

الغرفة الإسلامية للتجارة والتنمية
Islamic Chamber of Commerce and Development
Chambre Islamique de Commerce et de Développement

IN COLLABORATION WITH



BUSINESS LEADERS SUMMIT 2025



“The Private Sector as a Strategic Partner for Sustainable Development”



SUNDAY
2nd of November, 2025



ISTANBUL
Congress Center
Beyazid Hall, B2 Floor, Türkiye

Strategic Partners

Entrepreneurship Partner

Youth Partner



MAIDA NAZIR
Organization for Women's Economic Empowerment



IC-AC
ORGANISATION OF ISLAMIC COOPERATION
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ICYF
ISLAMIC COOPERATION YOUTH FORUM
منتدى التعاون الإسلامي للشباب
FORUM DE LA JEUNESSE DE LA COOPERATION ISLAMIQUE

Contact us at
BIs@iccdglobal.com www.iccdglobal.com



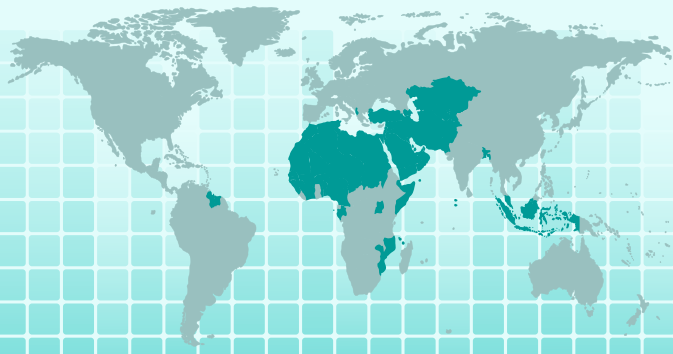
EXECUTIVE SUMMARY

The Business Leaders Summit 2025, held at the Istanbul Congress Centre on 2 November 2025, marked a pivotal moment in redefining the economic agenda of the Islamic world.

Under the theme “The Private Sector as a Strategic Partner for Sustainable Development”, the Summit convened ministers, policymakers, financiers, and business leaders from across OIC member states and beyond to chart a collective pathway toward innovation-driven and inclusive economic growth.

The Summit reaffirmed that the private sector is not merely a beneficiary of policy but a coarchitect of national development, central to driving diversification, sustainability, and regional integration.

Across four major segments — the Opening Session, two thematic panels, and a High-Level Closing Policy Dialogue — participants developed a shared understanding of the priorities and mechanisms needed to strengthen intra-OIC cooperation and position the Islamic world as a cohesive global economic bloc.



KEY SUMMIT OUTCOMES



Launch of the B57+ Network

A permanent OIC business platform for policy– private sector collaboration.



Proposed OIC Treaty Center

A mechanism to harmonize trade and investment laws.



Regional Business Councils

To strengthen trust, coordination & partner identification.



Policy Directions

Acceleration of TPS-OIC, Islamic finance for SMEs, and frameworks for data and digital trade governance



Strategic Priorities

Youth and women leadership, climate-aligned growth, and inclusive participation in future economic frontiers.



KEY SUMMIT OUTCOMES

THEME	CHALLENGE / ISSUE	RECOMMENDED ACTION
<p>SME Innovation</p>	<p>Limited R&D investment and access to finance</p>	<p>Expand SME financing through Islamic banking instruments, establish innovation funds, and promote mentorship and advisory programs. Introduce policy incentives such as tax relief and land concessions to attract long-term private investment.</p>
<p>Youth & Women</p>	<p>Underrepresentation in business leadership and access to resources</p>	<p>Launch targeted programs for youth and women-led enterprises, supported by blended finance, mentorship, and skills development initiatives in innovation, digital trade, and sustainability</p>
<p>Cross-Border Trade</p>	<p>Untapped potential of intra-OIC trade and fragmented supply chains</p>	<p>Establish regional OIC Business Councils, harmonize trade standards, accelerate the implementation of TPS-OIC, and foster national coherence by aligning public and private sector priorities toward unified economic goals.</p>
<p>Governance & Trust</p>	<p>Bureaucratic inefficiencies and weak legal predictability</p>	<p>Enforce transparency and accountability measures, strengthen contract enforcement, and promote policy stability and investor confidence. Establish clear communication channels between governments and businesses to foster long-term trust.</p>

OBJECTIVES OF THE BUSINESS LEADERS SUMMIT 2025

The Business Leaders Summit 2025 was structured to drive a paradigm shift in OIC economic cooperation and guided by the following strategic objectives:

1. ELEVATE THE PRIVATE SECTOR ROLE

Position the private sector as a strategic and trusted partner in national and regional development, highlighting its contributions beyond a beneficiary role.

2. IDENTIFY AND SOLVE CHALLENGES

Provide a platform for business leaders to identify key obstacles to growth such as regulatory hurdles, financing gaps, and cross-border trade barriers and propose practical solutions.

3. FORMULATE ACTIONABLE POLICIES

Translate real-world business insights into concrete, implementable policy recommendations for OIC institutions, including COMCEC and other decisionmaking bodies.

4. FOSTER COLLABORATION

Encourage cross-sector engagement, networking, and partnerships among business leaders, policymakers, and other stakeholders to strengthen public-private cooperation and regional economic integration.

5. SHOWCASE SUCCESS

Highlight successful business models, development projects, and entrepreneurial achievements across the OIC region to inspire partnerships, reinforce evidence-based policy recommendations, and celebrate innovation and excellence.



OPENING SESSION

The opening session highlighted the role of the private sector as a co-architect of development, emphasizing the need for coordinated policy, innovation, and investment.

H.E. Mr. Abdullah Saleh Kamel

In his opening remarks, H.E. Mr. Abdullah Saleh Kamel, President of the Islamic Chamber of Commerce and Development (ICCD), reflected on the transformative journey of the private sector in emerging economies. He highlighted the historic role of Muslim business communities, noting that the endowments and institutions established by the private sector have long been drivers of advancement and beacons of learning. He emphasized the need to mobilize private sector efforts, foster coordination across sectors, and build partnerships that bridge both for-profit and non-profit domains. To frame the discussion, H.E. Mr. Kamel posed a series of thought-provoking questions that invited participants to reflect on the Islamic world's economic position and potential. Among them were:

- What share do we hold in the global mergers, acquisitions, and corporate expansions reshaping today's economic landscape?
- How many of the world's influential research institutions and knowledge indices originate from within the Islamic world?
- Despite possessing vast natural resources and a young, dynamic population, how much influence do we exert in shaping global economic and policy decisions?



H.E. Mr. M. Rifat Hisarcıklıoğlu

President of the Union of Chambers and Commodity Exchanges of Türkiye (TOBB), delivered the welcoming address, calling for deeper economic integration among OIC member states. He emphasized the strategic opportunity to combine the investment capacity and financial resources of OIC countries with Türkiye's production expertise in key sectors such as industry, tourism, and agriculture. He further highlighted the importance of joint investments and collaborative ventures across the Islamic world as essential instruments to strengthen regional economic resilience, competitiveness, and shared prosperity.



H.E. Mr. Taha Ayhan

H.E. Mr. Taha Ayhan, President of the Islamic Cooperation Youth Forum (ICYF), described youth as the most valuable resource of the OIC community. With two-thirds of the OIC population under the age of 30, he urged business leaders to invest directly in young people through entrepreneurship programs, skills training, and mentorship initiatives. He emphasized that such investments are not merely acts of social responsibility but strategic imperatives to build a future-ready workforce, foster innovation, and secure long-term economic growth.

H.E. Prof. Dr. Ömer Bolat

H.E. Prof. Dr. Ömer Bolat, Minister of Trade of the Republic of Türkiye, presented an overview of OIC countries' export performance, Türkiye's export targets, and the broader vision for peace, sustainable development, and the creation of a common OIC market. He underscored the central role of private sector innovation and production capacity in achieving these goals, stating:

"In today's world, the foundation of sustainable development is not only the policies and directives implemented by states but also the innovative power of the private sector, its entrepreneurial capacity, and its production strength."



H.E. Dr. Sulaiman Al Jasser

The session further gained momentum with a keynote address by H.E. Dr. Muhammad Sulaiman Al Jasser, Chairman of the Islamic Development Bank (IsDB) Group. He underscored the private sector's role as the main engine of employment, innovation, and social progress across OIC member states generating over 90 percent of jobs and contributing the majority of value added. Dr. Al Jasser emphasized that while governments have the right and responsibility to set the rules for business, they must also protect and promote enterprises that operate responsibly within those frameworks. He identified key constraints to growth, including regulatory complexity and high financing costs, and highlighted the IsDB Group's commitment to private-sector development, noting that by the third quarter of 2025, the Group had extended more than US\$ 24 billion in financing and insurance coverage. This, he stressed, reaffirms that private-sector empowerment remains a cross-cutting priority in the Bank's five-year strategy.



LAUNCH OF THE B57+ BUSINESS LEADERS GROUP

The B57+ Business Leaders Group is a transformative initiative launched by the Islamic Chamber of Commerce and Development (ICCD) to advance a new era of action-oriented collaboration within the OIC economic ecosystem. Conceived as the premier platform for moving beyond dialogue toward tangible dealmaking, it connects the private sector and policymakers in a shared mission to unlock economic potential across member states.

More than a conference, the annual OIC Business Leaders Summit stands as the cornerstone of this vision a space where business leaders identify regulatory hurdles, financing gaps, and market access challenges, and work collectively to propose practical, implementable solutions for policymakers.

The true power of this initiative lies in the “plus” of B57+. It symbolizes a strategic and inclusive outreach that extends beyond the 57 OIC member countries to embrace partners, investors, and institutions from non-member states with significant Muslim populations, fostering a truly global network for shared prosperity.



The success of the initiative will be defined by deals concluded, policies shaped, and partnerships strengthened. The Summit serves as a diagnostic and solution-oriented forum, where leaders convene to examine challenges, co-create strategies, and build partnerships that drive sustainable growth, inclusive development, and cross-border collaboration.

Together, these efforts represent a collective roadmap and pledge to forge a new era of partnership, prosperity, and shared destiny for the Islamic world and beyond.

The opening session concluded by reinforcing the importance of collaboration, innovation, and shared commitment to shaping an economically integrated and prosperous Islamic world, built on effective public–private partnerships. The launch of the B57+ Group was highlighted as a milestone initiative to facilitate ongoing dialogue and cooperation between policymakers and private-sector leaders in advancing this collective vision.

PANEL 1



THE PRIVATE SECTOR AS A PILLAR OF NATIONAL DEVELOPMENT AND ECONOMIC DIVERSIFICATION

The session emphasized the need to transition from government dependency toward a strategic partnership model, where the private sector becomes an active driver of diversification and innovation. Participants agreed that trust-based collaboration and enabling regulatory frameworks are key to achieving economic transformation.

PANEL RECOMMENDATIONS



Develop Targeted Support Programmes for SME Growth as catalysts for innovation and economic diversification.



Promote Islamic finance solutions as scalable and ethical mechanisms to fund private sector expansion and infrastructure projects.



Incentivize companies to lead practical skills-training programs, positioning the private sector as a core developer of talent.



Establish structured public-private policy dialogue platforms to co-design and monitor reform initiatives.



Encourage PPP frameworks that include NGOs and social enterprises, ensuring that private sector growth aligns with public good objectives.



Establishing trust between public and private sectors remains critical for meaningful collaboration and policy influence.

DISCUSSION HIGHLIGHTS



Mr. Ahmed Elsaid
Chief Investment Officer,
National Bank of Egypt

Emphasized that "fixing something is more difficult than starting from scratch," advocating for comprehensive SME support including:

- Preferential interest rates and tax treatments.
- Free advisory services through programs like Egypt's successful Nilepreneurs initiative.
- Long-term concessions on lands.
- Building complete ecosystems rather than isolated interventions.



Mr. Ussal Sahbaz
Managing Partner,
M&P Istanbul

Identified critical innovation gaps:

- Limited collaboration between local and global companies.
- New ideas perceived as threats by large corporations.
- Insufficient R&D spending, particularly in state-owned entities.
- Recommended Public-Private Partnerships (PPPs) as vehicles for derisking innovation in capital-intensive sectors like AI and climate tech.



Ms. Natavan Mammadova
Secretary General,
Maida Nazir Organization
for Women's
Economic Empowerment

Emphasized fundamental education reforms:

- Need to "retrain colonial or socialist attitudes" in workforce development.
- Introduce entrepreneurial skills at all education levels.
- Promote for-profit social enterprises as sustainable business models.
- Position private sector as change agent for public good.

PANEL 2



BUILDING CROSS-BORDER BUSINESS EMPIRES: LESSONS AND CHALLENGES IN SCALING SUCCESS

Panelists shared experiences in building multinational businesses within the OIC and beyond, identifying harmonized regulation, access to capital, and predictable legal frameworks as critical enablers. They also explored opportunities in linking OIC and ASEAN economies, particularly in Halal industries, food, beauty, minerals, and renewable energy.

PANEL RECOMMENDATIONS



Intra-OIC trade potential can be unlocked through government facilitation and crossborder partnerships with an aligned priority focus between both government and private sector actors.



Establish Regional-OIC Business Councils to institutionalize cooperation and accelerate private sector partnerships and identification of strategic partners in new markets.



Create OIC and regional Business Councils to promote trust, familiarity and coordination among private sector stakeholders.



Encourage franchising and replication of successful business models, supported by targeted research into intra-OIC business expansion.



Diplomatic channels should reinforce private sector expansion and regional collaboration.



These outcomes should be reflected in policy recommendations to the OIC/COMCEC Ministerial Session, ensuring that private sector perspectives directly inform actionable economic reforms.

DISCUSSION HIGHLIGHTS



Dr. Gulden Turkkan
W20 Founding World
President

Highlighted how proactive private sector engagement with governmental platforms creates opportunities:

- We discovered the opportunity for the W20 by analysing government documents, showing that the private sector can create its own seat at the table.
- Highlighted the Indonesia Incorporated model - where government and businesses work as one team to drive economic growth.
- Emphasized creating connectivity in supply chains across OIC member states to enable seamless cross-border trade.



Mr. Faisal Al Kadi
MD & CEO, Al-Kadi
Commerce & Industry Co

Shared practical challenges in scaling businesses:

- Detailed the real difficulties companies face when expanding across borders - regulatory hurdles, cultural differences, and market adaptation.
- Advocated for franchising successful business models from one OIC member state to another as a faster path to growth.
- Pointed to successful free trade blocs like the EU as models for what OIC countries could achieve through deeper economic integration.



Mr. Arsjad Rasjid
P. M., Founder & Chairman
Sriwijaya Capital

Emphasized the fundamental role of trust and collaboration:

- Stressed that everything starts with building trust between business partners across different OIC countries.
- Highlighted cultural adaptability as essential for success in diverse markets across the Islamic world
- Emphasized strategic collaboration as the key to unlocking cross-border opportunities
- Recommended the creation of regional chapters under the B57+ such as OIC – Asean Business Council to achieve this goal.



Mr. Mikayil Yosifov
Chief Communications &
Government Relations
Officer at SOCAR Türkiye

A Success Case: Azerbaijan–Türkiye Enabling SOCAR's European Expansion

Identified significant untapped potential in key sectors for crossborder collaboration, including:

- The Halal economy.
- Critical minerals (nickel, copper) for the growing EV ecosystem.
- Using Shariah-compliant financing to bridge OIC and ASEAN markets.

PANEL 3

**SETTING THE POLICY AGENDA: SHAPING THE ECONOMIC FUTURE OF THE OIC COUNTRIES**

This high-level panel synthesized the outcomes of the previous discussions into a forwardlooking policy agenda. Speakers emphasized that successful implementation of the TPS OIC requires harmonized trade regulations, simplified customs procedures, and enhanced investment protection. A shared vision of an OIC Common Market emerged, underpinned by policy coordination, digital integration, and collective investment frameworks.

PANEL RECOMMENDATIONS

Simplifying laws and strengthening contract enforcement are essential to make investment processes more predictable, efficient, and secure.



Establishing an OIC Treaty Center would help member countries navigate legal frameworks, interpret international obligations, and enable private-sector participation in cross-border trade within existing regulatory structures.



OIC member states should adopt a proactive approach toward emerging frontiers of growth including deep-sea exploration, space technologies, and secure data governance to harness and safeguard future economic opportunities.



Economic transformation should focus on stabilization, digitalization, and decarbonization, combining growth with sustainability, innovation, and long-term resilience.



Islamic finance instruments should be leveraged to support SMEs, infrastructure development, and green investments that create jobs and promote inclusive development.



Trust, transparency, and rule of law must remain the cornerstone of private-sector confidence and sustainable investment

DISCUSSION HIGHLIGHTS



H.E. Eng. Adeeb Al Aama
CEO, ITFC

Outlined strategic priorities of ITFC:

- Emphasized stabilizing, digitalizing, and decarbonizing economic activities.
- Highlighted leveraging Islamic finance and enabling SMEs as a key priority.
- Stressed the importance of empowering youth and women in economic development.



Mr. Ahmer Bilal Soofi
OIC Trustee & Former
Minister of Law, Pakistan.

Addressed critical legal and governance frameworks:

- Highlighted the overwhelming regulatory complexity facing businesses, noting the challenge of navigating thousands of laws and treaties.
- Proposed establishing an OIC Treaty Centre to provide practical guidance on legal frameworks.
- Identified strategic gaps in OIC participation in international bodies like the International Seabed Authority.
- Pointed to maritime resources (seabed minerals) and space as new frontiers for OIC economic expansion.
- Stated that control of data will be the primary driver of future trade, making data governance strategically critical.
- Emphasized that contract sanctity is fundamental for investor confidence.



Ambassador James Sharp
Former UK Ambassador
to the Caspian Region

Outlined key economic priorities and policy directions:

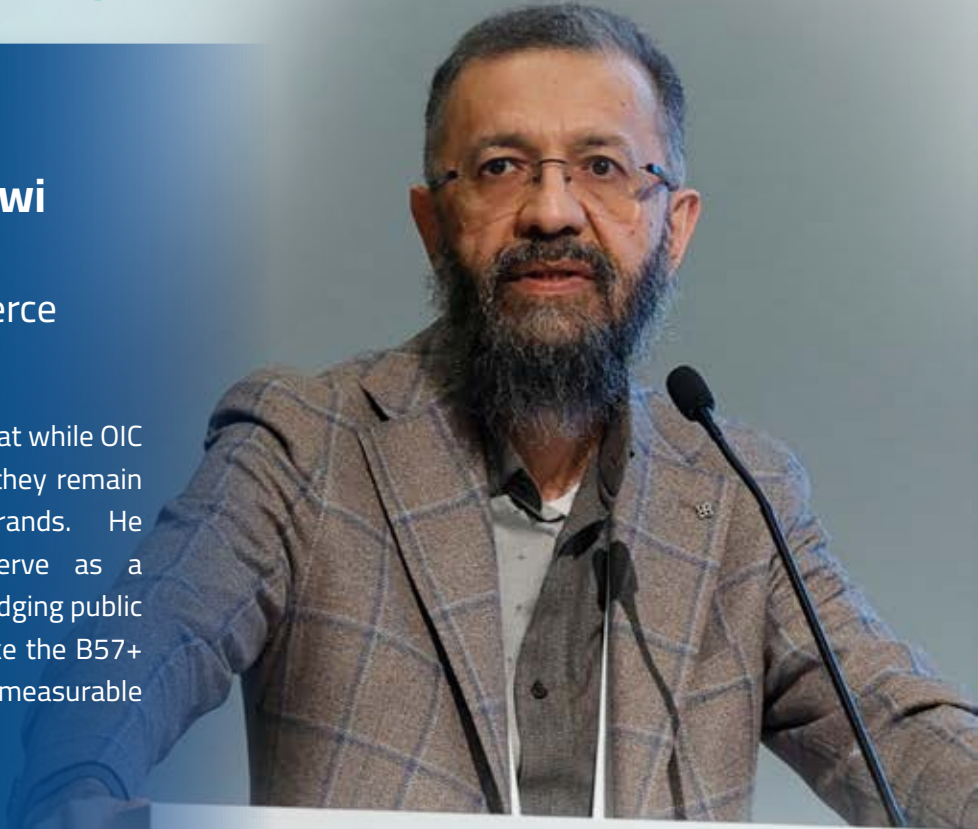
- Acknowledged the economic diversity among OIC members, from resource-rich to resource-poor nations.
- Emphasized economic diversification as crucial, citing Azerbaijan's focus on tourism and renewables as examples.
- Advocated for rebalancing state-private sector relations, supporting SME growth and warning against oligarchic control.
- Identified essential policy foundations: rule of law, anti-corruption measures, human capital development, and gender equality.
- Highlighted demographic challenges, particularly youth employment in high-fertility countries.
- Pointed to climate change as both challenge and opportunity for OIC economies.
- Proposed OIC-level cooperation on trade facilitation, climate adaptation through a Green Fund, and Islamic finance development.
- Cited the Middle Corridor initiative as a successful model of cross-border infrastructure and regulatory cooperation.

CLOSING REMARKS

H.E. Mr. Yousef Khalawi

Secretary General
Islamic Chamber of Commerce
& Development - ICCD

Secretary General of ICCD, emphasized that while OIC economies possess immense potential, they remain underrepresented among global brands. He reaffirmed ICCD's commitment to serve as a development partner to governments, bridging public and private sectors through platforms like the B57+ Network to translate shared goals into measurable outcomes.



GALA DINNER

A Gala Dinner for the Business Leaders Summit was organized under the auspices of TOBB, with the special participation of the Vice President of the Republic of Türkiye, H.E. Cevdet Yılmaz. The event witnessed high-level participation from Presidents of Turkish Chambers of Commerce, OIC institutions, and members of the diplomatic corps. Following brief introductions, discussions focused on economic and commercial



THE WAY FORWARD

Strengthen Public–Private Collaboration:

Establish permanent dialogue platforms and joint working groups.

Promote Human Capital and Inclusion:

Empower youth and women entrepreneurs through capacity-building and mentorship programs.

Enable SME Growth:

Leverage Islamic finance, innovation funds, and advisory programs to scale entrepreneurship.

Enhance Governance and Legal Frameworks:

Harmonize trade and investment laws and strengthen dispute-resolution systems.

Expand Intra-OIC Trade:

Accelerate the TPS-OIC and establish regional business councils to foster integration.

Accountability and Follow-Up:

Create a joint ICCD–COMCEC monitoring mechanism to assess implementation progress.

ANNEX – INSTITUTIONAL MECHANISMS EMERGING FROM THE SUMMIT

B57+ NETWORK:

A permanent forum for OIC business leaders to engage with policymakers and shape development agendas.



OIC TREATY CENTER (PROPOSED):

A mechanism to harmonize investment, trade, and arbitration laws across member states.



REGIONAL BUSINESS COUNCILS:

Platforms for cross-sector collaboration and trade facilitation across Asean OIC Business Council.

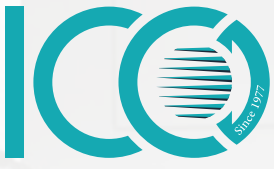


ICCD–COMCEC PARTNERSHIP FRAMEWORK:

Mechanism for coordination and follow-up on Summit outcomes.



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