



CREATING VALUE IN
CHANGING TIMES

MARCH 23-25 | PARIS

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HBI 2026

THE HEALTHCARE INVESTING CONFERENCE

The leading international conference for
healthcare CEOs and investors.



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HBI 2026 PARTNERS

STRATEGIC PARTNERS



EVENT PARTNERS



COMMUNITY PARTNERS

OPHTHALMOLOGY &
OPTOMETRY



ONCOLOGY



INDUSTRY PARTNERS



MEETING PARTNERS





HBI 2026

HBI has been the hub for CEOs and investors since 2012, bringing together the healthcare investment community for formal meetings and informal networking that enable deal-making, partnering, innovation and value creation.

Who attends?



Investors



Healthcare Providers



Advisors



Healthcare IT



Life Sciences



Payors

























SECTORS COVERED

HBI exists to serve Healthcare CEOs, Investors and their portfolio companies who are making the investments that transform healthcare access and outcomes. In 2026, we will expand our coverage further with the introduction of a Pharma & Life Sciences stream covering MedTech, Medical Devices, Pharma Services and Pharma and a Healthcare IT and Healthtech stream in addition to healthcare services, and regional investment.

The event caters to those operating, investing or partnering with the the following sectors:

- | | | | | |
|--|--|--|--|--|
|  Acute Care |  Distribution & Logistics |  Imaging & Laboratory Diagnostics |  Oncology & Radiotherapy |  Pharmacies |
|  Aesthetics & Cosmetics |  Elderly & Social Care |  IVD Diagnostics & Tools |  Ophthalmology & Optometry |  Primary Care |
|  Animal Health |  Fertility |  Medical Devices |  Pharma |  Specialist Clinics |
|  Dentistry |  Healthcare IT & Healthtech |  Mental & Behavioural Health |  Pharma Services: CRO/ CDMO |  Speciality Pharma |



HBI 2026 AGENDA

MONDAY | MARCH 23

09:00 - 12:00

Private Meetings | Hosted Industry Partner Events | Networking | Roundtables

HBI CEO Club

10:30 - 12:00

In partnership with **European Union of Private Hospitals**

A closed door, invitation only meeting and roundtable discussion for Healthcare CEOs and decision makers from public institutions.

12:00 - 12:30

CEO Survey Results

12:30 - 13:30

Welcome Lunch & Networking

12:30 - 13:30

HBI CEO Club Lunch (Invitation Only)

Procurement

13:30 - 17:45

Healthcare Procurement Summit in partnership with **XMED iQ** and **Health Proc Europe**

13:30 - 14:00

Welcoming & Opening Addresses
Exploring how smarter procurement drives value creation in healthcare.

14:00 - 14:20

Procurement: A CEO Topic

14:20 - 15:50

Risk-shared procurement: Shifting from price to outcomes with mutual benefits

15:50 - 16:15

Networking Break

16:15 - 17:45

The growing influence of social security and the speed at which reimbursements for inpatient (hospitals) and outpatient (ambulatory) providers are being reduced

Communities

13:30 - 15:00

Oral Health Community Summit

Investing in Emerging Markets

13:30 - 17:00

In partnership with **International Finance Corporation**

13:30 - 14:15

Investment Landscape, Opportunities and Risks in Healthcare Services and Pharma

14:15 - 15:00

Factors for successful investment - Digitalisation, scale, quality and ethics

15:00 - 15:30

Networking Break

15:30 - 17:00

Value Creation Workshop for CEOs and Investors

15:30 - 16:15

Spotlight on Asia

16:15 - 17:00

Spotlight on the GCC

18:30 - 20:00

Official Opening Reception hosted by **Siemens Healthineers**



HBI 2026 AGENDA

TUESDAY | MARCH 24

08:00 – 09:00

Breakfast Briefing hosted by **L.E.K. Consulting**

09:00 – 10:00

Creating value in changing times

10:00 – 10:30

Healthcare in 2026: The M&A landscape

10:30 – 11:15

What lies ahead? Investor perspectives on the year to come

11:15 – 11:45

Networking Break

11:45 – 12:45

Healthcare Services

Sharing the load: The future of Public-Private Partnerships in health

11:45 – 12:45

Life Sciences

View from the boardroom: Pharma decision making in uncertain times in partnership with **ING**

09:00 – 10:15

Procurement

Next-level procurement - The Pharma perspective

10:15 – 11:15

Procurement as a gateway to innovative partnerships

12:45 – 14:00

Networking Lunch

14:00 – 15:00

Age concerns: Redesigning healthcare to cope with the demands of an ageing population

14:00 – 15:00

Going global: How to scale quickly across international markets

14:00 – 15:00

Property fit for modern and future demand

14:00 – 15:00

Investor angle: Procurement as a strategic lever for value creation

15:00 – 16:00

Building customer growth engines: The power of data and KPIs to drive investment decisions

15:00 – 16:00

Unleashing prevention: Models to deploy genomics at scale

15:00 – 16:00

Investing in France in partnership with **Winston & Strawn**

15:00 – 16:00

Beyond price: Innovative strategic industry use cases for significant savings

16:00 – 16:15

Networking Break

16:15 – 18:00

Oncology Community Summit in partnership with **Amethyst Healthcare**

How to grow radiotherapy capacity in Europe

Redesigning care: integrating chemotherapy and radiotherapy services

16:15 – 17:15

Pharma services: Maintaining scalability and differentiation in a consolidating and tech-driven market

17:15 – 18:00

Diagnostics and tools: Balancing innovation with cost efficiency.

16:15 – 18:00

Ophthalmology Community Summit in Partnership with **Carl Zeiss Meditec**

Standardisation, Scale, Personalisation

18:30 – 20:00

Champagne Networking Reception hosted by **Rothschild & Co.**

19:45 – 22:00

HBI CEO & Investment Dinner hosted by **Winston & Strawn** and **FTI Consulting** *(Invitation Only)*



HBI 2026 AGENDA

WEDNESDAY | MARCH 25

08:30 – 09:30

Breakfast Briefing

09:30 – 10:30

Disrupting traditional models of care

Healthcare Services

10:30 – 11:15

Long-term thinking:
Lessons in growth, scale and internationalisation

Healthcare IT

10:30 – 11:15

Demonstrating scalable value creation: Deal readiness in
Healthcare IT and Digital Health

Communities

10:30 – 11:15

Investing In UK & Ireland

10:30 – 11:45

Networking Break

11:45 – 12:45

Relieving the pressure:
Investment, innovation and value creation in elderly and
social care

11:45 – 12:45

Agentic AI beyond the scribe: What's next for healthcare

11:45 – 12:45

Investing in DACH

12:45 – 13:15

Networking Lunch

13:15 – 14:30

Economic productivity: The growing role of occupational
health

13:15 – 14:30

What is your Fem Tech Stack? The investment case in
consumer-driven Women's Health Technology

14:30 – 15:15

Reimagining value: What healthcare must deliver by 2030

15:15 – 17:00

Champagne Drinks Reception



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WHO IS SPEAKING?

[View The Full Speaker
Line Up Here](#)



Dimitris Moulavasilis
Group CEO
M42



Sophie Boissard
CEO
Clariane



Phillip Shulte-Noelle
Group CEO
Median



Hedley Goldberg
Partner & Global Head of
Healthcare
Rothschild & Co.



Julie Vern Cesano-Gouffrant
Partner
Winston & Strawn LLP



David Reich
President
Mount Sinai Health System



Sebastian James
CEO
Veonet Group



Phillip Fröschle
CEO
Paracelsus Kliniken



Nathalie Boulas-Nilsson
CEO
Humana



Martin Henrichs
Managing Director, Head of
Healthcare EMEA
UBS



Gavin Wood
Company Group Chairman
Johnson & Johnson
Medtech EMEA



Stephen Farrelly
Managing Director, Global Lead
for Pharma & Healthcare
ING



WHY ATTEND?

Healthcare Providers

Healthcare companies come to learn how best to address market opportunities and challenges. HBI supports healthcare companies to:

- ✓ Grow their businesses by finding new partners and investors
- ✓ Identify acquisition targets to drive inorganic growth
- ✓ Present their businesses to potential buyers and maximise returns
- ✓ Identify new revenue streams from emerging geographies, sectors, and market forces
- ✓ Build businesses with real value using innovative and efficient business models
- ✓ Choose, deploy and monetise digital technologies
- ✓ Develop winning strategies for company culture, brand and marketing
- ✓ Understand what's coming next in terms of market dynamic trends such as ESG, compliance and strategy
- ✓ Learn from others' experiences through case studies and lessons learned
- ✓ Navigate regulatory compliance and policy changes successfully

Life Sciences, Healthcare IT & Suppliers

Life Sciences & Pharma leaders attend to connect with providers, innovators, and policymakers, and gain insights into trends, regulations, and emerging technologies. HBI helps Life Sciences & Pharma to:

- ✓ Networking and meeting with C-level decision makers who are hard to reach
- ✓ Engaging with industry leaders at their level
- ✓ Building long-term relationships and trusted partner status
- ✓ Demonstrating innovative and technical expertise and excellence
- ✓ Learning about what CEOs really care about
- ✓ Sharing the vision for better patient outcomes
- ✓ Aligning their goals to the strategies of top industry leaders



WHY ATTEND?

Investors

Investors attend to meet healthcare management teams, their investment peers and to gain detailed actionable insights about factors affecting the market. HBI helps investors to:

- ✓ Build their investment pipeline now and into the future
- ✓ Drive their M&A and deal origination activities
- ✓ Identify top management teams that they can back
- ✓ Form personal relationships and trust to win deals more easily
- ✓ Raise their profile and showcase their brand across the healthcare ecosystem
- ✓ Assess weaknesses or gaps in their portcos offerings (and address them via partnerships or hiring)
- ✓ Present their assets ahead of sale or refinancing
- ✓ Understand what's coming next and conduct market specific SWOT analysis to develop their assets
- ✓ Identify consolidation opportunities and how best to action them

Advisors

M&A advisors, strategic advisors, specialist healthcare advisors and legal advisors all attend HBI and play an important role in the community. HBI assists advisors to:

- ✓ Meet prospective clients and make new acquaintances
- ✓ Showcase their market knowledge and expertise
- ✓ Acquire the market insights they need to support their customers
- ✓ Position their brand to compete effectively
- ✓ Grow their practice through client retention and acquisition activities
- ✓ Understand opportunities and challenges in unfamiliar territories
- ✓ Support their client to maximise their return in this market
- ✓ Win deals over competitors
- ✓ Stay ahead of the curve by identifying new market trends



WHO ATTENDS?

(HBI 2025 Data)

Healthcare Providers

- Mount Sinai Health System
- Mass General Brigham
- Ramsay Santé
- Humanitas
- Penta Hospitals International
- Asklepios Kliniken
- Bergman Clinics
- Vivalto Santé
- Diaverum
- Schoen Klinik Group
- Terveystalo
- Mehilainen Group
- Spire Healthcare
- Cerba Healthcare
- Bupa UK
- Fresenius Helios

Investors

- EQT AB
- Advent International
- Infravia Capital Partners
- Bpifrance
- Triton Partners
- PAI Partners
- Gimv NV
- Letter One
- Eurazeo
- Telemos Capital
- AXA Investment Managers
- Gilde Healthcare
- MITSUI
- Hippocrates Holding
- IFC

Advisors

- Boston Consulting Group (BCG)
- Bain & Company
- L.E.K. Consulting
- FTI Consulting
- PwC GmbH WPG
- KPMG
- Goodwin Law
- Greenberg Traurig
- McDermott Will & Emery
- Winston & Strawn
- Simmons & Simmons
- Latham & Watkins
- Pillsbury Winthrop Shaw Pittman
- CBRE
- Jones Lang LaSalle (JLL)

Life Sciences, Healthcare IT & Suppliers

- IQVIA
- UCB
- Clinigen
- Optimapharm
- Carl Zeiss Meditec
- Henry Schein
- Straumann
- Incepto Medical
- Pfizer
- Philips Healthcare
- Roche Diagnostics
- Varian
- DNV Imatis
- Honic
- TheraPanacea
- GE Healthcare

[Download HBI 2026's Delegate List Here](#)



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EXECUTIVE MEETING SUITES

THE NEW WAY TO NETWORK

Executive Meeting Suites allow organisations to have their own private, semi-private or open meeting rooms right at the heart of the event's networking area which provides the opportunity to capitalise on the quantity of the delegation by holding real-quality, effective and efficient meetings.

Meeting Partners benefit from elevated brand recognition and a piece of real estate to hold focussed conversations in a bustling networking environment - where being easily found and being able to hold discussions beyond a surface level can be challenging.



“We come to HBI to both meet with people we know from many different countries and to make new connections. The addition of this space gave us the privacy to catch-up and talk business.”

- Sarper Tanli, Managing Director (MEAT), **Mass General Brigham**

[Download The Executive Meeting Suite Brochure Here](#)



MAXIMISE YOUR IMPACT

BECOME AN HBI PARTNER

[Download The Partnership
Brochure Here](#)

STRATEGIC

Illustrative example:

- Positioned as one of HBI's 6 lead brand/content partners
- Co-curated session and CEO speaker nominations
- Exclusive networking or thought leadership event
- Premium Meeting Suite access
- High-level CEO & investor engagement
- Top-tier partner benefits and discounts
- CEO Discovery Delegate passes for your network

EVENT

Illustrative example:

- Event Partner branding and visibility
- Choice of exclusive or co-branded networking/branding opportunity
- Speaking role on HBI panel, workshop, or roundtable*
- Dedicated Meeting Suite access
- Integrated partner benefits and discounts
- CEO Discovery Delegate passes for your network

COMMUNITY

Illustrative example:

- Positioned as a Community Partner
- Co-develop a 90-minute Community Summit at the conference
- Dedicated Meeting Suite access
- Year-round collaboration on content, webinars & events
- Integrated partner benefits and discounts
- CEO Discovery Delegate passes for your network

ASSOCIATE

Illustrative example:

- Individual branding and media upgrades to boost event visibility
- Options include:
 - Branded Water Stations
 - Wi-Fi
 - Lanyards
 - Charging Stations
 - Photo Gallery
 - Venue Media

**Meeting Suite not included*



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CONTACT US

SECURE YOUR PLACE TODAY!



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