## **AGENDA**



### 23-24 SEPTEMBER | GRAND HYATT, DUBAI | TREASURERS.ORG/METS25

### **DAY ONE:** Tuesday 23 September 2025

08:30	Registration, refreshments and exhibition opening
06.30	
10:00	Welcome and opening remarks from the ACT
	Annette Spencer, Chief Executive, The Association of Corporate Treasurers
	Baniyas Ballroom
10:15	Opening remarks from First Abu Dhabi Bank
	Sanjay Sethi, Senior Managing Director - Head of Global Treasury, Trade & Tokenization (GTx), First Abu Dhabi Bank
	Baniyas Ballroom
10:20	Opening keynote: A macroeconomic update and outlook
	The opening presentation will look at the latest geopolitical trends across the region and internationally.
	Simon Ballard, Chief Economist, First Abu Dhabi Bank
	In association with First Abu Dhabi Bank
	Baniyas Ballroom
11:00	The power of MicroCredentials! The easy way to take control of you and your team's future development
	Janet Legge, the ACT's Deputy Chief Executive, will showcase to the Middle East region the exciting transformational work the ACT has been doing on their educational products.  MicroCredentials are an innovative and empowering way for individuals to learn, refresh and upskill and have full control over how they do it. Join this quick, bite-size session to find out more.
	Janet Legge, Deputy Chief Executive, Association of Corporate Treasurers
	Baniyas Ballroom
11:10	Keynote: From vision to value: treasury transformation and innovation
	Innovation goes beyond creating something new; it involves unlocking the potential of existing ideas and technologies to drive meaningful change. In this session, we will delve into how innovation in payments is transforming the Middle East, with a focus on treasury perspectives. We will explore how treasury is harnessing existing technologies and processes to optimise payment systems, enhance liquidity management, and facilitate seamless cross-border transactions. And we'll look to the future to see how technology innovation will drive change impacting treasury teams in the Middle East at around the world. Join us to uncover how the true power of innovation lies in its ability to transform possibilities into realities.

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	Tristan Attenborough, Managing Director, JP Morgan
	Facilitated by Moussa Soukal, Member, ACT Middle East Advisory Panel
	In association with J.P. Morgan
	Baniyas Ballroom
11:30	Morning refreshments in the exhibition hall
11:35	Silent theatre session: Advance Your Treasury Career with the ACT Diploma – Now Even More
	Accessible
	Discover how holders of the Certified Treasury Professional (CTP) designation can fast track to the ACT Diploma in Treasury Management. It's time to expand your strategic expertise, strengthen your leadership skills and open doors to senior treasury and finance roles within a global professional network.
	Janet Legge, Deputy Chief Executive, The Association of Corporate Treasurers
	ACT Education
12:10	Choose between <b>STAGES</b>
12.10	
	STAGE A: Tokenisation: will it disrupt the future?
	<ul> <li>How do we envisage tokenised economy? What market forces will contribute to the growth of tokenization</li> <li>Will tokens unlock liquidity in the true sense with multiple networks and protocols?</li> <li>How would a corporate adopt this and what regulatory aspect should they consider?</li> </ul>
	Gautam Dutta, Managing Director and Head of GTx Next Gen Product, First Abu Dhabi Bank Andre Olivier, Advisor, Group Treasury & Risk Management, ADNOC Ramy Soliman, President, GMO-Z.com Trust Company Facilitated by Tariq Hoodbhoy, Managing Director — Head of Treasury Advisory, First Abu Dhabi Bank
	In association with First Abu Dhabi Bank
	Al Ameera Ballroom 2
	STAGE B: Interest rates and liquidity – effective management in 2025
	With interest rates falling in the GCC, debt costs rising and volatility increasing, robust principles around managing liquidity are essential. What strategies are treasurers using in 2025? How are treasurers managing the adjustment to lower interest rates? What are the new trends in liquidity management?
	Paul Lund, Head of Corporate Ratings, Middle East & Africa, Fitch Ratings Uzair Kapadia, Head of Cash Product - Pakistan, Middle East & Africa, Standard Chartered Geeta Sharma, Director, BlackRock Mohamed Torayah, Regional Cash and Banking Leader – METAP, GE Vernova

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	Facilitated by Mark van Ommen, Partner, Zanders
	Al Ameera Ballroom 1
	STAGE C: Making working capital work harder for your business
	In today's ever-changing business landscape, adept management of working capital is essential to remain competitive and responsive. This breakout session will focus on the importance of integrated working capital management and its role in enabling flexibility and adaptation to dynamic environments. We will explore strategies for optimising the role of agile payment systems in enhancing liquidity and cash flow. By staying on top of working capital management, businesses can better anticipate market shifts, seize opportunities, and mitigate risks. Join us to learn how integrated working capital solutions can empower your organisation to thrive in a dynamic environment, ensuring financial stability and strategic agility.
	Khaloud Al Hammadi, Director of Treasury, Abu Dhabi Ports Edwin Van Baaren, Head of Treasury, OQ Trading Toby Shore, Vice President - Group Treasury, Emirates Global Aluminium Facilitated by Semih Ozkan, Executive Director, Head of Corporate Payment Sales, Middle East & North Africa, JP Morgan
	In association with J.P. Morgan
	Al Ameera Ballroom 3
13:00	Lunch in the exhibition hall
13:20	Silent theatre session: XFOLIO - TMS Redefined
	Explore how XFOLIO redefines treasury management. This demo will show you how our platform simplifies cash, instrument, and payment management. We'll cover how our reduced pricing, advanced connectivity, and intuitive tools give you greater control. Learn how to visualize your cash and forecast your future with customizable reports.
	Ziad Akiki, Chief Technical Officer, XFOLIO
	In association with XFOLIO
13:40	Silent theatre session: ACT Town Hall
	Come and meet members of the ACT Council including Chief Executive Anette Spencer and President Tariq Kazi. The session will give you the opportunity to ask questions and share your thoughts on the ACT's offerings.
	Annette Spencer, Chief Executive, The Association of Corporate Treasurers  Tariq Kazi, President, The Association of Corporate Treasurers
14:10	Choose between STAGES

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### 23-24 SEPTEMBER | GRAND HYATT, DUBAI | TREASURERS.ORG/METS25

#### STAGE D: Empowering treasury: realising working capital benefits with commercial cards

Effective working capital management is critical to maintaining liquidity, supporting growth, and navigating financial uncertainty. This panel will explore how commercial cards are emerging as a flexible, underutilised tool that can unlock liquidity, simplify payments, and tap into new revenue streams.

Pinaaz Kulkarni, Head of Visa Commercial Solutions CEMEA, VISA Riaan van Niekerk, Regional Head, Working Capital Solutions, CEMEA, Europe and Asia-Pacific, VISA

In association with VISA

Al Ameera Ballroom 2

#### STAGE E: Navigating trade finance in a shifting world

As the global macro-economic climate continues to evolve, GCC treasurers are facing new complexities in cross-border trade and financing. The introduction of fresh tariffs this month and the ripple effects from global supply chain disruptions are changing the calculus for regional businesses.

This panel will explore:

- Post pandemic disruptions, geopolitical tensions and now trade wars how do we navigate through these storms?
- Trade wars: What are the real implications of tariffs in our trade business today? Is this an opportunity for the region?
- The tools and strategies treasurers can deploy to manage volatility and protect margins in a fast-moving regulatory environment (hedging, supply chain reconfiguration, banking appetite etc....)
- How digital transformation is helping regional treasurers navigate the complex and ever-changing trade landscape

Expect practical insights into the choices and innovations shaping trade finance today, with a focus on what GCC treasurers need to consider as they navigate shifting sands—from tariffs to technology to geopolitics.

Sinan Ozkan, Senior Executive Officer & Board Director, DP World Financial Services Ozlem Demirsel, Group Treasurer, Unatrac Graham Scopes, Country Head, UAE & Kuwait, UK Export Finance Facilitated by Selima Mehiri, Head of GTB UAE, Barclays

In association with Barclays

Al Ameera Ballroom 1

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### 23-24 SEPTEMBER | GRAND HYATT, DUBAI | TREASURERS.ORG/METS25

#### STAGE F: Revolutionising the Middle East CFO's office with neural treasury

The CFO's role is shifting from transactional management to growth leadership. To get there, there are many challenges CFOs need to tackle: manual operations, error-prone processes and limited visibility, data blindness, high-stakes security to clunky and complicated integrations.

In this session, you'll hear from a regional treasurer and discover how neural treasury technology transforms the office of the CFO.

- Insights from a regional conglomerate transformation with 40+ legal entities and 15+ banking relationships and 300 accounts in scope
- Pragmatic A.I. use case: moving from an 'artificial' to 'real' experience How to leverage first large-language model for treasurers: TreasuryGPT
- · Highlights regional complexities in managing working capital and trade finance.

Join us to discover how neural treasury and FIS' award-winning solutions can help GCC CFOs and treasurers centralise liquidity, manage bank guarantees and letters of credit, and transform working-capital management into a strategic advantage.

Karine Marec, Head of Solution Engineers Group - Capital Markets Europe, FIS Rajendra Prasad, Head of Group Treasury, Al Mulla Mickaël Thomas, Head of Corporates & Partners - Middle East, Africa, Türkiye i

Mickaël Thomas, Head of Corporates & Partners - Middle East, Africa, Türkiye & CIS, Country Manager – Morocco & Mauritania, SWIFT

Facilitated by Moussa Soukal, Member, ACT Middle East Advisory Panel

In association with FIS

Al Ameera Ballroom 3

#### **15:00** Afternoon refreshments and networking

#### 15:05 Silent theatre session: Building treasury expertise in sustainable finance

Hear from Aleem Siddiqui about his experience studying the ACT's Certificate in Sustainable Finance for Treasury (CertSFT). In this conversation, Aleem will share how the qualification deepened his understanding of ESG and sustainability in a treasury context, the practical skills he gained, and the impact it has had on his career development.

Janet Legge, Deputy Chief Executive, The Association of Corporate Treasurers Aleem Siddiqui, Head of Finance – Gulf Region, BRF

#### 15:30 Choose between **STAGES**

#### STAGE G: The corporate treasury of the future - how is the role changing?

The role of corporate treasury is undergoing a fundamental transformation, shaped by rapid digitalisation, evolving regulatory landscapes, and increasing demands for strategic impact. No longer limited to cash and liquidity management, treasurers today are expected to act as strategic advisors - driving business resilience, optimising risk, and enabling growth. This panel

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will explore how technology, connectivity, and real-time insights are redefining treasury functions, and what skills, tools, and partnerships are essential for the future. Join us to discover how treasurers can adapt to these changes and lead their organisations with agility and foresight.

Jason Spanos, Group Treasurer, Air Group
Ghaith El-Maharsi, Head of Treasury, Gulf Cryo
Muhammad Tauseef Ur Rehman, Group Treasury & Payables Manager, Galadari Brothers
Patrick Peters Buhler, Executive Director Finance, PIF - NMDC
Facilitated by Sander van Tol, Partner, Zanders

In association with Kyriba

Al Ameera Ballroom 1

#### STAGE H: Treasury 3.0: the future currency of treasury

Stablecoins are emerging as a transformative force in corporate treasury, offering unprecedented efficiency in cross-border payments, enhanced liquidity management, and the potential to fundamentally reshape how organisations manage cash and working capital in an increasingly digital economy. The session addresses critical risk and compliance frameworks, covering counterparty assessments, regulatory considerations across jurisdictions, cybersecurity best practices, Sharia compliance, and the technical infrastructure requirements for successful stablecoin implementation. The session will explore future market evolution, regulatory developments expected over the next 3-5 years, and practical guidance for treasury teams looking at the role that stablecoins may play.

Bashar Al Natoor, Managing Director, Global Head of Islamic Finance, Fitch Ratings Ayad Butt, Senior Executive Officer, Zodia Markets Rajesh Mohan, Senior Manager, Risk Advisory Services, Deloitte Andre Oliver, Advisor, Treasury & Risk Management, ADNOC Facilitated by James Westerby-Jones, Treasury Director, G42

Al Ameera Ballroom 2

#### STAGE I: Unlocking real-time, always-on treasury

As treasury teams adapt to a fast-changing landscape, "Unlocking Real-Time, Always-On Treasury" explores how corporates and institutions can leverage new technologies for instant 24/7 payments/receivables, on-demand account information, and 7 day cash concentration. The panel will cover practical challenges and benefits of adopting a treasury operating model where information, liquidity, and decision-making are available anytime, enabled by innovations like APIs, real-time payment infrastructures and 7 day cash concentration. Participants will share experiences (including TMS/ERP implementation/transition), address market-specific considerations and discuss future opportunities for continuous treasury optimisation.

Paricha Shah, Treasury Head, Ghobash Pankaj Kundra, UAE CEO, Geidea

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	Pratik Rathi, Treasury Head, TABBY
	Amber Henderson-Smart, Global Head of Client Connectivity, Global Payments Solutions, HSBC
	Facilitated by Mehul Thanki, Regional Head of Wholesale Digital Channels, Middle East, North
	Africa and Turkiye, HSBC
	In association with HSBC
	Al Ameera Ballroom 3
16:20	Travel time
16:30	Choose between <b>STAGES</b>
	STAGE J: FX: to hedge or not to hedge?
	With the currency peg, the recent strengthening of the dollar has little direct, but considerable indirect impact on FX exposures (such as the devaluation of the Egyptian pound). How are treasurers managing FX risks and challenges over recent months? What are the strategies being employed and what do you need to consider to avoid issues in times of volatility? How do you effectively determine your risk appetite and what role can technology play in managing FX exposures?
	Tom Davies, Managing Director, Middle East & Africa, Ebury Rajendra Prasad, Head of Group Treasury, Al Mulla Olivier Boutet, Group Treasurer, Al Futtaim Syed Sohaib Moid, Partner, Deloitte Facilitated by Joseph Neu, Founder & CEO, Neu Group
	Al Ameera Ballroom 1
	STAGE K: Where are we with AI? Practical applications for treasurers
	Artificial intelligence is the subject of the moment, with growing impact across industries and the potential to reshape many aspects of how we live and work. With the UAE positioning itself as a global AI leader, artificial intelligence is becoming a cornerstone of its long-term economic vision. And it is being deployed at a range of levels for treasurers – it is a practical and transformative tool reshaping how treasuries operate. This session will explore some of the solutions that are available, along with the wider role that AI will play going forward.
	Anis Rahal, CEO, Xfolio Al Marcus Strych, Founder & CEO, BOND Ankit Tulsyan, Partner - Treasury and Commodities Advisory, EY Facilitated by Chris van Dijl, Founder & CEO, Cugavadi
	Al Ameera Ballroom 2
17:20	Networking drinks reception



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18:30 ACT Middle East Treasury Awards Dinner 2025

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### DAY TWO: Wednesday 24 September 2025

08:30	Breakfast in the exhibition hall
10:00	Welcome to day two
	Tariq Kazi, President, The Association of Corporate Treasurers
	Baniyas Ballroom
10:10	Keynote: Navigating tomorrow: the global economic outlook through the Visa lens
	Join Visa's Chief CEMEA economist for an insightful journey into the forces shaping the global economy. Drawing on exclusive anonymised Visa cardholder data, this session will uncover emerging consumer spending patterns, evolving travel trends, and the ripple effects of shifting tariffs on global trade. From boardrooms to border crossings, discover how real-time economic intelligence can help businesses anticipate change, seize opportunity, and chart a confident course into the future.  Mohamed Bardastani, Principal CEMEA Economist, VISA
10:45	Baniyas Ballroom  Panel discussion: Geopolitical outlook for the Middle East
	The Middle East remains a focal point of global geopolitics, with developments that ripple through energy markets, trade routes, investment flows, and cross-border operations. For treasurers, the challenge lies in understanding how political shifts, regional conflicts, and global power dynamics translate into financial and operational risk. The session will examine the regional geopolitical outlook and its implications for corporates.  Dr. Elie Al Hindy, Associate Professor, College of Security & Global Studies; and Chairperson of the Department of Security and Strategic Studies, The American University in the Emirates Nicolas Michelon, Managing Partner, Alagan Partners Facilitated by Aliyah Dar, MENA Advisor, Global Counsel  Baniyas Ballroom
11:20	Morning refreshments in the exhibition hall
11:50	Choose between TREASURY LABS
	Treasury Lab 1: Harnessing AI for intelligent treasury – unlocking agility, insight into liquidity management  This session is going to evaluate how AI is moving from consent to reality within the function of
	This session is going to explore how AI is moving from concept to reality within the function of corporate treasury. We will examine its role in forecasting cash flows, optimising liquidity, managing FX and market risks and unlocking data driven insights. Treasurers at the start of their AI journey will share their priorities and challenges, while an AI provider will highlight practical

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solutions and uses cases. Together the discussion will ask is AI a tactical enabler today or a strategic differentiator reshaping the future of treasury?

Daniel Duriancik, Vice President, Group Treasurer, EDGE
Anish Sanghvi, Group Treasurer, AW Rostamani Group
James Toffrey, Chief Revenue Officer, Deeplight AI
Facilitated by Mariya Bulsara, Managing Director – Head of Accounts & Liquidity Management
Innovation, First Abu Dhabi Bank

In association with First Abu Dhabi Bank

Al Ameera Ballroom 2

### Treasury Lab 2: Cash management: regional corporates vs. global MNCs – similarities and variances

Cash management practices share several core similarities between regional or locallly headquarters companies and global multinational corporations (MNCs), such as the universal need for liquidity optimisation, working capital efficiency, and regulatory compliance. However, significant variances arise due to the scale and complexity of operations. Global MNCs must navigate cross-border transactions, manage currency risks, and often operate with centralised treasury structures, while local HQ companies typically focus on domestic banking relationships and may adopt more decentralised approaches. Both global and regional factors play a crucial role in shaping cash and liquidity management strategies. In this panel we explore the abovementioned nuances in detail to and how local and global companies are reimagining their treasury operations to drive efficiency and resilience in an ever-changing financial landscape.

Rahul Daswani, Director, Group Treasury, Al Dahra
Manish Joshi, Executive Director, Liquidity & Account Solutions, CEEMEA, J.P. Morgan
Abhishek Moondra, Head - Global Liquidity Management, GE Vernova
Facilitated by Fernanda De Genaro, Director, Treasury Advisory, Zanders

Al Ameera Ballroom 1

#### Treasury Lab 3: Tax changes: why treasurers need to care!

Whether tax is part of your remit or not, tax changes can impact treasury strategies, e.g. the Pillar 2 effects on a company's debt equity mix (especially on intercompany funding). Whether it's management recharges or the level of gearing, the changes to global tax rules are having widespread implications as companies start to face the practical consequences. This session will cover the tax changes that a treasurer needs to know to keep abreast of the latest developments and to prepare accordingly.

Prashant Bedekar, Director, International Tax and Transaction Services (ITTS) – Transfer Pricing MENA, EY

Al Ameera Ballroom 3

12:30

Travel time

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Choose between TREASURY LABS
Treasury Lab 4: Talent and recruitment: the state of the market in 2025
Exploring the treasury recruitment market in 2025, this session will give you an update on the recruitment trends and the skills needed, as well the role that qualifications can play to give you the edge in your treasury career.
Conor McHugh, Founder, Alchemy Search Youssef El-Manadily, Head of Treasury, Saudi-German Hospital Scott Fisher, Senior Director, Brewer Morris Facilitated by Mohamed Kortam, Regional Treasurer, Middle East & Africa, Lesaffre
In association with ACT Future Leaders' in Treasury
Al Ameera Ballroom 2
Treasury Lab 5: Agentic workflows in treasury: A practical case of AI automation for intercompany loan pricing
Al agents offer a new evolution in treasury automation, moving beyond rule-based systems to intelligent agents that can reason, adapt, and make decisions autonomously. Although the promise of these agents is big, there is still a shortage of implementations at scale in treasury team. In this presentation, we will explore the hurdles faced by treasurers to exploit an agentic way of working and present a practical use case of Al agents for transfer pricing of intercompany loans. During the session we will explain the benefits of Al agents, common pitfalls, prerequisites, and a pragmatic way to get started.
Pim Stohr, Director, Zanders
In association with Zanders
Al Ameera Ballroom 3
Treasury Lab 6: Cyber impact readiness for treasury and finance
In this session we will discuss, the cyber threat landscape, the financial impact on a major attack, potential gaps that exist and the mitigations you need to think about to close those gaps and key accountability.
Richard Chudzynski, Partner, Middle East Head, Konexo Aben Pagar, Technology Director, Konexo
Al Ameera Ballroom 1
Lunch in the exhibition hall
Silent theatre session:
In association with BOND

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13:40	Silent theatre session: XFOLIO - TMS Redefined
13:40	Silent theatre session: XFOLIO - LIVIS Regetined

Explore how XFOLIO redefines treasury management. This demo will show you how our platform simplifies cash, instrument, and payment management. We'll cover how our reduced pricing, advanced connectivity, and intuitive tools give you greater control. Learn how to visualize your cash and forecast your future with customizable reports.

Ziad Akiki, Chief Technical Officer, XFOLIO

In association with XFOLIO

#### 14:15 Choose between ROUNDTABLES

### ROUNDTABLE 1: Women in Treasury Roundtable: Building Resilience and Strategic Value Through Treasury Transformation

In collaboration with the ACT, this closed women-only roundtable offers an interactive forum to explore the evolving role of treasury as a strategic partner to the CFO and the wider organisation. With rapid advances in technology and AI, alongside economic and geopolitical uncertainty, participants will discuss how to build resilience in cash and risk management while preparing teams to deliver in challenging times. The session provides a space to share perspectives, exchange experiences, and reflect on how treasury can harness innovation to remain resilient and continue driving strategic value.

Facilitated by Fernanda De Genaro, Director, Treasury Advisory, Zanders and Janet Legge, Deputy Chief Executive, The Association of Corporate Treasurers

In association with Zanders

Al Ameera Ballroom 2

#### ROUNDTABLE 2: The death of traditional treasury: are stablecoins the ultimate disruptor?

Join this roundtable with the Middle East Stablecoin Association and fellow treasurers in exploring a fundamental question: can stablecoins truly democratise global payments and redefine traditional banking relationships? Share your perspectives on whether digital currencies represent evolutionary progress or revolutionary transformation in how companies manage capital and create value. Contribute to a strategic dialogue about the stablecoins and their implications and help envision the treasury function of tomorrow in an increasingly digital financial landscape.

Facilitated by James Westerby-Jones, Treasury Director, G42 and Andre Oliver, Advisor, Treasury & Risk Management, ADNOC

In association with Middle East Stablecoin Association

Al Ameera Ballroom 3

**15:30** Close of conference