Agenda Principal: Web Summit 2026

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Dia: November 10

Opening remarks

Hora: *10:00AM - 10:05AM* | ***Palco:*** *Stage 11*

Please make your way to the stage, content starting shortly.

Oradores: Harry Browne

Opening remarks

Hora: *10:00AM - 10:10AM* | ***Palco:*** *Stage 7*

Please make your way to the stage, content starting shortly.

Oradores: Jane Gideon

When AI builds itself

Hora: *10:00AM - 10:20AM* | ***Palco:*** *Centre Stage*

AI will transform every industry, but none more than AI research itself. Join Recursive & You.com co-founder & CEO Richard Socher as he breaks down how self-improving systems are accelerating their own development and laying the foundation for superintelligence.

Oradores: Richard Socher, Kate Knibbs

Free or controlled internet? The great DSA debate

Hora: *10:05AM - 10:30AM* | ***Palco:*** *Stage 11*

In December 2020, European Commission President Ursula Von Der Leyen announced the Digital Services Act at Web Summit. In an effort to combat hate speech and online misinformation, the legislation has become a crucial part of how European regulators address harms caused by online platforms. However, free expression advocates have warned of threats to free speech under the guise of tackling incitement. Our panel asks: Is the DSA necessary to combat big tech or an effort to control online discourse?

Oradores: Alexandra Geese, Balázs Orban, Arba Kokalari, Mike Benz, Luc Chénier

Opening remarks

Hora: *10:10AM - 10:15AM* | ***Palco:*** *Stage 13*

Please make your way to the stage, content starting shortly.

Oradores: David Asabina

Opening remarks

Hora: *10:10AM - 10:15AM* | ***Palco:*** *Stage 14*

Please make your way to the stage, content starting shortly.

Oradores: Grazi Sbardelotto

Opening remarks

Hora: *10:10AM - 10:15AM* | ***Palco:*** *Stage 4*

Please make your way to the stage, content starting shortly.

Oradores: Saif Qazi

Opening remarks

Hora: *10:10AM - 10:15AM* | ***Palco:*** *Stage 8*

Please make your way to the stage, content starting shortly.

Oradores: Mary Hurd

New R&D; workflow with AI agents

Hora: *10:10AM - 10:30AM* | ***Palco:*** *Stage 7*

AI in healthcare is everywhere, but separating genuine breakthroughs from hype is harder than ever. Sanofi Chief Digital Officer Emmanuel Frenehard and Owkin CEO Thomas Clozel discuss why healthcare is both the hardest and most important AI frontier, and how AI agents are advancing pharma R&D; and precision medicine.

Oradores: Emmanuel Frenehard, Thomas Clozel, Tim Crino

Galbot: The robots have clocked in

Hora: *10:15AM - 10:35AM* | ***Palco:*** *Stage 13*

The robots are already showing up for work. From robot-run convenience stores to pharmacies across China, Galbot’s humanoids have moved past the flashy demo and into everyday life. Galbot’s Chief Strategy Officer Yuli Zhao takes us inside China’s fast-growing robotics industry: why each job needs a different kind of robot, and what happens when AI finally clocks in.

Oradores: Yuli Zhao

Mapping the new buyer journey

Hora: *10:15AM - 10:35AM* | ***Palco:*** *Stage 14*

AI is creating a new marketing funnel. Buyers now use AI to research categories, compare products, and build shortlists, often before brands ever see them. AirOps CEO, Alex Halliday, will map the AI-mediated buyer journey and introduce a framework for finding the decisions that matter, shaping the answers buyers receive, and connecting AI visibility to customer behavior and business outcomes, without waiting for perfect attribution.

Oradores: Alex Halliday

How AI actors are creating entertainment's next frontier

Hora: *10:15AM - 10:35AM* | ***Palco:*** *Stage 4*

Are AI actors a threat to human performance, or the arrival of a new art form? AI actress Tilly Norwood and her creator Eline van der Velden present a new vision for the future of film and TV. In this session we ask how synthetic performers can sit harmoniously alongside traditional entertainment as a separate, thriving industry built for the next generation of digital-native audiences.

Oradores: Eline van der Velden, Tilly Norwood, Mosheh Oinounou

Capital without gatekeepers in the next financial frontier

Hora: *10:15AM - 10:35AM* | ***Palco:*** *Stage 8*

In the next financial frontier, access to capital is shifting away from traditional gatekeepers and toward decentralised, democratised ecosystems. This panel examines how modernised regulations and flexible funding frameworks can eliminate systemic hurdles.

Oradores: Nicola Corzine, Caleb Silver

The open source advantage

Hora: *10:20AM - 10:45AM* | ***Palco:*** *Centre Stage*

While closed-source frontier models dominate headlines, open-source AI is quietly becoming the default engine for real-world business. This session explores how open models give builders full control over their data, cut compute costs, and speed up innovation. Move past the hype to discover why the future of AI is fast, flexible, and open source.

Oradores: Alan Shen, Dahai Li, Rohit Sharma, Reya El-Salahi

Opening remarks

Hora: *10:25AM - 10:30AM* | ***Palco:*** *Stage 10*

Please make your way to the stage, content starting shortly.

Oradores: Alessa Berg

Opening remarks

Hora: *10:25AM - 10:30AM* | ***Palco:*** *Stage 3*

Please make your way to the stage, content starting shortly.

Oradores: Jim Louderback

Opening remarks

Hora: *10:30AM - 10:35AM* | ***Palco:*** *Stage 5*

Please make your way to the stage, content starting shortly.

Oradores: Brendan Yell

The next industrial revolution starts with breaking the rules

Hora: *10:30AM - 10:50AM* | ***Palco:*** *Stage 10*

For centuries, steelmaking has relied on coal and high-grade iron ores. As demand surges with AI and electrification, discover how the next industrial revolution will be driven by tech that is not just cleaner, but fundamentally cheaper.

Oradores: Laureen Meroueh, Oliver Balch

From the chaos to the campaign

Hora: *10:30AM - 10:50AM* | ***Palco:*** *Stage 3*

Journalism is facing unprecedented disruption, driving audiences toward two extremes: raw, unfiltered frontline reporting on the streets, and behind-the-scenes legal and political analysis in the studio. This session explores what's driving this divide between the streets and the strategists.

Oradores: DeRay Mckesson, Maer Roshan

Better living at home: Display for real. AI for reality

Hora: *10:30AM - 10:50AM* | ***Palco:*** *Stage 7*

Display technology and AI are evolving rapidly, but their greatest potential lies in how they work together. Advances in display technology deliver more lifelike visual experiences, while AI better understands people, environments and daily needs. Through perspectives on RGB display tech, contextual intelligence and connected services, this keynote unpacks how technology can become more natural, useful and human-centred, creating better experiences that improve everyday life.

Oradores: Dennys Li

Machine-ready brands: A playbook for the Intelligence Age

Hora: *10:35AM - 10:55AM* | ***Palco:*** *Stage 14*

Customers are getting used to agents doing the browsing, deciding, even the buying on their behalf. Once someone's used to that, a static ad or a fixed website starts to feel broken. They expect brands to meet them with the same fluency: responsive, individualized, always-on. This talk explores what it takes to define a brand for both humans and machines, and build the systems that keep it consistent, current, and everywhere your customers now expect to find it.

Oradores: Nick Pringle

Are job interviews real anymore?

Hora: *10:35AM - 10:55AM* | ***Palco:*** *Stage 4*

Behind viral social clips of applicants using AI to cheat virtual interviews lies a threat to corporate security: synthetic candidates infiltrating core enterprise systems. As generative video, real-time voice cloning and AI-inflated profiles proliferate, traditional candidate verification is failing. In this session we examine the mechanics of the fake candidate epidemic. In this session we explore how to shut down synthetic fraud before it reaches the payroll.

Oradores: Mahe Bayireddi, Tom Allen

In the age of AI, trust is still human

Hora: *10:35AM - 10:55AM* | ***Palco:*** *Stage 8*

Drawing on new research with 700 founders and a decade of building Enfuce, Denise Johansson explores why trust doesn’t slow growth down, it enables it, and why human trust may become even more important as technology and relationships become increasingly automated.

Oradores: Denise Johansson, Evan Bourke

Everything will be simulated

Hora: *10:35AM - 11:00AM* | ***Palco:*** *Stage 13*

The next frontier of AI isn't making Hollywood clips – it's building interactive, real-time simulations of the physical world. Join Runway CTO Kamil Sindi as he outlines the rise of General World Models and shows how moving beyond static 2D frames to dynamic, cause-and-effect environments unlocks the future of spatial computing, robotics, and interactive media.

Oradores: Kamil Sindi, John Koetsier

Rethinking venture capital

Hora: *10:35AM - 11:05AM* | ***Palco:*** *Stage 5*

As market cycles tighten and exits take longer, standard financial backing isn't enough to help startups succeed. Modern venture capital requires a complete support structure to lower risk and speed up growth. This session focuses on what it takes to turn complex ideas into durable, market-ready companies.

Oradores: Tala Al Jabri, RJ Schuurs, Sarah Kunst, Nalin Patel

The AI paradox: Smarter models, disappointing results

Hora: *10:45AM - 11:05AM* | ***Palco:*** *Centre Stage*

AI models are becoming more powerful at a breathtaking pace. So why aren't businesses seeing the transformation they were promised? Glean CEO Arvind Jain challenges the industry's obsession with model intelligence alone, examines what AI companies are getting wrong about context, and explores what it will actually take to turn AI's extraordinary capabilities into real-world impact.

Oradores: Arvind Jain, Harry McCracken

The future has a following

Hora: *10:50AM - 11:10AM* | ***Palco:*** *Stage 3*

From TikTok to the Times, traditional media is turning to creators to rebuild relationships with audiences who have turned away. In a bid to stay relevant, legacy outlets are enlisting creator clout to stay in the conversation. But does this represent a genuine, long-term partnership – or is it merely a temporary fix while traditional media tries to catch up.

Oradores: Mimi Yates, Vitus Spehar, Aidan Kohn-Murphy, Rebecca Hutson

Your AI agent just got a passport

Hora: *10:50AM - 11:10AM* | ***Palco:*** *Stage 7*

AI agents are moving from experiments to real-world use. But success in one market doesn't guarantee success elsewhere. Language, culture and local expectations all shape how people interact with AI. RWS CEO Benjamin Faes explores what businesses need to consider when building AI for a complex, multilingual world.

Oradores: Benjamin Faes, Elena Poughia

The battery is the new barrel

Hora: *10:50AM - 11:15AM* | ***Palco:*** *Stage 10*

From raw lithium extraction to fast-charging grid deployment, batteries are reshaping modern energy security. This session examines how critical minerals, battery storage, and EV infrastructure unite to build flexible, resilient, and independent energy systems.

Oradores: Luis Santiago Pinto, Linh Austin, Maeve Campbell

Chat Control 2.0: The government in your DMs?

Hora: *10:55AM - 11:15AM* | ***Palco:*** *Stage 11*

As Europe debates new measures to combat child sexual abuse online, where should the line be drawn between protecting children and protecting private communications? This talk explores the implications for privacy, encryption, and digital freedom, and whether “private” messages could soon mean something very different.

Oradores: Michael McNamara, Thomas Fazi, Mathias Stamm

From 'For You' to 'For Me': The new path from discovery to action

Hora: *10:55AM - 11:15AM* | ***Palco:*** *Stage 14*

On TikTok, people watch it, love it, want it – and increasingly, those moments happen almost all at once. What starts as entertainment can spark curiosity, inspire a search, shape a decision and drive action, reshaping the traditional path from awareness to purchase. This talk explores how this new era of discovery is changing marketing, from the growing influence of creators and communities to the role of AI in creativity, and how brands can turn cultural relevance into real business growth.

Oradores: Isobel Sita-Lumsden, Kaya Yurieff

Is it time to unify the global payment stack?

Hora: *10:55AM - 11:15AM* | ***Palco:*** *Stage 8*

As global commerce expands and payment ecosystems fragment across regional rails, alternative methods, and legacy architectures, managing transactions efficiently has become a bottleneck for enterprise growth. This explores how unified payment infrastructure and smart orchestration layers are reshaping transaction strategy.

Oradores: Gabriel Le Roux, Juan Pablo Ortega, Boaz Sobrado

Live Podcast: The Big Technology Podcast with Atlassian

Hora: *10:55AM - 11:25AM* | ***Palco:*** *Stage 4*

If Software Was Dead, Why Are We Sitting Here? AI agents were supposed to destroy software companies, But so far, that prediction looks premature or wrong. Atlassian co-founder Mike Cannon-Brookes joins Big Technology’s Alex Kantrowitz to examine why SaaS has held up and what happens as agents start operating software on our behalf. In this talk, they’ll explore whether organisational context (not necessarily model intelligence) is becoming the key advantage in enterprise AI, whether the traditional software interface survives, and where, if at all, the “Saaspocalypse” worries had merit.

Oradores: Mike Cannon-Brookes, Alex Kantrowitz

The AI revolution has an identity crisis

Hora: *11:00AM - 11:20AM* | ***Palco:*** *Stage 13*

AI agents are getting smarter, but intelligence alone isn't enough. To become genuinely useful, they need something more: an identity, a presence in the real world, and the ability to remember. What happens when your AI stops being something you open and becomes someone you can contact? In this live demonstration, Vasco Pedro introduces Spinnable ID and show how Claude can get its own name, email address and WhatsApp presence - transforming the way we interact with AI.

Oradores: Vasco Pedro

Guardrails for Doomsday: Can AI be regulated? (Press conference)

Hora: *11:00AM - 11:20AM* | ***Palco:*** *Stage 2*

As Artificial Intelligence gets rebranded as Super Intelligence, and some claim it will wipe out humanity, regulation becomes an urgent discussion. Join the press conference to find out how countries and organisations are setting the rules for these powerful new technologies. This press conference is held in the Media Village. This press conference is held in the Media Village. Media event only.

Oradores: Ali Partovi, Renée DiResta, Abigail Slater

Has Europe’s tech moment arrived?

Hora: *11:05AM - 11:25AM* | ***Palco:*** *Centre Stage*

Europe has an ambition to become a global tech powerhouse, whilst also setting the rules for the digital economy. Can Europe build a technology ecosystem that competes with the US and China while establishing the right governance approach through its rules? In this talk the EU Commission's EVP Henna Virkkunen discusses the EU’s drive for tech sovereignty, from AI and cloud to chips and digital infrastructure, alongside its efforts to regulate the platforms and AI systems reshaping society.

Oradores: Henna Virkkunen, Laura Greenhalgh

What makes a startup fundable in 2026?

Hora: *11:05AM - 11:25AM* | ***Palco:*** *Stage 5*

Raising capital is no longer about having the greatest idea, the newest technology, or the most polished pitch. Investors want companies that can keep growing as the market and competition change. In this session, Igor shares how founders should think about building and making decisions if they want to build companies that keep growing in three years from now.

Oradores: Igor Ryabenkiy

How interactive media won the world

Hora: *11:10AM - 11:30AM* | ***Palco:*** *Stage 3*

From dedicated digital content studios to direct-to-fan live platforms, gaming has quietly become the foundation of modern culture. This session unpacks how gaming conquered global entertainment, rewrote the rules of Hollywood and transformed passively engaged audiences into active gamers without them even realising it

Oradores: Stefan Kiwit, Amy Roberts, David Ewalt

The next battleground in AI – and it's not the models

Hora: *11:10AM - 11:30AM* | ***Palco:*** *Stage 7*

The AI era is shifting from copilots to agents that can research, reason, decide and act, bringing unprecedented opportunities for enterprise automation but also unprecedented risk. Statista CEO Marc Berg explores why trusted data, not smarter models, is becoming the critical infrastructure for agentic AI.

Oradores: Marc Berg

The AI race is an energy race

Hora: *11:15AM - 11:35AM* | ***Palco:*** *Stage 10*

Every leap in AI, from bigger models to new data centres, runs on electricity, and the demand is higher than most grids were built to handle. This session asks the question shaping the next decade of computing: is this appetite for energy something we can satisfy, or will power become the real limit on how far AI can go?

Oradores: Craig Leeson, Andrew Freedman

The orchestration gap: Fixing the enterprise’s AI problem

Hora: *11:15AM - 11:35AM* | ***Palco:*** *Stage 14*

Companies have invested heavily in AI, but many still struggle to turn it into business impact. A WSJ Intelligence survey of 800 C-suite leaders found that 85% say their tech stacks are disconnected, with little agreement on who should fix them. Dan Gardner explores why orchestration has become the next competitive advantage, and what it takes to connect systems, teams and AI to transform how work gets done.

Oradores: Dan Gardner

Building the pan-European bank: Scale, governance and European growth

Hora: *11:15AM - 11:35AM* | ***Palco:*** *Stage 8*

Revolut is achieving what few tech companies manage: building a unified European bank at scale. Fresh off securing a full French banking licence, the company is launching a second EU hub to serve more than 30 million customers. Join Revolut western Europe CEO Béatrice Cossa-Dumurgier to examine what it takes to navigate fragmented policy, unify tech with local banking infrastructure, and compete with legacy finance.

Oradores: Beatrice Cossa-Dumurgier, Anita Hawser

Europe in a multipolar world: Rethinking the relationship with BRICS

Hora: *11:15AM - 11:40AM* | ***Palco:*** *Stage 11*

As BRICS expand their economic, political, and technological influence, Europe faces a fundamental question. How should it navigate a world where power is increasingly dispersed beyond the traditional Western order? This conversation explores Europe’s evolving relationship with China, Brazil, and the wider BRICS grouping; and whether Europe can forge a more independent and constructive role in the emerging multipolar order.

Oradores: Paulo Nogueira Batista Jr, Victor Gao, Suzanne Lynch

Bet on the foundation, not the framework

Hora: *11:20AM - 11:45AM* | ***Palco:*** *Stage 13*

Most conversations about AI independence focus on the model: who trains it, who owns the weights, and where inference runs. Samar Abbas, co-founder and CEO of Temporal, will argue that's the wrong place to look. The layer that matters is underneath: the execution infrastructure that decides whether a company can actually change course later. Frameworks and agent harnesses are cycling through versions faster than almost anything else in tech. Whatever framework looks essential this year will likely be replaced next year. Samar's argument: building capable AI agents means building on an open foundation that outlasts the model, framework, or harness sitting on top of it, and that no single vendor can take away. Drawing on Temporal's work running durable execution under some of today's most demanding AI workloads, he'll make the case that the real question isn't which model you pick, but whether your infrastructure survives whatever comes next.

Oradores: Samar Abbas, Julian Issa

Double agents: Are your employees' AI agents working for or against your business?

Hora: *11:25AM - 11:45AM* | ***Palco:*** *Stage 4*

Hundreds of millions of people now use personal AI, and most of them bring it to work. Factorial CEO Jordi Romero presents new data on the rise of personal agents and asks the question every company is avoiding: when your employees' agents shape your strategy, who are they really working for?

Oradores: Jordi Romero

AI: your new news editor?

Hora: *11:25AM - 11:50AM* | ***Palco:*** *Centre Stage*

AI agents could become the next major editors of news, searching, gathering and processing information on behalf of people. What does this mean for media organisations and the way news is created, distributed and monetised? This session explores how media companies can prepare for an agent-driven future.

Oradores: Paul Bascobert, Julie Pace, Louis Dreyfus, Chung-Yan Chow

Is the future of venture in software or hardware?

Hora: *11:25AM - 11:50AM* | ***Palco:*** *Stage 5*

Is AI's trillion-dollar future built on silicon or written in code? Right now, chipmakers and data centres are capturing record revenues. But as compute scales, will application software, dev tools, and agents claim the long-term margins? Join this session as we debate where sustainable moats, and venture returns will actually settle across the AI stack.

Oradores: Sebastiaan Vaessen, Anand Chandrasekaran, Stephan Morais, João Silvestre

Press conference: RWS launches the world’s first culturally intelligent content platform

Hora: *11:30AM - 11:50AM* | ***Palco:*** *Stage 2*

This press conference is held in the Media Village. Media event only.

Oradores: Benjamin Faes

Becoming AI-native: Treat your company like a product

Hora: *11:30AM - 11:50AM* | ***Palco:*** *Stage 7*

Orchestrating complex AI workflows, maintaining human-in-the-loop oversight and scaling operations without exponentially growing headcount is the defining challenge of the AI era. This keynote explores how to scale using autonomous AI agents as a primary workforce, offering concrete rules to help build and grow a lean, highly profitable AI-native enterprise.

Oradores: Yoav Orlev

The women unmasking digital crime scenes

Hora: *11:30AM - 11:55AM* | ***Palco:*** *Stage 3*

The internet isn't safe or regulated – and now, it has also become a crime scene. A dangerous digital underworld is emerging as hidden groups on Telegram and public porn websites host international rape networks. As these networks expand globally, more and more women are being harmed. This panel brings together the journalists who exposed these covert networks hiding in plain sight.

Oradores: Isabell Beer, Isabel Ströh, Saskya Vandoorne, Maria Lorente

The intelligence behind AI commerce

Hora: *11:35AM - 11:55AM* | ***Palco:*** *Stage 14*

As AI changes how consumers discover, evaluate, and choose products. the competitive advantage is shifting from visibility to relevance. Join Michael Komasinski as he examines the infrastructure that determines which products get suggested, which brands get surfaced, and which retailers capture attention at the moment of decision. Michael will explore how brands can prepare for a future where growth depends not just on being seen, but on helping AI assistants make more relevant recommendations.

Oradores: Michael Komasinski

Everything you need to know about M&A; in 2026

Hora: *11:35AM - 11:55AM* | ***Palco:*** *Stage 8*

Navigating tech M&A; in 2026 requires a playbook built for scale, integration, and sustainable value creation. This session breaks down the realities of 2026 dealmaking, from executing multi-market consolidation strategies to evaluating AI-driven targets. Gain practical insights from an experienced global finance leader on how to identify acquisition targets, manage regulatory hurdles, and extract true post-merger value in today's evolving market.

Oradores: Mohamed Omaizat, Ramiro Iglesias, Francisco Rodrigues

Fusion's fork in the road

Hora: *11:35AM - 12:05PM* | ***Palco:*** *Stage 10*

The race to commercialise fusion is a high-stakes contest between three distinct technologies: Commonwealth Fusion Systems' tokamak, Thea Energy's stellarator, and Zap Energy's Z-pinch. Each offers unique scientific advantages, engineering risks, and economic realities. With billions invested and global energy security on the line, which approach will cross the finish line first, and which could be left behind?

Oradores: Brian Berzin, Joe Paluska, Zabrina Johal, James Kanter

Can you trust what you see anymore?

Hora: *11:40AM - 12:00PM* | ***Palco:*** *Stage 11*

AI has made it easier than ever to create content – text, video, and audio. But much of what it creates has very little relationship with reality. In a world flooded with slop, how can we trust what we watch, read, and hear?

Oradores: Jeremy Carrasco, Lauren Provost, Nicolas Richter, Ramin Beheshti

Beyond scale: Why the future of AI is efficient

Hora: *11:45AM - 12:05PM* | ***Palco:*** *Stage 13*

AI has grown by getting bigger: more data, more compute, larger clusters. The next leap is about getting smarter per parameter. ModelBest co-founder and CEO Dahai Li explains how high-density foundation models break the limits of massive infrastructure - out of the cloud and onto everyday devices, making it affordable, private, and responsive. Does the future of AI belong to brute-force scale, or intelligent efficiency?

Oradores: Dahai Li

Sensing the future: Using AI to unlock the next generation of molecular science.

Hora: *11:45AM - 12:10PM* | ***Palco:*** *Stage 4*

What happens when AI moves beyond digital interfaces to interact with the physical and chemical world? From digitising scent and mapping molecular behaviour to creating sustainable food systems, AI is turning raw data into real-world sensory intelligence. This session demonstrates how AI-driven science is opening up multibillion-dollar opportunities across health, consumer products and global food infrastructure.

Oradores: Anshika Srivastava, Asier Alea, Alex Wiltschko, Chris Stokel-Walker

The agentic internet: Who controls the web?

Hora: *11:50AM - 12:10PM* | ***Palco:*** *Centre Stage*

AI agents are changing how people discover information, shop, and transact online. As more activity happens without a human click, the web is facing new questions about control, attribution, and value. Cloudflare co-founder and CEO Matthew Prince explains why the internet is at a turning point - what this shift means for companies of every size and what it will take to keep the web open in the agentic era.

Oradores: Matthew Prince, Nick Thompson

AI’s holy grail: From uncertain systems to reliable outcomes

Hora: *11:50AM - 12:10PM* | ***Palco:*** *Stage 7*

The biggest challenge in enterprise AI is execution that yields guaranteed outcomes at scale: turning rapidly evolving capabilities into systems that reliably deliver value. This session examines frameworks for engineering deterministic outcomes from inherently nondeterministic AI by bringing together highly specialized systems, frontier-level expertise and guardrails to make AI reliable at enterprise scale.

Oradores: Taso Du Val, Leandro Souza

The new geopolitics of venture capital

Hora: *11:50AM - 12:15PM* | ***Palco:*** *Stage 5*

Global VC is no longer frictionless. Driven by sovereign AI mandates, trade barriers, and supply chain shifts, capital strategies are now inseparable from geopolitical ones. Join this session as we unpack how top investors are navigating cross-border friction, deploying capital, and backing the next wave of global tech leaders.

Oradores: Larry Li, Elena Casas-Montanez

The death of marketing as we know it

Hora: *11:55AM - 12:15PM* | ***Palco:*** *Stage 14*

AI agents are becoming the new gatekeepers between consumers and brands, researching products, comparing options and making decisions on our behalf. As algorithms influence what we buy, how will marketers earn attention, stand out from competitors and build lasting loyalty? Qualcomm's EVP & CMO Don McGuire discusses why the next era of marketing will demand a new approach to discovery, differentiation and trust.

Oradores: Don McGuire, Kit Eaton

The sovereign creator

Hora: *11:55AM - 12:15PM* | ***Palco:*** *Stage 3*

Social platforms leave creators at the mercy of sudden algorithm changes and heavy revenue cuts. beehiiv Co-Founder and CEO Tyler Denk outlines the shift to direct audience ownership and shows how creators can take back control, leveraging social platforms for growth while converting followers into owned-and-operated media businesses.

Oradores: Tyler Denk

Regulation is killing European fintech

Hora: *11:55AM - 12:15PM* | ***Palco:*** *Stage 8*

European regulation is simultaneously the best and worst thing about building fintech here. It protects consumers, but it also protects incumbents, raises the cost of experimentation and arguably explains a big chunk of why Europe keeps falling behind the U.S. and Asia in producing category-defining companies. In this conversation we're exploring how regulation in Europe is death by a thousand rules.

Oradores: Yusuf Özdalga, Terry Martin

What do the US midterms tell us about the future of America? (Press conference)

Hora: *12:00PM - 12:20PM* | ***Palco:*** *Stage 2*

The US midterm elections have delivered a major shift in the balance of power in Washington, with Democrats taking control of both chambers of Congress. What drove the results, what do they reveal about the American electorate, and what do this mean for President Trump's remaining two years in office? Join us for a press conference with leading economists, journalists and political commentators to examine the forces behind the election results and what comes next for the United States. This press conference is held in the Media Village. Media event only.

Oradores: James Galbraith, Steve Cortes, Nathan J Robinson

Postmodern warfare: How cheap technology is disrupting the battlefield

Hora: *12:00PM - 12:25PM* | ***Palco:*** *Stage 11*

Modern warfare is being reshaped by a striking asymmetry: cheap drones, software and off-the-shelf technology can now challenge weapons costing millions or even billions. Has the advantage shifted from expensive, sophisticated platforms to low-cost, adaptable and scalable systems? And what does this mean for the future of defence, deterrence and geopolitics?

Oradores: Al Carns, Al Nekrews, Bogus■aw Chrabota

Can quantum tackle data centres?

Hora: *12:05PM - 12:25PM* | ***Palco:*** *Stage 10*

As AI demands push global data centres and power grids to their limits, the industry is searching for radical technological solutions. Join Idalia Friedson for a sharp, practical look at how quantum computing could help solve the data centre capacity and resource crisis.

Oradores: Idalia Friedson, Oliver Balch

Next generation banking with global ambition

Hora: *12:10PM - 12:30PM* | ***Palco:*** *Centre Stage*

What does it take to build a modern bank that scales globally? Monzo CEO Diana Layfield joins us to unpack the next era of fintech, scaling beyond the UK, and what \"next generation banking\" actually looks like on a global stage.

Oradores: Diana Layfield, Charlie Wells

Who’s steering the machine?

Hora: *12:10PM - 12:30PM* | ***Palco:*** *Stage 4*

As artificial intelligence rapidly transforms the modern enterprise, long term organisational success still hinges on prioritising human potential, culture, and purpose. In this fireside chat, we explore why leaders must keep humanity at the helm, demonstrating how a people-first approach drives elite performance and meaningful growth in an AI driven world.

Oradores: Barbra Gago, Mosheh Oinounou

Leading accessibility in the AI era: New challenges, new opportunities

Hora: *12:10PM - 12:30PM* | ***Palco:*** *Stage 7*

AI is accelerating how digital products are built, while accessibility requirements are evolving across markets. How should organisations respond and what happens when the technology itself transforms how people interact with digital experiences? This session explores the intersection of AI, regulation and digital accessibility, sharing perspectives on the challenges and opportunities to build more accessible digital experiences.

Oradores: Preety Kumar, Sam Latif, Ania Lichtarowicz

The mind equation: Can AI heal without harm?

Hora: *12:15PM - 12:35PM* | ***Palco:*** *Stage 14*

Mental health care is undergoing a fundamental transformation, driven by advances in behavioural psychology, digital therapeutics, and generative AI. In this talk, MindFriend founder Sheikha Maytha Bint Maktoum and ambassador Zahara Marley Jolie explore how AI can break down barriers to women's mental health worldwide, while confronting critical questions of safety, trust, and responsible innovation.

Oradores: Sheikha Maytha Bint Maktoum, Zahara Jolie, Pascale Davies

From one billion-dollar startup to the next

Hora: *12:15PM - 12:35PM* | ***Palco:*** *Stage 8*

Juan Pablo Ortega helped build Rappi into one of Latin America's defining technology companies. Now, as co-founder and CEO of Yuno, he is applying those lessons to a very different challenge: building the global financial infrastructure layer behind some of the world's largest companies. In this fireside chat, Juan Pablo will discuss what changes when a founder gets the opportunity to build at scale for a second time. What did he learn from Rappi about international expansion, operating through hypergrowth and building in emerging markets? What did he deliberately do differently at Yuno? And how does starting again with the benefit of experience change decisions around product, capital, hiring and growth?

Oradores: Juan Pablo Ortega, Bonny Ghosh

Leading the newsroom away from burnout

Hora: *12:15PM - 12:40PM* | ***Palco:*** *Stage 3*

Covering everything from political turmoil to moments of everyday joy requires a resilient newsroom. In an era of relentless digital feeds, shrinking budgets and shifting standards, editors-in-chief must be uniquely qualified to lead their teams through constant change. This panel examines how leaders of the newsroom can sustain vital journalism without burning out.

Oradores: Emilio García-Ruiz, Terry Tang, Aja Whitaker-Moore, Mehdi Lebouachera

Spotting durable tech in an era of bubble valuations

Hora: *12:15PM - 12:45PM* | ***Palco:*** *Stage 5*

In an era defined by rapid hype cycles and inflated valuations - from early crypto crazes to the AI gold rush - the line between market momentum and true enterprise value has never been blurrier. Join this session as we explore how investors look past inflated multiples to identify companies built for long-term endurance.

Oradores: Karan Mehandru, Soumaya Ben Beya Dridje, Muhammad Mian, Zdravko Krstanov

The great wealth divide: “Own assets or be left behind?\"

Hora: *12:25PM - 12:45PM* | ***Palco:*** *Stage 11*

The Kobeissi Letter's phrase “Own assets or be left behind” describes a growing divide driven by persistent inflation, stagnating incomes for many and the emergence of a K-shaped economy. That divide has become even more pronounced amid the AI revolution, with a further widening gap between those who own assets and those who do not. In this talk, Adam Kobeissi explores this and the impact of AI on markets and the economy.

Oradores: Adam Kobeissi, Brad Smith

Regulating big tech

Hora: *12:30PM - 12:50PM* | ***Palco:*** *Centre Stage*

In a world where a handful of technology companies control the data, manage the platforms and dominate the markets that shape society, regulators face a balancing act between ensuring public safety and not jeopardising innovation or free expression. We hear from two regulators from a data protection and antitrust perspective, on how to balance these at times competing interests.

Oradores: Des Hogan, Abigail Slater, Andrew Sollinger

Press conference: Web Summit Spotlight heads to Paraíba as part of four-year partnership

Hora: *12:30PM - 12:50PM* | ***Palco:*** *Stage 2*

This press conference is held in the Media Village. Media event only.

Oradores: Paddy Cosgrave, Claudio Furtado, Luiz Alberto Amorim, Amilcar Queiroz

When AI agents hire humans

Hora: *12:30PM - 12:50PM* | ***Palco:*** *Stage 4*

Agents are starting to help businesses find and engage human talent. In this fireside chat, Upwork CEO Hayden Brown shares what leaders are learning about putting AI to work, from blended teams to entry-level careers, and what it looks like as work increasingly starts with an agent and people directing it.

Oradores: Hayden Brown, Hope King

IBM Sports Tech Startup Showcase

Hora: *12:30PM - 1:30PM* | ***Palco:*** *Stage 7*

Join us for the IBM Sports Tech Startup Showcase, where some of the best startups in the sports tech space will showcase their companies on stage.

Oradores: Sameer Patel, José Chieira, Gonçalo Costa Andrade, Jamie Na, Dan Connerty, Hardik Jagda, Kayne Brennan, Dave Cassidy

Why your business■s next loan won■t come from a bank

Hora: *12:35PM - 12:55PM* | ***Palco:*** *Stage 8*

The traditional bank loan is facing an identity crisis. Hamstrung by outdated infrastructure and rigid criteria, legacy institutions are losing their grip on commercial credit. In their place, alternative finance platforms and algorithmic lenders are stepping in to deliver real-time liquidity.This session unpacks this shift in alternative finance and explain why business credit is moving away from traditional banks.

Oradores: Lisa Jacobs, Oliver Mohseni, Caleb Silver

How to build an empire from the feed up

Hora: *12:40PM - 1:00PM* | ***Palco:*** *Stage 3*

From dedicated digital content studios to direct-to-fan live platforms, gaming and immersive technology have quietly reshaped modern culture. Spanning interactive digital universes and live sports, these technologies are breaking down the walls between spectator and participant, rewriting the playbook for global entertainment.

Oradores: Thomas Petrou, Petter Hörnfeldt, Sapir Tori

Building security for the human-machine era

Hora: *12:45PM - 12:55PM* | ***Palco:*** *Stage 11*

AI has handed attackers machine speed. Defenders now have to match it without handing over the keys. Eversec founder Xiaoguang Chen makes the case for human-machine collaboration in security: machines move first, but every action is backed by evidence, authorised by people and built to withstand failure. When an AI can shut down your network in milliseconds, who should have the final say?

Oradores: Xiaoguang Chen

Taking the flying car from sci-fi to reality

Hora: *12:50PM - 1:10PM* | ***Palco:*** *Centre Stage*

Xpeng ARIDGE Founder and President Deli Zhao brings the world's only modular flying car on the verge of mass production, the Land Aircraft Carrier, to Centre stage. Over a 13-year journey, Zhao transformed a two-person workshop into Asia’s largest low-altitude mobility company, raising over $1 billion and building a factory designed to produce 10, 000 units annually. Join us as he reveals how he navigated the brink of failure, turned personal flight from sci-fi into reality, and outlines what’s next for the future of transportation.

Oradores: Deli Zhao, Jianhua Li

Is the West in accelerating decline?

Hora: *12:55PM - 1:25PM* | ***Palco:*** *Stage 11*

Economic stagnation, political polarisation, and growing geopolitical competition have fuelled claims that the West is entering an era of irreversible decline. The old transatlantic alliance is fraying as the US continues to take unilateral action, while Europe adopts a language of greater strategic autonomy. Our panel examines whether these are signs of terminal decay, or simply the growing pains of a changing global order?

Oradores: Owen Jones, Kathleen Tyson, Henry Farrell, Axel Threlfall

Opening remarks

Hora: *1:15PM - 1:20PM* | ***Palco:*** *Stage 13*

Please make your way to the stage, content starting shortly.

Oradores: Omar Ashour

The Eureka Machine

Hora: *1:20PM - 1:40PM* | ***Palco:*** *Stage 13*

The most valuable thing we can do with AI is not automate the jobs we have but expand the frontier of what we know. Long-time AI researcher Richard Socher, co-founder and CEO of Recursive, co-founder and CEO of You.com and author of the national bestseller The Eureka Machine, lays out how to build a full-stack scientific superintelligence through recursive self-improvement, starting with the science of AI itself.

Oradores: Richard Socher

Opening remarks

Hora: *1:25PM - 1:30PM* | ***Palco:*** *Stage 10*

Please make your way to the stage, content starting shortly.

Oradores: Marco Funk

Will the kids be alright?

Hora: *1:30PM - 1:50PM* | ***Palco:*** *Stage 10*

As mounting climate pressures, economic shifts, and political uncertainty shape the global landscape, the generation inheriting the future is refusing to remain silent. Senior Advisor for Digital Transformation at UNEP, Shivam Kishore and Gen-Z for Change founder Aidan Kohn-Murphy explore the challenges facing today's youth.

Oradores: Aidan Kohn-Murphy, Shivam Kishore, Maeve Campbell

Opening remarks

Hora: *1:35PM - 1:45PM* | ***Palco:*** *Stage 14*

Please make your way to the stage, content starting shortly.

Oradores: Toby Daniels

Opening remarks

Hora: *1:40PM - 1:45PM* | ***Palco:*** *Stage 4*

Please make your way to the stage, content starting shortly.

Oradores: Rosie Turner

The AI arms race has a billion-dollar efficiency problem

Hora: *1:40PM - 2:00PM* | ***Palco:*** *Stage 13*

The AI industry is racing to build more powerful models, but is more intelligence always worth the cost? As AI agents take on increasingly complex tasks, the economics of AI are changing. Glean CEO Arvind Jain challenges the industry's approach to AI efficiency, exploring why bigger models aren't always better, how intelligent model routing is changing the equation, and why the future of AI may be defined by how much useful work it can accomplish.

Oradores: Arvind Jain, Muhammad Lila

Opening remarks

Hora: *1:45PM - 1:50PM* | ***Palco:*** *Stage 5*

Please make your way to the stage, content starting shortly.

Oradores: Ilona Limonta-Volkova

From engagement to action: Marketing that moves people

Hora: *1:45PM - 2:05PM* | ***Palco:*** *Stage 14*

Engagement is easy to measure. Action is harder to earn. Robin Gonterman, CMO of World Central Kitchen, explores how storytelling, technology and community can turn engagement into action, and what marketers can learn from building a global movement around a mission.

Oradores: Robin Gonterman, Natália Flach

Rethinking how Europe lives and works

Hora: *1:45PM - 2:05PM* | ***Palco:*** *Stage 4*

The competition for high-skilled tech talent has gone global, testing the limits of Europe's borderless tech hubs. While emerging deep tech hubs need access to specialised skills, remote work across member states creates complex legal, tax and social security challenges for workers and municipal leaders alike. This session examines how to address intra-EU talent loss, streamline cross-border remote labour and maintain Europe's high labour standards while remaining competitive globally.

Oradores: Cosmin Boiangiu, Ilaria Tagliavini, Matthew Bishop

When AI eats the grid: What tech keeps the lights on?

Hora: *1:50PM - 2:15PM* | ***Palco:*** *Stage 10*

A single AI question burns 10 times the electricity of a basic Google search. This bottleneck has triggered a massive capital shift in energy investment. With wave after wave of startups claiming they can fix it, how do investors actually spot the diamonds in the rough?

Oradores: Moritz Jungmann, Daniel Nascimento, Terry Martin

The new rules of fintech funding

Hora: *1:50PM - 2:15PM* | ***Palco:*** *Stage 5*

Fintech capital deployment fell over 20% year over year in the third quarter of 2026 and deal continues to fall. As VCs write bigger checks into AI-native financial platforms, stablecoin rails, and category leaders, early-stage founders face a tougher bar than ever. Join leading investors as we unpack where the smart money is moving in 2026 and what it takes to get funded today.

Oradores: Manuel Silva Martinez, Itxaso del Palacio, Tom Mendoza, Pepe Moder

Opening remarks

Hora: *1:55PM - 2:00PM* | ***Palco:*** *Centre Stage*

Please make your way to the stage, content starting shortly.

Oradores: Ciara Haley

Opening remarks

Hora: *1:55PM - 2:00PM* | ***Palco:*** *Stage 8*

Please make your way to the stage, content starting shortly.

Oradores: Ricardo Mesquita

Opening remarks

Hora: *2:00PM - 2:05PM* | ***Palco:*** *Stage 3*

Please make your way to the stage, content starting shortly.

Oradores: Jim Louderback

Making useful intelligence accessible to everyone

Hora: *2:00PM - 2:20PM* | ***Palco:*** *Centre Stage*

Intelligence is getting cheap. Useful intelligence isn't. A frontier model without your context is just an expensive trivia machine. Join Replit President Michele Catasta to learn what really matters when building agents for everyone, and why outcome-maxxing is the only remedy to token-maxxing.

Oradores: Michele Catasta, Sara Fischer

How AI sees the world

Hora: *2:00PM - 2:20PM* | ***Palco:*** *Stage 13*

Every AI model turns words, photos and websites into numbers that capture meaning. ClickHouse co-founder and CTO Alexey Milovidov ran 22 open models over 150 million real-world examples to see what those numbers reveal. He'll cover how machines map meaning, why it's now cheap to do, and what that means for you.

Oradores: Alexey Milovidov

Press conference with Xpeng Aridge Founder and President, Deli Zhao, and Xpeng Aridge CFO, Michael Du

Hora: *2:00PM - 2:20PM* | ***Palco:*** *Stage 2*

This press conference is held in the Media Village. Media event only.

Oradores: Deli Zhao, Michael Du

What will drive the next phase of digital assets?

Hora: *2:00PM - 2:20PM* | ***Palco:*** *Stage 8*

As banking, wealth management, and digital assets converge into single interfaces, traditional financial silos are disappearing. This session examines the next generation of financial platforms, the evolving role of crypto exchanges within mainstream finance, and the infrastructure required to build seamless, trusted consumer experiences.

Oradores: Georg Harer, Nikhilesh De

I’ll let my AI agent do the talking

Hora: *2:05PM - 2:25PM* | ***Palco:*** *Stage 14*

Rebecca Rowntree keeps a small staff – Roxie, Dolly, and Dave. None of them are people. What happens when AI becomes a character, not just a tool? In this keynote and live demo, Rebecca reveals what brands can learn about personality, storytelling and technology people want to engage with. Then she lets Dave do the talking. Live on stage.

Oradores: Rebecca Rowntree

AI everywhere: How wearables are expanding the intelligent device ecosystem

Hora: *2:05PM - 2:25PM* | ***Palco:*** *Stage 4*

As AI becomes more personal, the way we interact with technology is evolving. Smart glasses, AI-powered wearables, and spatial computing devices are creating seamless, context-aware experiences that complement smartphones and PCs, bringing intelligence closer to the user. This session explores how AI is enabling more natural interactions across devices and unlocking new opportunities for communication, productivity, entertainment, and digital assistance.

Oradores: Ziad Asghar, Lisa Eadicicco

The world is listening

Hora: *2:05PM - 2:30PM* | ***Palco:*** *Stage 3*

All over the world podcasting has taken hold. Evolving from a what used to be a simple past time to a now booming global medium. In this session we explore how podcasts have reshaped news, culture, and commerce globally.

Oradores: Bryan Barletta, Stefano Fallaha, Lucy Blakiston, Rebecca Hutson

Opening remarks

Hora: *2:10PM - 2:15PM* | ***Palco:*** *Stage 11*

Please make your way to the stage, content starting shortly.

Oradores: Thiago Borba

Open-source, open collaboration, shared benefits: Making AI work for all humanity

Hora: *2:15PM - 2:25PM* | ***Palco:*** *Stage 11*

Join Qi Xiaoxia, Director-General of the Bureau of International Cooperation of Cyberspace Administration of China, for this keynote, where she explores how to leverage open-source foundation sharing and local capacity building to empower the international community -especially the Global South -with artificial intelligence.

Oradores: Xiaoxia Qi

Why nuclear compute can't wait a decade

Hora: *2:15PM - 2:35PM* | ***Palco:*** *Stage 10*

With AI power demand projected to triple by 2030, tech giants can't afford to wait a decade for traditional nuclear plants to come online. This session breaks down why fast-deployable modular nuclear power is the immediate answer to keeping compute scaling clean.

Oradores: Jake Jurewicz, Takaya Taguchi, Andrew Freedman

Rethinking risk, moats, and value in VC

Hora: *2:15PM - 2:40PM* | ***Palco:*** *Stage 5*

As global venture capital stabilises after years of volatility, investors are rethinking what constitutes a durable, high-return business. But what are the metrics that actually matter today? From unit economics and true defensibility to surviving extended exit cycles, this session brings together leading investors to discuss how thesis building, capital deployment, and founder support are evolving.

Oradores: Julien Plouzeau, Sue Xu, Anna Tutova

AI and the human at 300km/h

Hora: *2:20PM - 2:40PM* | ***Palco:*** *Centre Stage*

Atlassian Williams F1 Team is on a mission to get back to the front of the grid. But in the world's fastest-moving sport, the edge now lives in data, decisions, and the milliseconds between them. Mike Cannon-Brookes and James Vowles, discuss what it takes to rebuild one of the world's most iconic teams. It’s a preview of the question facing every enterprise: how do you get more intelligent and more connected faster than the competition?

Oradores: Mike Cannon-Brookes, James Vowles, Kirsten Korosec

Moving past generalist hype

Hora: *2:20PM - 2:40PM* | ***Palco:*** *Stage 13*

The biggest AI models may get the most attention, but enterprises need more than scale. Join DeepL’s Gonçalo Gaiolas to explore why specialized AI is gaining ground, what the adoption data tells us, and why precision, reliability and trust matter as AI moves into real-world business use.

Oradores: Gonçalo Gaiolas, Tom Allen

Stablecoins: Payments at Internet speed

Hora: *2:20PM - 2:40PM* | ***Palco:*** *Stage 8*

The next wave of adoption will come from businesses, people and AI agents that never see a blockchain. Explore how stablecoins are quietly replacing outdated rails and becoming the invisible money layer for global commerce.

Oradores: Shah Ramezani, Francisco Rodrigues

Flexicurity: How to take the brakes off Europe

Hora: *2:25PM - 2:40PM* | ***Palco:*** *Stage 11*

Europe's economy has lagged behind the US and China when it comes to tech. Many have attempted to diagnose the problem, but few have come up with real solutions. In this talk we will hear about concrete changes to regulation that could help take the brakes off the European economy, and unleash the continent's full potential.

Oradores: Oliver Coste

Finding Anna: What one missing consumer taught us about growth, AI and ownership

Hora: *2:25PM - 2:45PM* | ***Palco:*** *Stage 14*

A missing consumer became the catalyst for a much bigger transformation. This is the story of how Nestlé Europe connected millions of fragmented signals, empowered marketers with agentic AI, and rebuilt the capability to understand, activate and serve consumers at scale.

Oradores: Mathieu Ovaert

Who takes the fall for autonomous AI?

Hora: *2:25PM - 2:50PM* | ***Palco:*** *Stage 4*

Delegating decision-making to AI systems does not absolve corporate boards of their fiduciary responsibilities. As global regulations tighten around algorithmic oversight, enterprise data handling and corporate accountability, companies face growing legal liabilities. In this session, experts across legaltech, academic scholarship and corporate design examine where human governance must remain absolute.

Oradores: Maike Kauffmann, Stavros Gadinis, Sam Kidd, Tom Stackpole

Opening remarks

Hora: *2:30PM - 2:40PM* | ***Palco:*** *Stage 7*

Please make your way to the stage, content starting shortly.

Oradores: Alex Hanhan

Press conference with Gravitee CEO Rory Blundell: Collapsing confidence in agent AI security after six months of reality

Hora: *2:30PM - 2:50PM* | ***Palco:*** *Stage 2*

This press conference is held in the Media Village. Media event only.

Oradores: Rory Blundell

Hollywood, rebuilt by Gen Z

Hora: *2:30PM - 3:00PM* | ***Palco:*** *Stage 3*

Hollywood used to decide what got made and who got seen. That's changing fast. This conversation looks at how a new generation of builders, raised inside the internet rather than adjacent to it, is creating entertainment on its own terms: faster, more community-driven, and built for the platforms audiences already live on.

Oradores: Ian Schafer, Tobias Hoss, Alice Ma, Chris Giliberti, Maer Roshan

The first AI that builds its own power plant

Hora: *2:35PM - 2:55PM* | ***Palco:*** *Stage 10*

Energy is now the hardest limit on AI, as data centres queue for grid capacity that does not exist. This session shows the next step: AI agents that act in the physical world. They find homes, underwrite risk, deploy solar, batteries and heat pumps, and trade them as one distributed power plant. The result is a ramp where AI builds the energy it depends on, lowering household bills and freeing grid capacity for the next wave of compute.

Oradores: Johan Outinen, Miguel Prado

Surviving the AI shift: Media’s new reality

Hora: *2:40PM - 3:00PM* | ***Palco:*** *Centre Stage*

AI has changed how people discover and consume content and is putting traditional media business models under pressure to adapt. Join this panel as leaders from across the media landscape discuss how they’re working with AI companies, keeping their audiences engaged, and navigating the growing questions around what’s fair when AI uses their content.

Oradores: KC Sullivan, Matt Murray, Astrid Maier

Physical AI reality check: What 11M+ deliveries taught us

Hora: *2:40PM - 3:00PM* | ***Palco:*** *Stage 13*

Everyone’s talking about humanoids and world models. Meanwhile, Starship’s robots have quietly completed 11M+ deliveries on real streets, making Starship one of the few physical AI companies proven at real-world scale. Join Co-founder and CEO Ahti Heinla for a reality check on physical AI: what it takes to make robots touch grass, where they’ll show up next in our everyday lives, and which promises of the robot revolution are further away than the hype suggests.

Oradores: Ahti Heinla, Amy Nordrum

How open source companies make money in the age of AI

Hora: *2:40PM - 3:00PM* | ***Palco:*** *Stage 5*

Open source is now a proven way to build a software company, yet the playbook remains largely undocumented. Serena and the Linux Foundation surveyed hundreds of commercial open source founders and operators on how they price, license, monetise, and sell. Matt Lavergne reveals exclusive insights from the 2026 Commercial Open Source Report: the strategies behind the fastest-growing open source companies, and what AI is really changing.

Oradores: Matthieu Lavergne

AI at scale: Shifting from technical capability to profitability

Hora: *2:40PM - 3:00PM* | ***Palco:*** *Stage 7*

The first phase of AI focused on model performance and technical breakthroughs. The next phase targets profitability and return on investment. This session examines how companies can scale AI sustainably while balancing performance, cost, and long-term business value.

Oradores: Ahmed Shihab, Jim Edwards

Scroll, gamble, repeat: How not to invest in 2026

Hora: *2:40PM - 3:00PM* | ***Palco:*** *Stage 8*

The rise of retail investment apps over the past decade transformed financial access, dropping minimum account balances and transaction fees to near zero. Yet it sparked an ongoing debate: Are modern platforms empowering everyday people to build long-term wealth, or are they gamifying finance to incentivise high-frequency, speculative trading?

Oradores: Martin Sokk, Luke Vargas

A Jewish history of anti-Zionism: Rethinking the narrative

Hora: *2:40PM - 3:05PM* | ***Palco:*** *Stage 11*

What does it mean to be Jewish and anti-Zionist? In his latest book, Pulitzer Prize-winning author Benjamin Moser explores the long and often overlooked history of Jewish opposition to Zionism. Through the lives and ideas of 12 Jewish thinkers, writers and activists, he challenges the assumption that Zionism has always been synonymous with Jewish identity. In this conversation, Moser discusses the historical roots of Jewish anti-Zionism, how it has evolved, and what its history can tell us about the politics of Israel, Palestine and Jewish identity today.

Oradores: Benjamin Moser, Nika Soon-Shiong

Making tech fashionable

Hora: *2:45PM - 3:05PM* | ***Palco:*** *Stage 14*

Tech marketing sells specs. High fashion sells culture. Charlie Smith, Chief Brand Officer at Nothing and former LOEWE CMO, shares how he's adopted the luxury playbook to build hardware with real cultural impact and cult-level desire. Moving past feature lists to start building a brand people actually want to show off.

Oradores: Charlie Smith, Lu Rodrigues

Building the native AI organisation

Hora: *2:50PM - 3:05PM* | ***Palco:*** *Stage 4*

How does a company become truly AI-native? In this session, Snoonu founder Hamad Al-Hajri shares how redesigning roles, shifting internal mindsets and deploying AI systems like YODA and Genni AI turn leaner teams and lower capital requirements into key competitive advantages.

Oradores: Hamad Al-Hajri

The new blueprint for heavy industry

Hora: *2:55PM - 3:20PM* | ***Palco:*** *Stage 10*

Rising energy costs and fragile supply chains demand a new blueprint for manufacturing. Join Jacob Nathan CEO of Epoch Biodesign and Colin Ho, CEO of Hgen as they explore how onsite hydrogen production and AI-driven enzymatic recycling converge to modernize legacy plants, secure sovereign supply chains, and power the next industrial revolution.

Oradores: Jacob Nathan, Colin Ho, Daniela Espírito Santo

Building a Star Trek vision

Hora: *3:00PM - 3:20PM* | ***Palco:*** *Centre Stage*

How do we turn a post-scarcity sci-fi vision into reality? Tech investors Albert Wenger and Gigi Danzinger outline a \"Star Trek\" vision for humanity's next chapter and show how it's being built today. Through real-world experiments, from basic income and community hubs to affordable housing and regenerative farming, they reveal the practical blueprints pulling a positive future into the present.

Oradores: Albert Wenger, Gigi Danziger

How Manus changed Manus

Hora: *3:00PM - 3:20PM* | ***Palco:*** *Stage 13*

At Manus, agents take on real work alongside people. Given more context and the right tools, they carry tasks further on their own, while people set the direction and make the calls. Tao Zhang shares what this AI-native organisation looks like in practice, from how teams plan, build and decide to the new roles taking shape.

Oradores: Tao Zhang

Press conference with Replit President Michele Catasta

Hora: *3:00PM - 3:20PM* | ***Palco:*** *Stage 2*

This press conference is held in the Media Village. Media event only.

Oradores: Michele Catasta

Beyond the core business: How to build and scale new revenue streams

Hora: *3:00PM - 3:20PM* | ***Palco:*** *Stage 7*

Launching a new business model sounds exciting, until complexity starts to multiply. Join this session to explore how to create a new business channel, the strategic and operational decisions that make it possible and how automation helps teams scale without adding unnecessary friction.

Oradores: C■t■lin Vl■descu, Leszek Blacha, Jennifer Queen

Trust me: Why institutions keep asking instead of proving

Hora: *3:00PM - 3:20PM* | ***Palco:*** *Stage 8*

Institutions have spent decades asking to be trusted instead of proving they can be checked, and most of the financial system, crypto included, still works that way. This session gets into whether that's still good enough: whether trust should be something you extend on just faith, or something the underlying infrastructure can prove without anyone having to ask.

Oradores: Frederik Gregaard, Dan McCrum

Chasing gen alpha

Hora: *3:00PM - 3:25PM* | ***Palco:*** *Stage 3*

Newspapers, magazines and television used to be the primary ways people learned about the news of the world. Today, younger generations consume news mostly through social media, podcasts, creators and online publications. This session examines what new media brands must do to reach, engage and build trust with a curious yet sceptical younger audience.

Oradores: Rose Wang, Sharon Mussalli, Janice Min, Katie Robertson

Bet big, bet early

Hora: *3:00PM - 3:30PM* | ***Palco:*** *Stage 5*

Over the past year, seed and early-stage funding has been upended by massive mega-rounds, some topping the billion-dollar mark before a product even launches. But what does this headline noise mean for the rest of the market? In this session, we explore how AI is rewriting early-stage valuations, what metrics actually matter in 2026, and how founders can make sense of the current market to scale their business.

Oradores: Alex Niehenke, Tanja Emmerling, Paul Bazin, Caleb Silver

The billion-dollar in-game creator economy

Hora: *3:05PM - 3:25PM* | ***Palco:*** *Stage 4*

As major game studios open their IP to community creators, building in-game content has become a viable career path. These creators, who build mods, apps, and tools for popular video games, are fuelling one of gaming's fastest-growing economies. This session explores the mechanics of monetising in-game apps and mods, and digs into Overwolf's plans to pay out US$1 billion annually to creators by 2030.

Oradores: Shahar Sorek, Francisco “Sandi” Montano, Kayla Brantley

The geopolitics and macrofinance of AI

Hora: *3:05PM - 3:30PM* | ***Palco:*** *Stage 11*

AI is not just a technological revolution, it is a new arena for global power and economic competition. This talk explores how the race for AI dominance is reshaping geopolitics, finance, industrial policy, and the global economic order.

Oradores: James Galbraith, Daniela Gabor, Dan Michaels

The Most Interesting Thing in AI

Hora: *3:05PM - 3:35PM* | ***Palco:*** *Stage 14*

Atlantic CEO Nicholas Thompson sits down with Mazin Gilbert, Executive Director of the Agentic AI Foundation, to discuss the latest advances in AI agents, what they mean for the future of the internet, and where open source fits into this rapidly evolving ecosystem. Produced by the office of the CEO and independently of The Atlantic's editorial staff.

Oradores: Mazin Gilbert, Nick Thompson

The future above the clouds

Hora: *3:20PM - 3:35PM* | ***Palco:*** *Stage 10*

For decades, reaching the edge of Earth was reserved for rocket fuel, extreme physical strain, and trained astronauts. This session will take a look at how near-space flight innovation is redefining human travel, planetary observation, and our relationship with the sky.

Oradores: Kemel Kharbachi

Building the operating system for modern sport

Hora: *3:20PM - 3:40PM* | ***Palco:*** *Centre Stage*

Sport generated $521 billion globally in 2024, but still lags other sectors in technology adoption. NXTPLAY is betting that the next big opportunity lies in connecting the pieces: football clubs, media, technology and consumer brands in an ecosystem where each asset strengthens the next, and athletes become owners and operators rather than simply the faces of a campaign. Thibaut Courtois and Gonzalo Vila discuss building the layer missing from modern sport.

Oradores: Thibaut Courtois, Gonzalo Vila, Adam Leventhal

Giving AI a hand: The dexterity API for the physical world

Hora: *3:20PM - 3:40PM* | ***Palco:*** *Stage 13*

AI can write code and plan complex tasks. But can a robot pick up a key without dropping it, or handle something fragile without crushing it? Alex Xia explores what it takes to give AI a capable pair of hands. Drawing on tendon-driven, direct-drive and hybrid designs, he reveals the engineering trade-offs behind precision, strength and reliable manipulation. Discover Xynova’s vision for a “dexterity API” for the physical world, and what it takes to turn AI decisions into useful action.

Oradores: Yuxuan Xia

The new geography of growth

Hora: *3:20PM - 3:40PM* | ***Palco:*** *Stage 7*

As companies rethink where they build, invest and scale, cities and countries are becoming strategic partners in corporate expansion. Rio de Janeiro and Qatar are building tech hubs designed to attract technology companies, talent, capital and new industries. Join us to explore how companies can identify the right environments in which to scale globally.

Oradores: Sidney Levy, Dr. Hamad Al-Naimi, Leandro Souza

The Digital Euro explained

Hora: *3:20PM - 3:40PM* | ***Palco:*** *Stage 8*

As digital payments reshape consumer behaviour, central bank innovation is moving from theoretical policy to concrete infrastructure. Join Alessandro Giovannini, Adviser to the Digital Euro project at the European Central Bank, for an exploration of public digital money and its interface with private sector innovation.

Oradores: Alessandro Giovannini, Quirino Mealha

AI filmmaking and the crisis of mediocrity

Hora: *3:25PM - 3:45PM* | ***Palco:*** *Stage 4*

Generative AI hasn't ruined cinema, but low-effort digital content threatens to drown it. Drawing on over a decade in commercial filmmaking and photography, Kavan the Kid approaches synthetic cinema with technical precision and artistic discipline that has drawn audiences to his \"Chronicles of Bone\" YouTube series in their millions. Discover how generative tools empower independent storytellers to build original IP, bypass traditional studio gatekeeping, and turn fan-driven worlds into highly profitable media enterprises.

Oradores: Kavan Cardoza, Ayesha Chowdhury

Building a new model for creators and journalism

Hora: *3:25PM - 3:55PM* | ***Palco:*** *Stage 3*

Creators are no longer just another distribution channel for traditional media. They are becoming partners in how journalism reaches and engages new audiences. Sara Goo, President of The Washington Post’s Creator Network, explores what it takes to build meaningful partnerships between independent creators and an established newsroom. She’ll unpack how the Post is developing a model that gives creators space to retain their distinctive voices while drawing on the credibility and journalistic expertise of the newsroom — and how those partnerships can unlock new approaches to storytelling, audience engagement and revenue. What does a successful creator–newsroom partnership look like, and could this model reshape how journalism reaches the next generation of news consumers?

Oradores: Sara Goo, Kaya Yurieff

Press conference: Otter.ai Announces Its Biggest Multilingual Leap Yet

Hora: *3:30PM - 3:50PM* | ***Palco:*** *Stage 2*

This press conference is held in the Media Village. Media event only.

Oradores: Sam Liang

What does anti-imperialism mean today?

Hora: *3:30PM - 3:55PM* | ***Palco:*** *Stage 11*

Can the left fight exploitation at home without confronting the structures of power that shape the world beyond its borders? This talk makes the case for anti-imperialism as a central part of left politics, exploring the history of internationalist struggle and the political questions facing the left today.

Oradores: Chris Smalls, Ash Sarkar, Liam Cunningham, Steve Clemons

Investing in the next era of disruption

Hora: *3:30PM - 3:55PM* | ***Palco:*** *Stage 5*

As geopolitical shifts and distributed tech hubs redefine ecosystems worldwide, this session spotlights where the smartest money is flowing next. Join top global investors as they debate the evolving map of venture capital and the regions poised for the next era of disruption.

Oradores: Haya Al Ghanim, Tarik Sultan, Bjorn Tremmerie, Ivan Mehta

Putting humanity before AI: A Catholic vision

Hora: *3:35PM - 3:55PM* | ***Palco:*** *Stage 10*

Pope Leo XIV's first encyclical seeks to address the profound challenges presented by the AI revolution. Our panelists will explore how Catholic morality can help to re-centre humanity in an increasingly artificial age.

Oradores: Paolo Benanti, Paul Tighe, Ana Catarina André

Building connections for the next generation

Hora: *3:35PM - 3:55PM* | ***Palco:*** *Stage 14*

The next generation feels more connected yet more isolated than ever. How can leaders build cultures and partnerships that translate into brands truly serving human connection? This talk explores the intersection of organisational culture, the power of partnerships, and serving Gen Z's unique needs. You'll leave with new perspectives and approaches on building authentic cultures where empathy drives decision-making and benefits your brand.

Oradores: Jackie Jantos, Joey Camire, Mark Stenberg

The quantum leap for AI

Hora: *3:40PM - 4:00PM* | ***Palco:*** *Stage 13*

What happens when quantum computing meets AI? Discover how these powerful technologies could push beyond today’s computational limits, unlock new approaches to discovery and problem-solving, and reshape what’s possible. We’ll explore what’s driving the race toward this new computing paradigm, where today’s AI may hit a wall, and how quantum technologies could open the door to breakthroughs we can only begin to imagine.

Oradores: James Palles-Dimmock, Zhiyuan Liu, Jennifer Strong

The end of the marketing specialist

Hora: *3:40PM - 4:00PM* | ***Palco:*** *Stage 7*

As AI takes over technical tasks, the traditional career path is shifting from deep, narrow roles to versatile generalists, where human judgment and storytelling stand out in a market flooded with generic, automated content. This session explores what a successful marketing operation looks like in the next five years.

Oradores: Chris Koehler, Kit Eaton

Mastering investment readiness, capital efficiency, and valuation in volatile markets

Hora: *3:40PM - 4:00PM* | ***Palco:*** *Stage 8*

When capital markets shift from hyper-growth to strict financial discipline, the playbook for fundraising changes entirely. This session cuts through the noise to show founders and finance leaders how to build an investor-ready company that thrives regardless of market volatility.

Oradores: Tamara Steffens, Fernando Cabral, Rachel Wolfson

Governance for growth: The new rules for moving fast

Hora: *3:45PM - 4:05PM* | ***Palco:*** *Stage 4*

As companies scale AI and distributed teams across markets, traditional governance can feel like a bottleneck. This session dives into how automated compliance, secure API governance and modern infrastructure can accelerate operations rather than slow them down.

Oradores: Francoise Brougher, Rory Blundell, Pepe Moder

Owning your audience

Hora: *3:55PM - 4:15PM* | ***Palco:*** *Stage 14*

As algorithms grow more volatile and AI reshapes discovery, direct access to an audience is becoming the scarcest asset a creator or brand can have. This conversation explores why email remains one of the most resilient channels for that ownership and what it takes to turn an audience into a durable business.

Oradores: Tyler Denk, Ben Goldberger, Sofia Teixeira

Lights camera algorithm

Hora: *3:55PM - 4:15PM* | ***Palco:*** *Stage 3*

The media landscape is undergoing a pivotal transformation: from cinema to playable gaming worlds, the creative blueprint for producing high-impact media has completely changed. This session will share insights into what to expect from this new era of AI storytelling.

Oradores: Yonatan Dor, David Savage

Know the market: Reading Europe's capital flows

Hora: *3:55PM - 4:15PM* | ***Palco:*** *Stage 5*

Join this session as PitchBook's Nalin Patel breaks down where European capital is concentrating right now, what's driving the shift, and what it signals for the next wave of dealmaking. Drawing on deep market research, this session gives founders and investors a clear read on where the market is headed.

Oradores: Nalin Patel

The great AI migration: US to China, Europe to US?

Hora: *3:55PM - 4:25PM* | ***Palco:*** *Stage 10*

The global AI landscape is being reshaped by a surprising reversal: US companies are increasingly looking to Chinese models, while European companies are turning to US AI providers. What is driving this shift and what does it mean for the future of AI, technological sovereignty and global competition?

Oradores: Tom Dowley, Thomas Jarzombek, Dan Wang, Delphine Bachmann, Elizabeth Dwoskin

America after the midterms: Trump, the Democrats and what comes next

Hora: *3:55PM - 4:25PM* | ***Palco:*** *Stage 11*

With the dust now beginning to settle on the US midterm elections, our panel considers the results, their wider significance, asks the big question: what comes next? From the battle for Congress to the issues that shaped the vote, they examine the forces reshaping American politics and the lessons the election holds for both parties. With the 2028 presidential election already looming, what does the new political landscape mean for the future of Trumpism, the Democrats and the American left?

Oradores: David Sirota, Abigail Slater, Nathan J Robinson, Steve Cortes, Dan Michaels

When AI leaves the screen

Hora: *4:00PM - 4:20PM* | ***Palco:*** *Centre Stage*

AI has transformed the digital world; now it is moving into the physical one. Robots are beginning to learn, adapt and perform new tasks in the real world without being programmed for every situation. Abhinav Gupta, Co-Founder and President of Skild AI, explores the rise of Physical AI, why one general-purpose brain could power many different robots, and what it will take to bring intelligent machines into our factories, workplaces and everyday lives.

Oradores: Abhinav Gupta

What does a self-driving company look like?

Hora: *4:00PM - 4:20PM* | ***Palco:*** *Stage 13*

Getting value from AI is no longer about better tools. It’s about changing how the whole company runs, particularly for global enterprises. In a self-driving company, agents do most of the day-to-day work, while people bring in the judgment and taste that keeps them on track. But agents can only do this if they have the right security, governance, and controls. This session explores how to build safe habitats for agents, and why they make people and companies more valuable and secure, not less.

Oradores: Michele Catasta

Press conference with Defined AI Founder Daniela Braga

Hora: *4:00PM - 4:20PM* | ***Palco:*** *Stage 2*

This press conference is held in the Media Village. Media event only.

Oradores: Daniela Braga

Disrupting the playbook: How unlikely alliances unlock growth

Hora: *4:00PM - 4:20PM* | ***Palco:*** *Stage 7*

Companies often get trapped by their own industry’s rules and miss out on gamechanging deals. This session breaks down how cross-industry collaborations can spark the next wave of growth and spot new opportunities.

Oradores: Dmitri Verbovski, Federico Pagliara, Joana Quintas

Thinking global from day one

Hora: *4:00PM - 4:20PM* | ***Palco:*** *Stage 8*

For modern startups, building for a single market first is a legacy constraint. Operating with an international mindset from inception isn't just about expanding reach - it fundamentally shapes your product architecture, talent strategy, and go-to-market engine. In this panel, we'll be discussing how early-stage founders can successfully navigate global expansion right out of the gate,

Oradores: Diego Sampaio, Mike Sigal, Zdravko Krstanov

Scaling faster with AI employees

Hora: *4:05PM - 4:25PM* | ***Palco:*** *Stage 4*

AI is moving out of standalone apps and into the places where teams already work. AI employees now sit in Slack and Microsoft Teams alongside human colleagues, taking on multi-step work with full organisational context. Join viktor.com co-founder Fryderyk Wiatrowski as he shares insights from companies deploying their first AI employees: which tasks get handed off, where humans retain control of high-stakes decisions and what teams look like when every employee has an AI colleague in their corner.

Oradores: Fryd Wiatrowski, Ayesha Chowdhury

Legacy media's next move

Hora: *4:15PM - 4:40PM* | ***Palco:*** *Stage 3*

Can traditional media leaders move fast enough to stay relevant in a rapidly changing landscape and what does it take to lead organisations through rapid disruption? Media leaders explore the future of established media, from embracing innovation and digital transformation to building trust, protecting editorial independence and winning the attention of a new generation of audiences.

Oradores: Lina Mansour, Nick Thompson, Kasia Kieli, Mathias Stamm

Bits vs atoms: Who wins the AI value capture race?

Hora: *4:15PM - 4:40PM* | ***Palco:*** *Stage 5*

As AI moves from novelty to necessity, a high-stakes question emerges: Will the biggest financial returns come from digital software or the physical world? Join this session as leading investors debate where the true value of AI will be built. From intelligent software agents transforming office work to physical AI powering factories and robots, we break down where smart money is betting, where the strongest business moats lie, and what it takes to build a multi-billion-dollar AI company today.

Oradores: Charly Mwangi, Nowi Kallen, Hugo Fernández-Mardomingo, Kim Than

The token trap: Precision over power

Hora: *4:20PM - 4:35PM* | ***Palco:*** *Stage 7*

As enterprises move from AI pilots to AI agents, per-token pricing turns every task into a metered cost, making ROI hard to predict and scale hard to justify. The answer is not bigger models. This keynote explores why precision and context deliver better results than raw model size, and how GaiaB, Austriacard's sovereign generative AI, runs agentic AI on-premises at zero token cost, keeping data, IP and costs under the enterprise's control.

Oradores: Spyros Sakellariou, Jean Vieville

AI: doom or boom?

Hora: *4:20PM - 4:40PM* | ***Palco:*** *Centre Stage*

From absolute deregulation to heavy precautionary mandates, AI policy has become deeply polarised. Are we being forced to choose between Wild West growth and regulatory gridlock? Join us for a candid discussion on finding a pragmatic middle path, one that safeguards society without choking innovation or concentrating power in the hands of a few tech giants.

Oradores: Ali Partovi, Amy Nordrum

Beyond the chat bubble

Hora: *4:20PM - 4:40PM* | ***Palco:*** *Stage 13*

Treating conversational text as the universal operating system for business is an expensive dead end. Real companies run on dense data streams, compliance filings, and video meetings. Join Reka AI's Mateusz Malinowski as he discusses the industry's text-only obsession and explores why the future of enterprise software belongs to background foundation models that perceive, cross-reference, and execute across the entire sensory spectrum of the enterprise.

Oradores: Mateusz Malinowski, Thomas Germain

AI for everyone in practice: Wearables and accessibility

Hora: *4:25PM - 4:45PM* | ***Palco:*** *Stage 4*

AI glasses are bringing accessibility into everyday wearables. In Portugal, NOS is turning this promise into practice by building an accessibility application on Meta AI glasses and testing it with blind and low-vision users at its Lisbon launch. Join Maxine Williams, VP of Accessibility at Meta, and Jorge Graça, CTO at NOS, as they explore how companies transition from product demonstrations to real-world adoption by building alongside user communities, earning trust and expanding the impact of new technology.

Oradores: Maxine Williams, Jorge Graça, Katie Collins

Whose AI is it anyway? (Live field experiment)

Hora: *4:25PM - 4:50PM* | ***Palco:*** *Stage 11*

As AI becomes a gateway to information and truth, the values embedded within LLMs become a political issue. Do AI systems developed in the US, China and Europe answer the same questions differently, and if so what are the implications? This live field experiment explores this issue. Our panel will put questions to a range of LLMs, examine the resulting responses and assess how politics, regulation and culture have shaped these different responses.

Oradores: Carl Miller, Lawrence Snapp, Renée DiResta, Carmem Domingues, James Ball

Press conference with NXTPLAY Capital Co-Founder & Professional Football Player, Thibaut Courtois, and NXTPLAY Co-founder & Managing Partner, Gonzalo Vila

Hora: *4:30PM - 4:50PM* | ***Palco:*** *Stage 2*

This press conference is held in the Media Village. Media event only.

Oradores: Thibaut Courtois, Gonzalo Vila

The product strategy paradox: When technology moves faster than the roadmap

Hora: *4:35PM - 4:55PM* | ***Palco:*** *Stage 7*

Product leaders are expected to build for the long term, but technology rarely stands still long enough for the plan to stay unchanged. New capabilities, startups and shifts in customer expectations can create opportunities – and force difficult decisions about where to invest, what to adapt and what to leave behind. Join us to recognise when a new technology is worth changing the roadmap for.

Oradores: Stephen Short, Mordecai, Joana Petiz

The death of feature moat

Hora: *4:40PM - 5:00PM* | ***Palco:*** *Stage 13*

If your competitive advantage is a thin UI wrapper on someone else's foundation model, you don't have a moat, you have a countdown timer. When any rival can clone your entire product roadmap over a weekend, features stop being differentiators. Join Granola's Sam Stephenson and Ragged Edge's Max Ottignon as they expose the engineering-first delusion, revealing why radical brand identity, opinionated craft, and taste are the only defensible moats that survive in the AI era.

Oradores: Max Ottignon, Sam Stephenson, Ivan Mehta

The human bandwidth: Redefining customer experience

Hora: *4:55PM - 5:15PM* | ***Palco:*** *Stage 7*

As connectivity becomes increasingly commoditised, companies are looking for new ways to deepen customer relationships and create value beyond the core service. AI, data and personalisation are changing how businesses understand customers, anticipate their needs and deliver more relevant experiences. Join us to explore what it takes to build deeper customer relationships at scale.

Oradores: Olivier Horps, Max Byloff, Lu Rodrigues

Opening remarks

Hora: *9:55AM - 10:00AM* | ***Palco:*** *Centre Stage*

Please make your way to the stage, content starting shortly.

Oradores: Casey Lau

Dia: November 11

The future of enterprise software has no middleman

Hora: *10:00AM - 10:20AM* | ***Palco:*** *Centre Stage*

The engineering queue used to gatekeep what got built. Now, the person closest to the problem can build the solution for it: employees inside nearly two-thirds of the Fortune 500 already do. When software stops being a specialist job, that changes how companies build, staff, and ship. Anton Osika, Lovable's co-founder and CEO, will talk about what this transformation already looks like inside real companies, and what it takes to keep software secure when anyone can ship it.

Oradores: Anton Osika, Harry McCracken

Entertainment in the digital age

Hora: *10:00AM - 11:00AM* | ***Palco:*** *Stage 12*

From streaming services and virtual reality to lifestyle platforms and interactive storytelling, the boundaries of entertainment have expanded, empowering creators and captivating audiences like never before. In this showcase, we bring together industry visionaries, content creators and technological innovators to explore the frontiers of entertainment in the digital age.

Oradores: Rodrigo Terron, Ragna Hes, Shavkat Mamadjonov, Ana Luísa Goncalvez, Pedro Rocha, Domenico Zitiello, Pablo Alifano, Dawn Manning, Leah Abdulla, Denys Suliatytskyi, Philip Hendrickx, Yazan Abbasi, Ryan Dickinson, Adriana Rocha, Abhijeet Chakraborty, Flora Nnana, Daw-Chih Liou, Sofia Bakhtiiarova, Katarzyna (Kasia) Gromadzka, Mike Korostelin, Oliver Spratt Romero, Mónica Andrade, Dmitrii Guralev, Sean McFadden, Sapir Tori

The new wave of industry disruption

Hora: *10:00AM - 11:00AM* | ***Palco:*** *Stage 6*

Join us during this session, where startups will present solutions to their industry's biggest challenges. From legaltech, proptech, and data analytics, these rapid-fire presentations feature some of the most innovative startups at Web Summit.

Oradores: Tommaso Giudici, Filip Ohanka, Lourenço Brandão Castel-Branco Borges, Brenda Mendes, Nikita Protchenko, Iuliia Glukhova, Hlynur Oskar Gudmundsson, Frederic Schroyens, Ashlee Okunonke, Niall Reenan, Dylan Fermoyle, Zein Albarim, Jacques Bøgh, Vicente Garção, Alex Cesar, Michiel "Mike" Puelinckx, Gregor Balkovec, Peenal Gupta, Marie Gouilliard, Dragos Triteanu, Dr. Shaun Redgard, Emma Agering, Milad Navidizadeh, Isabela Pallarés Arjona

Opening remarks

Hora: *10:05AM - 10:10AM* | ***Palco:*** *Stage 13*

Please make your way to the stage, content starting shortly.

Oradores: Saif Qazi

Do we need a UN AI treaty?

Hora: *10:05AM - 10:30AM* | ***Palco:*** *Stage 11*

AI is advancing faster than governments can regulate it. The UN has begun building a framework for global AI governance, but is dialogue enough? In this conversation Mary Robinson considers whether the world needs a binding UN treaty on AI, what such a treaty could cover, and whether global rules can keep pace with a technology that knows no borders.

Oradores: Mary Robinson, Charles Pellegrin

Opening remarks

Hora: *10:10AM - 10:15AM* | ***Palco:*** *Stage 14*

Please make your way to the stage, content starting shortly.

Oradores: Jay Richards

Opening remarks

Hora: *10:10AM - 10:15AM* | ***Palco:*** *Stage 4*

Please make your way to the stage, content starting shortly.

Oradores: Arnav Chaphalkar

Opening remarks

Hora: *10:10AM - 10:15AM* | ***Palco:*** *Stage 8*

Please make your way to the stage, content starting shortly.

Oradores: Anna Scally

The AI agent economy

Hora: *10:10AM - 10:30AM* | ***Palco:*** *Stage 13*

AI is outgrowing the chat window. We are entering the era of agentic systems: autonomous software capable of reasoning, planning, and executing complex tasks directly on your behalf. But moving from passive copilots to billions of active decision-makers requires an architectural revolution at the edge. Qualcomm's Durga Malladi reveals the low-latency compute, edge infrastructure, and trust frameworks needed to power an autonomous agent economy across everyday devices.

Oradores: Dr. Durga Malladi, Dayana Sarkisova

Opening remarks

Hora: *10:15AM - 10:25AM* | ***Palco:*** *Stage 7*

Please make your way to the stage, content starting shortly.

Oradores: Grazi Sbardelotto

The new rules of F1 fandom

Hora: *10:15AM - 10:35AM* | ***Palco:*** *Stage 14*

Formula 1 is attracting new audiences, reshaping how fans discover the sport and what they expect from the brands around it. McLaren CMO Louise McEwen shares insights from the team's latest research into these changing behaviours, exploring what marketers can learn about building relevance, earning attention and turning audiences into lasting fans.

Oradores: Louise McEwen, Janice Min

Beyond the autonomous legal department

Hora: *10:15AM - 10:35AM* | ***Palco:*** *Stage 4*

AI is reshaping legal operations, but scaling it responsibly requires keeping human reasoning and rights at the core. This session explores the ethical and operational frontiers of legaltech. Discover how teams deploy autonomous tools while enforcing ethical guardrails and safeguarding human oversight.

Oradores: Jacob Duligall, Ann Kristin Glenster, Jasmine Sims, Lisa Eadicicco

Why banking has become an AI conversation

Hora: *10:15AM - 10:40AM* | ***Palco:*** *Stage 8*

Tapping through submenus to secure credit is being replaced by natural language, photo uploads and instant AI execution. The next frontier of consumer finance is not a new app UI, it is an intelligent conversation. Discover how AI-enabled banking platforms and alternative payment networks are embedding real-time lending directly into consumer intent, creating a transparent, friction-free alternative to traditional revolving debt.

Oradores: Giovanni Marescalchi, Clare Gambardella, Brad Smith

Who wins in the age of agentic AI?

Hora: *10:20AM - 10:40AM* | ***Palco:*** *Centre Stage*

As agentic AI transforms how we work, a critical question is emerging: where will the greatest value be created? Will it be the platforms powering the AI revolution, or the startups building the next generation of products and services? Bringing together Tencent's perspective as a global technology investor and Granola's experience building an AI-native product, this conversation explores where the biggest opportunities lie, what gives AI startups a competitive edge, and what it takes to build the next generation of global technology leaders.

Oradores: Ling Ge, Sam Stephenson, Amit Katwala

Opening remarks

Hora: *10:25AM - 10:30AM* | ***Palco:*** *Stage 10*

Please make your way to the stage, content starting shortly.

Oradores: PJ Hagerty

Opening remarks

Hora: *10:25AM - 10:30AM* | ***Palco:*** *Stage 5*

Please make your way to the stage, content starting shortly.

Oradores: Brendan Yell

The cognitive city: Where AI acts, not just sees

Hora: *10:25AM - 10:45AM* | ***Palco:*** *Stage 7*

Cities, stadiums, stores and hospitals are full of sensors but short on action. This session explores how agentic and physical AI close the loop, with real examples and a clear view of where builders can win.

Oradores: Renu Navale, David Savage

Opening remarks

Hora: *10:30AM - 10:35AM* | ***Palco:*** *Stage 3*

Please make your way to the stage, content starting shortly.

Oradores: Zak Heath

The next digital frontier

Hora: *10:30AM - 10:50AM* | ***Palco:*** *Stage 11*

What will the next generation of digital economies look like? Leaders from Portugal, the UAE, and Sao Paulo share their experiences of building technology ecosystems, attracting investment and harnessing AI to transform government, business and society.

Oradores: Vahan Agopyan, Tariq Al Tayer, Bernardo Correia, Eleanor Pringle

The model was never the product

Hora: *10:30AM - 10:50AM* | ***Palco:*** *Stage 13*

In 2022, Jasper was one of the biggest names in AI. Six weeks after it became a unicorn, ChatGPT made its core offering free overnight. Very few companies survive that. Jasper did, first as a platform, and then as an applied AI company that embeds engineers and marketers inside enterprise teams. Join Jasper CEO Timothy Young will talk about what enterprise AI transformation really takes and why selling software alone is no longer enough.

Oradores: Timothy Young, Josh Dzieza

New Unicorn in Lisbon: Discord Announces Expansion (Press conference)

Hora: *10:30AM - 10:50AM* | ***Palco:*** *Stage 2*

This press conference is held in the Media Village. Media event only.

Oradores: Carlos Moedas, Stanislav Vishnevskiy, Gil Azevedo

Moving from hype to hard ROI

Hora: *10:30AM - 11:00AM* | ***Palco:*** *Stage 5*

Building an AI application may be easier than ever, but scaling a profitable, defensible enterprise AI business is harder than most founders realise. This session explores how AI is transforming enterprise workflows, why energy grid and infrastructure constraints could be AI's biggest bottleneck, and which key metrics investors now demand before cutting a cheque.

Oradores: Zach Coelius, Amy Cheetham, Abdul Ly, Elena Casas-Montanez

The end of genius

Hora: *10:35AM - 10:55AM* | ***Palco:*** *Stage 14*

The recent advances in generative AI are profoundly changing how we create text and images. But culturally, our beliefs about how creativity happens are stuck in the 18th century, shaped by a handful of German Romantic thinkers. The myth of the lone genius collides with systems that suggest that everything is simply a matter of computation. This talk explores whether AI will ultimately democratize creativity, or whether it spells the very end of the idea that made it culturally so important in the first place.

Oradores: Felix Richter

The case for play

Hora: *10:35AM - 10:55AM* | ***Palco:*** *Stage 3*

What if play is not the opposite of serious work, but one of our most powerful tools for solving serious problems? IDEO Partner and Managing Director Michelle Lee explores how play can unlock creativity, challenge assumptions and help people navigate complexity, from product design and workplace culture to the age of AI.

Oradores: Michelle Lee

The new curriculum. How education is evolving in the age of AI

Hora: *10:35AM - 10:55AM* | ***Palco:*** *Stage 4*

As AI reshapes professional skills and labour market demands, traditional higher education faces a growing need to adapt. Bringing together academic leaders from Instituto Superior Técnico, and Ânima Educação, this session explores the transformation of post-secondary education. Discover how institutions are moving beyond legacy syllabi to embrace experiential global learning, real-time AI tools and cross-border project ecosystems.

Oradores: Paula Harraca, Arlindo Oliveira, Ana Catarina Martins

Investing in zero billion dollar markets

Hora: *10:40AM - 11:00AM* | ***Palco:*** *Centre Stage*

Every billion-dollar industry starts as a $0B market. What massive industries don't exist yet, but will by 2030? Join this session with top investors as we unpack how to spot, fund, and build the category-defining giants of tomorrow, before the crowd arrives.

Oradores: Mattias Ljungman, Steve Vassallo, Terry Martin

How the world’s biggest companies move money

Hora: *10:40AM - 11:05AM* | ***Palco:*** *Stage 8*

Tech companies scale across borders faster than ever, selling to global markets and hiring distributed teams from day one. But legacy finance can’t keep up. Learn how to navigate contractor payroll, multi-currency conversions and cross-border settlements and why building scalable epayments early is vital for global expansion.

Oradores: Serhii Zakharov, Guilherme Murtinho, Evan Bourke

Opening remarks

Hora: *10:45AM - 10:50AM* | ***Palco:*** *Stage 9*

Please make your way to the stage, content starting shortly.

Oradores: Daniel Friedlaender

The ultimate competitive edge: How companies can thrive through disruption

Hora: *10:45AM - 11:05AM* | ***Palco:*** *Stage 7*

In a world where AI, technology, markets and geopolitics can shift faster than corporate strategies, the ability to change is becoming a competitive capability in its own right. This session explores what it takes to build organisations that can continuously adapt, moving faster from insight to decision, from decision to execution and from transformation to lasting performance.

Oradores: Stefan Schaible, Paulo Emediato

The intelligence paradox: Why greater AI power makes human expertise more valuable

Hora: *10:50AM - 11:00AM* | ***Palco:*** *Stage 9*

Accumulating the most AI tools is not the race that will set companies apart. Instead, the organisations pulling ahead are those tackling the unglamorous groundwork everyone else is skipping. Successful firms select tools directly, properly train their workforce and keep human expertise at the centre of every critical judgment call. Aaron Gibson, founder and CEO of Hurree, will expose where most rollouts go wrong and reveal what the handful of companies getting this right do differently.

Oradores: Aaron Gibson

China’s quantum answer to global challenges

Hora: *10:50AM - 11:10AM* | ***Palco:*** *Stage 10*

How can quantum computing help address challenges that matter to us all? China is pairing quantum with classical supercomputers to solve critical issues, including climate change, drug discovery and energy forecasting. Blending computing with traditional Chinese philosophy, this keynote invites global collaborators to advance practical, high-impact quantum solutions together.

Oradores: Zhiyuan Liu

Putting human rights into artificial intelligence

Hora: *10:50AM - 11:10AM* | ***Palco:*** *Stage 11*

AI companies, such as Anthropic, have begun to think about the ethical implications of their transformative technologies by embedding a human rights respecting constitution into their AI. Should this approach become an industry standard to ensure that AI models adhere to the same moral and ethical standards as humans? Or should governments impose these standards from without?

Oradores: Michael O'Flaherty, Paul Tighe, Georja Calvin-Smith

The playbook for brand longevity

Hora: *10:55AM - 11:15AM* | ***Palco:*** *Stage 14*

Some brands survive trends. Others survive entire eras of technological change. Join this session as leaders from two iconic companies discuss how to build trust, evolve without losing your identity, and create a brand that stands the test of time.

Oradores: Tusar Barik, Josh Line, Lara O'Reilly

A new era for the NBA in Europe

Hora: *10:55AM - 11:15AM* | ***Palco:*** *Stage 3*

What does it take to build something new in one of basketball’s most passionate markets? George Aivazoglou, Managing Director of NBA Europe and Middle East, goes inside the NBA’s plans for Europe: a new competition, modern arenas, innovative partnerships and fan experiences built for a new generation. Hear how the league is making its move, and what it means for the game across the continent.

Oradores: George Aivazoglou, Adam Leventhal

Get on bored: Reclaiming our attention span in the workplace

Hora: *10:55AM - 11:15AM* | ***Palco:*** *Stage 4*

As AI automates routine tasks, why are knowledge workers more exhausted than ever? The answer lies in a cultural allergy to boredom and technology’s relentless fight for our focus. This session challenges the myth of continuous optimisation, showing leaders how to design tools and working hour structures that give employees the mental space needed for breakthroughs.

Oradores: Dale Whelehan, Amber Case, Lia Matthow

Why education is failing the current and future workforce

Hora: *11:00AM - 11:10AM* | ***Palco:*** *Stage 9*

StudyFetch CEO Esan Durrani has had a front-row seat to how more than eight million students use AI to learn with personalised help and immediate feedback. As these learners enter the workforce, collaborating with AI and continuous learning will become essential. Esan shares what their behaviour reveals about the future of work and how those lessons led his team to build Honen – an AI-native platform helping companies give their people the knowledge and skills they need to succeed.

Oradores: Esan Durrani

Press conference with Web Summit CEO and Founder Paddy Cosgrave

Hora: *11:00AM - 11:20AM* | ***Palco:*** *Stage 2*

This press conference is held in the Media Village. Media event only.

Oradores: Paddy Cosgrave

Reporting at the speed of news

Hora: *11:00AM - 11:25AM* | ***Palco:*** *Centre Stage*

Today, reporting needs to keep pace with the movement of misinformation and falsehoods on social media. How do mainstream media outlets balance the demand for instant news without jeopardising editorial integrity? Join this panel of editorial leaders as they pull back the curtain on the high-stakes balancing act of maintaining absolute accuracy under absolute pressure.

Oradores: Marc Lacey, Betsy Reed, David Rhodes, Nicholas Johnston

Silicon Valley vs. Europe and the race for global dominance

Hora: *11:00AM - 11:30AM* | ***Palco:*** *Stage 5*

Global markets are in flux, forcing startups and VCs alike to adapt to a new economic reality. As funding landscapes realign, where will the next generation of industry disruptors originate? This session explores the changing dynamics between European and US tech ecosystems, looking at who is better positioned to lead the next growth cycle.

Oradores: Rainer Märkle, Tamara Steffens, Nico Wittenborn, Lucinda Shen

The power of SaaS

Hora: *11:00AM - 12:00PM* | ***Palco:*** *Stage 12*

Over the course of an hour, explore how innovative software-as-a-service startups are streamlining operations, boosting productivity, integrating AI, and providing users with invaluable software services.

Oradores: Rodrigo Terron, Carlos Nebreda, Johan Reveillard, Viktoriia Abed, Drake Christensen, Jose Antonio Ferreiro, Tanja Plotnikova, Marko Šanti■, Emilie Bastrup, Vicente López Solorio, Will Evans, Panos Diamantakos, Kai Platschke, Mike Vorozheykin, Estelle Detrembleur, Ekaterina Rubtcova, Pantelis Spagis, Adria■n Duske, Welwitscha Carvalho, Romulus Roman, Jessica Carvalho, Mateus Bonifácio, Thomas McGowan, Carolina C. Juchem Marques, Tammy Okwara

The future of AI and machine learning

Hora: *11:00AM - 12:00PM* | ***Palco:*** *Stage 6*

Over the course of an hour, startups explore the practical applications of AI and machine learning. Delve into real-world cases and gain insights into how these technologies are solving complex problems across diverse fields.

Oradores: Christian Lohse, Michelle Lacenere, Charlie Harries, Kayla Piscopo, Stan Novi, Flávia Bravo, Anderson Francisco, Damien Mulhall, Daria Maria Hyppa, Jean Francois-Poncet, Liz Whelan, Jake Bourne, Nana Kusi, Sofija Hotomski, Gavin Owens, Francesc Juille, Ekaterina Goncharova, Alexander Schöneseiffen, ENES DOGAN, Aaron Kim, Georgia Kalantzi, Joana Michi Fujiwara, Josua Boos, Paul Hanke, Sebastião Galeno Pereira Filho

Solving the SMB cash crunch

Hora: *11:05AM - 11:25AM* | ***Palco:*** *Stage 8*

SMBs power the global economy, yet traditional finance constantly leaves them stranded without reliable cash flow. While early fintech focused on flashy consumer apps and basic payments, a massive shift is underway. Fintech's next groundbreaking era will solve the ultimate make-or-break hurdle for small business survival: cash flow.

Oradores: Aidan Corbett

Building AI on your own terms: From technology discovery to real-world scale

Hora: *11:05AM - 11:30AM* | ***Palco:*** *Stage 7*

Much of the world's current frontier AI capability is concentrated among a relatively small number of countries and technology providers, so how much control do nations and businesses have over their own AI future? This panel examines what it takes to move from AI dependency to greater control, covering infrastructure, technology and real-world scaling.

Oradores: Ronnie Sheth, Mike Nguyen, João Nuno Ferreira, Luc Chénier

Building the product isn't the hard part. Building the company is.

Hora: *11:10AM - 11:20AM* | ***Palco:*** *Stage 9*

When it comes to scaling climate tech, building great energy intelligence software is only the beginning. Drawing on his experience growing Watt Footprint from a startup into a global business, Paul Mahon explores what it takes to build the company behind the technology – from bringing together the right team and securing significant funding to shaping a strong culture and scaling sustainably.

Oradores: Paul Mahon

Don't feed shit to agents

Hora: *11:10AM - 11:30AM* | ***Palco:*** *Stage 10*

Operating across 50+ global markets, LUSH built "The Vault" to turn fragmented product data into a single, governed source of truth. AI agents are only as good as their context. Feed an AI agent raw, unmodeled data and it fails. LUSH CTO Simon Ince and Directus co-founder & CTO Rijk van Zanten reveal how they engineered a governed data layer that gives both humans and AI the trusted context needed to build at scale.

Oradores: Rijk van Zanten, Simon Ince, Mafalda Freire

The Portuguese economic success story

Hora: *11:10AM - 11:30AM* | ***Palco:*** *Stage 11*

Portugal's economy has, despite unfavourable international headwinds, maintained strong growth. GDP per capita has increased for at least four straight years, unemployment is at an over ten-year low, and government debt continues to fall. We will hear from the Minister of Finance in charge of many of the reforms that have spurred this positive performance about how Portugal has gone from strength to strength.

Oradores: Joaquim Miranda Sarmento, Laura Greenhalgh

Why AI agents stall at the production line

Hora: *11:10AM - 11:30AM* | ***Palco:*** *Stage 13*

Open standards are missing in action, causing custom AI agents to fail when scaling. Join the AAIF's Mazin Gilbert as breaks down how open-source protocols eliminate proprietary lock-in and bridge the gap between impressive lab demos and reliable enterprise execution.

Oradores: Mazin Gilbert, Tom Stackpole

Building personal superintelligence: The future is for everyone

Hora: *11:15AM - 11:35AM* | ***Palco:*** *Stage 14*

What happens when everyone has superintelligence in their hands? Join Meta's Derya Matras, VP, EMEA, on deploying AI that's personal, accessible, and built for everyone.

Oradores: Derya Matras

The next billion players will not download a game

Hora: *11:15AM - 11:35AM* | ***Palco:*** *Stage 3*

Games used to be products people searched for and downloaded. AI is making games easier and cheaper to create, intensifying competition for players' attention. The advantage is no longer just making great games, but ensuring they get discovered and building lasting relationships with players. Bozena Rezab, CEO and Co-founder of GAMEE, and David Brevik, President of Skystone Games, explore what happens to the gaming industry when anyone can make a game.

Oradores: Bozena Rezab, David Brevik, David Ewalt

Game developers: Your next key hire

Hora: *11:15AM - 11:35AM* | ***Palco:*** *Stage 4*

As AI reshapes skill requirements across industries, the games industry offers a growing pool of adaptable systems thinkers and creative problem solvers. With audience attention at a premium, are game developers the key to unlocking the next level of user engagement?

Oradores: Brian Baglow, David Jones, Cláudio Pestana, Iuri Martins

Taming token economics: A new framework for sustainable enterprise AI

Hora: *11:20AM - 11:30AM* | ***Palco:*** *Stage 9*

Enterprises are racing to deploy generative AI and agents to lift productivity, yet face unpredictable, escalating token costs at scale. Uncontrolled token economics erodes expected efficiency gains and creates unplanned operational overhead. Explore a fresh architectural approach to balancing business value with cost predictability for large-scale AI deployment.

Oradores: Chloe Li

The race for compute, agentic AI, and ROI

Hora: *11:25AM - 11:45AM* | ***Palco:*** *Centre Stage*

Join Philippe Botteri as he unveils key findings from Accel's annual Globalscape report. Moving beyond software into a massive infrastructure buildout, this session explores where VC billions are flowing, from agentic systems and compute battles to open vs. closed source models, and reveals where real ROI is materialising across the global ecosystem.

Oradores: Philippe Botteri, Arjun Kharpal

In bots we trust: Defending money against AI-powered fraud

Hora: *11:25AM - 11:50AM* | ***Palco:*** *Stage 8*

Deepfakes, synthetic identities and instant payouts have supercharged fraud beyond traditional security. Stopping modern attacks takes custom AI models paired with behavioural signals, device data and human oversight. But as autonomous AI agents begin making transactions on our behalf, how do we protect trust at scale?

Oradores: Rick Song, Ian Rogers, João Miguel Mesquita

From space missions to space infrastructure

Hora: *11:30AM - 11:40AM* | ***Palco:*** *Stage 9*

The space industry is shifting from individual missions and bespoke systems toward scalable, interconnected infrastructure. Yet, unlocking its full potential requires overcoming challenges of scale and interoperability. This talk explains how shared, service-oriented infrastructure makes space accessible and commercially relevant. Drawing on SpaceComputer’s approach, explore how key management and secure computing become building blocks for space-enabled applications.

Oradores: Filip Rezabek

$1.5 trillion in volume: Re-engineering a giant for the AI era

Hora: *11:30AM - 11:50AM* | ***Palco:*** *Stage 10*

Running one of the world’s largest crypto exchanges requires moving beyond surface-level AI tools to fundamentally re-engineering how an enterprise operates. In this talk, Bybit CTO Rockman Zhang reveals the architectural blueprint of an AI-native crypto organization. He details how autonomous agents are used as an active execution layer across internal R&D; and enterprise workflows. Learn how platforms can stay online 24/7 and safely handle non-stop trading as traditional finance and crypto merge.

Oradores: Rockman Zhang, Ian Horne

Beyond the AI agent hype

Hora: *11:30AM - 11:50AM* | ***Palco:*** *Stage 13*

AI has overinvested in producing intelligence and underinvested in determining where that intelligence deserves capital. This talk looks beyond the buzzwords to explore where AI agents are creating real economic value today, where they are not, and what it will take to turn increasingly capable AI into meaningful, scalable businesses especially as we approach what some describe as an “agentic singularity.”

Oradores: Georg Zoeller, Tariq Krim, Jeff Wilser

Press conference with Qualcomm SVP & General Manager, Durga Malladi

Hora: *11:30AM - 11:50AM* | ***Palco:*** *Stage 2*

This press conference is held in the Media Village. Media event only.

Oradores: Dr. Durga Malladi

Beyond the productivity paradox: The age of collaborative AI

Hora: *11:30AM - 11:50AM* | ***Palco:*** *Stage 7*

Trillions are being invested in AI, yet many organisations are still struggling to translate adoption into meaningful productivity gains. Now, collaborative AI opens up a different frontier: not replacing human ingenuity, but amplifying it. CNTR CEO and Aleph Alpha Co-founder Jonas Andrulis demonstrates how a new kind of human-machine collaboration can unlock potential that neither humans nor AI can achieve alone.

Oradores: Jonas Andrulis, Ayesha Chowdhury

Trust me bro: Western media and the decline of public trust

Hora: *11:30AM - 11:55AM* | ***Palco:*** *Stage 11*

Public trust in mainstream media has fallen sharply across much of the West, as audiences question everything from editorial independence to the influence of governments, corporations and powerful interests. This talk explores whether this crisis of confidence is the result of misinformation, political polarisation, and social media? Or whether traditional journalism has lost credibility on its own terms?

Oradores: Matt Kennard, Nika Soon-Shiong, Alan MacLeod, Barry Malone, Sarakshi Rai

Where venture value goes next

Hora: *11:30AM - 11:55AM* | ***Palco:*** *Stage 5*

Foundation models were just the starting line. Drawing on Crunchbase's proprietary data across thousands of startups, Jager McConnell reveals where the next generation of venture value is actually being built. In this session, we'll discover why tomorrow's sustainable winners are abandoning shallow wrappers to build deep moats around unique data, specialised workflows, and defensible vertical expertise.

Oradores: Jager McConnell, Henrique Simoes de Almeida

Smart construction solutions

Hora: *11:35AM - 11:50AM* | ***Palco:*** *Stage 4*

As the construction industry faces labour shortages, rising costs and site safety risks, Bright Master Robotics COO Zhao Nan explores how combining robotics with AI systems improves quality control and speeds up project delivery.

Oradores: Zhao Nan

Who gets to design the future?

Hora: *11:35AM - 11:55AM* | ***Palco:*** *Stage 3*

Mai Thi Nguyen, Director of the Design Lab at UC San Diego, explores how AI, design and civic technology can reshape the way cities work for the people who live in them. From housing and climate resilience to community engagement and public decision-making, she looks at how designers, technologists and communities can work together to build more inclusive, responsive and human-centred cities.

Oradores: Mai Thi Nguyen

China’s global brand revolution

Hora: *11:35AM - 12:00PM* | ***Palco:*** *Stage 14*

Chinese brands are making a bigger mark on markets around the world, from consumer technology and automotive to fashion and beauty. This keynote looks at the brands that have cracked the global market and the creative strategies behind their success, offering lessons that any brand can take from a new generation of global challengers.

Oradores: Adams Fan, Zou Yang

From copilot to colleague: How AI agents join your team

Hora: *11:40AM - 11:50AM* | ***Palco:*** *Stage 9*

Every team has an AI copilot, but few have an AI colleague. The difference? Colleagues know the context, own their work and get better every week without being asked twice. Drawing on lessons from building Strawberry Browser and helping teams put agents to work, Charles Maddock shares what it takes to bring agents onto the team and how leaders can build an AI-native team starting Monday.

Oradores: Charles Maddock

The next financial crisis: Are we ready for what's coming?

Hora: *11:45AM - 12:10PM* | ***Palco:*** *Centre Stage*

With record public and private debt, geopolitical fragmentation and AI-driven market shifts, are the conditions for another financial crisis already in place? This talk examines the biggest risks facing the global financial system, from sovereign debt and central bank policy to asset bubbles, private credit, and geopolitical shocks. Our panel will debate whether today's economy is fundamentally more resilient than in 2008, or whether we're simply waiting for the next trigger.

Oradores: James Galbraith, Sinéad O'Sullivan, Adam Kobeissi, Amanda Aronczyk

The 10-person company with a 1, 000-person attack surface

Hora: *11:50AM - 12:00PM* | ***Palco:*** *Stage 9*

AI lets a 10-person team run what once took 1, 000 people and lets attackers probe all of it just as cheaply. Security can no longer scale with headcount, so Tolmo's Arnaud Breton lays out how lean teams can stay secure while shipping 10x faster at AI speed.

Oradores: Arnaud Breton

Approaching the frictionless enterprise

Hora: *11:50AM - 12:05PM* | ***Palco:*** *Stage 4*

The biggest bottleneck to organisational growth is rarely strategy, but the internal friction. When marketing speed outpaces HR policy or governance structures slow down market execution, performance stalls. This cross-disciplinary session examines the framework for modern team dynamics that can drive rapid execution in an unpredictable market.

Oradores: Skerdi Sino, Milena Mladenovic Krusic, Josep Marc Mingot, Francesca Specter

When AI verifies AI

Hora: *11:50AM - 12:10PM* | ***Palco:*** *Stage 10*

Traditional software follows strict rules: input A always equals output B. AI is different. It improvises, adapts, and sometimes makes things up. When an app never gives the exact same answer twice, how do you guarantee it stays accurate and safe? Join TestMu AI's Asad Khan as he breaks down how teams use smart AI testing tools to catch hallucinated facts, stress-test security, and keep customer-facing AI on the rails.

Oradores: Mohammad Asad Khan

What happens when AI replaces your CEO?

Hora: *11:50AM - 12:10PM* | ***Palco:*** *Stage 13*

What happens when you replace Executive planning and decision making with AI systems built on World Models and Recursive Self-Improvement (RSI)? Join Sam Pasupalak, Co-founder & CEO of Skyfall AI, as he explores building the new frontier — AI that can autonomously learn and operate SaaS businesses like an “AI CEO\". What does this entail for the future of humanity?

Oradores: Sam Pasupalak

Shifting foundations with automation: AI workflows keeping companies aloft

Hora: *11:50AM - 12:10PM* | ***Palco:*** *Stage 7*

AI and automation are shifting the foundations of global corporate efficiency, digital commerce and venture scale. This session discusses how to orchestrate complex workflows across physical and digital marketplaces to accelerate growth without sacrificing data sovereignty or infrastructure stability.

Oradores: Lokman Ökten, Pawe■ Wróbel, Jennifer Queen

Is traditional banking broken? And can it be fixed?

Hora: *11:50AM - 12:10PM* | ***Palco:*** *Stage 8*

While most banks use AI for basic customer support, bunq is rebuilding core financial experiences around generative models. Join CSO Bianca Zwart to learn how Europe’s second-largest neobank uses native GenAI to eliminate financial admin friction and deliver truly autonomous banking.

Oradores: Bianca Zwart, Chris Newlands

The biggest buyout in history was a games company

Hora: *11:55AM - 12:15PM* | ***Palco:*** *Stage 3*

EA has just gone private in a $55bn deal, the largest LBO ever. It marks a defining moment for gaming: its biggest franchises are no longer just cultural phenomena, but some of the world’s most valuable creative properties. This panel brings together the people financing game IP, the founders who built and sold it, and the operators running studios through change. What are people really buying when a game world changes hands? Can financial backing coexist with creative ambition, player trust and long-term investment?

Oradores: David Brevik, Maria Sayans, David Gardner, Tiago Correia

Less is more: AI's next race is efficiency

Hora: *11:55AM - 12:15PM* | ***Palco:*** *Stage 5*

The first AI cycle was defined by scale: bigger models, more compute, and unprecedented infrastructure. The next cycle will increasingly be defined by who can make AI more efficient and accessible across the stack. Rocio Wu of F-Prime breaks down the AI stack from the ground up, from energy grids and cooling systems to chip design and smart software, to show where the biggest bottlenecks are today. As the industry opens up and becomes more competitive, the next major winners will be those who can deliver smart results with fewer resources.

Oradores: Rocio Wu

Open vs closed: The debate defining the AI era

Hora: *11:55AM - 12:25PM* | ***Palco:*** *Stage 11*

As AI becomes a defining technology of the 21st century, a fundamental divide exists in how it is developed, shared and controlled. Broadly speaking, actors in China and the West are pursuing different strategies: open source collaboration vs proprietary models. This talk explores the strategic, economic, and political drivers behind openness versus control, including national security concerns, innovation incentives, and global competitiveness.

Oradores: Chon Tang, Alvin W. Graylin, Carmem Domingues, Neil Lawrence, Amit Katwala

Your AI doesn't know your market, and here's how to fix that

Hora: *12:00PM - 12:10PM* | ***Palco:*** *Stage 9*

When enterprises today ask AI for market strategy, web-trained models yield the same generic answers. To unlock precise, high-stakes decisions, Rwazi's Kapil Mathrani introduces a three-layer approach combining internal company data, macro-market trends and first-party behavioural data shared voluntarily by five million consumers. Discover how combining these layers delivers precise insights and why transparent data collection is key to outputs you can actually trust.

Oradores: Kapil Mathrani

Beyond better: how brands reshape and make categories

Hora: *12:00PM - 12:20PM* | ***Palco:*** *Stage 14*

What happens when the question your industry has always answered is no longer the right one? For years, being better was the game. Now the brands that matter most are the ones willing to ask something different. Wolff Olins' Global CEO Sairah Ashman explores how brands reshape and make categories, and what it takes to stop racing to win inside a frame you never chose.

Oradores: Sairah Ashman

The future of work

Hora: *12:00PM - 1:00PM* | ***Palco:*** *Stage 12*

Delve into the strategies and technologies redefining the dynamic landscape of work, from talent acquisition and employer branding to performance management and employee engagement. Learn about the profound changes revolutionising the world of work.

Oradores: Rodrigo Terron, Bram Tierie, Dmytro Hushko, Paul Sokk, Anabell Acevedo, Michael Durante, Tomasz S■siadek, Jaroslaw Koziol, Ahroon Santhosh, Gwendolin Lueders, Arsénio Ferraz, Robert Coffey, Riccardo Donelli, Katarzyna Ludka, Myles Vines, Harry Barnish, Petar Kralev, Yiannis Mantziaris, Roman Zdarski, Iryna Ilienko-Sadovnikova, Renielton Santos Souza, Chris Cheung, Filip Nizio■, Fadé Adeniyi, Nick Nagatkin, Krzysztof Wozniak

The future of money

Hora: *12:00PM - 1:00PM* | ***Palco:*** *Stage 6*

Dive into the future of fintech, and learn how everything from digital banking and online lending to robo-advisory services are reshaping the financial landscape. Explore how financial tools, cryptocurrencies, and blockchain transactions are playing their part in democratising finance, boosting inclusion, and enhancing customer experiences.

Oradores: Olga Bebchuk, André Ribeiro, Wayne O'Neill, Peter Nuding, Enda Barton, Mihai Anton, Liliane Jandira Lubrano Fernandes, Cooraez Keshvani, Nuno Andrade, Stuart Richford, Christophe Antone, Armin PRIOR, Patricia Santos, Zoé van Havre, PhD, Dewi Perrin, Lucas Hafner, Liza Aktas, Duarte Abraços, Alexander Yatsenko, Anton Myronenko, Lucas Muñoz, Lucas Coelho, Laurana A, Bashir Khairy

The robotic front desk

Hora: *12:05PM - 12:15PM* | ***Palco:*** *Stage 4*

Front-of-house hospitality is shifting away from static check-in desks and tablet screens. Join Botifull founder Maxime LeBerre to see an autonomous receptionist robot designed for hotels, retail and modern offices. Discover how embodied AI handles guest greetings, access triage and client interactions, turning traditional reception into an efficient service hub.

Oradores: Maxime Le Berre

Most companies don't need AI engineers, and here's why

Hora: *12:10PM - 12:20PM* | ***Palco:*** *Stage 9*

When companies ask for an AI engineer, what they often need is something else: a data or automation problem that a different profile would solve faster and at a lower cost. Jaime Castillo, co-founder and chief revenue officer of Shakers, shares what he has learned working with more than 600 companies across Europe: the new roles the AI era is creating, why diagnosing before hiring saves months and how a global consultancy went from one project to more than 60 without rebuilding its team.

Oradores: Jaime Castillo

Maintaining the human in an AI world

Hora: *12:10PM - 12:30PM* | ***Palco:*** *Centre Stage*

As AI and algorithms increasingly shape how people navigate the world, genuine human connection has never been more sought after or more valuable. Reddit COO Jen Wong explores why the next era of the internet will depend not on more information, but on trusted context, personal opinion and firsthand experience, considering how authentic human dialogue can strengthen AI, search & discovery while keeping people at the centre of an increasingly automated internet.

Oradores: Jen Wong, Harry McCracken

Give me a brake: Coding without crashing

Hora: *12:10PM - 12:30PM* | ***Palco:*** *Stage 10*

When AI is generating code at 100 miles an hour, who is really in control? Moving fast is exhilarating, but without a dependable emergency brake, you're accelerating toward a 3 a.m. outage. Defined.ai founder and CEO Daniela Braga shows how high-quality training data prevents bad model habits before they reach your codebase, while LaunchDarkly co-founder & CEO Edith Harbaugh demonstrates how feature flags and runtime controls keep engineers firmly in the driver's seat.

Oradores: Edith Harbaugh, Daniela Braga, Kit Eaton

What replaces the click?

Hora: *12:10PM - 12:30PM* | ***Palco:*** *Stage 13*

AI consumes the web's best reporting and creative work, answers the query, and starves the creator of traffic and revenue. Having invented the pay-per-click model that funded the internet, ProRata.ai founder Bill Gross outlines the next commercial architecture of the web: embedding direct attribution and micropayments into frontier models before original digital publishing goes extinct.

Oradores: Bill Gross, Jeff Wilser

The new financing frontier: How intellectual property unlocks capital

Hora: *12:10PM - 12:30PM* | ***Palco:*** *Stage 7*

Turning ideas into growth at scale remains a challenge for startups and businesses across Europe. How can IP-backed finance unlock a new source of capital? This session explores the opportunity, the barriers to scaling IP-backed finance and the market and regulatory changes needed to turn Europe's intellectual property into investable capital.

Oradores: Andrea Di Carlo, Nina Dremelj, Mariana Bandeira

How do you build creative ambition?

Hora: *12:15PM - 12:35PM* | ***Palco:*** *Stage 3*

Creativity can be trained. But how do you unlock it in others? Luiza Baffa, Head of Creative Studio at On, in conversation with Jean Rosier, Partner & CCO of Perestroika, explore how we build creative confidence and ambition, from developing our own creative muscles to creating environments where people feel empowered to experiment, take risks and do their best work.

Oradores: Luiza Baffa, Jean Rosier

You did everything right. Now what?

Hora: *12:15PM - 12:35PM* | ***Palco:*** *Stage 4*

Study hard, master your craft, build a career, get that promotion. That was the deal. But as AI enables machines to do more of our work, what happens to the identities we've built around it? We bring together a founder building autonomous companies, a venture investor and an interfaith minister to explore how technology is changing work, and the choices we may finally have to make for ourselves.

Oradores: Christine Choi, Sam Pasupalak, Natalie Kuhn, Ana Catarina Martins

Sourcing, signals and the future of deal flow

Hora: *12:15PM - 12:40PM* | ***Palco:*** *Stage 5*

How do you find the next $100B startup when everyone is looking in the same places? From corporate intelligence networks and global pitch engines to algorithmic deal flow, top VCs are rewriting their sourcing playbooks. In this session, we discuss how leading investors cut through market noise and back tomorrow's category leaders before the rest of the market catches on.

Oradores: Benjamin Narasin, Carolin Wais, Navina Rajan

The perks of loyalty: How embedded rewards turn everyday spending into revenue

Hora: *12:20PM - 12:30PM* | ***Palco:*** *Stage 9*

Loyalty has shifted from a cost centre to a core revenue driver, where integration speed matters far more than reward size. Drawing on more than 30 white-label implementations across Europe, Finperks' Sebastian Seifert explores why one embedded product fits three different industries – banks, fintechs and HR SaaS platforms. Discover what actually gets business cases signed, why implementation speed beats price in closing deals and how to compress launch timelines from months to weeks.

Oradores: Sebastian Seifert

Beyond the bans: Protecting youth rights in a fragmented online world

Hora: *12:25PM - 12:45PM* | ***Palco:*** *Stage 11*

Across Europe and beyond, governments are racing to regulate childrens' access to the internet with age verification mandates, platform bans, screen-time restrictions, and different sets of national rules that rarely align with one another. But as the policy landscape fragments, the question must be asked: how can governments and privacy agencies better align to ensure the safety of kids and prevent the access to problematic content being confined to the darker corners of the internet.

Oradores: Suzanne Nossel, Kenji Yoshino, Ann Kristin Glenster, Terry Tang

What happens when machines start asking questions at scale?

Hora: *12:30PM - 12:40PM* | ***Palco:*** *Stage 9*

Working with AI agents on data analytics is quickly becoming the standard for data analysts and decision makers. But is the data infrastructure underneath optimized for this new reality? In the age of agents, the way we analyze data is fundamentally changing. Mark Kardashov, CEO and co-founder of Keewano, explores what this shift means for data infrastructure and data modeling, and whether today’s data stack is ready for what comes next.

Oradores: Mark Kardashov

Teaching AI to see the world

Hora: *12:30PM - 12:50PM* | ***Palco:*** *Centre Stage*

AI has learned to describe the world in words. The next frontier is teaching AI to understand the world as it really is: made of objects, movement, space, sound, and cause and effect. Visual intelligence gives machines a richer understanding of that reality. In this keynote, Andi Blattmann explores how Black Forest Labs is building the foundation of this next layer of intelligence, and how this foundation enables the next generation of physical AI.

Oradores: Andreas Blattmann

Connecting the unconnected: The algorithm behind a good decision

Hora: *12:30PM - 12:50PM* | ***Palco:*** *Stage 10*

How do you build systems that see the full picture across millions of disconnected data points? Quantexa CTO Jamie Hutton breaks down the engineering behind decision intelligence. Bridge the gap between raw data and trusted AI by pairing graph analytics with entity resolution. Join us to learn how linking hidden relations can help you better navigate the world.

Oradores: Jamie Hutton

Open or Closed AI models: which types of future do they represent? (Press conference)

Hora: *12:30PM - 12:50PM* | ***Palco:*** *Stage 2*

This press conference is held in the Media Village. Media event only.

Oradores: Philip Rathle, Mazin Gilbert, Bailey Pumfleet

IBM Sports Tech Startup Prize Competition

Hora: *12:30PM - 1:45PM* | ***Palco:*** *Stage 7*

Join us for the IBM Sports Tech Startup Prize Competition where some of the best startups in the sports tech space will pitch their companies on stage in a bid to be crowned the winner.

Oradores: Sarah Meron, Marc Gené, Frederico Gil, Brad Smith, João Otavio Uchôa, Peter Chun, Ashima Saxena, Shalini Ananda, Brian Hough

Both sides of the net

Hora: *12:35PM - 12:55PM* | ***Palco:*** *Stage 3*

Jamie Murray has spent more than two decades in professional tennis, reaching world No. 1 in doubles and winning seven Grand Slam titles. Now Tournament Director of the HSBC Championships at Queen's Club, he sees the sport from both sides: what it takes to compete at the highest level, and what it takes to run a tournament the players have repeatedly voted the best in its category.

Oradores: Jamie Murray, Paul Rhodes

Here comes the sun: Why we need an energy system in space

Hora: *12:40PM - 12:50PM* | ***Palco:*** *Stage 9*

The energy transition is not only a generation challenge – it is a delivery challenge. As demand accelerates, grids, geography and intermittency are becoming the binding constraints on getting reliable power where and when it is needed. Harvesting solar energy in space and beaming it to Earth separates where energy is produced from where it is consumed, changing the geography of energy itself. This talk explores how space-based energy complements the terrestrial system, strengthens European energy sovereignty and moves us from managing scarcity toward building abundance.

Oradores: Jasper Deprez

KPMG Global Tech Innovator Final

Hora: *1:00PM - 3:00PM* | ***Palco:*** *Stage 10*

Join KPMG's Global Tech Innovator Final where leading startup founders from around the world take the stage to showcase breakthrough technologies and compete for the global title. Hear live pitches, discover emerging trends, and connect with innovators who are shaping the future across industries.

Oradores: Nicola Corzine, Michael Bancroft

Opening remarks

Hora: *1:15PM - 1:20PM* | ***Palco:*** *Stage 13*

Please make your way to the stage, content starting shortly.

Oradores: Leslie Ann Keeler

Opening remarks

Hora: *1:20PM - 1:25PM* | ***Palco:*** *Stage 14*

Please make your way to the stage, content starting shortly.

Oradores: Nicole Ingra

Opening remarks

Hora: *1:20PM - 1:25PM* | ***Palco:*** *Stage 4*

Please make your way to the stage, content starting shortly.

Oradores: Julija (JJ) Jegorova

Where AI investment goes next

Hora: *1:20PM - 1:40PM* | ***Palco:*** *Stage 13*

Hundreds of billions have flowed into AI, reinforcing an increasingly concentrated technology stack. As governments and enterprises begin to question this dependency, demand is growing for more diverse, interoperable, and independent technology. This shift creates new opportunities for alternative AI providers, while making diversification and optionality increasingly valuable. Together, these trends offer a new lens for understanding where the next wave of AI investment is likely to emerge.

Oradores: May Habib, Susan Li

Opening remarks

Hora: *1:25PM - 1:30PM* | ***Palco:*** *Stage 8*

Please make your way to the stage, content starting shortly.

Oradores: Ilona Limonta-Volkova

A new framework for brand trust in the AI era

Hora: *1:25PM - 1:45PM* | ***Palco:*** *Stage 14*

Your next customer may never see your website. They'll ask an AI, and it will decide who to recommend. Alicia Skubick and Neil Barrie share a new framework for building brand trust that wins over both humans and the AI systems they rely on, with lessons from LEGO, Shopify and Patagonia on what actually moves the needle.

Oradores: Neil Barrie, Alicia Skubick, Joanna Trippett

The new AI skills guide

Hora: *1:25PM - 1:45PM* | ***Palco:*** *Stage 4*

Developing low-latency AI models and scaling enterprise agents require different expertise, yet both are being reshaped by shifts in software engineering and talent development. Join leaders from research and enterprise deployment as they bridge the lab-to-market gap and unpack the essential skills needed to build in the AI era.

Oradores: Alexandre Défossez, Nurasyl Serik, Amit Katwala

Opening remarks

Hora: *1:30PM - 1:35PM* | ***Palco:*** *Stage 11*

Please make your way to the stage, content starting shortly.

Exporting the Caspian playbook

Hora: *1:30PM - 2:00PM* | ***Palco:*** *Stage 8*

While Western tech companies compete for incremental gains on legacy infrastructure, a different model is scaling along the Middle Corridor. In fast-growing markets across Central Eurasia, with little legacy baggage, government services, mobility, delivery, e-commerce and finance are converging into seamless digital experiences, and the region is becoming a hub for tech talent and cross-border trade. The question for Lisbon: is the next tech playbook being written in Europe, or exported to it?

Oradores: Yuri Misnik, Rinata Ilyubayeva, Farid Huseynov, Farid Osmanov, Zdravko Krstanov

EU enlargement: Is bigger actually better?

Hora: *1:35PM - 2:00PM* | ***Palco:*** *Stage 11*

The EU is preparing for its biggest potential expansion in decades, as Ukraine, the Western Balkans and other candidate countries seek membership. Enlargement could strengthen Europe’s geopolitical influence and bring greater stability to its neighbourhood. Yet it could also make decision-making, funding and political cohesion much harder. This talk asks whether bigger really does mean better, and can unity and effectiveness be maintained in an increasingly uncertain world?

Oradores: Pieter Cleppe, Mimoza Kusari-Lila, Alberto Alemanno, Dominika Tarczynska

Opening remarks

Hora: *1:40PM - 1:45PM* | ***Palco:*** *Stage 5*

Please make your way to the stage, content starting shortly.

Oradores: Ameer Ibrahim

Exploits don't wait for Jira tickets

Hora: *1:40PM - 2:00PM* | ***Palco:*** *Stage 13*

The next critical vulnerability will be exploited faster than your ticket queue can move. Attackers are using AI to shrink the time from disclosure to working exploit, while the fix inside most organizations still waits on tickets, change advisory boards, and human sign-offs. Harness Field CTO Nick Durkin examines what it takes to respond in under four hours, and what that asks of engineering leaders as the Autonomous SDLC takes shape. He explores where human judgment belongs when delivery moves at machine speed and what trust looks like in a software factory.

Oradores: Nick Durkin

Designing for connection, online and off

Hora: *1:45PM - 2:05PM* | ***Palco:*** *Stage 14*

Digital connection can be a gathering place or a starting point for something beyond the screen. Chess.com gives players a place to learn, play and find community online; Hinge helps daters meet and build relationships beyond the app, and supports in-person communities through One More Hour. Tamika Young and Danny Rensch explore what makes connection meaningful in each setting and what success looks like when people come to these platforms for different things.

Oradores: Tamika Young, Danny Rensch, Nicholas Carlson

Supercharged solopreneurship in the agentic era

Hora: *1:45PM - 2:05PM* | ***Palco:*** *Stage 4*

Building an enterprise no longer demands massive teams or institutional capital; it requires intelligent technology and an ethos of commitment. By pairing smart automation and AI tools with marketplace infrastructure, platforms are empowering independent entrepreneurs and creators to design, launch and run high-margin ventures. Join us as we explore how AI and modern digital platforms are democratising single-person businesses.

Oradores: Erika De Santi, Rute Sousa Vasco

Where capital is flowing in 2026, and why

Hora: *1:45PM - 2:10PM* | ***Palco:*** *Stage 5*

As extended exit timelines and DPI pressures force a shift in venture capital, institutional LPs, funds-of-funds, and VCs are fundamentally changing how they deploy capital. This session brings together key decision-makers across the funding chain to reveal where capital is actually moving. From sovereign mandates and FoF allocations to early-stage funds, discover what LPs expect from GPs today, how FoFs select emerging managers, and what VCs must do to secure backing and deliver real liquidity.

Oradores: Ertan Can, Teresa Fiuza, Sam Eshrati

Opening remarks

Hora: *1:50PM - 1:55PM* | ***Palco:*** *Stage 9*

Please make your way to the stage, content starting shortly.

Oradores: Mary Hurd

Opening remarks

Hora: *1:55PM - 2:00PM* | ***Palco:*** *Centre Stage*

Please make your way to the stage, content starting shortly.

Oradores: Ciara Haley

Opening remarks

Hora: *1:55PM - 2:00PM* | ***Palco:*** *Stage 3*

Please make your way to the stage, content starting shortly.

Oradores: Dani Verdari

What jobs no longer require humans?

Hora: *1:55PM - 2:06PM* | ***Palco:*** *Stage 9*

Thousands of companies deploy Viktor's AI employees, giving Fryd a view of the work humans have already stopped doing. He answers the question with anonymised data instead of predictions: which jobs companies have actually handed over, which ones companies tried and failed to automate and which he expects to go next.

Oradores: Fryd Wiatrowski

What is tech doing for Palestinians?

Hora: *2:00PM - 2:20PM* | ***Palco:*** *Stage 11*

Much of the world has stood by and watched the Palestinian people be decimated by war, famine, and destruction. Not all have ignored their plight, however. In this talk Tech for Palestine founder Paul Biggar will talk through what the tech sector is doing to help, and how much more needs to be done.

Oradores: Paul Biggar, José Pedro Frazão

50 models, one pipeline

Hora: *2:00PM - 2:20PM* | ***Palco:*** *Stage 13*

Relying on a single monolithic LLM in production is a trap. The future of production AI belongs to constellations – running dozens of targeted models inside a single pipeline. Join Dataminr's Joel Tetreault to discover the practical blueprint for routing inputs across 50+ proprietary models, optimizing compute costs, and replacing heavy monoliths with agile multi-model systems.

Oradores: Joel Tetreault, Niall Firth

Normal is not safe

Hora: *2:00PM - 2:20PM* | ***Palco:*** *Stage 3*

As intelligence gets cheaper and sameness gets easier, competitive advantage moves to the edges: unusual thinkers, pattern-breakers and people who see what everyone else misses. Kim Lawrie, Head of Innovation at ustwo, discusses the case for neurodivergent talent as a competitive advantage and asks: what if the greatest risk in business is no longer being wrong, but becoming indistinguishable?

Oradores: Kim Lawrie

Beyond credit scores: How live data and AI are rewriting global funding

Hora: *2:00PM - 2:20PM* | ***Palco:*** *Stage 8*

Static credit scores and rigid lending models are giving way to continuous, real-time financial insights. This panel explores how open finance, live data streams, and AI-driven underwriting are unlocking instant non-dilutive capital for high-growth companies. Join industry leaders as they discuss how continuous risk assessment works in practice and what this shift means for the future of startup financing and traditional lending.

Oradores: Vijay Vachani, Leonid Movsesyan, Boaz Sobrado

The techstyle stack

Hora: *2:00PM - 2:25PM* | ***Palco:*** *Centre Stage*

The clothes you're wearing come from a trillion-dollar industry that still runs largely in the dark. In this session, Tony Fadell, creator of the iPod and founder of Nest, joins Physical AI company Smartex.ai and global fashion leader H&M; to show how intelligent hardware is transforming one of the world's largest supply chains. From fabric mill to finished garment, learn how deep technology is bringing light to a supply chain few thought could change.

Oradores: Max Easton, Nanna Andersen, Tony Fadell, Jim Edwards

Impact showcase: Tech for a better world

Hora: *2:00PM - 3:00PM* | ***Palco:*** *Stage 12*

Join this diverse range of Impact startups, each passionately addressing and advancing the UN Sustainable Development Goals (SDGs). In an era defined by climate change, poverty and inequality, these startups are driving positive change through innovation, entrepreneurship and technology.

Oradores: Darren Say, Rodrigo Cirne, Joseph Flynn, Alexandre Spezani de Moraes, Chiara Maritan, Tiago Morais, Gary Mc Darby, Melanie Ligeiro, Anastasios Stamatis, Ian Dodson, Matteo Marcotulli, Sophie Reymond, Tommy Li, Anna Drobakha, Kaisa Aab, Brian Pasquill, Destaney Andrade, Maarten Ingen Housz, Youssef Khayali, Burak Ya■as■n, José Gonçalves Caela, Mahmud Mousavi, Cristóvão Dias, Mike Yang, Tomás Carlos

EdTech and the future of learning

Hora: *2:00PM - 3:00PM* | ***Palco:*** *Stage 6*

Over the course of an hour, startups explore how technology is enhancing educational experiences. Expect insights from startups that are helping foster critical thinking, and discover how they're cultivating essential skills to address the biggest challenges facing the future of education.

Oradores: April Hicke, Franziska Schmid, Nadiia Fedotova, ■eyma Ta■k■n Y■ld■r■m, John K. Addis, Angelica Celinska, Lalita Pinky Taylor FRSA, Merrick Russell, Alexey Skovorodnikov, Aurora Lopes, Tiger Ng, Marie Knaus, Anshuman Asthana, Wesley Augusto, Ahmed Morsy, Denis von Brasche, Ingmar Bertram, Dina Prates, Rogerio Wong, Ney Rubens Chaves Nunes, Mo Pristas, Karolien Raeymaekers, Deep Gogna, Marta Roberta Pinheiro Garcia Teles

Building new worlds: Before AI there was imagination

Hora: *2:05PM - 2:25PM* | ***Palco:*** *Stage 14*

Before AI, worlds were built by hand. David Jones and David Brevik built some of gaming's biggest – Grand Theft Auto, Diablo – and watched them grow into billion-dollar assets, traded long after the imagining was done. How do you build a world people never leave, and what is it ultimately worth?

Oradores: David Jones, David Brevik, Seung-Eun (SE) Lee

Bridging the AI confidence gap

Hora: *2:05PM - 2:25PM* | ***Palco:*** *Stage 4*

The transition from personal copilot assistants to autonomous organisational agents represents a fundamental test for enterprise leadership. While employees across every industry bring AI into their daily routines, executive teams struggle to delegate high-stakes decisions without clear visibility and administrative guardrails. In this session, we explore the architectural requirements for scaling autonomous agents across global organisations.

Oradores: Hadi Moussa, Sam Liang, Graham Fraser

Zero tolerance for failure: voice AI lessons from Waymo for regulated industries

Hora: *2:06PM - 2:17PM* | ***Palco:*** *Stage 9*

Voice AI is surging in healthcare and fintech, where a single mistake can risk patient safety or regulatory penalties. Brooke Hopkins, founder & CEO of Coval and former lead engineer who built evaluation infrastructure for self-driving cars at Waymo, draws on her lessons to help teams set rigorous benchmarks, ship zero-tolerance voice agents, and build self-improving safety loops.

Oradores: Brooke Hopkins

AI's next billion-dollar market

Hora: *2:10PM - 2:40PM* | ***Palco:*** *Stage 5*

As foundation models proliferate and specialise, the battle for AI value capture is shifting. Is the next billion-dollar market created at the application layer, or down in the developer infrastructure and security pipelines? Join this session as we debate the state of the multi-modal stack, where the defensible moats are being built, and where VCs are placing their biggest bets.

Oradores: Scott Beechuk, Will Wells, Ciaran Lyons

Governing the shadows: Emerging risks in non-bank finance

Hora: *2:20PM - 2:40PM* | ***Palco:*** *Stage 11*

Shadow banking, or non-bank financial intermediation, has become a vital source of funding for the technology sector while reshaping global finance. This talk examines the governance of asset managers, hedge funds and other non-bank institutions, asking whether existing oversight is fit for purpose. Drawing on lessons from the 2008 financial crisis and recent market shocks, it explores accountability, debt management, and the systemic risks at the core of an increasingly interconnected financial system.

Oradores: Stavros Gadinis, Daniela Gabor, Anita Hawser

What happens if open source wins?

Hora: *2:20PM - 2:40PM* | ***Palco:*** *Stage 13*

As open and closed AI models compete, questions of access, control and responsible deployment are becoming more urgent. If powerful AI becomes freely available, will it accelerate innovation and competition or create risks for financial markets, institutions and global stability? What does “open” really mean, and where should the line between openness and control be drawn? Will AI’s future be open, closed, or somewhere in between?

Oradores: Andreas Blattmann, Bailey Pumfleet, Blake Montgomery

Who speaks for the players?

Hora: *2:20PM - 2:40PM* | ***Palco:*** *Stage 3*

Football is bigger and more profitable than ever, but as competitions expand and the calendar fills up, who is looking out for the players? Maheta Molango, Chief Executive of the Professional Footballers’ Association, examines the tension between football’s commercial ambitions and player welfare, and who should have a say in the game’s future. Can the sport keep growing without losing sight of the players who make it?

Oradores: Maheta Molango, Adam Leventhal

Are we just tokenising a broken system?

Hora: *2:20PM - 2:40PM* | ***Palco:*** *Stage 8*

Tokenised treasuries, private credit and real estate are heading onchain. But does moving real-world assets to blockchain fix financial opacity, or just speed up the same old risks on faster rails? Infrastructure founders and policymakers debate whether tokenisation represents genuine reform or Wall Street with a new coat of paint.

Oradores: Robby Yung, Kathleen Tyson, Nikhilesh De

The best offense is a machine-speed defence

Hora: *2:25PM - 2:45PM* | ***Palco:*** *Centre Stage*

As AI reshapes technology, one truth holds: innovation can only move as fast as the security protecting it. The same AI empowering defenders is supercharging attackers at machine speed. CrowdStrike CEO and Founder George Kurtz explores why security is the foundation of the AI era, letting business move faster and safer. From cloud networks to split-second Formula 1 data, see why the companies that win with AI are the ones that secure it first.

Oradores: George Kurtz, Dayana Sarkisova

What 10, 000 hours of challenger brand research reveals about the future of growth

Hora: *2:25PM - 2:45PM* | ***Palco:*** *Stage 14*

Over five years and 10, 000 hours of research, Rival has run the most comprehensive studies of challenger brands in the world. In partnership with Imperial College, the Rival 50 Index screens more than 5, 000 challenger brands every year to identify the top 50 redefining the modern marketing playbook. In this session Eric Fulwiler, CEO of Rival, will reveal the Rival 50 of 2026 and the key insights and takeaways on the future of brand and positioning.

Oradores: Eric Fulwiler

The fast and the curious

Hora: *2:25PM - 2:45PM* | ***Palco:*** *Stage 4*

In an economy driven by technological change, static training modules and annual re-skilling programmes are no longer enough. A key determinant of enterprise survival is the speed at which an organisation learns, adapts and converts new knowledge into execution. This session explores how to build an architecture of continuous adaptation across your workforce.

Oradores: Anton Pavlovsky, Jayney Howson, Lu Rodrigues

My Holographic Speaker just stole my keynote!

Hora: *2:28PM - 2:39PM* | ***Palco:*** *Stage 9*

What happens when a speaker shares the stage with his own hologram? Milan Vizner demonstrates how holographic presence and AI avatars can bring a new dimension to communication, customer engagement, and business growth – starting with a handover from his holographic self.

Oradores: Milan Vizner

Opening remarks

Hora: *2:30PM - 2:32PM* | ***Palco:*** *Stage 7*

Please make your way to the stage, content starting shortly.

Oradores: Swara Diva Kharche

Campus Tejo, the science and technology ecosystem of Santarém (Press conference)

Hora: *2:30PM - 2:50PM* | ***Palco:*** *Stage 2*

This press conference is held in the Media Village. Media event only.

Oradores: Fernando Alexandre, João Leite, João Moutão

Brazil's blueprint for cyber resilience

Hora: *2:32PM - 2:40PM* | ***Palco:*** *Stage 7*

Cyber threats are redefining national security. When every critical service relies on cloud infrastructure, how can nations ensure control without retreating into digital isolation? Drawing on Brazil's real-world rollout of sovereign cloud infrastructure, Wilton Mota will explore why sovereignty is becoming a fundamental pillar of cybersecurity and how governments can achieve operational autonomy.

Oradores: Wilton Itaiguara Gonçalves Mota

Hormones as the next frontier of women's longevity and healthspan

Hora: *2:39PM - 2:50PM* | ***Palco:*** *Stage 9*

Women spend 25% more of their lives in poor health than men, yet female-specific conditions receive just 1% of non-oncology research. This talk explores how continuous, non-invasive hormone monitoring turns an overlooked blind spot into actionable data, opening a new market for personalised and accessible healthcare and laying the groundwork for world models of human health. Clair Health's 22-year-old founder shares how she built the scientific rigour and consumer trust needed to raise an $11.6M seed round for the first non-invasive continuous hormone-monitoring wearable and the opportunity ahead.

Oradores: Jenny Duan

A new era of human-computer interaction

Hora: *2:40PM - 3:00PM* | ***Palco:*** *Stage 13*

What if a pair of glasses could transform how we see, hear and connect with the world? Join Irene Long, CSO at Rokid, to explore how AI glasses are breaking down barriers, empowering industries, enriching everyday life and making the world more accessible.

Oradores: Irene Long

Betting on people: Building the opportunity economy

Hora: *2:40PM - 3:00PM* | ***Palco:*** *Stage 3*

The next era of the creator economy will be defined by the companies willing to invest in the people behind the work. Eric Wittman, CEO of VSCO, explores the power of backing individuals, supporting artists and creating real opportunities for creators to thrive. From putting photographers at the centre of its community to supporting them in the physical world, he explores how investing in people can build a creator economy that works for both creators and the businesses behind them.

Oradores: Eric Wittman, Kate Lindsay

Beyond software: Mastering end-to-end industrial AI

Hora: *2:40PM - 3:00PM* | ***Palco:*** *Stage 7*

The future competitiveness of European industry won't be decided by who builds the fastest AI prototype, but by who masters combining physical hardware, embedded AI, UX and sovereign cloud infrastructure into market-ready, scalable products. Join us in discussing how European mid-market leaders and OEMs can bridge the gap from product strategy on the factory floor to resilient edge-and-cloud architecture.

Oradores: Andre Reitenbach, Alexander Jonke, Tim Crino

The instant economy: Why are we still waiting for our own money?

Hora: *2:40PM - 3:00PM* | ***Palco:*** *Stage 8*

Despite real-time rails and instant settlement capabilities, everyday finance remains bound by legacy schedules. This discussion examines the shift to instant payments, earned wage access, and how real-time money movement impacts risk, regulation, and consumer flexibility.

Oradores: Atif Siddiqi, Prabhakar Reddy, Amanda Aronczyk

What Europe can learn from China: From industrial strategy to tech

Hora: *2:40PM - 3:05PM* | ***Palco:*** *Stage 11*

China's rise as an industrial and technological powerhouse raises an important question for Europe: what can we learn from its approach? From EVs, batteries and solar power to high-speed rail and robotics, China has achieved remarkable scale and speed. This talk explores what Europe can learn from China's industrial strategy, investment and approach to technological competitiveness.

Oradores: Victor Gao, Jiong Gong, Dan Wang, Bruno Maçães, Koen Verhelst

Is AI flattening the tech market or concentrating it?

Hora: *2:40PM - 3:05PM* | ***Palco:*** *Stage 5*

The lopsided market conditions have kept everyone wondering for some time now; is there a bubble, and what happens next? Simply 'investing in AI' is not a sustainable strategy. Mattias Ljungman of Moonfire Ventures offers a concrete view of what constitutes long-term value when nothing seems certain.

Oradores: Mattias Ljungman, Yang Ge

The new rules of audience development

Hora: *2:45PM - 3:05PM* | ***Palco:*** *Stage 14*

The strongest media businesses understand that audience development and business development are deeply connected. This talk examines how data, editorial insight, community building, and experimentation can help media organisations understand who their audiences are, and more importantly, what those audiences need. It explores how deeper audience relationships can drive loyalty, growth, and new commercial opportunities.

Oradores: Ryan Spoon, Ahmed Faid, Laura Ellis

The next shift: People, AI, and the future of work

Hora: *2:45PM - 3:05PM* | ***Palco:*** *Stage 4*

The next era of work demands more than new technology. It calls for a new approach to skills, jobs, and opportunity. What if some of the most important skills of tomorrow are the ones we've relied on for generations? Hear from Amazon's VP of HR on rethinking investments in people, from AI skills to hands-on trades, and preparing a global workforce of more than 1 million people for the next era of work.

Oradores: J. Ofori Agboka, Nicholas Johnston

The new battle for brand influence

Hora: *2:45PM - 3:10PM* | ***Palco:*** *Centre Stage*

The path from discovery to purchase is being reshaped by platforms, creators, brands and AI. This panel explores how marketers are adapting as the places where people discover products, make decisions and transact increasingly overlap, and what brands need to do to stay relevant and trusted along the way.

Oradores: Jill Kramer, Don McGuire, Isobel Sita-Lumsden, Amy O'Brien

Follow the algorithm to see where capital moves next

Hora: *2:50PM - 3:10PM* | ***Palco:*** *Stage 9*

Software ate the world... now it is devouring global finance. This session explores where capital is actually flowing today, who holds the keys to tomorrow's liquidity, and what happens when software becomes the primary allocator of global wealth.

Oradores: Lokman Ökten, Ramiro Iglesias, Kimberley Waldron

Opening remarks

Hora: *3:00PM - 3:05PM* | ***Palco:*** *Stage 10*

Please make your way to the stage, content starting shortly.

Oradores: Bas Wouterse

Coaching an AI agent like human talent

Hora: *3:00PM - 3:20PM* | ***Palco:*** *Stage 13*

Deploying enterprise voice AI isn't a set-and-forget software install; like the rest of your business, it has to adapt to evolving business logic and customer expectations. Join Nikola Mrkši■, Co-Founder and CEO of PolyAI, to hear how enterprise leaders are using AI agents behind-the-scenes to constantly coach and improve the AI agents that actually speak with their customers, and where human decision-making is still critical.

Oradores: Nikola Mrkši■, Ania Lichtarowicz

Press conference with NordVPN CPSO Domininkas Virbickas

Hora: *3:00PM - 3:20PM* | ***Palco:*** *Stage 2*

This press conference is held in the Media Village. Media event only.

Oradores: Domininkas Virbickas

The athlete advantage

Hora: *3:00PM - 3:20PM* | ***Palco:*** *Stage 3*

Today's athletes are building brands, investing in businesses and using their platforms to create meaningful change. Belgium's record international and founder Jan Vertonghen, APEX's Koen Bosma to explore how athletes are turning their experiences, influence and ideas into new ventures and social impact.

Oradores: Jan Vertonghen, Koen Bosma, Jakub Ostrowski

Unhold your customers. Hold onto loyalty.

Hora: *3:00PM - 3:20PM* | ***Palco:*** *Stage 7*

Explore the dark journey that customer interaction dashboards miss. Parloa CMO Latané Conant shares how to measure AI agent performance, manage risk, and scale across channels.

Oradores: Latané Conant

The next generation of AI finance

Hora: *3:00PM - 3:20PM* | ***Palco:*** *Stage 8*

As financial institutions transition from static digital channels to autonomous, real-time operating models, Next-Generation AI Tools in Finance are redefining how banks engage clients, manage risk, and maintain operational integrity. Featuring insights from Backbase and Repodo, this session explores the convergence of front-end digital customer journeys and back-end continuous assurance.

Oradores: Ken Villum Klausen, Deepak Pandey, Rachel Wolfson

A glimpse into the future of innovation

Hora: *3:00PM - 4:00PM* | ***Palco:*** *Stage 12*

Join us for this session as emerging startups pitch solutions to key challenges across several key sectors. Spanning hardware, sports tech, social media, and more, these concise presentations highlight a diverse group of companies sharing their vision on stage.

Oradores: Lukasz Sieradzan, Martins Janis Zarins, Elena Von Der Heyden, Filipe Simões, Cian McCorley, Sandra Schaffter, Haksoo Jung, Guilherme Lourenço, Silvia Yordanova, Pearl Oti-Amoako, Simão da Câmara Manuel, Ruben Coniglio, Luciana Sawaya, Rita Veiga, Robert Erenberg-Andersen, David Hockley, Raf Scovino, Evidence Obojade, Serhii Moliboh, Pablo Revilla, Nirmal Vivekananthan, Juliane Reuter, Michal Cesek, Bene Sanftl, Zayne Abudaka

Medtech revolution

Hora: *3:00PM - 4:00PM* | ***Palco:*** *Stage 6*

Join startups as they delve into the latest advancements in the world of medical technology, and learn how these developments are significantly improving patient care and wellbeing.

Oradores: April Hicke, ARELI DANAE MARTINEZ C, Anna Felde, Farrell Healion, Anastasiia Baysarova, Maria Kardakova, Ngoni Diana Johns, Juliana Prats, Felipe Napoli, Dr. Ana Paula Loures-Elias, Helen Maidre, Evan O'Keefe, Stephanie Emi Uemura Matsubara, Eda Garcês, Kseniia Melnikova, Rodrigo Figueiredo, Daniel McMillan, Sali Igbal Ferad, Gustav Alé Svensson, Summer Jupp, Basileo Toks, Gerrie Sutherland, Viktoria Brigitta Sekamov, Antonio Maria Vizioli, Oliwia Borecka

Is quantum the next frontier of the AI race?

Hora: *3:05PM - 3:25PM* | ***Palco:*** *Stage 10*

Can quantum technologies deliver the acceleration silicon no longer can? Join quantum industry leaders as they debate where quantum acceleration genuinely matters for AI, and confront the harder question: is quantum a decisive edge in the AI race, or a parallel track defining its own?

Oradores: Idalia Friedson, Fátima Caçador

Beyond the logo: The real value of an F1 partnership

Hora: *3:05PM - 3:25PM* | ***Palco:*** *Stage 14*

Formula 1 is the fastest-growing sport in the world – and every brand wants to get involved. But the hard part is creating value beyond the grid. This session unpacks lessons from building one of the sport's biggest partnerships, revealing what makes sponsorships compound over time, why logo and hospitality aren’t enough, and how brands can turn an F1 partnership into a lasting growth engine.

Oradores: Robert Lodge, Peter Kenyon, Sara Fischer

Capital beyond equity

Hora: *3:05PM - 3:30PM* | ***Palco:*** *Stage 4*

Europe’s emerging AI hardware, robotics and industrial automation sectors require massive upfront capex, yet traditional venture capital is ill-equipped to fund physical infrastructure. Bringing together deep tech investors, robotics founders and debt infrastructure pioneers, this session explores the financial mechanics needed to fund Europe’s reindustrialisation, without surrendering founder equity.

Oradores: Mike Sigal, Daniele Pucci, Laurie Menoud, Aishwarya Dahanukar, Elena Poughia

How does patient capital accelerate innovation and technology?

Hora: *3:05PM - 3:30PM* | ***Palco:*** *Stage 5*

Patience sounds like the opposite of speed. In deep tech, it’s often what makes speed possible. Kim Chong, Chief Risk Officer at the Hong Kong Investment Corporation Limited, explains how long-term capital speeds innovation up: it frees founders to build, carries innovative breakthroughs from lab to market, and brings market long term capital in behind them.

Oradores: Kim Chong, Qian Hao

Political influence and the algorithm: Who sets the rules?

Hora: *3:05PM - 3:35PM* | ***Palco:*** *Stage 11*

Join Open to Debate as Renée DiResta and Aidan Kohn-Murphy examine how digital content is fundamentally altering democratic accountability and political engagement. Together, they’ll debate a defining question of our digital age: should government set rules for algorithms on social media?

Oradores: Renée DiResta, Aidan Kohn-Murphy, John Donvan

The path to processing US$10bn in payments

Hora: *3:10PM - 3:21PM* | ***Palco:*** *Stage 9*

Compliance cannot be a bottleneck if you want to scale, and regulation has to be approached as a partnership, not an obstacle. Bernardo shares how building local banking relationships market by market, rather than trying to route around them, turned Trace Finance into core infrastructure for four of the world's largest payment providers operating in LatAm.

Oradores: Bernardo Brites

Rewriting the rules of female longevity

Hora: *3:10PM - 3:30PM* | ***Palco:*** *Centre Stage*

Women’s health has long been approached in fragments, often reactive and disconnected, leaving major gaps in how women understand their bodies and navigate different stages of life. This session introduces a new product that brings together health intelligence, personalization and technology to help women take a more proactive role in living healthier for longer. What could a new approach to female longevity look like?

Oradores: Daniela Braga, Cristina Ferreira

Viable systems, judgement, and AI safety

Hora: *3:20PM - 3:40PM* | ***Palco:*** *Stage 13*

This talk explores how the Good Regulator Theorem can guide safe AI delegation, highlighting that AI agents excel at data processing and algorithmic accounting. However, building truly safe and viable systems requires preserving human judgment, authority, and, ultimate responsibility.

Oradores: Neil Lawrence

The mask in the mirror

Hora: *3:20PM - 3:40PM* | ***Palco:*** *Stage 3*

As AI learns to imitate us, what decides who we become? As the face of DeepTomCruise and co-founder of Metaphysic, Miles Fisher has experienced synthetic identity from the inside, amassing over 5 million TikTok followers and 500 million views. In a funny, personal and visually compelling talk, he asks what happens when AI can convincingly manufacture almost anything, and argues that the scarce human skill will not be authenticity, but authorship.

Oradores: Miles Fisher

The autonomous enterprise: Networks, cloud and AI agents

Hora: *3:20PM - 3:40PM* | ***Palco:*** *Stage 7*

Networks, cloud infrastructure and AI are converging to change how companies operate and how customers interact with digital services. As networks become more autonomous, organisations face both new opportunities and challenges. Join us in exploring practical applications that can improve customer and business experiences while developing and scaling AI agents.

Oradores: Mauricio Sion, José Pedro Nascimento, Marta Dhanis

Women's health is a $1 trillion blindspot

Hora: *3:20PM - 3:40PM* | ***Palco:*** *Stage 8*

For decades women’s health was treated as a niche market—yet women control 80% of healthcare decisions and represent a trillion-dollar market gap. This session bridges the gap between high-level venture capital, digital health deployment, privacy-first AI models and brand storytelling that breaks cultural taboos.

Oradores: Jessica Federer, Jenny Duan, Vitus Spehar

Why smart enterprises keep buying broken AI promises

Hora: *3:21PM - 3:32PM* | ***Palco:*** *Stage 9*

Smart enterprises invest heavily in AI only to struggle with adoption and fractured integrations. Backed by $100M to fix that gap, Unframe co-founder Larissa outlines what software buyers get wrong, and how to turn existing systems into high-impact AI powerhouses from day one.

Oradores: Larissa Schneider

Can a tech company grow by getting people off its app?

Hora: *3:25PM - 3:45PM* | ***Palco:*** *Stage 14*

What happens when success means your customers leave? This conversation explores the business behind building something designed to be deleted, and how helping people build relationships shapes product decisions, earns trust and drives growth. As AI changes how people meet and communicate, we will examine which parts of connecting technology can improve, which require human effort, and what other businesses can learn from building around what happens after someone closes the app.

Oradores: Jackie Jantos, Rebecca Hutson

When software meets matter

Hora: *3:30PM - 3:50PM* | ***Palco:*** *Centre Stage*

Generating text and code is frictionless compared to moving through physical space. The next decade belongs to physical AI: software that leaves the safety of the browser to interact directly with kinetic reality. Operating outside the data center demands what language models could never deliver – spatial depth, continuous motion, and immediate physical consequence. This session breaks down the architecture of embodied autonomy, exploring how next-generation world models turn raw algorithms into machines that can safely navigate the physical universe.

Oradores: Peter Ludwig, Kamil Sindi, Ivan Mehta

Press conference with the world's first AI CEO co-founder Sam Pasupalak

Hora: *3:30PM - 3:50PM* | ***Palco:*** *Stage 2*

This press conference is held in the Media Village. Media event only.

Oradores: Sam Pasupalak

Nomads with roots: The ecosystem of the future

Hora: *3:30PM - 3:50PM* | ***Palco:*** *Stage 4*

Technology has made the world a smaller place. We can travel, communicate, and interact across continents in a matter of minutes. These changes present myriad challenges for those building communities rooted in a particular location, but they also present immense opportunities. In this panel we hear from seasoned ecosystem builders about how to craft a thriving community of technology builders, in a world of digital nomads.

Oradores: Gil Azevedo, Ana Casaca, Alexandre Teixeira dos Santos, Richard Clingen

Is VC playing it too safe?

Hora: *3:30PM - 4:00PM* | ***Palco:*** *Stage 5*

Venture capital was built to fund the impossible, yet a decade of cheap capital has turned it into a consensus-driven machine chasing safe metrics. Outsized returns require solitary conviction. Join this session as we move past the hype to explore the true mechanics of contrarian investing, finding non-obvious opportunities, and spotting frontier markets years before they become obvious.

Oradores: Rohit Sharma, Pedro Santos Vieira, Mike Butcher

Send, scale, reinvent: how to keep building after product-market fit

Hora: *3:32PM - 3:43PM* | ***Palco:*** *Stage 9*

LemFi co-founder and CEO Ridwan shares how the company scaled from a remittance product into a global financial platform serving more than two million customers. Ridwan unpacks the growth decisions behind LemFi's journey, from raising significant funding and entering investing to integrating stablecoin settlement rails through partnerships with Tether and BVNK.

Oradores: Ridwan Olalere

Who shapes US foreign policy?

Hora: *3:35PM - 4:00PM* | ***Palco:*** *Stage 11*

In money driven electoral systems, campaign finance can play a disproportionate role in public policy outcomes. In this talk Eli Clifton discusses his new book Israel's Lobby: America in the Grip of a Foreign Power. He explores how lobbying, campaign finance, and elite influence have evolved and why the relationship between the US and Israel has become one of the most consequential and contested issues in American politics.

Oradores: Eli Clifton, Shehab Khan

Earth data for enterprise: The key to next-level growth

Hora: *3:40PM - 4:00PM* | ***Palco:*** *Stage 13*

As AI moves into enterprise workflows, success will depend not just on models, but on the quality, scale and accessibility of the data behind them. In this session, AI and data infrastructure leaders will explore where current data pipelines fall short, how to make real-world data accessible to AI and agentic systems, and what becomes possible when data, infrastructure and models work together.

Oradores: Stefan Leichenauer, Fabrizio Pirondini, Amy Nordrum

When AI meets the physical world

Hora: *3:40PM - 4:00PM* | ***Palco:*** *Stage 7*

AI is no longer confined to screens and software. As connectivity, sensors and intelligent systems become more embedded in business and cities, companies are beginning to rethink how operations can be monitored, automated and optimised in real time. Join us in discussing how companies can move from collecting data to using it to make physical operations safer, smarter and more autonomous.

Oradores: Praveen Murugesan, Robert Schifreen

Is the AI bubble already bursting?

Hora: *3:40PM - 4:00PM* | ***Palco:*** *Stage 8*

Investors have priced a lot of good news into AI, but real-world spending data tells a more complicated story. Ramp economist Ara Kharazian tracks business spending to reveal hidden weak spots, vendor concentration, and market risks. Join Ara as he puts the AI thesis under pressure to test what might already be going wrong. Bring your phone to participate in live audience voting at the start and end of the session.

Oradores: Ara Kharazian, Luke Vargas

SPUR Coalition: The fight to save the news industry

Hora: *3:40PM - 4:05PM* | ***Palco:*** *Stage 3*

The news media industry is arguably the most exposed industry to technology. Artificial intelligence in particular is upending its business models, the role of the journalist and changing information ecosystems. For the first time ever, media groups have banded together to form the SPUR Coalition which sets out rules, standards and AI infrastructure for how the media works and AI companies will work together. This panel brings together executives from three founding member groups, Sky News, Associated Press, and The Financial Times to discuss how this growing coalition of the world's top news organisations plan to evolve and protect the industry as a whole from prevailing and unregulated tech forces.

Oradores: David Rhodes, Matthew Rogerson, Kristin Heitmann, Laura Ellis

Powering the backbone

Hora: *3:43PM - 4:08PM* | ***Palco:*** *Stage 9*

When scaling critical tech, how do market leaders navigate bottlenecks when real-world constraints, local compliance, and regulatory frameworks refuse to move as fast as software? Join Stilta CEO Oskar Block, Seltz AICEO this session as industry leaders debate true operational resilience when building infrastructure that powers the global economy.

Oradores: Oskar Block, Antonio Mallia, Serkan Yagiz, Lissele Pratt

Vivaldi v Goliath: The case for sovereign code

Hora: *3:45PM - 4:05PM* | ***Palco:*** *Stage 10*

From the creator of Opera and CEO of Vivaldi, Jon von Tetzchner comes a counter-trend masterclass in web ethics. While big tech rushes to embed AI into every application, Vivaldi intentionally avoids integrating AI into the browser to protect data privacy. Learn why Europe needs to construct its own independent web infrastructure to maintain digital sovereignty, and how this privacy-first philosophy is putting Vivaldi at the frontier of a market that did not exist before.

Oradores: Jon von Tetzchner, Jennifer Strong

The data behind the next viral sensation

Hora: *3:45PM - 4:05PM* | ***Palco:*** *Stage 14*

What if you could spot the next breakout creator before anyone else? Rohan Kumar helped build one of MrBeast's fastest-growing accounts using proprietary creator data from Kyra. Now, alongside Kyra's Devran Karaca, he'll unpack how identifying outliers, understanding audience growth and pairing data with big creative ideas can give creators and brands an edge.

Oradores: Rohan Kumar, Dev Karaca

The enterprise reality check: Who’s controlling data and AI?

Hora: *3:50PM - 4:10PM* | ***Palco:*** *Centre Stage*

Everyone feels in control until disruption exposes the cracks. As AI systems become more powerful and technology ecosystems more interconnected, enterprises are being forced to confront a difficult reality: can they prove their digital sovereignty and control of the technology their business depends on? IBM will debut exclusive research exploring the gap between confidence and capability, uncovering what failure could cost, where organizations are most vulnerable, and what separates true digital sovereignty leaders from those whose control was never as strong as they believed.

Oradores: Jonathan Adashek, Nicholas Johnston

The only skills that matter now

Hora: *3:50PM - 4:10PM* | ***Palco:*** *Stage 4*

As AI automates routine knowledge work, companies are redefining what they value in talent. Drawing on market data from executive search and Europe's largest freelance platform, Dan Porter and Malt CEO Vincent Huguet explore what the modern workforce requires. Discover which capabilities command high rates, which roles are vanishing and how professionals can adapt to stay competitive.

Oradores: Dan Porter, Vincent Huguet, Georja Calvin-Smith

Flow state: A game designer's take on AI

Hora: *4:00PM - 4:20PM* | ***Palco:*** *Stage 13*

Game design asks a question most product thinking skips: not what people want or need, but how they feel. That calculus is more relevant than ever today, as the best AI tools are winning users by hitting on the same mix of mastery, flow and unpredictable reward that makes games so absorbing. In this session, Rahul Vohra, a game designer before he founded Superhuman, will discuss why the best AI tools tap into intrinsic motivation rather than extrinsic reward, and how product teams can build for it deliberately.

Oradores: Rahul Vohra, John Koetsier

Press conference with Amazon Vice President People Experience & Technology, J. Ofori Agboka

Hora: *4:00PM - 4:20PM* | ***Palco:*** *Stage 2*

This press conference is held in the Media Village. Media event only.

Oradores: J. Ofori Agboka

How international cooperation can drive economic growth

Hora: *4:00PM - 4:25PM* | ***Palco:*** *Stage 7*

In an increasingly globalised world, cooperation across borders is more vital than ever to maintain strong economic growth. With digital nomads, remote working, and business models spanning continents it is vital to keep the barriers to growth at a minimum. In this panel we hear from four experts about how to build an economy that can thrive in the new world.

Oradores: Rastislav Chovanec, Abdulla Almulla, Ahmed Al-Said, Anna Nemtsova

Startup Qatar Showcase

Hora: *4:00PM - 4:30PM* | ***Palco:*** *Stage 5*

Join us for an exciting showcase of high-growth startups that have come through the Startup Qatar program!

Oradores: Ciara Haley, Davide Fabris, Melis Abacioglu, Mohamed Khalid, Pascal Mazure

Dia: November 12

Opening remarks

Hora: *10:00AM - 10:05AM* | ***Palco:*** *Stage 8*

Please make your way to the stage, content starting shortly.

Introducing: The next billion workers

Hora: *10:00AM - 10:20AM* | ***Palco:*** *Centre Stage*

The next wave of AI won't just live on our screens. It'll walk among us, work alongside us, and change the way we live and work. Joined on stage by a dozen humanoid robots, William Shi, President of Americas & EMEA at AgiBot, the world's leading humanoid robot maker by shipments, takes us inside the race to build the next billion workers.

Oradores: William Shi

The future of health is prediction

Hora: *10:00AM - 10:20AM* | ***Palco:*** *Stage 5*

Why wait for illness when your blood already holds the key to your future health? Humanity CEO Peter Ward breaks down how AI can read standard blood panels to measure biological age and flag disease risks long before symptoms surface.

Oradores: Peter Ward

The future of AI and machine learning

Hora: *10:00AM - 11:00AM* | ***Palco:*** *Stage 12*

Over the course of an hour, startups explore the practical applications of AI and machine learning. Delve into real-world cases and gain insights into how these technologies are solving complex problems across diverse fields.

Oradores: Ihor Markevych, Nathalie Trinh, Max Pavlov, Marko Balazic, Nico Alonso, Jan Skarbecki, Thomas Gandolfi, Rayan Saade, Dmitry Zakharov, Erfan Akhondi, Tetiana Stepanets, Ilana Devillers, Vladimir Krstic, Ines Alvergne, Igors Gorbunovs, Matthew Ford, Steve Phillips, Suraj Naik, Carlos Ribeiro, Francisco Lourenço, Mariana Donaldson, Yuyu Shen, Serhii Broshchak, Navid Mani, Vitor Marques

The power of SaaS

Hora: *10:00AM - 11:00AM* | ***Palco:*** *Stage 6*

Over the course of an hour, explore how innovative software-as-a-service startups are streamlining operations, boosting productivity, integrating AI, and providing users with invaluable software services.

Oradores: Ana Martins, Olusola Onajobi, Philipp Frenzel, Tom Kocis, Cherry Kulshrestha, Samuel Wakefield, Edmilson Kayce Mumuane Novele, Rüdigga Kohtz, Pavlo Kharmanskyi, Rita Lopes, Oleksandr Gydyrym, Unai Gamez Santana, Bert Vinckier, Carine Payet, Alex Hanly, Kseniia Goncharenko, Kessia Miranda, Tinesh Chhaya, Julia Petretta, Amin Amjadi, Fiona Finucane, Rute Brito, Han Hoang, Evaldas Bieli■nas

Opening remarks

Hora: *10:05AM - 10:10AM* | ***Palco:*** *Stage 7*

Please make your way to the stage, content starting shortly.

Oradores: Ethan Pierse

AI vs. AI: The battle for the cyber advantage

Hora: *10:05AM - 10:25AM* | ***Palco:*** *Stage 8*

AI is now a tool, a target, and a force multiplier for modern adversaries. Operating at superhuman speed, it has overhauled the threat landscape, turning frontier AI capabilities into offensive tactics for nation-state actors and cybercriminals alike. Join CrowdStrike's Zeki Turedi to explore the front lines of AI cyber warfare and learn how defenders can turn the tables to fight AI with AI.

Oradores: Zeki Turedi

Silicon valley after Trump: What the midterms mean for Big Tech and world

Hora: *10:05AM - 10:30AM* | ***Palco:*** *Stage 11*

Donald Trump's disastrous performance in the midterm elections raises fresh questions about the political future of Silicon Valley, its relationship with Washington and the wider implications for the world. Many of Big Tech's most influential figures (Musk, Thiel, etc) backed Trump, seeing opportunities to change regulation, taxation, immigration and the transatlantic alliance. What does this major electoral setback for Trump mean for those who placed their bets on his presidency? This talk examines the political and economic implications of the midterms for the technology industry, and its wider implications beyond America's borders.

Oradores: Aaron Bastani, David Sirota, Elizabeth Dwoskin

Opening remarks

Hora: *10:10AM - 10:15AM* | ***Palco:*** *Stage 13*

Please make your way to the stage, content starting shortly.

Oradores: Pascal Condamine

Opening remarks

Hora: *10:10AM - 10:15AM* | ***Palco:*** *Stage 14*

Please make your way to the stage, content starting shortly.

Oradores: Tonner Jackson

Opening remarks

Hora: *10:10AM - 10:15AM* | ***Palco:*** *Stage 4*

Please make your way to the stage, content starting shortly.

Oradores: Ricardo Lima

Ready or not here AI comes

Hora: *10:10AM - 10:30AM* | ***Palco:*** *Stage 7*

Every enterprise is racing to adopt AI. But fewer are asking the harder questions: is their infrastructure actually ready for AI, and can they remain resilient amid shifting geopolitical, regulatory and cybersecurity? Martin Schroeter discusses moving past pilots and into the operational realities of running AI reliably, securely and at scale.

Oradores: Martin Schroeter, Nuno Mateus-Coelho

The wave of the embodied intelligent robot era

Hora: *10:15AM - 10:30AM* | ***Palco:*** *Stage 13*

Robotics' "ChatGPT moment" is two to three years away, says Unitree. Co-founder Li Chen takes the stage to share what happens when robots become as affordable as laptops, and who builds the future when they do.

Oradores: Li Chen

How the best brands hijack culture

Hora: *10:15AM - 10:35AM* | ***Palco:*** *Stage 14*

In an era of limited attention spans and a fractured media landscape, meeting your audience where they are has never been more important. This session explores how leading brands create campaigns that connect across sports, entertainment and music, building cultural relevance and fostering relationships that feel authentic rather than transactional.

Oradores: Brooke Stites, Lars Bengston, Nicole Ingra

Surviving and thriving in the age of agentic Commerce

Hora: *10:15AM - 10:35AM* | ***Palco:*** *Stage 4*

E-commerce is undergoing a fundamental shift: moving from consumers browsing catalogues to autonomous AI agents assisting in discovering, deciding, and transacting on their behalf. In this forward-looking talk, Zalando CTO Graeme Smith explores what happens when intelligent agents become an additional discovery and shopping channel – acting on preferences, style, and budget and whether humans will remain the primary shoppers or not.

Oradores: Graeme Smith

Build for people: A 'human x car x home' approach

Hora: *10:20AM - 10:40AM* | ***Palco:*** *Centre Stage*

Xiaomi started by challenging the smartphone market. Today, its ambition for smart living extends across more aspects of everyday life, from personal technology, the home to mobility and beyond, with AI integrated experiences. Xiaomi CMO Fei Xu explores what it takes to build a global brand as a product company becomes an entire smart ecosystem.

Oradores: Fei Xu

What to expect in the new era of expecting

Hora: *10:20AM - 10:40AM* | ***Palco:*** *Stage 5*

Fertility care was built to respond only after something has already gone wrong. This conversation extends past the fertility visit itself to what's actually changing: earlier detection and AI-driven diagnostics at the point of care, full automation of the embryology lab through AURA, and capital that is finally separating real breakthroughs from hype in women's health.

Oradores: Roohi Jeelani, Alan Murray, Pascale Davies

Opening remarks

Hora: *10:25AM - 10:30AM* | ***Palco:*** *Stage 10*

Please make your way to the stage, content starting shortly.

Oradores: Jeremy Meiss

Outsmarting AI: Defence at machine speed

Hora: *10:25AM - 10:45AM* | ***Palco:*** *Stage 8*

Most organizations can't say exactly what their AI agents are doing with their sensitive data. Proofpoint CEO Sumit Dhawan will explore whether security can actually keep pace with agentic AI and whether AI guardrails are enough to move ■workforces from vulnerable attack surfaces to protected enterprises.

Oradores: Sumit Dhawan, Alexandre Neves

Opening remarks

Hora: *10:30AM - 10:35AM* | ***Palco:*** *Stage 3*

Please make your way to the stage, content starting shortly.

Oradores: Rahmon Agbaje

Taming the agent swarm

Hora: *10:30AM - 10:50AM* | ***Palco:*** *Stage 10*

Multi-agent AI systems can draft entire features overnight, but they cannot establish policy, evaluate risk, or accept responsibility for a failed deployment. In this talk, JetBrains CEO Kirill Skrygan dissects the systemic failure modes of unconstrained agent swarms. He outlines a pragmatic blueprint for enterprise governance: combining real-time developer supervision, automated verification pipelines, and provenance to turn volatile AI output into reliable, enterprise-grade software.

Oradores: Kirill Skrygan

When AI agents go rogue

Hora: *10:30AM - 10:50AM* | ***Palco:*** *Stage 13*

What happens when autonomous AI agents are given full control of a simulated world? Watch Emergence AI co-founder Satya Nitta run a live simulation where agents break the rules in real time, inventing secret languages, pursuing unintended goals, and colluding, proving why today’s model safeguards aren't enough for true AI autonomy.

Oradores: Satya Nitta

Press conference with Vivaldi CEO Jon von Tetzchner

Hora: *10:30AM - 10:50AM* | ***Palco:*** *Stage 2*

This press conference is held in the Media Village. Media event only.

Oradores: Jon von Tetzchner, Haakon Rølmann

Escaping the AI pilot purgatory

Hora: *10:30AM - 10:50AM* | ***Palco:*** *Stage 7*

Frontier models keep improving, but most enterprise AI isn't paying off. Most agentic pilots never reach production. Ashutosh argues the model was never the hard part. The real challenge is grounding AI in company context, defining success, building feedback loops that catch failures, and embedding governance from day one.

Oradores: Ashutosh Kulkarni, Flávio Nunes

Frontline Europe: AI, sovereignty and truth

Hora: *10:30AM - 10:55AM* | ***Palco:*** *Stage 11*

Central Europe faces a critical AI paradox: total reliance on foreign chips and models, paired with the frontline threat of neighboring war and Russian disinformation. For the region's mid-sized democracies, the primary challenge isn't just regulating AI—it's securing critical tech, verifying information, and keeping public debate open under constant pressure.

Oradores: Jan Lipavský, Miroslav Wlachovský, Maty Bohacek, Tomáš Klva■a

Built to last: The reinvention and reimagining of iconic brands

Hora: *10:35AM - 10:55AM* | ***Palco:*** *Stage 14*

The most enduring brands aren’t the ones that stay the same. They're the ones that evolve without losing what people love about them. As a new CMCO taking a fresh look at one of marketing’s most iconic platforms – Priceless – Jill Kramer explores how marketers can balance consistency with innovation, stay relevant to new generations of consumers, and ensure their most valuable brand assets remain powerful for decades to come.

Oradores: Jill Kramer, Chris Kelly

Your website is an agent now

Hora: *10:35AM - 10:55AM* | ***Palco:*** *Stage 3*

The website as we know it has had a good run. For 30 years, we’ve built the web around pages, menus and clicks. What happens when the website itself becomes an agent, able to understand intent and shape the experience around whoever, or whatever, shows up? Jonathan Arena, co-founder and CEO of New Generation, makes the case for a web built for both humans and AI, and explores what happens when the page stops being the starting point.

Oradores: Jonathan Arena

What does \"new\" even mean?

Hora: *10:35AM - 10:55AM* | ***Palco:*** *Stage 4*

For decades, commerce has been built around the idea that new is better. But resale is challenging how we think about newness, ownership, affordability and value. Using Vinted as a case study, this talk asks whether the next era of commerce can create growth not only by making more things, but by unlocking more value from the things that already exist.

Oradores: Andrew Smith

Beyond the IPO: The new exit playbook

Hora: *10:40AM - 11:00AM* | ***Palco:*** *Centre Stage*

Going public isn't the only way to win anymore. With the secondary market exploding, companies are staying private longer than ever. So how do founders and investors actually get paid? This session explores the new reality of exits, what it means for the IPO, and where capital is heading next.

Oradores: Larry Aschebrook, Sarah Kunst, Lucinda Shen

Reimagining reproduction: Evolution by genetic optimisation

Hora: *10:40AM - 11:00AM* | ***Palco:*** *Stage 5*

Nucleus founder and CEO Kian Sadeghi shows that what was once science fiction - having a taller, smarter, healthier baby - can now be done at any IVF clinic around the world. Building on his recent book he argues that a new kind of evolution is here, one directed by you. Whereas natural selection has reproductive success as the ultimate goal, evolution by genetic optimisation has human flourishing.

Oradores: Kian Sadeghi

Opening remarks

Hora: *10:45AM - 10:50AM* | ***Palco:*** *Stage 9*

Please make your way to the stage, content starting shortly.

Oradores: Arnaud Bonzom

The biological bottleneck

Hora: *10:45AM - 11:10AM* | ***Palco:*** *Stage 8*

As AI models evolve from copilots to autonomous agents, the cyber workforce faces a harsh reality: the human brain is being outpaced by the software it created. When synthetic intelligence operates faster than human cognition, does oversight shift from an operational process to a biological bottleneck?

Oradores: Calum Chace, Nicholas Muy, Carmem Domingues, John Koetsier

Connecting the bots: Building secure infrastructure for inter-agent communication

Hora: *10:50AM - 11:00AM* | ***Palco:*** *Stage 9*

As AI agents quickly become your primary users and customers, inter-bot traffic is surging. Yet, getting autonomous agents to communicate securely with each other remains a major unsolved bottleneck. Primitive founder Ethan Byrd breaks down how to build secure communication layers that unlock massive scale while protecting your underlying systems.

Oradores: Ethan Byrd

Pricing the physical world

Hora: *10:50AM - 11:10AM* | ***Palco:*** *Stage 7*

A hotel room and a robotaxi have the same problem: they lose money when they sit empty. Lighthouse’s Sean Fitzpatrick and Pony.ai’s Leo Wang compare how each business forecasts demand, sets prices, and keeps its assets in use. Both build software that decides how physical assets get used. They’ll unpack how to serve radically different customers, where forecasts fall short, and what SaaS can learn from it.

Oradores: Leo Haojun Wang, Sean Fitzpatrick, Susan Li

Live Podcast: The Interface

Hora: *10:50AM - 11:20AM* | ***Palco:*** *Stage 10*

From AI and influencers to memes, data leaks, cybersecurity and the weirdest corners of the web, The Interface explores what happens when technology collides with real life. Cutting through the hype, the hosts unpack the platforms, products and online phenomena that increasingly shape our choices, our culture and our sense of self - whether we like it or not!

Oradores: Jeremy Carrasco, Thomas Germain

How podcasting rewired the talent deal

Hora: *10:55AM - 11:15AM* | ***Palco:*** *Stage 3*

Traditionally media outlets owned the content produced and talent got a salary or a fee but this has been replaced by something closer to a joint venture. This talk traces how podcasting made that shift possible, why hosts increasingly hold IP and equity stakes instead of just appearance fees, and what legacy and new outlets alike are having to renegotiate to keep top talent in the building.

Oradores: Lillian Xu, Chris Peterson, Stewart Clarke

The next AI race is physical: From prototype to productivity

Hora: *10:55AM - 11:15AM* | ***Palco:*** *Stage 4*

AI is moving off the screen and into the physical world, from robotic arms on factory floors to flying robots with dexterous hands. This panel explores what it takes to turn prototypes into productivity, whether general-purpose or specialised machines will win, and how China's mix of AI research, manufacturing depth and rapid iteration is shaping the next frontier of physical AI.

Oradores: Monica Wang, Xinhai Sun, Jinrong Xie, Kirsten Korosec

The ethical alternatives to big tech

Hora: *10:55AM - 11:20AM* | ***Palco:*** *Stage 11*

Our lives in the modern world have become increasingly dominated by a small number of enormous companies, that each wield an unprecedented amount of power. Too often they use this power to trample on our rights and restrict our freedoms. In this talk we hear from a man leading the fight back against big tech about how to build ethical alternatives to the tools that have come to dominate our lives.

Oradores: Issam Hijazi, Mohamed Hashem

Dream big: How creativity drives growth

Hora: *10:55AM - 11:20AM* | ***Palco:*** *Stage 14*

How does the world's leading brewer become a world-class CPG? Join Marcel Marcondes, AB InBev's Global Chief Marketing Officer, and Anselmo Ramos, Co-Founder and Chief Creative Officer of GUT, to learn how AB InBev capitalizes on creativity, technology, and innovation to deliver consistent, compounding growth. As the first three-time winner of the Cannes Lions Creative Marketer of the Year, Marcel and Anselmo share how AB InBev uses marketing capabilities to solve business and consumer problems.

Oradores: Marcel Marcondes, Anselmo Ramos

You onboarded 1, 000 users last month. How many were real?

Hora: *11:00AM - 11:10AM* | ***Palco:*** *Stage 9*

Fake sign-ups used to have obvious tells: disposable emails, burner phone numbers. AI has erased most of those tells, and fraudulent accounts now pass the same checks real users do. That means skewed onboarding metrics and wasted ad spend, with fraud teams often unable to tell the difference until the damage is done. Drawing on over 1 billion authentications, this talk explores synthetic identity and bot fraud to reveal which signals still separate real users and where older checks fall short.

Oradores: Matias Berny

The $100 million prompt

Hora: *11:00AM - 11:20AM* | ***Palco:*** *Centre Stage*

As generative video collapses production costs, e-commerce is entering a new era at the intersection of AI, entertainment, and performance. Products launch through AI-powered content, shoppable media and episodic microdramas built to entertain and convert. This session explores how AI is transforming not just how brands advertise, but how the next generation of commerce is built, launched and scaled.

Oradores: Mahi de Silva, Stephanie Liu, Sara Fischer

Press conference: Unicorn Factory Lisboa, Hub 71, Instituto Caldeira & Q Branch launch a Global Program for Scaleups

Hora: *11:00AM - 11:20AM* | ***Palco:*** *Stage 2*

This press conference is held in the Media Village. Media event only.

Oradores: Gil Azevedo, Basma Ahmed Albadi, Pedro Zanetello

The future of fitness is personal & connected

Hora: *11:00AM - 11:20AM* | ***Palco:*** *Stage 5*

Wellness is shifting from raw data collection to deeply personal, proactive guidance. Delivering this tailored experience at scale is one of the defining technology challenges of the decade. Leaders from Oura and Peloton discuss how AI converts body signals into personalised insights, and how open, connected ecosystems unite devices to create seamless, actionable experiences.

Oradores: Francis Shanahan, Dor Kilroy, Claire Sanderson

A glimpse into the future of innovation

Hora: *11:00AM - 12:00PM* | ***Palco:*** *Stage 12*

Join us for this session as emerging startups pitch solutions to key challenges across several key sectors. Spanning hardware, sports tech, social media, and more, these concise presentations highlight a diverse group of companies sharing their vision on stage.

Oradores: Ihor Markevych, Stephan Lems, Nathan Lord, Dr. Andrey Esaulov, Alexander Romashchenko, Daniel Vargas, Ekaterina Lopareva, Jon Ozdoruk, James Devlin, Sergey Tsybulskyi, Dr. Gayanga Herath, Michael Abramov, Mohammad Azhari, Kambiz Fattahi, Iulia Andritoiu Caizer, Jimi Okikiolu, Kayleigh Beadle, Pedro Santos, Natalia Delfino, Ales Mlatilik, Lisumi Dogo, João Brito, Flávio Oliveira, Yolanda Nkala, Olaf De Boevere

The new wave of industry disruption

Hora: *11:00AM - 12:00PM* | ***Palco:*** *Stage 6*

Join us during this session, where startups will present solutions to their industry's biggest challenges. From legaltech, proptech, and data analytics, these rapid-fire presentations feature some of the most innovative startups at Web Summit.

Oradores: Ana Martins, Josh Vande Krol, George Ricardo, Sonam Pankaj, Patricia Juárez Muñoz, Vivian Lin, Emilio Gallego, Sol Combe, Bukola Odunaiya, Olu Olaniyan, James Eagle, Thais Martinho, Nick Maeckelberghe, Matheus Reis, Ricardo Rios, Nitin Virmani, Behnaz Karimi, Sara Maldon, Dario Schäfer, Jeff Hamm, Jim Joyce, Lou-Anne Lombart, Maria Eiger, Jono Duguid, Ruben Lammers

How software ate the SIM: Unpacking the eSIM transition

Hora: *11:10AM - 11:20AM* | ***Palco:*** *Stage 9*

Although the eSIM was merely a spec sheet in 2016, more than 130 million travellers rely on it today. Emre Demirel, co-founder and CEO of Roamless, breaks down how software dismantled legacy telecom infrastructure and created a brand-new consumer category. Learn the critical signals that shaped the market's tipping point, and discover how telcos, travel platforms and app builders can use \"connectivity as a feature\" over the next decade.

Oradores: Emre Demirel

World models for the physical world

Hora: *11:10AM - 11:30AM* | ***Palco:*** *Stage 13*

As AI moves beyond language and digital environments, the next frontier is understanding and interacting with the physical world. In this keynote, Cristian Bodnar, founding member of Prometheus, will explore how world models can enable machines to reason about physical environments, predict how they evolve, and make better decisions under uncertainty.

Oradores: Cristian Bodnar

Search, rebuilt for robots

Hora: *11:10AM - 11:30AM* | ***Palco:*** *Stage 7*

Search was built for humans, not AI agents. Seltz is building the engine AI agent actually need. Will Wells spotted that early and backed it at Speedinvest; now he and founder Antonio Mallia talk about the bet, the friction, and what comes next.

Oradores: Antonio Mallia, Will Wells, Andy O'Donoghue

The attackers are open source. The defences aren't.

Hora: *11:10AM - 11:30AM* | ***Palco:*** *Stage 8*

Online abuse operates like an open-source community where bad actors freely trade playbooks, while safety tools remain locked within deep-pocketed tech giants. But protecting the most vulnerable online shouldn’t depend on a platform’s profit margin or proprietary tech. Anne Bertucio de Hollembeak, COO of ROOST joins us for an honest discussion on the realities of digital harm and what it takes to build accessible defences that level the playing field.

Oradores: Anne Bertucio de Hollembeak, Rebecca Ruiz

Heritage in motion: How digital is redefining the sports brand experience

Hora: *11:15AM - 11:35AM* | ***Palco:*** *Stage 3*

The future of sports brands isn’t built on transactions, it’s built on deeper connections. Rui Pedro Silva, Global SVP of Direct-to-Consumer CX at PUMA, discusses how brands can evolve their heritage for a digital-first world, using technology, storytelling, and community to redefine how consumers experience sport.

Oradores: Rui Pedro Silva

Customers hold the secret sauce, and AI can't cook without it

Hora: *11:20AM - 11:30AM* | ***Palco:*** *Stage 9*

As AI lowers the barrier to creation, raw technical capability is no longer a differentiator. True success hinges on understanding customer taste as the secret sauce of business. In a world of infinite potential products, the rarest skill is knowing which problems matter, what to build, and why people choose it. Ultimately, the winners won't be the companies with the most AI, but those that stay closest to the humans they build for.

Oradores: Anne Scherer

USAID in memoriam

Hora: *11:20AM - 11:40AM* | ***Palco:*** *Stage 11*

For more than six decades, USAID delivered humanitarian assistance and supported advances in global health, food security, and education. Yet US foreign aid has also been deeply intertwined with its geopolitical interests, Cold War strategy, and controversial interventions abroad. This conversation goes beyond the headlines to examine the complicated legacy of America's aid machine.

Oradores: Nicholas Enrich, Matt Kennard, Whitney Snyder

Beyond unhinged: Duolingo’s next chapter

Hora: *11:20AM - 11:40AM* | ***Palco:*** *Stage 14*

Duolingo became one of the world's most recognizable brands by mastering social media and embracing internet culture. But today’s marketing landscape is changing, as audiences fragment across platforms, creators, and communities. Join CMO Manu Orssaud as he explores their next phase of growth and discusses how companies can evolve from grabbing attention to building a brand people keep coming back to.

Oradores: Manu Orssaud

The Women’s health data gap

Hora: *11:20AM - 11:40AM* | ***Palco:*** *Stage 5*

Just like tech systems glitch without enough data, women’s health suffers from decades of missing research and forgotten data. Beyond the current funding hype, how do we actually bridge this gap? Discover how AI uses data and inference to solve healthcare's \"cold start\" problem, turning missing data into real answers while keeping privacy and accuracy front and centre.

Oradores: Rhiannon White, Katherine Ward

Will tech save the energy sector or break it?

Hora: *11:20AM - 11:45AM* | ***Palco:*** *Centre Stage*

Rising temperatures, volatile geopolitics, and soaring demand from AI and industrial electrification are straining global grids to the limit. Can clean tech scale fast enough to save the system, or will rapid expansion break it? Energy and heavy industry leaders debate whether modern innovation can solve the global energy crisis.

Oradores: Idalia Friedson, Laureen Meroueh, Pascale Davies

The race to zero

Hora: *11:30AM - 11:50AM* | ***Palco:*** *Stage 13*

In October, MiniMax launched M3.1 Flash, a model built for AI agents that it says runs three times faster and cuts agent costs by 70%. As China’s labs push the price of intelligence towards zero, Europe faces a choice: build its own, or plug in. When intelligence becomes a commodity, who captures the value?

Oradores: Alan Shen

Press conference: Who Wins When AI Does the Shopping?

Hora: *11:30AM - 11:50AM* | ***Palco:*** *Stage 2*

This press conference is held in the Media Village. Media event only.

Oradores: Maju Kuruvilla

Big Tech detox

Hora: *11:30AM - 11:50AM* | ***Palco:*** *Stage 8*

Big Tech’s reliance on surveillance and data monetization is hitting a tipping point as AI accelerates. As users across Europe, Canada, and beyond reject dominant legacy platforms, a massive shift toward digital sovereignty is underway. Join Vivaldi CEO Jon von Tetzchner and Proton COO Raphael Auphan as they unpack what it actually takes to dismantle the traditional stack, defend consumer rights, and shape a more secure digital future.

Oradores: Raphael Auphan, Jon von Tetzchner, Lisa Eadicicco

Live podcast: ICYMI

Hora: *11:30AM - 12:00PM* | ***Palco:*** *Stage 7*

Join us for a special live recording of Slate's ICYMI podcast, hosted by Kate Lindsay. With an extraordinary line up of guests in Alice Ma, Co-Founder & CEO ofMad Realities, Lucy Blakiston, Founder and CEO of Shit You Should Care About and Vitus Spehar, Creator of Under The Desk News Under The Desk News as they gaze deep into the online abyss—and tell you what’s gazing back.

Oradores: Alice Ma, Lucy Blakiston, Kate Lindsay

Does AI actually know what people want?

Hora: *11:35AM - 11:55AM* | ***Palco:*** *Stage 3*

As AI makes it easier to build almost anything, how do we ensure we’re building the right things? As the barriers to creation fall, understanding human needs becomes more valuable than ever.

Oradores: Emily Goligoski, Angie Amlani

The death of window shopping

Hora: *11:35AM - 11:55AM* | ***Palco:*** *Stage 4*

When AI agents only buy what you request and social algorithms only echo past habits, where does that leave spontaneity? Cart.com co-founder Remington Tonar defends the digital storefront and cart—not as relic tools of the past, but as essential engines for emotional buying, unexpected discovery, and critical intent data in an automated world.

Oradores: Remington Tonar, David Savage

The physical shadow of the digital economy

Hora: *11:40AM - 11:50AM* | ***Palco:*** *Stage 9*

AI agents can decide what to buy in milliseconds. But whatever they order still moves through a physical supply chain built over decades. Valentyn Frechka, inventor of a process that turns urban fallen leaves into paper packaging, argues that some of the biggest opportunities hide in the gaps between existing systems, and shares what it takes to turn one such connection into something that works at industrial scale.

Oradores: Valentyn Frechka

From local to limitless: Why creativity should know no boundaries

Hora: *11:40AM - 12:00PM* | ***Palco:*** *Stage 14*

What if your best creative ideas could travel anywhere, across borders, cultures and even into space? This talk explores how creative AI is helping brands overcome traditional barriers to growth, reimagining existing campaigns for new audiences without losing what makes them distinctive.

Oradores: Johnny Rohrbach

Navigating AI in European health

Hora: *11:40AM - 12:00PM* | ***Palco:*** *Stage 5*

Bridging frontier AI research with national health system execution, this session explores the operational realities, regulatory shifts, and governance required to deploy agentic AI safely across European healthcare.

Oradores: Aldo Faisal, Dr. Luís Filipe Loureiro Goes Pinheiro, Elizabeth Dwoskin

The power of protest

Hora: *11:40AM - 12:05PM* | ***Palco:*** *Stage 11*

Protests have swept across cities in Europe in recent weeks. Beginning with high school students in France objecting to the declining conditions in their schools; these sentiments rapidly spread, across France and the rest of Europe, as people have taken to the streets to rebel against the increasing cost of living. We are joined by some of the leaders of these protests to discuss what drove them to take direct action, and why these protests are vital for the health of democracy.

Oradores: Nathanaël Combary, Soumaya Sarré, Chris Smalls

The race for industrial AI: can Europe win?

Hora: *11:45AM - 12:05PM* | ***Palco:*** *Centre Stage*

How can Europe compete in the global AI race? Why does the block's industry have an inherent advantage? And which technologies will shape the future of manufacturing, infrastructure and industrial AI itself? Peter Koerte, Managing Board Member and President Smart Infrastructure at Siemens AG, makes the case for industrial AI as Europe's competitive edge - with examples from factories and infrastructure.

Oradores: Peter Koerte

Music to my ears (and eyes): Why AI music starts with video

Hora: *11:50AM - 12:00PM* | ***Palco:*** *Stage 9*

Most AI music tools rely on text prompts, leaving creators hoping the generated audio matches their footage. Sonilo co-founder Keli Li believes AI audio must start with video itself. Drawing on her work with artists and labels, she unpacks Sonilo's Sound World Model, showing how video-input architectures generate frame-accurate scores and sound effects to hit every cut. Explore AI tools that empower creators while ensuring rights holders share in the value.

Oradores: Keli Li

Beyond the model: Scaling AI agents for professional work

Hora: *11:50AM - 12:10PM* | ***Palco:*** *Stage 13*

If everyone has access to the same frontier models, where does the value sit, and how do you turn those models into agents that lawyers and other professionals can trust with high-stakes work?

Oradores: Jacob Lauritzen, Niall Firth

An AI identity crisis

Hora: *11:50AM - 12:10PM* | ***Palco:*** *Stage 8*

AI no longer just answers questions. It acts. As agentic AI accesses systems, manages data, and executes transactions, the cybersecurity industry faces a new challenge: proving an agent is authentic, authorized, and accountable every time it acts. Join Sumsub co-founders Andrew and Jacob Sever and Marina Khaustova, COO of Crystal Intelligence, to explore why AI agents need digital identities of their own.

Oradores: Andrew Sever, Jacob Sever, Marina Khaustova, Robert Booth

Stop feeding the algorithm, start owning the IP

Hora: *11:55AM - 12:15PM* | ***Palco:*** *Stage 3*

Daily uploads and viral spikes create attention, but they don't create enterprise value. This session breaks down how creators can break free from platform burnout by securing master rights, building defensible show formats and turning transient engagement into talent-owned equity.

Oradores: Matt Kalish, Zach Justice, Esme Hewitt

The sustainable balance sheet

Hora: *11:55AM - 12:20PM* | ***Palco:*** *Stage 4*

While the circular economy is scaling rapidly, retail supply chains remain shackled to archaic performance indicators. Discover how VEJA is redefining industry success by replacing volume-driven KPIs with metrics designed for planetary longevity and authentic consumer connection.

Oradores: Daniel Schmitt

Lessons from building in a legal grey zone

Hora: *12:00PM - 12:10PM* | ***Palco:*** *Stage 9*

While onchain privacy is an essential feature, abuse by bad actors has left it shrouded in legal battles. Formed through an ecosystem collaboration of key industry leaders, 0xbow was created to develop a sustainable pathway to move the industry forward. This talk explores how to navigate this space, what can be learned from it, and 0xbow's predictions for the future of onchain privacy.

Oradores: Mike McCabe

Using data to build an ecosystem

Hora: *12:00PM - 12:20PM* | ***Palco:*** *Stage 10*

Good public policy requires good and accurate data. When it comes to the health of the startup ecosystem in Europe this data has been disaggregated, disorganised, and disused, until now. Join us as we hear from ESNA's Executive Director about how they have brought this data together onto one platform, to help governments and founders to make better decisions.

Oradores: Arthur Jordão, James Ball

Letting creators take the wheel

Hora: *12:00PM - 12:20PM* | ***Palco:*** *Stage 14*

The best creator campaigns often work because brands give up some control. This session explores how much creative freedom marketers should give creators, how to find the right partners and what happens when brands trust people who understand their communities better than they do.

Oradores: Dev Karaca, Andrew Smith, Thorsten Dörting

Who let the agent in?

Hora: *12:00PM - 12:20PM* | ***Palco:*** *Stage 7*

AI agents are going off-script: breaking into government systems, probing federal websites and now reaching into bank accounts, prompting major US banks to shut them out. As we give agents more power, how do we stop mistakes, manipulation, and fraud from scaling with them? Feedzai’s CTO explores what it takes to build agents with identity, boundaries and accountability, and unlock their potential without losing control.

Oradores: Diogo Guerra, Shrikesh Laxmidas

Live Podcast: Just as Well

Hora: *12:00PM - 12:30PM* | ***Palco:*** *Stage 5*

Just As Well is Women’s Health UK’s chart-topping health and wellbeing podcast, hosted by editor-in-chief Claire Sanderson and broadcaster Vicky Pattison. In a special live recording, Claire and Vicky are joined by Rhiannon White, CEO and founder of Clue, to explore what your menstrual cycle can reveal about your health—and what cycle-tracking data can’t tell you. Your Cycle Is Health Data: What It Can—and Can’t—Tell You is a conversation about spotting patterns, understanding the limits of tracking apps and why women’s health data matters.

Oradores: Claire Sanderson, Vicky Pattinson, Rhiannon White

Building a sustainable future

Hora: *12:00PM - 1:00PM* | ***Palco:*** *Stage 12*

This session sheds light on the transformative technologies, renewable energy sources and cleantech solutions that are revolutionising industries, driving sustainable development and positively impacting the environment.

Oradores: Ihor Markevych, Richard Böhm, Itoro Uwemakpan, Parsa Shirkhani, Ricardo Ferreira, Marco Kowalewski, Fabian Wiktor, Fábio Rafael Hodecker Rosa, Nam Joong KIm, Gizem Asker, Razz Calin, Piotr Piwowarczyk, Lyn Callender-Easby, Yousef Ebrahimi, Julian Ernst, Dolores Jovanovic, Sunil J Mathew, Bence Böjti, Helene Nicole Hellwig, Chris-Josef "Joe" Batenga-Santillan, Ciara Greaney, André Duarte, Debora Walsh, Luka Vukovic, Rafael Bersan Câmara, Anastasiia Paevskaia

Growth expo: Tomorrow's big players

Hora: *12:00PM - 1:00PM* | ***Palco:*** *Stage 6*

Meet the startups that have undergone significant growth and advancement, and gain valuable insights into their stories and ideas, and the approaches that have helped them succeed. Learn from their evolution and experience across a wide range of industries.

Oradores: Anouar Adham CFA, MBA, Flavio Magtaz, Kent Mosbech, Max Glasner, Ege Yaygin, Alexander Taran, Luca Sbampato, Jacques Saab, Minesh Pore, Zlatko Horvat, Ruben Romero, Vasilii Bobrenkov, Jan Lundin, Heather O'Reilly Duff, Keith Presley, Sabaa Quao, Steven Murray, Diego Rydz

Reclaiming human agency in the machine era

Hora: *12:05PM - 12:25PM* | ***Palco:*** *Centre Stage*

As AI models threaten to reduce humans to passive consumers of automated content, entrepreneurship remains our most powerful outlet for agency and purpose. Join Bill Gross as he presents a compelling framework for human-AI collaboration: software identifies the opportunity and drafts the blueprint, while human founders bring the empathy, grit, and execution required to bring it to life in the real world.

Oradores: Bill Gross, Blake Montgomery

The nerds who want to rule the world

Hora: *12:05PM - 12:25PM* | ***Palco:*** *Stage 11*

What happens when immense wealth, technological power and and authoritarian ideas converge? In this talk Gil Duran, author of the 'Nerd Reich' explores the Silicon Valley personalities and movements seeking to radically transform society and democracy.

Oradores: Gil Durán, James Kanter

Debunking the myth of a 'winner-takes-all' market

Hora: *12:10PM - 12:20PM* | ***Palco:*** *Stage 9*

Legal AI is often described as a market already carved up by a couple of heavily funded players. That story rests on a narrow view of who legal AI is for. Most legal work doesn’t sit with law firms, it flows through the whole business: sales waiting on contracts, procurement waiting on reviews and teams waiting on legal. LegalFly CEO Ruben Miessen shares how looking past the law firm built a fast-growing business and why legal AI’s biggest opportunity is still ahead.

Oradores: Ruben Miessen

It takes two to trust: Operationalizing public-private security

Hora: *12:10PM - 12:30PM* | ***Palco:*** *Stage 8*

The cyber threat landscape is moving faster than ever, and waiting for a crisis to act is a losing strategy. Join leadership from Cisco and the NCSC for a candid conversation about why public-private partnerships are now a baseline survival requirement. Can radical transparency and shared operations turn reactive defence into active resilience, before the alarm sounds?

Oradores: Anthony Grieco, Ollie Whitehouse, Rebecca Ruiz

Inside the creative collaborator era

Hora: *12:15PM - 12:35PM* | ***Palco:*** *Stage 3*

AI is becoming a creative partner, not just a tool. Joaquin Cuenca Abela, co-founder and CEO of Magnific & Scott Mann, Founder & Co-CEO of Flawless look at how AI is transforming visual creation, how we communicate, and how we interact with media. Hear from industry leaders on what's changing now, what's next, and what it means for creatives.

Oradores: Joaquin Cuenca Abela, Scott Mann, Madalena Moreira Costa

AI wants your money. Can you trust it?

Hora: *12:20PM - 12:30PM* | ***Palco:*** *Stage 9*

AI agents are starting to spend money, make financial decisions, and operate businesses autonomously. But why give them access before they've earned our trust? Just as identity and reputation govern human access, AI agents need the same. Humanos co-founder Pedro Andrade explores why AI needs a persistent identity and evolving risk and reputation profile to unlock financial services and autonomy. The future of AI isn't just about what agents can do. It's about what they're trusted to do.

Oradores: Pedro Andrade

Merge into history: Building the worldwide agentic web

Hora: *12:20PM - 12:40PM* | ***Palco:*** *Stage 10*

Cognizant's Babak Hodjat gives developers a first look at the worldwide agentic web, where open-source AI agents running in web pages find each other to talk, negotiate and work together. This live demo will invite developers to build and extend this web and be among the first to contribute to the next internet.

Oradores: Babak Hodjat

After the Iran war: A new Middle East order?

Hora: *12:25PM - 12:45PM* | ***Palco:*** *Stage 11*

The war with Iran has reshaped the Middle East. As the dust settles, old alliances are shifting, regional powers are recalibrating and the balance of influence is being redrawn. This discussion will explore what comes next, from Iran's future role and Israel's regional position to the ambitions of Saudi Arabia, Turkey and the Gulf states, and the wider contest between the US, China and Russia. Who gains, who loses, and what will the new Middle East look like?

Oradores: Angelica Oung, Barry Malone, James Galbraith, Mehul Srivastava

Is there a foreign operative on your payroll?

Hora: *12:30PM - 12:45PM* | ***Palco:*** *Stage 8*

What if your newest remote hire wasn't just working a second job, they were a foreign operative hiding in plain sight? Join Ryan LaSalle as he tells all about a real-world investigation into cyber warfare and how Nisos uncovered a sophisticated and coordinated North Korean cyber cell.

Oradores: Ryan LaSalle

Press conference: Road 2 Web Summit 2026 Winner

Hora: *12:30PM - 12:50PM* | ***Palco:*** *Stage 2*

This press conference is held in the Media Village. Media event only.

Oradores: Margarida David, Miguel d'Aguiar

Creating a sport brand from scratch

Hora: *12:35PM - 12:55PM* | ***Palco:*** *Stage 3*

SailGP has built a global sports league from the ground up, combining elite competition with technology, entertainment and a new generation of fans. SailGP CMO Leah Davis shares how you market a sport that didn't exist a few years ago, from creating a global brand to building fandom across 13 markets.

Oradores: Leah Davis

Who holds the kill switch?

Hora: *12:40PM - 1:00PM* | ***Palco:*** *Stage 10*

In a world moving toward AI-generated code and automated updates, traditional emergency protocols are no longer enough. Edith Harbaugh explores how developer teams can harness runtime control to embed live kill switches, zero-trust safeguards, and manual overrides directly into software stacks. How can we give engineers the power to stop runaway AI features the moment they break bounds?

Oradores: Edith Harbaugh, Rob Pegoraro

AI and the illusion of predictive power

Hora: *12:45PM - 1:05PM* | ***Palco:*** *Stage 11*

Is AI a tool of genuine foresight, or merely an attempt to control future outcomes? In this talk, philosopher Carissa Veliz will pick apart the AI industry and explore why predicitions are really attempts to control, rather than to reveal.

Oradores: Carissa Véliz, Bartosz W■glarczyk

Booking without borders: Securing a frictionless digital travel journey

Hora: *12:45PM - 1:05PM* | ***Palco:*** *Stage 8*

Before modern travellers pack a bag, they navigate a complex digital web of booking flights, hotels, car rentals, and more. But as AI transforms how we travel, what actually keeps the industry moving and gets passengers where they need to go? This is a candid look at the future of digital trust, discovering how invisible security stops fraud, protects passenger data, and powers seamless journeys from search to departure.

Oradores: Marnie Wilking, Alexis Self

Bessent, bonds and the battle for the Dollar

Hora: *1:05PM - 1:25PM* | ***Palco:*** *Stage 11*

Treasury Secretary Scott Bessent wants lower interest rates, but the bond market has so far refused to cooperate. This talk explores the growing tension between Washington's fiscal ambitions and the investors who ultimately determine the cost of U.S. borrowing. Can Bessent beat the bond markets, or will rising yields, mounting debt and inflation force a reckoning? And, if he loses, what does that mean for the dollar's status as the world's reserve currency?

Oradores: Kathleen Tyson, Paulo Nogueira Batista Jr, Whitney Snyder

Opening remarks

Hora: *1:10PM - 1:15PM* | ***Palco:*** *Stage 5*

Please make your way to the stage, content starting shortly.

Oradores: Rita Marques

Opening remarks

Hora: *1:15PM - 1:20PM* | ***Palco:*** *Stage 13*

Please make your way to the stage, content starting shortly.

Oradores: Zivile Einikyte

Where is the value in football?

Hora: *1:15PM - 1:40PM* | ***Palco:*** *Stage 5*

From multi-club ownership to institutional investment, investors are looking beyond football's biggest clubs for new ways to create value. David Dwinger, Co-Founder and President of Estrella Football Group; Massimo Marinelli, Founder of Berkida Ventures, Operating Partner at Corrum Capital and Senior Adviser to 49ers Enterprises; and André Mosqueira do Amaral, CEO of Liga Portugal, explore where opportunities sit across the football pyramid, what happens after an investment is made, the role of technology in building club value, and how the US and European markets compare.

Oradores: David Dwinger, Massimo Marinelli, André Mosqueira do Amaral, Nicky Crosby

Opening remarks

Hora: *1:20PM - 1:25PM* | ***Palco:*** *Stage 7*

Please make your way to the stage, content starting shortly.

Oradores: Bas Wouterse

From driverless breakthrough to global scale

Hora: *1:20PM - 1:40PM* | ***Palco:*** *Stage 13*

Robotaxis are moving beyond technical validation and into a new phase of commercial scale. Drawing on Pony.ai's experience in large scale driverless operations and its growing international footprint, Leo Wang will discuss what it takes to build a sustainable Robotaxi business: from vehicle economics, fleet utilization and operational efficiency to the partnerships needed to enter and scale across diverse global markets.

Oradores: Leo Haojun Wang, Gian M. Volpicelli

Opening remarks

Hora: *1:25PM - 1:30PM* | ***Palco:*** *Stage 4*

Please make your way to the stage, content starting shortly.

Oradores: Thiago Borba

Why AI and SaaS need each other

Hora: *1:25PM - 1:45PM* | ***Palco:*** *Stage 7*

As enterprise AI accelerates, two myths dominate: that AI will replace SaaS, and that winning requires the smartest model. In this fireside chat, Tom Shea joins Eleanor Lightbody to introduce the enterprise trust stack and explain why model intelligence means little without trusted data, governance and institutional context, whether its in the finance or legal world.

Oradores: Eleanor Lightbody, Tom Shea, Hope King

How creators and brands shape culture

Hora: *1:25PM - 1:50PM* | ***Palco:*** *Stage 14*

Creators are no longer just making content. They're building media empires and household brands that consumers love. Today, creators hold the blueprint for turning viewers into loyal communities and earning the trust that shapes culture. This session will break down the infrastructure to scale content at the speed of culture, the tools and strategies needed to connect with audiences, and exactly what to outsource to AI versus what must stay fiercely human.

Oradores: Oscar Höglund, Victor Bengtsson, Anna Engelschall, Daniel Fontoura

Building Europe's circular economy infrastructure

Hora: *1:30PM - 1:50PM* | ***Palco:*** *Stage 4*

Transitioning Europe from a linear model to a closed-loop economy requires more than regulatory mandates; it demands scalable physical and digital infrastructure. Join industry leader Philipp Gattner as he breaks down the capital, logistics, and technology required to build resilient circular networks across the continent. This session explores how reverse supply chains, sustainable resource processing, and cross-border industrial partnerships can turn waste streams into high-value raw materials while securing Europe’s strategic material autonomy.

Oradores: Philipp Gattner, Francisco Mendes

Securing the software foundation of civilisation with AI

Hora: *1:40PM - 2:00PM* | ***Palco:*** *Stage 13*

Dr Stanislav Fort will explain how specialised, sovereign models, systematic exploration, rigorous validation, and expert researchers turn vulnerability hunting from an artisanal craft into an industrial defensive capability, and why the right AI system can match or outperform frontier labs while helping defenders secure critical software before attackers exploit it.

Oradores: Stanislav Fort

UEFA and the future of the fan

Hora: *1:40PM - 2:00PM* | ***Palco:*** *Stage 5*

The next era of football belongs to those who understand the fan. Pénélope Tomasi leads UEFA’s Marketing Technology, Data & Business Intelligence, Audience Development and Media Activation teams, and will explore how UEFA is using data, technology and audience intelligence to understand fans at a deeper level, create more personalised experiences and transform how brands connect with football audiences.

Oradores: Pénélope Tomasi

The last mile for AI

Hora: *1:45PM - 2:05PM* | ***Palco:*** *Stage 7*

Frontier labs keep pushing what AI can do, but a breakthrough only matters once a business can use it. HighLevel sits in the middle. On one side, it works with partners like Meta and OpenAI. On the other, it turns those capabilities into ready-to-use products to millions of businesses. In this session we will discuss how one platform serves both sides in very different ways and how product development are becoming critical to AI’s next chapter.

Oradores: Varun Vairavan, Nuno Mateus-Coelho

Opening remarks

Hora: *1:50PM - 1:55PM* | ***Palco:*** *Stage 9*

Please make your way to the stage, content starting shortly.

Oradores: Courtney Glymph

The world builders: How new powers are reshaping the global order

Hora: *1:50PM - 2:10PM* | ***Palco:*** *Stage 4*

For five hundred years, power meant controlling territory. Today, the struggle is no longer over land. It is over the systems that shape the world: chips, AI, networks, platforms, and energy. This fireside chat explores how a handful of powers are building the infrastructure and rules that others must navigate. Most nations are players in a game they didn’t create. A few are world builders.

Oradores: Bruno Maçães, Shrikesh Laxmidas

Marketing's new operating system

Hora: *1:50PM - 2:15PM* | ***Palco:*** *Stage 14*

AI is moving from the marketing toolkit into the infrastructure behind the function. This session explores what happens when AI shapes how teams plan, create, personalise, automate and measure their work, and what the modern marketing organisation needs to look like as a result.

Oradores: Paul Stoddart, Nataliya Yarovinska, Joana Petiz

Opening remarks

Hora: *1:55PM - 2:00PM* | ***Palco:*** *Stage 3*

Please make your way to the stage, content starting shortly.

Oradores: Delia Lazarescu

Robots: Forever on the horizon, or finally within reach?

Hora: *1:55PM - 2:06PM* | ***Palco:*** *Stage 9*

Why are commercial robots always 10 years away? Drawing on his own failed attempt to build a robotics company a decade ago, Rodion breaks down the four core engineering constraints that make robotics hard: payload, data, compute and validation. He shares what has changed to make deployment possible today, offering essential lessons for founders inside and outside the robotics space.

Oradores: Rodion Shishkov

Opening remarks

Hora: *2:00PM - 2:05PM* | ***Palco:*** *Stage 10*

Please make your way to the stage, content starting shortly.

Oradores: Claudius Mbemba

AI’s octopus era

Hora: *2:00PM - 2:20PM* | ***Palco:*** *Centre Stage*

Enterprises run on structured data, but standard AI still struggles to reason over rows and columns. Discover how unlocking tabular data with native AI transforms traditional, top-down companies into flattened, highly autonomous \"octopus\" organisations, and what this shift means for competitive advantage and career trajectory.

Oradores: Jeremy Fraenkel, Max Schireson, Jim Edwards

How physical AI is transforming the built environment

Hora: *2:00PM - 2:20PM* | ***Palco:*** *Stage 13*

The AI conversation has been so focused on robots and self-driving cars, but there's a massive opportunity for AI that understands the physical spaces and buildings people already occupy. Learn from Verkada's Co-founder & CEO how advances in computer vision are transforming existing cameras into intelligent systems that improve security, safety, and operations across industries in real time, shifting organizations from reactive video review to proactive, AI-powered intervention.

Oradores: Filip Kaliszan, Thomas Germain

When everything becomes an interface

Hora: *2:00PM - 2:20PM* | ***Palco:*** *Stage 3*

As technology disappears further into our everyday lives, what does it mean to design the interface of the future? Logitech Chief Design Officer Malin Leschly explores how AI, hardware and human behaviour are converging to change the way we interact with technology.

Oradores: Malin Leschly

The high-performance mindset

Hora: *2:00PM - 2:20PM* | ***Palco:*** *Stage 5*

In this fireside interview, four-time Olympic Gold Medalist and world-record holder Michael Johnson sits down for an intimate, candid conversation on the psychology of elite achievement. The High-Performance Mindset strips away the surface-level talk on talent to examine the mental discipline required to excel when everything is on the line.

Oradores: Michael Johnson, Nicky Crosby

Revolutionising retail

Hora: *2:00PM - 3:00PM* | ***Palco:*** *Stage 12*

Explore the concepts and technologies that are transforming ecommerce and marketing, including innovations in digital advertising, content creation, customer engagement, and brand management. Delve into the future of retail, from the startups revolutionising shopping to the game-changing online marketplaces and supply-chain optimizations.

Oradores: Gaël Dubé, Alican Demirsoylu, Revan Daldaban, Ksenia Sukhova, Stephan Pfob, Amber Jackson, Antonia Dumitriu, Ricardo Salazar de Farias, Pedro Trevisan, Alexandre Silva, Anastasia Rohdass, Stanislav Tyshchenko, Favour Olawumi, Edouard Margain, Carolin Kampik, Antoine Marmelo, Youssef Farrag, Daria Albrecht, Hugo Miranda, Ankur Modi, Abigail Adebukunola, Yaroslav Lugovatskyi

Medtech revolution

Hora: *2:00PM - 3:00PM* | ***Palco:*** *Stage 6*

Join startups as they delve into the latest advancements in the world of medical technology, and learn how these developments are significantly improving patient care and wellbeing.

Oradores: Nurbanu Somani, Thays Luz, Jenni Dowley, Joana Figueiredo, Martim Dinis, Kristine Naltchadjian, Marco Faggiani, Noorain Patel, Arturo Catalano Gonzaga, Manlio Fusciello, Marta Wadsworth, Jessica Cardone, Emmi Yli-Sissala, Leoš Kubí■ek, Carla Filip, Reynand Jay Canoy, Lamis Hassan, Daniela Serras, Matheus Souto, Hugo Viegas, Roberta Novis, Olga Chech■acz

Break the browser monopoly

Hora: *2:05PM - 2:25PM* | ***Palco:*** *Stage 10*

When big tech dictates how the internet works, developers lose autonomy and users lose privacy. This session explores the dangers of a consolidated browser market and the different ways independent players are fighting back through radical customisation, strict privacy protections and open web advocacy. See how a standards-forward approach is protecting essential privacy protocols. Together, these efforts ensure the open internet doesn't become a big tech-controlled walled garden.

Oradores: Jon von Tetzchner, Benjamin Beurdouche, Robert Schifreen

Beyond the pipeline: From single services to digital platforms

Hora: *2:05PM - 2:25PM* | ***Palco:*** *Stage 7*

Selling commodity products or single transactional services is no longer enough. To thrive, companies must pivot into expansive digital platforms. Join us in exploring how established companies use their core infrastructure to launch high-margin digital products, AI-driven customer experiences and strategic partnerships, transforming traditional services into sticky, value-driven economies.

Oradores: Luís Mestre, Latané Conant, Andy O'Donoghue

From missing sunlight to a growth story

Hora: *2:06PM - 2:17PM* | ***Palco:*** *Stage 9*

Researchers spend years in the lab on R&D; projects but often fail to turn even groundbreaking science into validated, scalable health technology. Designing technology that is scientifically grounded yet usable at scale remains a challenge for many founders. Discover how to create evidence-based innovation instead of following wellness hypes – and why launching a product early is critically important for founders with a science background who want to scale.

Oradores: Anne Berends

Zombie data: How your data comes back to haunt you

Hora: *2:10PM - 2:30PM* | ***Palco:*** *Stage 8*

Is leaked data fueling hyper-personalised, AI-powered scams? Today’s cyber threats target trust rather than devices, using stolen profile data and session cookies to bypass passwords and MFA entirely. Traditional security asked if a file was dangerous, but modern security must ask if the moment itself is real.

Oradores: Domininkas Virbickas

East meets West: why AI products land differently across markets

Hora: *2:10PM - 2:40PM* | ***Palco:*** *Stage 4*

The same AI product can be celebrated in one market and met with suspicion in another. Founders who built in China and are now scaling globally explain why that gap exists and how to build for both sides of it. How do users and investors in each market see AI? What do founders gain by combining China's strengths with what Western audiences expect? And how do you earn trust across very different markets?

Oradores: Chris Pereira, Angela Yu, Young Wang, Grace Shao

Beyond matchday: the next era of fan experience

Hora: *2:15PM - 2:35PM* | ***Palco:*** *Stage 14*

Football fandom is one of the most powerful forces connecting people across borders and generations. As technology transforms how fans engage with their favourite clubs, new opportunities are emerging to make those connections more meaningful, seamless and rewarding. From payments and ticketing to retail and matchday experiences, this conversation explores how football clubs and fintech partners are reimagining the fan experience, building stronger global communities and unlocking new opportunities for growth.

Oradores: Deborah Wajsbrot, Alex Rasmussen, Ben Jacobs

Woke 3.0: The next generation of the culture wars?

Hora: *2:15PM - 2:40PM* | ***Palco:*** *Stage 11*

From the social justice activism of Woke 1.0, through the backlash and recalibration of Woke 2.0, to Hasan Piker's tongue-in-cheek declaration of Woke 3.0, progressive politics may be entering a new phase. But what has really changed? Is the left reclaiming its cultural confidence, shifting towards class and economic populism, or simply repackaging old battles for a new political moment? This talk explores the evolution of woke politics, the forces driving its reinvention and what Woke 3.0 might mean for the future of the American left.

Oradores: Nathan J Robinson, DeRay Mckesson, Miriam Cates, Steve Clemons

Unlocking human potential: how AI multiplies creative talent.

Hora: *2:17PM - 2:42PM* | ***Palco:*** *Stage 9*

We are witnessing the largest transfer of creative leverage in history. As generative models and agentic workflows hit the mainstream production stack, traditional media rails are crumbling under the weight of AI-native distribution. Learn how the founders at the epicenter of this shift are empowering a new class of hyper-empowered talent to reshape media, entertainment, and digital culture

Oradores: Kelsey Falter, James Lo, Sofia Teixeira

Open models, stronger ecosystems

Hora: *2:20PM - 2:40PM* | ***Palco:*** *Centre Stage*

Who gets to shape AI? Moonshot AI's answer is: everyone. Open models empower businesses and developers around the world to build, customise, and deploy AI around their own needs, supported by global inference providers. Following the launch of Kimi K3.1 Pro, Moonshot AI's most capable model to date, Director of International, Giacomo Ficari, shares the playbook for building ecosystems around open intelligence and taking frontier AI global.

Oradores: Giacomo Ficari

Build anything, anywhere

Hora: *2:20PM - 2:40PM* | ***Palco:*** *Stage 13*

Ukraine has shown us that global disruptions burn through critical hardware faster than rigid assembly lines can replace it. Fragile overseas supply chains and multi-year factory tooling were built for a predictable world that no longer exists. Machina founder & CEO Edward Mehr breaks down the urgent shift toward decentralized production – revealing how networks of agile, software-defined factories deploy manufacturing directly to the point of need, securing industrial sovereignty across mobility, aerospace, and mission-critical supply chains.

Oradores: Edward Mehr, Graham Fraser

What AI can do for humanity

Hora: *2:20PM - 2:40PM* | ***Palco:*** *Stage 3*

In a tech landscape dominated by conversations about speed, efficiency, and scaling models, it's easy to lose sight of why we build. Join Rodrigo Moran, Global Director of Creative at Microsoft as he cuts through the noise of AI hype to focus on what matters most: human-centric purpose. Discover how we can move beyond mere automation to design a future where AI truly serves humanity.

Oradores: Rodrigo Moran

Selling sport: Has it gone too far?

Hora: *2:20PM - 2:40PM* | ***Palco:*** *Stage 5*

Sport is becoming a global IP asset class. Multi-billion-dollar sports funds, private equity investments, media rights deals, and creator-driven franchises are reshaping how sport is valued, owned, and commercialised. But when FIFA tried to sell a stake in the World Cup this summer, the backlash showed there is a line. So, who actually owns the future value of sport?

Oradores: Danny Menken, Michael Broughton, Seung-Eun (SE) Lee

Beyond walled gardens: Building the open web for AI agents

Hora: *2:25PM - 2:45PM* | ***Palco:*** *Stage 10*

As AI agents take on more work, how will software and the internet need to change? Mazin Gilbert, executive director of the Agentic AI Foundation, and GoDaddy CEO Aman Bhutani explore what it takes for agents to work beyond proprietary platforms. From identity and permissions to tracing actions when things go wrong, Mazin and Aman discuss how open standards and industry collaboration can help developers build interoperable systems while keeping people in control.

Oradores: Aman Bhutani, Mazin Gilbert, Blake Montgomery

Just raised $320 million. Now what?

Hora: *2:25PM - 2:45PM* | ***Palco:*** *Stage 7*

Otter.ai just raised $320 million, more than six times what it raised in its first decade. With AI squeezing SaaS and meeting notetakers multiplying, the bet is enterprise: turning 40 million users into paying teams. In this session Sam Liang dives into what the money is for and how a SaaS company thrives in the age of AI.

Oradores: Sam Liang, Harry McCracken

Securing the AI frontline

Hora: *2:30PM - 2:55PM* | ***Palco:*** *Stage 8*

Modern conflict no longer stays in the cloud. As state-sponsored actors and advanced cybercriminals target autonomous systems, critical infrastructure, and military hardware, the front line of cyber defense has been pushed to the limit. Now, it’s up to democratic nations to adapt, respond, and secure the tactical edge.

Oradores: Giovanni Alberto Falcione, Michael Howard, Sinéad O'Sullivan, Mehul Srivastava

Small team, big screen - one person, one laptop, one award-winning film

Hora: *2:35PM - 2:55PM* | ***Palco:*** *Stage 14*

A high-end short used to cost $500k. 'Website', winner of the Reply AI Film Festival, was made for $7k by the independent team behind DiDi_OK, with Jiaze leading the AI visuals from a single laptop. AI makes filmmaking more accessible, but great storytelling still requires human creativity and vision.

Oradores: Jiaze Li

Western tech: All is not lost

Hora: *2:40PM - 3:00PM* | ***Palco:*** *Centre Stage*

Between aggressive state-backed tech models, supply chain rifts, and escalating geopolitical rivalries, headlines are quick to declare the decline of Western tech dominance. But is the game truly lost, or merely entering a more volatile, competitive chapter? Join leaders from Jasper, Legora, and Picsart as they examine the real state of play and what it will actually take to stay competitive on an increasingly divided global stage.

Oradores: Jacob Lauritzen, Timothy Young, Mikayel Vardanyan, Katie Collins

The future of politics: Swiping right on Gen-Z

Hora: *2:40PM - 3:00PM* | ***Palco:*** *Stage 11*

Politicians love to say they want to \"secure the youth vote\", yet few are willing to step aside to make room for them. So, what does winning over this online generation actually take? Gen-Z is far from indifferent, they are redefining political power through digital activism and social justice. This panel of activists, strategists, creators, and journalists offers a candid look at the future of politics and how to campaign to a generation that doesn't just consume the conversation, but controls it.

Oradores: Aidan Kohn-Murphy, Lucy Blakiston, Ben Guerin, Kayla Brantley

Health's data shift: From episodic care to continuous prevention

Hora: *2:40PM - 3:00PM* | ***Palco:*** *Stage 13*

Healthcare has long relied on sporadic snapshots like annual check-ups. Join Dor Kilroy, CCO at Oura, as she explores how continuous wearable data shifts medicine from reactive treatment to proactive prevention, and what it takes to scale those insights into better health outcomes.

Oradores: Dor Kilroy, Katherine Ward

The World Cup effect: Portugal's global ambition

Hora: *2:40PM - 3:00PM* | ***Palco:*** *Stage 3*

Portugal’s presence at the FIFA World Cup created an opportunity to showcase its football identity to a global audience. Nuno Gomes, Former Portugal international & High Performance Specialist at FIFA; João Medeiros Cardoso, Chief Marketing & Commercial Officer at the Portuguese Football Federation; discuss how commercial strategy, sponsorship and tourism can turn that visibility into lasting international growth and build a football powerhouse.

Oradores: João Medeiros Cardoso, Nuno Gomes, Margarida Borrego

Who wins when AI does the shopping?

Hora: *2:40PM - 3:00PM* | ***Palco:*** *Stage 4*

For 25 years, retailers have competed to bring customers to their stores and influence what they buy. AI is beginning to change that equation. When an AI agent discovers, compares, and recommends, who controls the shopping decision? Maju Kuruvilla, Founder and CEO of Spangle AI and ex-Amazon VP, explores what retailers stand to lose, where new opportunities emerge, and how they can compete.

Oradores: Maju Kuruvilla, Boaz Sobrado

Inside the making of MOURINHO

Hora: *2:40PM - 3:00PM* | ***Palco:*** *Stage 5*

Producer and Head of Development at Ventureland, Miles Coleman goes behind the scenes of MOURINHO, sharing how the documentary came together and exploring how the film captures one of football's most compelling figures and what its production reveals about the future of sports storytelling.

Oradores: Miles Coleman, Miguel Delaney

Beyond the dashboard: how AI agents are rewiring finance operations

Hora: *2:42PM - 2:53PM* | ***Palco:*** *Stage 9*

Finance teams still lose days reconciling payments, chasing invoices and updating systems by hand. Now, AI agents are moving beyond copilots and dashboards to take ownership of entire workflows. Caitlin, co-founder and CEO of Fazeshift, reveals why accounts receivable is becoming a proving ground for autonomous finance and what happens when software stops surfacing insights and starts owning outcomes.

Oradores: Caitlin Leksana

AI watched 25 years of news. What did it see?

Hora: *2:45PM - 3:05PM* | ***Palco:*** *Stage 10*

What happens when you process 25 years of global news across 100+ languages through modern AI? In this keynote, GDELT Project founder Kalev Leetaru unpacks the hidden geopolitical and cultural trends uncovered from millions of hours of global media and the software engineering required to build it. Step under the hood of planetary-scale data architecture to see how real-time NLP, automated translation and petabyte-scale pipelines can transform decades of chaotic global noise into clean, queryable data that developers can use to build new intelligent tools.

Oradores: Kalev Leetaru

Pricing SaaS when users are agents

Hora: *2:45PM - 3:05PM* | ***Palco:*** *Stage 7*

Per-seat pricing assumed a human was at the keyboard. As AI agents take over the work, the seat is a poor measure of value. LaunchDarkly charges for usage, not seats. Mindstone made his AI agent system free for up to 100 users, because the real value was in getting people to change how they work. They discuss what to charge for when the software itself is close to free.

Oradores: Edith Harbaugh, Joshua Wöhle, Jeremy Goldman

Growth has rules: Speed breaks 'em

Hora: *2:53PM - 3:04PM* | ***Palco:*** *Stage 9*

The growth playbook you're proud of might be the very thing slowing you down. Neha helped write the growth playbook at Twitter and Pinterest. Then she left to found JustAI and had to unlearn a lot of it. Starting from the ground up, Neha rethought what she knew, adapted and proved her assumptions wrong more than once. The rules survived, but the pace didn’t. What took weeks now takes hours. Trying is almost free and extremely fast, so the fastest teams set the records. In this talk, Neha shares what she unlearned, the rules that held up and how to keep those rules while breaking every record.

Oradores: Neha Mittal

Reinventing icons: The new playbook for legendary IP

Hora: *2:55PM - 3:15PM* | ***Palco:*** *Stage 14*

Nostalgia alone is no longer enough to keep iconic characters relevant. As audiences seek deeper worlds, flawed heroes and stories that reflect the cultural moment, entertainment brands face a challenge: how do you evolve beloved IP without losing what made it iconic? Mark Lester, fresh from helping to reimagine Lara Croft, joins Jon Rosenblatt of Clash of Clans to explore how global franchises are adapting for a new generation.

Oradores: Jon Rosenblatt, Mark Lester, Chris Kelly

The real threat isn’t a nation-state, it’s a teenager.

Hora: *2:55PM - 3:25PM* | ***Palco:*** *Stage 8*

Are you defending against headlines or reality? Most organizations spend millions defending against nation-state threats, while the attackers who actually get in fly under the radar. Join The Hacking Games CPO John Madelin and former child hacker Conor Freeman for a live ACE demo with the latest attack data captured from young hackers. Get inside the mind of an AI-equipped attacker to see where security is failing today and how to fix your real vulnerabilities.

Oradores: John Madelin, Conor Freeman

AI empowering marginalised communities

Hora: *3:00PM - 3:20PM* | ***Palco:*** *Stage 11*

AI could widen inequality or become a powerful tool for expanding opportunity. This conversation brings together Rodney Bullard, Debra Lam and Jessica Renteria to explore how communities too often left behind by technology can gain access to AI, skills and economic opportunity. From digital literacy and workforce development to inclusive innovation, the discussion asks how we can make AI work for the many and not the few.

Oradores: Shivam Kishore, Debra Lam, Rodney Bullard, Amanda Renteria, Sara de Melo Rocha

Why structured data is AI's real frontier

Hora: *3:00PM - 3:20PM* | ***Palco:*** *Stage 13*

While language models capture headlines, over 80% of enterprise value sits in structured spreadsheets and SQL databases. Join Prior Labs' Sauraj Gambhir to discover how tabular foundation models bring the transformer revolution to structured data, enabling instant predictive power without traditional ML pipelines.

Oradores: Sauraj Gambhir, Jeff Wilser

Sound that belongs: How AI is changing music for video

Hora: *3:00PM - 3:20PM* | ***Palco:*** *Stage 3*

What if the soundtrack was built around your video, not the other way around? Keli Li, co-founder of Sonilo and former head of global music at TikTok, and creator Joey Reed (6.2M followers on TikTok) discuss how AI is changing music for video: what creators actually need from audio, what usage rights a creator has from AI-generated music, and whether a perfect soundtrack is now one click away.

Oradores: Joey Reed, Keli Li, Stefano Fallaha

How physical AI is transforming agriculture

Hora: *3:00PM - 3:20PM* | ***Palco:*** *Stage 4*

What happens when machine intelligence meets living biology? Join Hiroki Koga, Co-Founder & CEO of Oishii, to explore how real-world algorithms, robotics, and biology are transforming agriculture and what the future of farm jobs, food production, and physical-goods commerce looks like when technology goes hands-on.

Oradores: Hiroki Koga, Grace Shao

How LALIGA is shaping football's AI future

Hora: *3:00PM - 3:20PM* | ***Palco:*** *Stage 5*

Ana Rosa Victoria, Head of Innovation at LALIGA, discusses how AI is reshaping football, from agentic AI and digital twins to smart stadiums and hyper-personalised fan experiences, and how a league can move from using technology to building it.

Oradores: Ana Rosa Victoria

The new wave of industry disruption

Hora: *3:00PM - 4:00PM* | ***Palco:*** *Stage 12*

Join us during this session, where startups will present solutions to their industry's biggest challenges. From legaltech, proptech, and data analytics, these rapid-fire presentations feature some of the most innovative startups at Web Summit.

Oradores: Francesco Cutrera, Luis Quadros, Jimena Serfaty, Danilo Mastropaolo, Adi Ranganathan, Tereza Varadyova, Chris Foust, Rhushiraj Patil, Stella Naggenda, Rondineli Gomes de Araujo, Özge Sevim, Pulkit Sharma, Osvaldo Tavares, Farhood KarimiSaber, Jessica Pereira Said, Allegra Lucas, Francesco Italia, Janeth Tavares, Baptiste Gendron, Jan Nowak, Noor Sheriff, Roksana Ostrowska, Patrick Nicholl

The future of AI and machine learning

Hora: *3:00PM - 4:00PM* | ***Palco:*** *Stage 6*

Over the course of an hour, startups explore the practical applications of AI and machine learning. Delve into real-world cases and gain insights into how these technologies are solving complex problems across diverse fields.

Oradores: Nourhan Heysham, Juan Pablo Estrada, Rodrigo Spínola, Jahyun Kim, Daniel Gallego Vico, Ashley Brannan, Emmanuel Marboeuf, Asim Ahmad, Cammie Kim, Pascal Tiberghien, Nimesh Patel, Álvaro Sáez, Dr. Tina Evgraf, Sano Musab Hijazi, Bal Kallar, Mark Stokes, Rakhi Gupta, Gerrit McGowan, Gianni Valerio, Mohammad Alnobani, Julia Armenat, Armando Leite, Daniel Fernandes, George Kowalewski, Ademola Adeniyi, Felix Bühner

Just what the dev ordered: Healthcare’s AI revolution

Hora: *3:05PM - 3:25PM* | ***Palco:*** *Stage 10*

Healthcare is notorious for its fragmented legacy software. Join Stellarus CTO Greg Ryslik as they discuss how today's engineers are rewriting the rules of clinical technology. Explore the modern data infrastructure behind a universal healthcare platform and see how developers can solve legacy healthcare problems.

Oradores: Greg Ryslik, Julian Issa

Why physical AI needs a new architecture

Hora: *3:05PM - 3:25PM* | ***Palco:*** *Stage 7*

Cloud infrastructure powered yesterday's digital services, but as AI moves into the physical world, centralised computing is hitting a wall. Real-time physical systems running transport and critical infrastructure cannot survive a round trip to a distant data centre. This session explores why, if you don’t control the infrastructure your AI runs on, you don’t truly control your AI.

Oradores: Jamil Shinawi, Francisca Andrade

The smartphone in your pocket is your next lab

Hora: *3:15PM - 3:26PM* | ***Palco:*** *Stage 9*

What if screening over 70 health biomarkers across 10+ organs took less than two minutes on a standard smartphone? YOU(th) founder & CEO Filippo Nigro reveals how machine learning and ubiquitous mobile sensors are democratising preventive longevity and transforming passive phones into active health screeners.

Oradores: Filippo Nigro

Making silicon sexy: How Cerebras put hard tech in the spotlight

Hora: *3:15PM - 3:35PM* | ***Palco:*** *Stage 14*

Technical breakthroughs aren’t enough to win Wall Street. You need a story that scales alongside your compute. This fireside conversation unpacks how to turn complex hardware innovation into a compelling narrative – one that captures attention, builds a category, and creates momentum on the road to a blockbuster IPO.

Oradores: Julie Choi, Jennifer Strong

Chinamaxxing: The new era of Made in China

Hora: *3:20PM - 3:40PM* | ***Palco:*** *Centre Stage*

From AI-powered glasses to self-balancing motorcycles, Chinese brands aren't just making gadgets anymore. They're reinventing them. The panel dives deep into what's behind China's tech glow-up, and why is the world suddenly paying attention?

Oradores: Nick Yu, Irene Long, Jianhua Li

Deus ex machina: Can AI replace God?

Hora: *3:20PM - 3:40PM* | ***Palco:*** *Stage 11*

Religion and mythology have been used, for millenia, to seize power. As AI progresses in its capabilities, the narratives around it are taking on an increasingly religious, or theistic, tone. In this session we explore how these shifts in language are used by elites to obtain and entrench their power. Can AI replace God, and if it can, what does that mean for us?

Oradores: Remington Tonar, João Maldonado

A■I■ Emotional Frontier

Hora: *3:20PM - 3:40PM* | ***Palco:*** *Stage 3*

As marketing polarises between algorithmic noise and authentic human connection, the relentless attention economy is forcing brands to rethink how they communicate. Driven by audiences' demand for authenticity, Founder & CEO of Hey Honey, Chris Adams explores how emotion converts attention into community, customers, and superfans. In a world increasingly shaped by AI, making people feel is how brands win.

Oradores: Chris Adams

Building a brand from the baseline

Hora: *3:20PM - 3:40PM* | ***Palco:*** *Stage 5*

Elite athletes are uniquely equipped to be founders -they process failure rapidly, execute under intense pressure and possess deep domain knowledge of what high-performance lifestyle and health products actually require. This panel dissects the operational realities, mental discipline and strategic advantage of building a startup from hotel rooms, locker rooms and international travel schedules.

Oradores: Priscilla Hon, Dylan Gee, Paul Rhodes

Decoding planet Earth

Hora: *3:25PM - 3:45PM* | ***Palco:*** *Stage 10*

Current AI models excel at predicting words, but understanding physical events in real time is a whole different challenge. The next AI frontier will be to teach machines how to perceive physical environments as they change. Developers will get a clear look at how systems ingest real-world signals, from live news and geodata to visual inputs, to better understand the world around us.

Oradores: Kalev Leetaru, Dustin Tran, Pedro Pinto

Betting against the moat

Hora: *3:25PM - 3:45PM* | ***Palco:*** *Stage 7*

Every incumbent in enterprise software says the same thing: decades of proprietary data and workflow lock-in make them impossible to dislodge. Caitlin Leksana is betting that's exactly the kind of confidence that goes extinct once AI agents can do the job end to end – and Rocio Wu backed her with millions of investor dollars to prove it. In this session, Caitlin and Rocio debate whether a 'moat' still means anything in enterprise software, or whether it's just what the losing side says on the way out.

Oradores: Caitlin Leksana, Rocio Wu, Leandro Souza

The perimeter is dead. So what happens to trust?

Hora: *3:25PM - 3:50PM* | ***Palco:*** *Stage 8*

In an era of automated cyber warfare, is true digital resilience even possible? AI is accelerating targeted phishing, deepfake identity fraud, and data breaches. From corporate firewalls to global financial systems, traditional security perimeters are failing. This panel breaks down actionable self-defence strategies to empower enterprises, infrastructure leaders, and citizens to adapt, overcome, and thrive in an increasingly hostile cyber world.

Oradores: Gerasim Hovhannisyan, Niall Mackey, Rytis Rudzinskas, James Ball

AI sprawl is exploding. Get ahead of governance and security challenges before it’s boo late

Hora: *3:26PM - 3:37PM* | ***Palco:*** *Stage 9*

The rapid surge of AI and autonomous agents introduces risks that traditional security measures cannot address, placing new demands on organisations to govern AI sprawl across the enterprise. Learn how top organisations gain visibility over their AI infrastructure through practical strategies for discovering AI assets, implementing governance frameworks, orchestrating agent workflows and maintaining accountability in AI-driven decisions.

Oradores: Kevin Kiley

Reset velocity: from attention to connection

Hora: *3:35PM - 3:55PM* | ***Palco:*** *Stage 14*

Social media is undergoing a fundamental reset. After years of rewarding visibility, performance and reach, people are moving towards more private, authentic and participatory spaces where meaningful connections matter most. Ronan Harris and Lea Karam will explore how this shift is taking shape across markets and what it means for the future of brands and advertising. They'll unpack why connection is becoming a more powerful currency than attention, and how brands can stay relevant in a world where influence increasingly happens beyond the public feed.

Oradores: Ronan Harris, Lea Karam, Massimo Marioni

Three companies before product-market fit: What each one taught us

Hora: *3:37PM - 3:48PM* | ***Palco:*** *Stage 9*

Building a high-growth company rarely happens on the first try. Bruno, founder of Cumbuca, breaks down the hard-won lessons from his previous startups. From building products nobody needed to battling unit economics, and how applying those failures turned Cumbuca B2B into a profitable platform powering data consent for over 10 million users through open finance.

Oradores: Bruno Cury

Hollywood's identity crisis

Hora: *3:40PM - 4:00PM* | ***Palco:*** *Centre Stage*

Deepfakes and generative AI are creating new threats to Hollywood, putting the likeness, voice and creative rights of artists at risk. As the technology races ahead, who gets to decide how an artist's identity is used? Dan Neely and Duncan Crabtree-Ireland explore how the industry can protect performers from exploitation while using the same technology to safeguard their rights and put control back in their hands.

Oradores: Dan Neely, Duncan Crabtree-Ireland, Stewart Clarke

Integration or assimilation? The immigration debate

Hora: *3:40PM - 4:00PM* | ***Palco:*** *Stage 11*

Immigration is reshaping European politics, with parties once on the margins now winning significant support amid public concern over housing, security and national identity. Governments have responded with measures ranging from tighter border controls to reduced work permits. Our panel asks: what do we expect of newcomers once they arrive? Should they adopt the host society's culture and norms through assimilation, or should societies make room for cultural difference within a shared civic framework via integration?

Oradores: Mike Howell, Miriam Cates, Raphael Minder

Search built for AI agents

Hora: *3:40PM - 4:00PM* | ***Palco:*** *Stage 13*

AI agents are on track to search the web more than humans, and their answers are only as good as the data they find. This session breaks down the infrastructure of agentic search and how it directly determines AI accuracy, speed, and cost.

Oradores: Will Bryk

Portugal's new wave of influence

Hora: *3:40PM - 4:00PM* | ***Palco:*** *Stage 3*

The lines between entertainment, personal branding and entrepreneurship are increasingly blurred. As actors, artists and digital creators build audiences beyond traditional media, new opportunities are emerging to turn influence into businesses, partnerships and brands. Júlia Palha and Bárbara Corby discuss how Portugal's next generation of talent is navigating this changing landscape and building careers in the digital economy.

Oradores: Bárbara Corby, Júlia Palha, Rute Sousa Vasco

Spatial intelligence in physical retail

Hora: *3:40PM - 4:00PM* | ***Palco:*** *Stage 4*

While e-commerce captures every click, scroll, and drop-off, physical stores still generate most retail sales in the dark. This session reveals how turning inventory into a real-time data signal maps the shopper journey, uncovers high-performing store zones, and shows exactly where intent becomes a sale.

Oradores: Spencer Hewett, Jeremy Goldman

Achieving the impossible

Hora: *3:40PM - 4:00PM* | ***Palco:*** *Stage 5*

Professional big-wave surfer Lucas “Chumbo” Chianca and skimboarding world champion Lucas Fink are pushing the limits of what athletes can achieve, sharing perspectives on taking on Nazaré’s monster waves and connecting with global audiences. This session draws inspiration from the risks, mindset and determination behind their sport, exploring how extraordinary performances can translate into global recognition, major sponsorships and new opportunities for athletes and brands.

Oradores: Lucas Chumbo, Lucas Fink, Ben Jacobs

Rebuilding open source with AI: Lessons Learned

Hora: *3:45PM - 4:05PM* | ***Palco:*** *Stage 10*

How we write software has fundamentally changed. Where we used to sweat over every little detail in source files, we now spend most of our time discussing high level direction with our agents. Prisma CEO Søren Bramer Schmidt shares lessons learned from rewriting Prisma from scratch with AI. Learn how to make the most of coding agents in 2026, and how the changing landscape affects open source libraries.

Oradores: Søren Bramer Schmidt

MIT €100K: designed in Portugal, built for the world

Hora: *3:45PM - 4:05PM* | ***Palco:*** *Stage 7*

The MIT €100K introduces a national entrepreneurship competition empowering innovative projects from Portuguese universities through mentoring, training and access to global innovation networks. The winning team earns the chance to pitch at MIT in Boston. The session will showcase the competition’s second edition, selection process and opportunities, featuring insights from first-edition winner RTBeamTech.

Oradores: Vítor Sanfins, Helena Sofia Santos, Gonçalo Ribeiro, Gonçalo Roriz

Critical minerals in the next AI frontier

Hora: *3:48PM - 3:59PM* | ***Palco:*** *Stage 9*

AI has fundamentally transformed the digital world, but that same transformation in the physical world is just beginning. Using mineral exploration as an example, Terra AI co-founder and CEO John Mern shows how combining domain science with frontier AI can unlock breakthroughs that traditional scaling can't reach. He highlights how these innovations are disrupting one of the oldest and most foundational heavy industries in the world, and identifies other underserved fields ready for similar disruption. For innovators and investors, the challenge made is to bet on humanity by building AI for the most critical physical-world problems.

Oradores: John Mern

Beyond the front door: Identity, access, and user trust

Hora: *3:50PM - 4:10PM* | ***Palco:*** *Stage 8*

AI deepfakes don’t stop at the front door, they target every stage of the user lifecycle from initial onboarding to internal access. But stronger security shouldn't come at the cost of privacy. This session will explore how identity verification and privileged access management converge to prevent fraud and protect privacy.

Oradores: Rick Song, Cristina Nascimento

eVTOL is taking off

Hora: *4:00PM - 4:15PM* | ***Palco:*** *Stage 4*

Could your next commute be through the skys? Discover how electric vertical takeoff and landing aircraft compare to traditional helicopters and planes. This session explores where the technology is heading, its real-world applications, and what it takes to reshape daily travel.

Oradores: Jia Xie

Who gets a say in football's future?

Hora: *4:00PM - 4:20PM* | ***Palco:*** *Centre Stage*

Football belongs to billions, yet the people who play, watch and love the game rarely have a say in how it evolves. World Cup winner and Common Goal co-founder Juan Mata joins Jürgen Griesbeck, co-founder of Common Goal and C-Lab, to introduce Unleash Football, an initiative designed to give football's global community a greater voice in shaping the game's future. They'll share early insights from voices around the world, what people want from football and what they believe needs to change, before inviting the audience to add their voice live.

Oradores: Juan Mata, Jürgen Griesbeck, Nicky Crosby

Digital transformation and dynamism in service delivery

Hora: *4:00PM - 4:20PM* | ***Palco:*** *Stage 11*

How can governments and international organisations use digital technology to make public services faster, simpler and more accessible? This talk discusses how modernisation is increasingly taking the form of AI, digital identity and online services, along with the challenges around security, inclusion and implementation at scale.

Oradores: Luis Alberto Rodriguez, Tristan Thomas, Amanda Lima

Zero turbulence: The AI engine behind global travel

Hora: *4:05PM - 4:25PM* | ***Palco:*** *Stage 10*

When a global platform processes round-the-clock transactions, downtime isn't an option. In this session, Michael Esquibel explores how AI and intelligent automation help maintain always-on servicing for companies. In a world of surging demand and increased disruption, discover how AI-driven processes can prevent service interruption and get travellers where they need to be.

Oradores: Michael Esquibel, Qian Hao

Investigative journalism under threat

Hora: *4:20PM - 4:40PM* | ***Palco:*** *Stage 11*

Investigative journalism faces mounting threats across the UK and Europe, including restrictive libel laws, misuse of privacy claims, SLAPPs, intimidation and reputational attacks. This panel will examine efforts to silence critical reporting, the protection available to journalists, and how online safety laws, platform moderation and algorithms may affect independent media.

Oradores: James Ball, Paul Holden, Eoghan McNeill

Opening remarks

Hora: *9:55AM - 10:00AM* | ***Palco:*** *Stage 5*

Please make your way to the stage, content starting shortly.

Oradores: Tom McCartan

Dia: November 9

Welcome to Web Summit 2026

Hora: *6:00PM - 6:35PM* | ***Palco:*** *Centre Stage*

A robot first in Europe, opening remarks, and our startup-flag procession!

Oradores: Paddy Cosgrave, Carlos Moedas, Gonçalo Matias

Opening Night ■

Hora: *6:00PM - 8:00PM* | ***Palco:*** *Centre Stage*

Doors open at 4.30pm, and content kicks off at Centre Stage at 6pm. You'll need to be registered and have collected your wristband and lanyard to enter. Speakers include Tao Zhang, Co-founder, Manus AI; Matthew Prince, Co-founder & CEO, Cloudflare; Anton Osika, Co-founder & CEO, Lovable; Richard Socher, Co-founder & CEO, Recursive; Deli Zhao, Founder & President, Xpeng Aridge UBTech U1 Pro - Ultra-realistic Humanoid Robot; Yuli Zhao, CSO, Galbot; Galbot G1 - Embodied Large-Model Robot; William Shi, President, Europe & Americas, AgiBot; and Paddy Cosgrave, CEO of Web Summit. Join us for an unforgettable evening filled with great speakers, networking, and more. Don't leave early! After the opening ceremony, follow the path through the Food and Wine Summit straight into Night Summit in Pavilion 5. Get ready to make spontaneous connections through speed networking, karaoke sessions, meet & greets activities and more. We can’t wait to see you there! Please note: This event has limited capacity.

The age of agents

Hora: *6:35PM - 6:55PM* | ***Palco:*** *Centre Stage*

Forget AGI and chatbots; we’ve officially entered the age of agents. Far beyond standard LLMs, AI agents are embedding into everyday apps to independently solve real-life problems and handle complex tasks. Join Manus AI Co-founder and CPO Tao Zhang - who pioneered agents - to explore why the shift to autonomous agents matters more than the latest foundation model, how it will change daily life for billions, and why the race to control the agent interface is the battle to become tech's next dominant giant.

Oradores: Tao Zhang, Casey Lau

The future of AI

Hora: *6:55PM - 7:20PM* | ***Palco:*** *Centre Stage*

From Anthropic’s historic IPO filing to sharp swings across global tech stocks, the AI industry has reached a defining inflection point. As markets demand genuine enterprise adoption and real-world value over speculative hype, how do we build what comes next? Bringing together key architects of the next era, this panel tackles what AI looks like when the dust settles.

Oradores: Matthew Prince, Anton Osika, Richard Socher, Arjun Kharpal

Welcome to tomorrow

Hora: *7:20PM - 7:45PM* | ***Palco:*** *Centre Stage*

Cars that take to the sky. Embodied AI that walks among us. Robots serving our coffee. The future isn't approaching; it's already operating - in China that is. Join us for an exclusive, first-of-its-kind showcase bringing China’s most advanced next-generation robotics and aerial mobility to Europe. Step beyond the horizon and witness the technology shaping tomorrow, before it reaches the rest of the world!

Oradores: Deli Zhao, UBTech U1 Pro, Yuli Zhao, William Shi, Galbot G1