connect group

DUBAI / UNITED ARAB EMIRATES

World Family Office Forum

Middle East

27-28 January 2027

Four Seasons Resort Dubai
at Jumeirah Beach

Geopolitics, global investment and family purpose

Event brochure



The event

A private forum for the region's business families and the people who steward their capital

Over two days at Four Seasons Resort Dubai at Jumeirah Beach, family principals, family office leaders and trusted advisers meet to discuss the questions that matter most to families today: protecting capital in an uncertain world, finding value in private markets, preparing the next generation and running the family office well.

The format is deliberately intimate. Keynotes and panels set out the issues, then roundtables and fireside conversations give participants time to compare experience, test ideas and speak openly with their peers.

Hosted by Connect Group, which runs the World Family Office Forum series across Europe, Asia and the Middle East, the forum combines international perspective with a distinctly GCC lens. The audience is made up of families and their offices, alongside a small, carefully selected group of contributors and service providers.

Whether you are looking for fresh perspective, trusted connections or practical ideas to take home, the forum is a rare chance to learn from people who face the same decisions you do.

DATES	VENUE	FORMAT
27-28 January 2027	**Four Seasons Resort Dubai at Jumeirah Beach**	**Keynotes, panels and roundtables**



CONFIRMED SPEAKERS

2027 speakers



Mishal Kanoo

Chairman
The Kanoo Group



Dr Adil Alzarooni

Chief Executive Officer
Al Zarooni Emirates Investments



Saeed Ali Al Dhaheri

Executive Board Member & Managing Director of Investments
Ali & Sons Holding



Sean Daykin

Chief Investment Officer
Kanoo Global Investments



Julien Tizot

Chief Investment Officer
Aras Ltd



Jorge Felippe

Chief Executive Officer & Chief Investment Officer
Almulla Capital

CONFIRMED SPEAKERS

2027 speakers and host



Lixia Zhu

Principal
76Columbus



Mohamed Adel Fakhro

Founder & Chairman
Infinite Loop



Nandi Vardhan Mehta

Chief Financial Officer & Investment Committee Member
KAAF Investments LLC



Laura Buckwell

Forum host and moderator
Broadcast journalist

What participants say

From previous World Family Office Forum editions

> *I certainly can recommend it as one of the most valuable uses of my time and one of the most enjoyable uses of my time.*

IAN MORLEY
Chairman, Wentworth Hall Family Office

> *What I like most is that the event is small and select, with a very high standard. It's a very strong and diverse group of attendees.*

SIMON TANDY
CIO, Areef Investments

> *A special thank you to the Connect Group for organizing such a remarkable, impact-filled event in Montreux.*

ULI MAYBACH
Founder & President, Wilhelm & Karl Maybach Foundation

> *The intimate, collaborative setting made it easy to build meaningful relationships with other family offices, investors, and thought leaders.*

MORGAN OLIVEIRA
Vice President, Stern Aegis Family Office

> *Both the participant mix and the content quality exceeded what I had originally expected. It was intimate and relevant.*

ALEX YU
CEO, 3 Capital Partners

> *I met many family members and family office representatives who are very relevant to our area and our investment goals.*

EBRU TUMER
CEO, Shepperd Investors AG

> *It's a great idea to connect family offices all together, with a very good mix of principals and offerings.*

ROMAN KOCH
CFO, Keystone

> *I particularly like the one-on-one meeting tables - the small scale makes it possible to have real, meaningful conversations and dive into the details.*

HENRIETTA GOURLAY
Investment Director, Grosvenor Family Office



Roundtables, World Family Office Forum Europe

Who you will meet

A room built around families, with a small number of service providers



100+
family offices and
family businesses

70 / 30
families and their offices
to service providers

80%
senior decision makers
across the 2026 series*

Families and their offices

- Single family offices
- Family businesses and conglomerates
- Family foundations
- Next generation family members

Service providers

A small, select group of firms that work with families and their offices.

In the room

- Principals
- Founders
- Board members
- C-suite and CIOs

*Attendees at World Family Office Forum Europe and Asia 2026, excluding staff. Includes partner and director level roles.

Programme / day one / *Morning*

Wednesday 27 January 2027

All times Dubai local time / One-on-one meetings run throughout both days

08:00-09:00	Registration and networking breakfast
09:00-09:10	Welcome remarks from the forum chair

Geopolitics and global investment

09:10-09:55

KEYNOTE PANEL

The price of conflict: protecting capital in an unstable world

GEOPOLITICS · RISK MANAGEMENT

- How conflict and disruption to energy and trade affect investment decisions
- Where the same risks appear across a family's business, property and portfolio
- When to hold cash, adjust investments or wait
- How shifting alliances and trade routes could change opportunities at home and abroad

Mishal Kanoo
Chairman, The Kanoo Group

09:55-10:40

PANEL

Defend the fortune. Back the future.

PORTFOLIO CONSTRUCTION · LIQUIDITY

- Balancing public markets, private assets and liquidity
- How a new investment changes the risk of the whole portfolio
- When to invest, change the balance or wait
- Setting income and growth targets around the family's spending and long-term plans

Saeed Ali Al Dhaheri
Executive Board Member & Managing Director of Investments, Ali & Sons Holding

Sean Daykin
Chief Investment Officer, Kanoo Global Investments

Lixia Zhu
Principal, 76Columbus

10:40-11:00

KEYNOTE

Beyond the pitch: finding value in private equity

PRIVATE EQUITY · CO-INVESTMENT

- Where global buyout and growth opportunities lie, and what drives business value
- How to judge the purchase price and a manager's plan to improve the business
- Funds, direct deals and co-investments: choosing access to international markets
- Exit plans, holding periods and what happens when a sale takes longer

11:00-11:30	Networking break

Programme / day one / *Roundtables*

Wednesday 27 January 2027

Roundtable discussions

All times Dubai local time / One-on-one meetings run throughout both days

11:30-12:30 **Choose one table for the full 60-minute session**

TABLE 1

Hedge funds and liquid alternatives: the role in a family portfolio

HEDGE FUNDS

LIQUID ALTERNATIVES

- How global liquid strategies fit alongside family businesses, property and private investments
- Sources of return, manager selection and fees
- Access to capital and liquidity under stress
- How manager incentives and reporting support the family's interests

TABLE 2

Specialist real estate: building an international allocation

REAL ESTATE

- Market selection, income and operating risks in specialist property
- Direct ownership or investing through a manager
- Oversight of property investments across borders
- How borrowing and local partners affect risk and returns

TABLE 3

Private credit: income, protection and access to capital

PRIVATE CREDIT

- Comparing international lending strategies and expected income after fees
- Borrower quality, the assets securing the loan and who gets repaid first
- Manager oversight, warning signs and what happens when payments stop
- Withdrawal terms and how much to commit while keeping cash available

TABLE 4

Family philanthropy: choosing partners and assessing progress

PHILANTHROPY IMPACT

Hosted by Alight

- Choosing partners to support communities beyond the family's home market
- Local knowledge and how funding is used
- Assessing progress over time and measuring what the giving achieves
- Agreeing reporting and accountability with the chosen partner

Each table is led by a host who shapes the discussion with participants.

12:30-14:00 **Lunch**

Programme / day one / *Afternoon*

Wednesday 27 January 2027

AI, venture capital and private markets

All times Dubai local time / One-on-one meetings run throughout both days

14:00-14:45

PANEL

The AI gold rush: where does the real value lie?

AI · VENTURE CAPITAL

- Where customer demand can become lasting profits
- Whether the expected return justifies the price and costs
- Avoiding repeated exposure through funds, direct investments and the family business
- Comparing AI businesses and infrastructure through listed companies, private investments and funds

14:45-15:05

KEYNOTE

Healthcare's AI revolution: from breakthrough to business

HEALTHCARE · AI

- Where AI can create investment value in diagnostics, treatment and healthcare services
- Who pays, and how adoption becomes revenue
- Clinical evidence, regulation and the barriers to scaling
- Access through listed companies, private equity and venture investments

15:05-15:50

PANEL

Venture capital: big bets. Locked capital.

VENTURE CAPITAL · LIQUIDITY

- How to judge a manager's track record
- What access, information and control each investment route offers
- Planning for further funding when investments take longer to sell
- How fees and profit-sharing terms align the manager with the family

15:50-16:10

KEYNOTE

Someone else's exit. Your opportunity.

SECONDARIES · PRIVATE EQUITY

- Buying existing private-equity and venture fund interests or company stakes
- Judging the assets, the seller's reasons and whether the price offers value
- Investor rights, transfer restrictions and remaining funding commitments
- Expected holding periods, exit routes and what could delay returns

16:10-16:40 Networking break

Programme / day one / *Evening*

Wednesday 27 January 2027

Digital assets and the gala dinner

All times Dubai local time / One-on-one meetings run throughout both days

16:40-17:25

PANEL

Digital assets: beyond the hype, into the portfolio

DIGITAL ASSETS

- Comparing digital assets, tokenised investments and equity in blockchain businesses
- Where stablecoins, tokenisation and blockchain infrastructure solve real problems and create investment value
- Assessing custody, counterparty exposure, liquidity and regulatory requirements across markets
- Setting allocation limits, oversight and exit plans within a diversified family portfolio

17:25-17:55

FIRE-SIDE CHAT

Blockchain beyond the buzz: a family investor's reality check

BLOCKCHAIN DIGITAL ASSETS

- The business problem behind a blockchain investment and why the family backed it
- Testing customer adoption, revenue and the need for blockchain technology
- How the family assessed ownership rights, custody and its route to exit
- What changed after investing, lessons learned and what the family would do differently

Julien Tizot
Chief Investment Officer
Aras Ltd

17:55-18:00	**Day one closing remarks**
18:00-18:30	**Break before the gala dinner**
18:30	**Gala dinner in Dana Garden**



DAY ONE / EVENING

An evening in Dana Garden

Wednesday 27 January 2027 / 18:30

As the sun sets on the first day, the conversation moves outdoors. Dinner in Dana Garden, the resort's garden beside the sea, gives delegates and contributors time to continue the day's discussions in a relaxed setting.

Dana Garden, Four Seasons Resort Dubai at Jumeirah Beach

Programme / day two / *Morning*

Thursday 28 January 2027

All times Dubai local time / One-on-one meetings run throughout both days

08:00-09:00 **Networking breakfast**

Impact, philanthropy and family governance

09:00-09:45
PANEL

Beyond the fortune: making wealth count

IMPACT INVESTING · PHILANTHROPY

- Choosing an investment, a grant or a combination
- Setting financial expectations and the result the family wants to achieve
- Checking progress and whether the funding makes an additional difference
- Choosing partners with the local knowledge and skills to put funding to work

09:45-10:05
KEYNOTE

Beyond oil: backing the region's next energy economy

ENERGY TRANSITION · INFRASTRUCTURE

- From ambition to investment: where can family capital participate in the region's renewable-energy development?
- Beyond solar generation: assessing opportunities in battery storage, grid infrastructure and businesses serving renewable projects
- What makes a project investable? Long-term power contracts, buyer creditworthiness and construction risk
- Choosing an entry point: comparing direct projects, specialist funds and international partnerships

10:05-10:50
PANEL

One fortune. Competing agendas. Who holds the power?

GOVERNANCE · SUCCESSION

- Which decisions belong to the family, board and investment office
- How to challenge a decision and resolve competing priorities
- When the next generation and independent advisers should be involved
- How to keep decisions moving when a key family member is unavailable

Dr Adil Alzarooni
Chief Executive Officer
Al Zarooni Emirates Investments

10:50-11:20
FIRE-SIDE CHAT

When family loyalty meets a hard decision

FAMILY DYNAMICS · GOVERNANCE

- What caused the disagreement and who had authority to decide
- Whether independent advice helped
- What the family changed afterwards
- How trust was rebuilt and the decision explained to the wider family

11:20-11:50 **Networking break**

Programme / day two / *Roundtables*

Thursday 28 January 2027

Family-office best practices

All times Dubai local time / One-on-one meetings run throughout both days

11:50-12:50 **Family-office best-practice roundtables**

One table. One facilitator. Three prepared contributors.

TABLE 1

Family decisions: putting governance into practice

GOVERNANCE · NEXT GENERATION

1. Which decisions belong to the family, board and investment office?
2. How do families resolve disagreement or make an exception to an agreed policy?
3. What responsibility should the next generation take on before a formal handover?
4. How are agreed decisions recorded and followed through?

TABLE 2

Investment decisions: diligence, commitments and liquidity

DUE DILIGENCE · LIQUIDITY

1. What evidence and access terms are essential before approving an international fund or direct investment?
2. Who challenges the investment case, and what would cause the family to decline?
3. How do delayed distributions and follow-on funding change the decision?
4. How do we set limits on commitments to one manager, sector or market?

Jorge Felippe
Chief Executive Officer & Chief Investment Officer
Almulla Capital

Mohamed Adel Fakhro
Founder & Chairman
Infinite Loop

TABLE 3

Running the family office: people, providers and oversight

OPERATIONS · REPORTING

1. Which responsibilities should stay in-house?
2. What reporting brings local businesses and international investments into one useful view?
3. How do we manage provider performance, payment approvals and staff absence?
4. How do we judge whether an external provider earns its fee?

Nandi Vardhan Mehta
Chief Financial Officer & Investment Committee Member
KAAF Investments LLC

TABLE 4

AI inside the family office: useful applications and human judgement

AI · OPERATIONS

1. Which tasks are worth trying first?
2. What information can be used, and who checks the output?
3. How do we establish whether AI saves time or improves the work?
4. When should a task stay with a person rather than be handed to AI?

12:50-13:00 **Closing thoughts from the forum chair**

13:00-14:30 **Lunch**



Four Seasons Resort Dubai at Jumeirah Beach

VENUE AND PARTICIPATION

Meet us at Jumeirah Beach

Four Seasons Resort Dubai
at Jumeirah Beach, UAE

27-28 January 2027

Enquire about attending

Tell us who you represent and your role. Our team will respond with the relevant attendance information.

Partnership enquiries

For information about contributing to the programme or supporting the forum, contact Connect Group.

Get in touch

info@connectgroup.global

middleeast.worldfamilyofficeforum.com

Part of a global series

The World Family Office Forum brings family offices together around the world. Meet us at our other editions.



WORLD FAMILY OFFICE FORUM

Europe

Montreux, Switzerland

7-8 June 2027

europe.worldfamilyofficeforum.com →



THIS EDITION

Middle East

Dubai, UAE

27-28 January 2027

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WORLD FAMILY OFFICE FORUM

Asia

Hong Kong

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