LEADING IN TIMES OF TRANSFORMATION

October 15-17, 2025 – Fairmont Royal York Hotel, Toronto

WEDNESDAY – OCTOBER 15th — FINANCE, TRADE, SUPPLY CHAIN, FOOD SECURITY

08:15 AM

OPENING OF THE 19TH EDITION OF THE TORONTO GLOBAL FORUM

08:45 AM

OPENING FIRESIDE CHAT

LEADING IN TIMES OF TRANSFORMATION

SPEAKERS
Darryl White, Chairman and CEO, BMO – confirmed

Interviewed by **Brian Tobin**, Vice Chair of Capital Markets, BMO – confirmed

09:10 AM

INAUGURAL PLENARY SESSION

EMBRACING A RAPIDLY CHANGING GLOBAL ECONOMY

With constantly evolving economic and geopolitical shifts, institutional investors must navigate an increasingly uncertain environment while identifying long-term opportunities. How can investors anticipate and respond to emerging global trends and overcome their associated risks? What innovative approaches can redefine capital deployment in an era of economic transformation? Which sectors present the greatest opportunity for maximizing investment potential?

SPEAKERS
Thomas Friedberger, Group Deputy CEO and Co-Chief Investment Officer, Tikehau Capital – confirmed
Dr. Sebastian Hirsch, CEO, Grenke – confirmed
Malin Norberg, Chief Investment Officer, Norges Bank Investment Management (NBIM) – confirmed
Saker Nusseibeh, CEO, Federated Hermes Limited – confirmed

10:00 AM

FORUM – STUDIO 1
In collaboration with Humber Polytechnic

TECHNOLOGY AND TALENT: FUTURE PROOFING THE GLOBAL WORKFORCE

Automation, AI, and digital transformation are accelerating across all sectors, illustrating that the future of work depends on the ability to align the education, training, and workforce strategies being deployed with real-world economic demands. What models are proving effective in bridging the divide between education and employment? How can reskilling efforts keep pace with rapidly evolving technologies? What strategies are needed to ensure that underserved communities are not left behind in the new economy?

SPEAKERS
Chris Ellison, Group Vice President and General Manager, ServiceNow Canada

10:00 AM

FORUM – STUDIO 2

THE ROLE OF THE FRANCOPHONIE IN GLOBAL TRADE AND INVESTMENT

With over 320 million French speakers across five continents, the Francophone population represents a powerful and underleveraged economic network. How can public and private stakeholders better align to unlock the economic potential of Francophones across the world? What role can Francophone cities play in fostering innovation and entrepreneurship across borders? How can cultural and linguistic affinity amongst different population groups translate into lasting commercial partnerships?

SPEAKERS

10:50 AM

PLENARY SESSION
In collaboration with DBSA

INVESTING IN ENERGY SECURITY AND SUSTAINABILITY: BALANCING ECONOMIC AND ENVIRONMENTAL PRIORITIES

The global energy landscape is undergoing a shift, with the weight of climate imperatives, geopolitical tensions, and unprecedented energetic demands necessitating financial and industrial institutions to rethink how they secure reliable energy while advancing sustainability goals. How are shifts in industrial demand, particularly from sectors like AI, data centers, electric vehicles and advanced manufacturing, reshaping investment strategies? What policy frameworks have proven most effective in de-risking clean energy investments while preserving market competitiveness? How can financial institutions and insurers better price climate-related risks while still encouraging investment in innovative technologies? How can private capital accelerate the transition while managing geopolitical and market risks?

INTRODUCTORY REMARKS
TBD

SPEAKERS
Boitumelo Mosako, CEO, Development Bank of South Africa – confirmed
Jean-Jacques Barbéris, Deputy CEO and Head of the Institutional and Corporate Clients division & ESG, Amundi – confirmed
Rossitsa Stoyanova, Chief Investment Officer, IMCO – confirmed
Joseph Pinto, CEO, M&G Investments – confirmed

11:40 AM

FIRESIDE CHAT

OUR COMPETITIVE FUTURE: THE ENERGY SECTOR'S ROLE IN FUELING CANADA'S GLOBAL EDGE

With the evolving nature of global energy systems, oil and gas producers are under increasing pressure to align with climate targets while simultaneously maintaining their continued goal of providing energy security and ensuring strong economic performance. What strategies are leading companies using to decarbonize operations without compromising competitiveness? How are regulatory frameworks and capital markets responding to evolving expectations? What role can the oil and gas industry play in enabling a pragmatic, lower-carbon energy transition?

SPEAKERS
Jon McKenzie, President and CEO, Cenovus – confirmed

Moderated by **Goldy Hyder**, CEO, Canadian Business Council – confirmed

12:30 PM

LUNCHEON
In collaboration with Morningstar DBRS

PART 1

CREDIT, CAPITAL, AND CONFIDENCE: NAVIGATING GLOBAL RISKS AND SEIZING OPPORTUNITIES

In a climate of tightening monetary policy, geopolitical realignments, and structural economic shifts, credit markets are navigating a new phase of volatility and recalibration. How are credit strategies evolving to account for long-term structural risks alongside short-term shocks? What role do rating frameworks and transparency play in restoring liquidity and trust in the population? How can financial centers position themselves as anchors of stability amid global realignments?

SPEAKERS
Nicholas Goodman, President and Chief Financial Officer, Brookfield Corporation – confirmed
Luke Gould, President and CEO, Mackenzie Investments – confirmed

Interviewed by TBC

2:00 PM

FIRESIDE CHAT

FEEDING THE WORLD: BRINGING HEALTH THROUGH FOOD

Global food systems are facing mounting pressure from climate change, supply chain disruptions, global food security and shifting consumer expectations, making the intersection of nutrition, sustainability, and innovation is more critical than ever before. How can food producers and retailers adapt to rising demand for transparency, health impact, and sustainability? What innovations are reshaping the way food is sourced, produced, and delivered? And how can food-sector leaders contribute to more equitable and resilient economic models?

SPEAKERS

Frederic Guichard, President and CEO, Danone Canada – confirmed

Interviewed by TBC

2:25 PM

FIRESIDE CHAT

TITLE TBD

Börje Ekholm, CEO, Ericsson – confirmed

Interviewed by **Irene Galea**, Business Reporter, The Globe & Mail – confirmed

2:50 PM

PLENARY PANEL

CHARTING THE AI PRODUCTIVITY CURVE: WHAT'S REAL, WHAT'S NEXT

AI could contribute up to $4.4 trillion annually to the global economy, yet many firms remain uncertain about which use cases yield the greatest value, how to scale responsibly, and where the frontier is moving next. What use cases are delivering the clearest productivity gains today, and what are the common pitfalls slowing broader AI adoption across industries? How are organizations integrating generative AI with real-time data platforms, governance systems, and legacy infrastructure to unlock scalable impact? As AI agents and autonomous workflows emerge, how can enterprises balance automation, oversight, and human collaboration in a future-ready workforce?

SPEAKERS
Neil Dhar, Global Managing Partner, IBM Consulting – confirmed
Farlei Kothe, CEO, North America, EMEA, and APAC, Stefanini Group – confirmed
Aaron Harris, Chief Technology Officer, Sage – confirmed

Moderated by **Stephen Lund**, President and CEO, Toronto Global – confirmed

3:40 PM

FIRESIDE CHAT

CANADA`S NEXT CHAPTER IN TRADE

SPEAKERS

Allison Nankivell, President and CEO, Export Development Canada (EDC) – confirmed

4:05 PM

PLENARY SESSION
In collaboration with the National Aboriginal Capital Corporations Association (NACCA)

TITLE TBD

SPEAKERS
Shannin Metatawabin, CEO, National Aboriginal Capital Corporations Association – confirmed

5:05 PM

CLOSING REMARKS

THURSDAY – OCTOBER 16th — ENERGY, CRITICAL MINERALS, INFRASTRUCTURE

08:00 AM

BREAKFAST ROUNDTABLE
In collaboration with IGOPP

TBD

09:00 AM

OPENING PLENARY SESSION

POWERING NEW OPPORTUNITIES: THE GLOBAL ENERGY MIX

With the evolving nature of the global energy mix, industrial economies are confronting unprecedented energetic demands, necessitating the need for increasing protectionism while simultaneously advancing net-zero commitments. What policy and market frameworks are fostering energy security while meeting decarbonization goals? How do the complex and competing demands the energy mix is facing impact consumers? What are the innovations that hold the greatest potential to enable meeting decarbonization goals while reinforcing energy security?

INTRODUCTORY REMARKS

SPEAKERS
Sharbini Suhaili, Group Chief Executive Officer, Sarawak Energy Berhad – confirmed
Christine Healy, President and CEO, Northland Power – confirmed
Aurélien Hamelle, President Strategy & Sustainability, TotalEnergies – confirmed
Laurent Germain, CEO, Egis – placement TBC

9:50 AM

FORUM

NUCLEAR ENERGY: CATALYST FOR A LOW-CARBON FUTURE

In the aggressive pursuit of decarbonization goals, nuclear energy is re-emerging as a key pillar of low-carbon strategies, offering reliable baseload power while supporting electrification and industrial competitiveness. What role is nuclear energy playing in bridging the gap between energy security and climate ambitions? How are governments addressing public trust, regulatory modernization, and long-term waste management? And what investment strategies are accelerating the deployment of nuclear power as part of a resilient, future-ready energy system?

INTRODUCTORY REMARKS
Stephen Lecce, Minister of Energy and Mines, Ontario - TBC

SPEAKERS
Demian Reidel, President, NUCLEOELECTRICA Argentina – confirmed
Andrew Liebenberg, Executive Director and CEO, Yellow Cake Plc - Confirmed

9:50 AM

FORUM – STUDIO 2
In collaboration with Volt-age and Concordia University

SECURING THE MINERAL BACKBONE OF OUR ECONOMY

From electric vehicles and grid storage to telecommunications and defense, critical minerals underpin the infrastructure of the modern economy, leading to a soaring demand that catalyzes price volatility and is redrawing the geopolitical map. What are the forecasted demand and price trends for key critical minerals over the next decade, and how will these influence global competition and trade diplomacy? Which geopolitical flashpoints and strategic alliances are redefining mineral access, investment flows, and regulatory cooperation? What role can industrial policy play in linking upstream extraction with domestic processing, innovation, and clean technology leadership?

SPEAKERS

10:40 AM

FIRESIDE CHAT SESSION

ADVANCING ENERGY SECURITY THROUGH INNOVATION AND COLLABORATION

As energy systems undergo profound transformation, ensuring long-term security requires more than supply; it demands innovation, resilience, and deep collaboration. From advanced nuclear and hydro refurbishments to grid modernization and clean tech deployment, how are public and private actors working together to build more autonomous and future-ready energy systems? What models are proving effective in aligning local capabilities with global needs? How can energy innovation serve both national priorities and broader geopolitical stability?

SPEAKERS
Heather Chalmers, President and CEO, GE Vernova Canada, and President, GE Vernova Hydro North America – confirmed

Interviewed by **Heather Scoffield**, SVP of Strategy, Business Council of Canada – confirmed

11:05 AM

FIRESIDE CHAT

SPEAKERS
Laurel Broten, CEO, Invest in Canada – confirmed

11:30 AM

FIRESIDE CHAT

SPEAKERS

Kevin Kimm, CEO, OCP Group Americas – confirmed

12:30 PM

LUNCHEON
In collaboration with BNP Paribas Canada

TITLE TBC

SPEAKERS

Linda Hasenfratz, Founder and Executive Chair, Linamar – confirmed

Interviewed by **Sonja Volpe**, CEO, BNP Paribas Canada – confirmed

2:00 PM

FIRESIDE CHAT SESSION

In collaboration with Imperial Tobacco Canada

REPUTATION, INNOVATION, AND TRUST: REDEFINING LEADERSHIP IN A DEMANDING ERA

In an age of heightened scrutiny, stakeholder activism, and shifting societal expectations, reputation is no longer a defensive shield, it's a strategic asset. For companies in contested sectors, innovation must not only deliver performance but also earn public trust. How can legacy businesses reposition themselves as credible agents of progress? What does authentic stakeholder engagement look like when innovation is under the microscope? And how can science, transparency, and measurable impact help companies lead the reputation renewal and meet the rising bar of social acceptability?

SPEAKERS
Frank Silva, President and CEO, Imperial Tobacco Canada – confirmed

2:25 PM

PLENARY SESSION

BUILDING THE FUTURE: INFRASTRUCTURE FOR A NEW ERA

Infrastructure is the backbone of economic competitiveness, climate resilience, and inclusive growth. As public and private actors confront aging systems and emerging challenges, the urgency to deliver future-proof solutions across energy, mobility, housing, and digital infrastructure has never been greater. What strategies are turning bold infrastructure visions into reality? How can investment support systems that meet both physical and digital needs? And how is the sector adapting to mounting pressures, from economic volatility and material shortages to policy fragmentation and rising technological expectations?

SPEAKERS
Jared Waldron, Co-Head of Infrastructure, Northleaf Capital – confirmed
Ehren Cory, CEO, Canada Infrastructure Bank (CIB) – confirmed
Rishi Kapoor, Vice Chairman and Chief Investment Officer, Investcorp – confirmed
Laurent Germain, CEO, Egis – placement TBC
Anuar Fariz Fadzil, CEO, Malaysia Digital Economy Corporation (MDEC) – TBC

3:15 PM

FIRESIDE CHAT

TITLE TBD

SPEAKER

Patric Decostre, CEO, Boralex

Interviewed by **John Matovich,** Executive Vice President, Energy Solutions and Growth, Alectra

3:40 PM

PLENARY SESSION

FORTIFYING TRADE AND SUPPLY CHAINS IN A DECOUPLING WORLD

Amid rising geopolitical tensions, technological disruption, and shifting economic power, the architecture of global trade and supply chains is undergoing a profound transformation. From semiconductors, energy, critical minerals to pharmaceuticals and agri-food, securing strategic value chains has become a priority for governments and industries alike. What policy and investment strategies can simultaneously support open markets and national security? How can businesses balance efficiency with flexibility in a fragmented global environment? What role will innovation, regional coordination, and next-generation trade agreements play in shaping the future of global commerce?

SPEAKERS
Gordon McKenzie, President and CEO, Canpotex Limited
Laura Ritchey, President and CEO, Geodis Americas

4:40 PM

FIRESIDE CHAT

TBC

5:15 PM

CLOSING REMARKS

FRIDAY – OCTOBER 17th — GEOPOLITICAL STABILITY, INNOVATION, TECHNOLOGY

LATAM BREAKFAST

In collaboration with the City of Toronto

9:00 AM

OPENING PLENARY SESSION

INDUSTRIAL TRANSFORMATION: TECHNOLOGY, TRADE, AND THE FUTURE OF MANUFACTURING

Global manufacturing is being reshaped by technology, shifting trade, and geopolitical pressures. For Canada, the task is to boost domestic manufacturing strength and safeguard critical supply chains while remaining connected to global networks. How can the sector stay competitive amid volatility, climate risks, and protectionism? What mix of domestic production, allied sourcing, and advanced recycling can secure vital inputs? Which technologies will best enhance productivity and resilience?

10:00 AM

PLENARY SESSION
In collaboration with the Foreign Economic Relations Board of Turkey

DEFENSE, TECHNOLOGY, AND ECONOMIC SECURITY IN A NEW GLOBAL ERA

As geopolitical tensions rise, countries are having to strengthen their security through advances in domestic systems, investing in defense-related research and development, and integrating new strategies across different sectors. How can the defense sector contribute to national competitiveness beyond military applications? What strategies are proving effective in linking defense innovation to broader economic development? How can international partnerships in defense and security technology open new markets and strengthen global resilience?

11:00 AM

FIRESIDE CHAT

TITLE TBD

SPEAKER

Bowei Lee, Group Chairman, LCY Group

11:00 AM

FORUM
In collaboration with McMaster University

PREPARING FUTURE LEADERS FOR THE ALGORITHMIC AGE

In a world where artificial intelligence is reshaping how we work, decide, and lead, business education must evolve to cultivate leaders who are both technologically adept and deeply human. How can we design leadership development programs that are both future-ready and grounded in authenticity? How can we equip leaders to drive transformation not just through digital tools, but through a deep understanding of their broader implications? And how can business education remain a vital force in an era where intelligence may be artificial, but leadership must remain distinctly human?

SPEAKERS
Eric Skinner, VP Market Strategy, Trend Micro

12:30 PM

LUNCHEON

TITLE TBD

SPEAKERS
Scott Thomson, President and CEO, Scotiabank

Interviewed by **TBD**

2:00 PM

CLOSING REMARKS