



MONDAY MARCH 23

09:00-12:30

Private Meetings | Hosted Industry Partner Events | Roundtables | Networking

12:00-13:30

Welcome Lunch & Networking

13:30-15:00

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

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

Oral Health Community Summit

Investing in Emerging Markets in
Partnership with the **IFC**

Part 1: Investment Landscape, Opportunities
and Risks in Healthcare Services and Pharma

Part 2: Factors for successful investment -
Digitalisation, scale, quality and ethics

13:30-17:00

Offsite Facility & Tech Tours

15:00-15:30

Networking Break

15:30-16:15

Next-level procurement:
Force multiplication through
pan-European purchasing

15:30-17:00

Value Creation Workshop for
CEOs and Investors

15:30-16:15

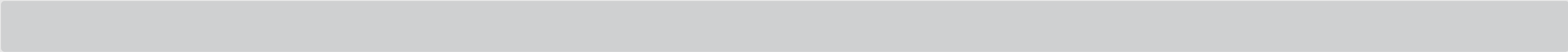
Part 3: Spotlight on Asia

16:15-17:00

Procurement as a gateway to
Innovative Partnerships

16:15-17:00

Part 4: Spotlight on the GCC



18:30-20:00

Official Opening Reception



08:00-09:00		
Breakfast Briefing hosted by L.E.K. Consulting		
09:00-10:00		
Keynote: 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	Life Sciences	Communities
Age concerns: Redesigning healthcare to cope with the demands of an ageing population	View from the boardroom: Pharma decision making in uncertain times	Healthcare Property Investment Community Part 1: Redefining the relationship between Investors and tenants
12:45-14:00		
Networking Lunch		
14:00-15:00		
Sharing the load: The future of Public-Private Partnerships in health	Going global: How to scale quickly across international markets	Part 2: Property fit for modern and future demand
15:00-15:45		
Building customer growth engines: The power of data and KPIs to drive investment decisions	Unleashing prevention: Models to deploy genomics at scale	Investing in France
15:45-16:15		
Networking Break		
16:15-17:45	16:15-17:00	16:15-17:45
Oncology Community Summit in partnership with Amethyst Healthcare Part 1: How to grow radiotherapy capacity in Europe Part 2: Redesigning care: integrating chemotherapy and radiotherapy services	Pharma services: Maintaining scalability and differentiation in a consolidating and tech-driven market. 17:00-17:45 Diagnostics and tools: Balancing innovation with cost efficiency.	Ophthalmology Community Summit in Partnership with Carl Zeiss Meditec - Standardisation, Scale, Personalisation
17:45-20:00		
Champagne Networking Reception		
19:45-22:00		
HBI CEO & Investment Dinner (Invite Only)		



CREATING VALUE IN
CHANGING TIMES
MARCH 23-25 | PARIS

WEDNESDAY MARCH 25

08:30-09:30

Breakfast Briefing

09:30-10:30

Keynote: Disrupting traditional models of care

10:30-11:15

Healthcare Services

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

Healthcare IT

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

Communities

Investing In UK & Ireland

11:15-11:45

Networking Break

11:45-12:45

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

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

Investing in DACH

12:45-13:45

Networking Lunch

13:45-14:30

Economic productivity:
The growing role of occupational health

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

Closing Drinks Reception