challenges, unlock new opportunities, and build resilient, competitive, and prosperous societies.

Over the past decade, THE FUTURE SUMMIT has evolved into a trusted platform where the public sector, private sector, development partners, academia, and civil society come together to exchange ideas, build trust, strengthen relationships, and shape conversations on issues of national, regional, and global importance. The Summit's enduring value lies in its ability to convene the institutions and leaders who influence economic policy, investment, enterprise, innovation, and national competitiveness.

The Summit has been honoured to receive the support and active participation of Pakistan's leading public institutions, regulatory bodies, international development partners, business chambers, and professional associations. These include key federal ministries (Finance & Revenue; Planning, Development & Special Initiatives; Climate Change & Environmental Coordination; Information Technology & Telecommunication; Commerce; Privatisation; Energy – Power Division; and Investment); the State Bank of Pakistan (SBP); the Securities & Exchange Commission of Pakistan (SECP); the World Bank; the Asian Development Bank (ADB); the International Finance Corporation (IFC); the Overseas Investors Chamber of Commerce & Industry (OICCI); the Pakistan Business Council (PBC); the Pakistan Banks' Association (PBA); the Institute of Chartered Accountants of Pakistan (ICAP); ACCA; the Management Association of Pakistan; the Marketing Association of Pakistan; and many other institutions that have contributed to advancing informed dialogue and national progress.

During the same period, more than 300 leading organizations representing virtually every major sector of Pakistan's economy have partnered with and supported THE FUTURE SUMMIT. Together, these institutions and organizations have helped build a trusted ecosystem for dialogue, collaboration, and thought leadership, one that continues to grow stronger with each edition.

As we celebrate the 10th Anniversary Edition of THE FUTURE SUMMIT, we extend our sincere appreciation to every Strategic Partner, Knowledge Partner, Institutional Partner, Technology Partner, Supporting Partner, Media Partner, and Community Partner who has contributed to this remarkable journey. Their trust and commitment have been instrumental in shaping the Summit's legacy over the past decade. As THE FUTURE SUMMIT embarks on its second decade, these partnerships will remain central to our mission of convening ideas, connecting leaders, strengthening institutions, and contributing to a more competitive, innovative, resilient, and prosperous Pakistan in an increasingly interconnected world.





The Future Starts with a Conversation

Every generation is remembered not only for the challenges it inherits, but for the choices it makes and the future it leaves behind. Throughout history, the most enduring progress has rarely begun with certainty. It has begun with curiosity, thoughtful dialogue, and the willingness to bring people together in pursuit of a better future.

Today, the world is entering a new era of profound transformation. Geopolitical realignments, economic shifts, regional connectivity, technological acceleration, artificial intelligence, the future of work, climate imperatives, demographic change, and evolving expectations of governance and society are redefining how nations compete, organizations grow, and societies prosper. Navigating this New Reality requires more than expertise or resources. It demands the ability to listen, learn, collaborate, and lead with vision, purpose, and responsibility.

For the past decade, THE FUTURE SUMMIT has been guided by a simple but enduring belief: meaningful conversations are often the starting point of meaningful change. They inspire better ideas, strengthen institutions, build trusted partnerships, challenge conventional thinking, and influence better decisions. While no single event can answer every question, the right conversation can broaden perspectives, spark innovation, and create the momentum for lasting progress.

As THE FUTURE SUMMIT enters its second decade, our ambition extends beyond convening an annual gathering. We aspire to cultivate a growing community of leaders committed to strategic thinking, meaningful collaboration, and long-term leadership while shaping solutions that create lasting value for Pakistan, the region, and the wider global community. Our ambition is not merely to host conversations, but to help foster a culture of dialogue, innovation, partnership, and responsible leadership that continues long after the Summit concludes.

The future will not be shaped by technology alone, markets alone, institutions alone, or governments alone.
It will be shaped by people who possess the vision to anticipate change, the courage to embrace it, and the wisdom to shape it for the common good. Every meaningful partnership begins with a conversation. Every significant transformation begins with an idea. Every lasting legacy begins with a shared commitment to something greater than ourselves.

We invite you to join us at the 10th Anniversary Edition of THE FUTURE SUMMIT, to contribute your ideas, share your perspectives, build lasting relationships, and become part of a community committed to shaping a more competitive, innovative, resilient, and prosperous future. Because every great journey toward the future begins with a conversation.

REGISTRATION

Join more than 1,000 policymakers, business leaders, investors, entrepreneurs, diplomats, academics, and global thought leaders at the 10th Anniversary Edition of THE FUTURE SUMMIT.

INDIVIDUAL REGISTRATION

PKR 30,000 per participant

Registration Includes:

- Full access to all Summit sessions
- Official delegate badge
- Digital conference materials
- Two networking lunches
- Tea & coffee during networking breaks

GROUP REGISTRATION

PKR 27,000 per participant

(For five or more participants from the same organisation)

Registration Includes:

- Full access to all Summit sessions
- Official delegate badge
- Digital conference materials
- Two networking lunches
- Tea & coffee during networking breaks

CORPORATE TABLE PACKAGE

PKR 260,000

Reserved Table for 10 Participants

Package Includes:

- Reserved seating for ten delegates
- Full access to all Summit sessions
- Official delegate badges
- Digital conference materials
- Two networking lunches
- Tea & coffee during networking breaks

REGISTRATION TERMS

- Registration will be confirmed upon receipt of full payment.
- An official receipt and confirmation email will be issued upon successful registration.
- Delegate registrations may be transferred only with prior written approval from the organisers.
- THE FUTURE SUMMIT reserves the right to amend the programme, speakers, or schedule where necessary.

CANCELLATION & SUBSTITUTION

- Delegate substitutions are permitted up to two working days before the Summit.
- Cancellation requests must be submitted in writing.
- Refunds, where applicable, will be processed in accordance with the organisers' official cancellation policy.

REGISTRATION, SPONSORSHIP & ENQUIRIES

For registration, corporate bookings, sponsorship opportunities, or general enquiries, please contact:

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"The future belongs to those who choose to shape it."

We look forward to welcoming you to THE FUTURE SUMMIT 2026.



www.thefuturesummit.co