

THE **ANTIFRAGILE** RISK LEADERSHIP FOR A SHIFTING WORLD

In a world where volatility is no longer the exception but the norm, traditional risk management is no longer enough. Today's leaders must evolve from being merely resilient to becoming antifragile—able not just to withstand shocks, but to grow stronger because of them.

This conference challenges boards, executives, and assurance professionals to rethink their role in uncertainty—not as defenders of the status quo, but as architects of adaptive, opportunity-driven systems.

Drawing from Nassim Nicholas Taleb's powerful concept of antifragility, we'll explore how risk leadership can harness disruption, decentralize decision-making, and embed learning into the DNA of the enterprise.

Because in a shifting world, the most dangerous strategy is playing it safe!

DATE

22-23 September 2025

VENUE

**Sunway Resort Hotel
Malaysia**



DAY 1: 22 SEPTEMBER 2025

THE ANTIFRAGILE RISK LEADERSHIP FOR A SHIFTING WORLD

Registration & Espresso Exchange

8:00AM - 9.00AM

Welcome Address by Organizing Chairman

9:00AM - 9.15AM

Keynote Address:

9:15AM - 9.45AM

The Evolving Risk Landscape: Market Volatility, Regulatory Shifts, and Economic Uncertainty.

Speaker:

In today's hyper-connected world, risk doesn't arrive neatly labelled—it emerges unpredictably, cascades rapidly, and reshapes strategy overnight. From relentless market volatility to shifting regulatory demands and the murky horizon of global economic uncertainty, the risk landscape is no longer something organizations navigate—it's something they must continuously adapt to.

From Governance to Grit: How Boards Shape Enterprise Resilience in an Age of Disruption

9:45AM - 10.30AM

Speaker:

This topic explores how board oversight is evolving beyond compliance to become a strategic engine for resilience. It would examine the board's role in:

- Embedding risk culture across the organization
- Enhancing scenario planning and adaptive governance
- Aligning resilience investments with long-term value creation

| Breakout reflections and shared insights |

Refreshment & Espresso Exchange

10:30AM - 11.00AM

Panel Discussion ESG Risk: Balancing Profit & Sustainability

11:00AM - 12.30PM

Panelists:

Environmental, Social, and Governance (ESG) factors are reshaping how businesses define success in today's economy. Beyond traditional financial performance, companies are increasingly expected to demonstrate sustainable practices and ethical governance. However, integrating ESG principles poses challenges, including balancing short-term profitability with long-term sustainability goals, managing regulatory expectations, and addressing stakeholder demands.

DAY 1: 22 SEPTEMBER 2025

THE ANTIFRAGILE RISK LEADERSHIP FOR A SHIFTING WORLD

Executive Luncheon

12:30PM - 2.00PM

Commanding the Chaos: C-Suite Leadership in Volatile Markets and Regulatory Flux

2:00PM - 3.15PM

Speaker:

This session zooms in on executive leadership and how modern leaders can confront uncertainty head-on by:

- Operationalizing foresight into strategy
- Leading with transparency in fast-evolving regulatory environments
- Empowering teams through purpose-driven resilience and rapid decision-making frameworks

| Breakout reflections and shared insights |

Refreshment & Espresso Exchange

3:15PM - 3.45PM

Panel Discussion The Antifragile Chief Risk Officer

3:45PM - 4.30PM

Panelists:

Inspired by Nassim Nicholas Taleb's concept of antifragility, this goes beyond resilience. A resilient system resists shocks and stays the same.

An antifragile one grows stronger because of them. So, an antifragile CRO doesn't just protect the organization from harm—they:

- Thrive under pressure
- Turn volatility into opportunity
- Continuously adapt and evolve
- Embed agility and learning into the risk culture

End of Day 1 Conference

Sunset Cruise & Dinner

5.00pm - 6.00pm - Chartered bus will transport participants from Sunway Resort to the lakeside sunset cruise dinner at Putrajaya Lakeside

6.30pm - 8.30pm - Dining and networking

8.30pm - Depart from Putrajaya Lakeside back to Sunway Resort



THE ANTIFRAGILE RISK LEADERSHIP FOR A SHIFTING WORLD

DAY 2: 23 SEPTEMBER 2025

The Demographic Tectonic Shift: Future- Proofing Talent and Risk Strategy in a Multi-Generational World

9:00AM - 10.30AM

Speaker:

As workforce demographics reshape at breakneck speed, from aging talent pipelines to Gen Z's disruptive work values, boards and leaders face a dual imperative: manage emerging risks while cultivating organizational antifragility.

This session explores how demographic megatrends intersect with operational, reputational, and strategic risks—and how forward-thinking risk managers can seize this as a once-in-a-generation opportunity to future-proof their human capital resilience.

| Breakout reflections and shared insights |

Refreshment & Espresso Exchange

10:30AM - 11.00AM

Panel Discussion Talent at a Tipping Point: Corporate Shifts in Navigating Demographic Risk and Workforce Reinvention

11:00AM - 12.30PM

Panelists:

This conversation explores how leading organizations are reimagining talent strategy—not just to mitigate demographic risk, but to build future-ready, resilient cultures. It's about strategic risk-taking, innovation in human capital, and embedding adaptability into the corporate DNA.

Executive Luncheon

12:30PM - 2.00PM

Data Analytics: The New Leadership Advantage

2:00PM - 3.15PM

Speaker:

In today's fast-paced business world, data-driven decision-making is no longer optional—it's essential. This session will explore how leaders can harness the power of data analytics to gain strategic insights, drive innovation, and stay ahead of emerging trends.

From predictive analytics to AI-driven decision-making, we'll uncover the latest advancements shaping leadership strategies and transforming organizations. Whether you're leading a small team or an entire enterprise, this session will equip you with the tools to navigate the future with confidence.

DAY 2: 23 SEPTEMBER 2025

THE ANTIFRAGILE RISK LEADERSHIP FOR A SHIFTING WORLD

Refreshment & Espresso Exchange

3:15PM - 3.45PM

How AI, Resource Wars and Digitalisation are Redefining Business Risks

3:45PM - 4.30PM

Speaker:

The business risk landscape is undergoing a profound transformation driven by the rise of artificial intelligence, escalating resource competition, and rapid digitalisation. AI brings new efficiencies but also introduces ethical, security, and regulatory challenges.

At the same time, global competition for critical resources—energy, data, and rare materials—creates new vulnerabilities and geopolitical tensions. Digitalisation, while unlocking new business models, also exposes companies to cyber threats and operational disruptions.

| Breakout reflections and shared insights |

Conference Wrap-up and Closing Ceremony

4:30PM - 5.00PM

Certificate Presentation & Group Photo Session

End of Day 2 Conference





REGISTRATION FORM

Company Details

Company Name	
Company Address	
Contact Person	
Designation	
Email Address	
Date	
Company Stamp	

TERMS AND CONDITIONS

- 1.Registration is confirmed once registration form is received by us via email and all payments are received prior to the event date. By sending us the registration form, you are deemed to have read and understood the registration terms and conditions and therefore have accepted the terms contained therein.
2. Payments are to be made by direct transfer or bank-in to:
Malayan Banking Berhad (3813-K)
Ground Floor, Wisma FGV, Jalan Raja Laut
50350 Kuala Lumpur, Malaysia
Account Name : Centegy Governance Advisory Sdn Bhd
Bank Account No: 5142 9913 1738
Swift Code : MBBEMYKL
- 3.Substitution is allowed. Please notify us at least 5 working days prior to the event.
- 4.Any cancellation must be notified in writing within 14 working days prior to the event date else full payment will be imposed. Any no-show by registered delegates will be liable for full payment of the conference fees.
- 5.The Organizer reserves the rights to make any amendment to the conference program, speaker or cancellation of the event due to circumstances beyond its control.
- 6.Published fee in this brochure is not inclusive of the 8% Sales & Service Tax applicable in Malaysia. Participants will be responsible to pay for their own accommodation and ground transportation costs (Airport to/fro Hotel).
- 7.We hereby informs you that your personal data will be processed, retained and used by us in relation to this training. Your personal data may also be retained and used for future marketing and promotion of other events. If you disagree to the above kindly inform us immediately.

Please email the completed registration form to Christina at chris@centegy.com.my or erm2025@centegy.com.my

Organizer : CENTEGY GOVERNANCE ADVISORY SDN BHD (712052-D)
Suite E-10-14 Plaza Mont' Kiara, 2 Jalan Kiara, Mont' Kiara, 50480 Kuala Lumpur Malaysia.

REGISTRATION FORM

Conference Fee Per Pax : USD \$1850*

Early Bird Fee Per Pax : USD \$1700* (BY 10 Aug 2025)

*Package Includes : Access to the 2-day Conference + Sunset Cruise & Dinner

Delegate Details

Full Name	Email Address	Designation	Mobile No.

Please email the completed registration form to Christina at chris@centegy.com.my or erm2025@centegy.com.my

Organizer : CENTEGY GOVERNANCE ADVISORY SDN BHD (712052-D)
Suite E-10-14 Plaza Mont' Kiara, 2 Jalan Kiara, Mont' Kiara, 50480 Kuala Lumpur Malaysia.

Tel : (603) 6203 3198/9128

www.centegy.com.my

Fax : (603) 6203 2008