



UNITED ARAB EMIRATES
MINISTRY OF INVESTMENT

> Web Summit 2026

Participation & Sponsorship Recommendation

Vancouver, 11-14 May 2026

Rio de Janeiro, 8-11 June 2026

Lisbon, 9-12 November 2026

Overview

ABOUT WEB SUMMIT

Web Summit is one of the world’s largest technology conferences, bringing together participants from over 150 countries, including startups, global technology companies, investors, policymakers, and media. The summit features multiple stages, thematic tracks, exhibitions, and startup showcases, providing a high-profile forum for product launches, policy discussions, and investor engagement across sectors such as AI, fintech, cybersecurity, and digital infrastructure.

Background: Founded in 2009 by three Irish entrepreneurs, originally as small gathering of tech bloggers, startups, and entrepreneurs interested in internet technology and the emerging startup ecosystem

Locations: Originally organised in Dublin. Moved permanently to Lisbon in 2016, where the flagship edition takes place. Global conferences also now take place in Doha, Vancouver and Rio de Janeiro

Scale : 71,528+ participants from 153 countries in 2024; over 1 million cumulative professionals engaged across all Web Summit events to date

Format: Main stage keynotes, fireside chats, panel debates, startup PITCH competition, investor meetups, structured networking, and Night Summit



KEY TOPICS & ATTENDEES

Topics in Focus:

▶ Artificial Intelligence	▶ Fintech & Digital Finance
▶ Climate Tech & Sustainability	▶ Manufacturing
▶ Health Technology	▶ Economic Policy
▶ Energy	▶ Startups & Venture Capital
▶ Digital Commerce & Marketing	▶ Future of Work

Attendees:

3,000+	1,000+	1,000+	2,000+
Exhibiting Companies	Active Investors	Speakers	Credentialed Press

Delegate profile: CEOs & C-suite executives · Startup founders · Investors & VCs · Policymakers & regulators · Engineers & developers · Academics · Media & press · NGOs

GLOBAL SEQUENCE OF EVENTS THROUGHOUT 2026

> Doha 23-26 Feb 2026
> Vancouver 11-14 May 2026
> Rio de Janeiro 8-11 June 2026
> Lisbon 9-12 November 2026

SPEAKERS, MEDIA & PARTNERS

Notable Past Speakers from the 2025 edition (indicative):

■ Brad Smith — President & Vice Chair, Microsoft
■ Alex Schultz — CMO, Meta
■ Al Gore — Former U.S. Vice President
■ Aja Whitaker-Moore — Deputy Editor-in-Chief, The Wall Street Journal
■ Toto Wolff— Team principal, CEO & Co-owner of Mercedes-AMG Petronas F1
■ Pharrell Williams — Artist & Entrepreneur
■ Henna Virkkunen— Executive Vice President of the European Commission
■ Edward Snowden — Whistleblower & Privacy Advocate
■ António Guterres — UN Secretary-General
■ Jonathan Kolozsvary — Global Head of Small Business, Visa

Media Coverage:

2,005 credentialed journalists from global outlets including The Washington Post, CNBC, Fortune, Euronews, Reuters, BBC, Financial Times, TechCrunch, and Wired. Web Summit generates millions of social media impressions and extensive live broadcast coverage annually.

Previous Corporate Partners & Sponsors (indicative):

IBM	Adobe	Meta	Huawei
SAP	Qualcomm	Amazon	Microsoft

Assessing Sponsorship Opportunity for the Ministry

Event sponsorship requests are assessed against a structured scoring matrix. The matrix evaluates each event across ten criteria grouped under three dimensions — Strategic Fit, Credibility & Influence, and Impact & Visibility — and produces a score out of 30. The score determines whether an event clears the threshold for further consideration, and at what level of priority.

Scoring Interpretation

For each criterion, assign a score of 1, 2 or 3 based on the description provided

24 – 30

Strong Fit

The event presents a compelling case for sponsorship. Proceed to qualitative assessment.

17 – 23

Moderate Fit

The event shows some alignment. Consider carefully — only proceed if specific strategic conditions are met.

Below 17

Weak Fit

The event does not meet the Ministry's minimum threshold. Do not proceed to further assessment.

Assessment Process

A strong score does not constitute a recommendation to proceed: it signals that the event warrants a qualitative review, considering the specific context of the edition, the concrete opportunities available to the Ministry and the costs associated.

This framework is indicative. A low score in certain key criteria, such as alignment with the Ministry's mandate, reputational risk, quality and calibre of speakers, may still be sufficient to determine that a sponsorship is unsuitable, regardless of the overall score.

Assessing Sponsorship Opportunity for the Ministry – Web Summit 2026

Criteria	Score 3 Strong Fit	Score 2 Moderate Fit	Score 1 Low Fit	Score
Section 1: Strategic fit				
Alignment with the Ministry's mandate	Directly focused on investment, economic policy, or priorities to the UAE's agenda	Broadly aligned with investment themes; some tangential topics may dilute focus	Unrelated sectors or agendas; minimal connection to Ministry priorities	2
Opportunity to promote strategic topics	Clear opportunity to promote MoI's key messages (FDI, investment ecosystem, key sectors...)	Partial thematic alignment; some sessions relevant, but overall focus is broader or generic	Theme is peripheral or misaligned; sponsorship would not reinforce Ministry positioning	2
Opportunity to advance a specific MOI objective	Opportunity to have a speaking engagement, sign an agreement, meet relevant stakeholders	Some opportunity for visibility or soft diplomacy, but no defined deliverable	No clear outcome or activation opportunity for the Ministry	3
Reputational risk	Strong track record; no controversial associations; enhances Ministry's credibility	Generally reputable; minor concerns that can be managed with careful positioning	Serious reputational risk, controversial organisers, sponsors, or history	2
Section 2: Credibility & Influence				
Seniority and relevance of expected attendees	C-suite executives, heads of state, ministers, or senior investors actively engaged; decision-makers who matter to the Ministry	Mix of senior and mid-level attendees; some relevant profiles present	Predominantly junior, academic, or public audience with limited decision-making power	2
Quality and calibre of speakers	High-profile, recognised speakers with direct relevance to investment and economic policy	Some credible speakers; programme is competent	Speakers are largely unknown, promotional, or misaligned with Ministry's positioning	2
Exclusivity and quality of access	Sponsorship provides high-level access: closed-door sessions, dedicated meetings, pavilion	Some access benefits; open or semi-open format with limited exclusivity	No meaningful access; sponsorship is primarily a branding placement with no engagement value	3
Section 3: Impact & Visibility				
Media reach and communication value	Significant media coverage expected (international press, broadcast, digital); event generates strong earned media for sponsors	Moderate media presence; coverage likely but limited in reach or prominence	Minimal or no media interest; communications value is negligible	3
Platform for Ministry messaging and narrative	Clear opportunity to amplify Ministry's key messages; speaking slot, branded content, or official statement anticipated	Some messaging opportunity via panels or side events; limited but present	No meaningful platform for Ministry communications; sponsorship would be passive	3
Scale, prestige and track record of the event	Established, high-prestige event with a strong track record; significant attendance and international profile	Emerging or mid-tier event with solid fundamentals; growing reputation	New, small, or declining event with unproven track record; limited prestige	3
Total Score				25
Score interpretation: 24-30 : Strong fit – proceed to qualitative assessment 17-23 : Moderate fit – assess carefully Below 17 : weak fit – do not proceed				

Pavilion Options at Web Summit *(as provided by the organizers)*

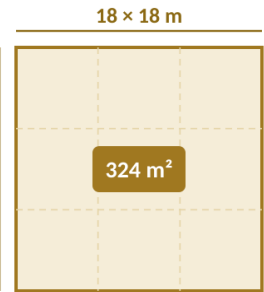
INCLUDED ACROSS BOTH OPTIONS

 Speaking opportunity for Ministry leadership or senior representatives

 Official UAE startup delegation — exhibiting individually, within the pavilion, or in an adjacent cluster *(to be discussed with organizers)*

OPTION 1

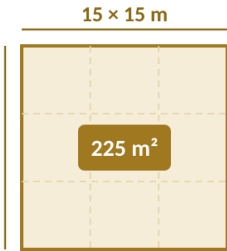
€ 440,000



18 × 18 metres (324 m²)

OPTION 2

€ 340,000



15 × 15 metres (225 m²)

Optimal option – important footprint, strong visibility and presence at a more efficient investment cost

PACKAGE INCLUSIONS

	Exhibition Space:	18 × 18 m · 324 m ² · Diamond Package
	Masterclasses:	2 × 45-min sessions · 100-seat capacity each
	Partner Tickets:	200 tickets
	Chairperson Tickets:	4 tickets
	VIP Tickets:	6 tickets
	Audience Perks:	Offer / discount to target audience or all attendees (e.g. PreSight)
	Jobs Board:	Included
	Newsletter Mention:	Included

PACKAGE INCLUSIONS

	Exhibition Space:	15 × 15 m · 225 m ² · Diamond Package
	Masterclass:	1 × 45-min session · 100-seat capacity
	Partner Tickets:	150 tickets
	Chairperson Tickets:	2 tickets
	VIP Tickets:	4 tickets
	Audience Perks:	Offer / discount to target audience or all attendees (e.g. PreSight)
	Jobs Board:	Included
	Newsletter Mention:	Included

Strategic Rationale for Participation and Sponsorship Option

Amid shifting and ongoing regional tensions, a targeted and carefully calibrated international presence is essential. Events scheduled further in advance may be subject to evolving external conditions, making flexibility and risk management essential for government participation. **A phased, event-by-event approach** to engagement with the Web Summit enables the Ministry to maintain a visible yet controlled presence across key markets in North America, South America, and Europe, while preserving the agility to adapt as the global landscape evolves. In this environment, engagements with Western stakeholders increasingly serve to reinforce confidence, demonstrating the UAE’s stability, reliability, and long-term commitment to global investment and technology partnerships at a time when such reassurance is particularly valued by investors and industry leaders.



Relationship-building & bilateral meetings

Vancouver

11–14 May 2026

1. Phased & Focused

This approach would begin with a targeted delegation to Web Summit Vancouver focused primarily on bilateral meetings and stakeholder engagement. This initial step would provide an opportunity to gauge international sentiment, understand stakeholder priorities, and assess perceptions of the UAE within the current geopolitical context.

	Curated delegation — senior MOI and IPA officials
	Bilateral meeting programme with pre-identified targets
	Messaging: economic resilience, business continuity & reliability
	On-the-ground presence — attend key sessions & side events
	The focus should be on substance and meaningful engagement rather than large-scale activation



Momentum-building & narrative testing

Rio de Janeiro

8–11 June 2026

2. Build & Test

Building on these insights, Rio could serve as a platform for a more visible engagement, allowing the Ministry to gradually build momentum, test key narratives, and reinforce confidence among international partners. This stage would offer an opportunity to signal continuity, trust, and the UAE’s sustained commitment to investment attraction and ecosystem growth.

	Speaking slot — position UAE as investment destination of choice
	South-South partnership building — emerging market alignments
	Test and refine messaging of momentum, continuity, stability
	Identify high-intent partners to carry into Lisbon pipeline
	Energy and pace — presence, visibility, moderate activation



Flagship sponsorship & pavilion presence

Lisbon

9–12 November 2026 · Flagship

3. Sponsorship & Ecosystem Activation

Finally, the flagship Web Summit Lisbon would provide the opportunity for a full-scale activation, including sponsorship presence, a broader investment ecosystem delegation, and leadership participation. This culminating engagement would position the UAE to highlight progress, strengthen partnerships, and communicate the next phase of the country’s investment agenda.

	Invest UAE Pavilion — Ecosystem gathering under Invest UAE branding
	Coordinated MOI + IPA + start-ups + national champions under one roof
	Showcase sector playbook success stories & case studies
	Startup ecosystem feature — highlight UAE-born innovators
	Reaffirm UAE as a forward-looking, innovative and leading investment destination

This proposed approach remains dependent on the regional situation and any developments that may affect the feasibility or positioning of event participation



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 **Thank You**