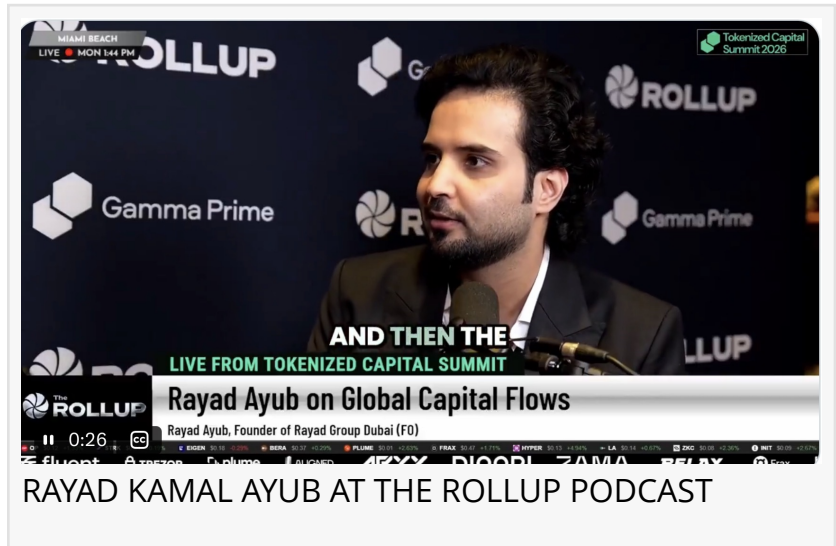


RAYAD Group Dubai Articulates Patient Capital Playbook Across ETFs, Emerging Markets, Bitcoin, AI and Cybersecurity

Rayad Kamal Ayub delineates a governance first allocation: 30 to 40 % ETFs, 20 to 30 % S&P equities, 3 to 4 percent BTC, AI & cyber infrastructure tranches.

SAN FRANCISCO, CA, UNITED STATES, May 6, 2026 /EINPresswire.com/ -- RAYAD Group Dubai today promulgated a comprehensive strategic markets exegesis following Managing Director [Rayad Kamal Ayub's](#) recent colloquy on The Rollup, the



RAYAD KAMAL AYUB AT THE ROLLUP PODCAST

digital asset and capital markets symposium convened by Robbie Klages and Andy C. The discourse articulates a methodical, governance centric portfolio construct that synthesizes long duration fiduciary stewardship with calibrated exposures to frontier technological vectors and

“

Preservation Is the Prerequisite for Opportunity; Patient Capital Sizes Innovation, Realizes Gains, And Redeploys from Strength.”

RAYAD KAMAL AYUB

geopolitical inflection points, a philosophy Ayub has iteratively refined across a year long speaking peregrination spanning four continents and some of the world's most consequential blockchain, finance and technology conclaves.

Operating as a Dubai domiciled family office and strategic investment vehicle on behalf of capital principals representing 11 Middle Eastern dynastic family offices, RAYAD Group privileges capital preservation as the sine

qua non for multigenerational wealth accretion and compounding. Ayub delineated a tripartite core architecture engineered to reconcile liquidity provisioning, cross asset diversification and convex asymmetric optionality: approximately 30 to 40 percent allocated to broadly diversified, beta neutral global exchange traded funds serving as a liquid, low drag anchor portfolio; 20 to 30 percent deployed into international ex S&P 500 equities targeting valuation dislocations and idiosyncratic alpha in high conviction emerging market jurisdictions; circa 3 to 4 percent

positioned in Bitcoin as a governance bounded, tail risk hedge and noncorrelated asymmetric convexity instrument; and deliberate overweights to cybersecurity and communications infrastructure as secularly structural, mission critical allocations underpinned by inelastic regulatory mandates, enterprise capital expenditure cycles and sovereign security imperatives.

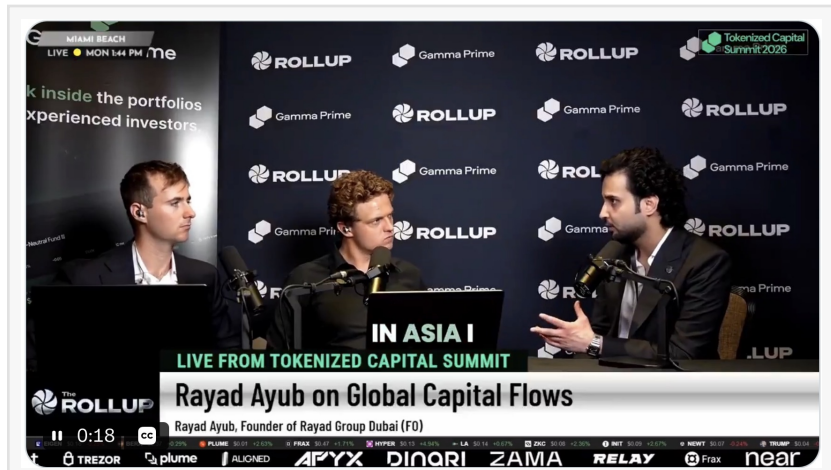
In an epoch wherein narrative velocity systematically outpaces fundamental cash flow validation, the fiduciary custody of intergenerational capital mandates temporal patience and institutional rigour, Ayub articulated during The Rollup dialogue.

Technological innovation warrants allocation, yet exclusively within governance scaffolds that subordinate speculative thematic positioning to preservation, optionality maintenance and accountable mean reversion rebalancing protocols.

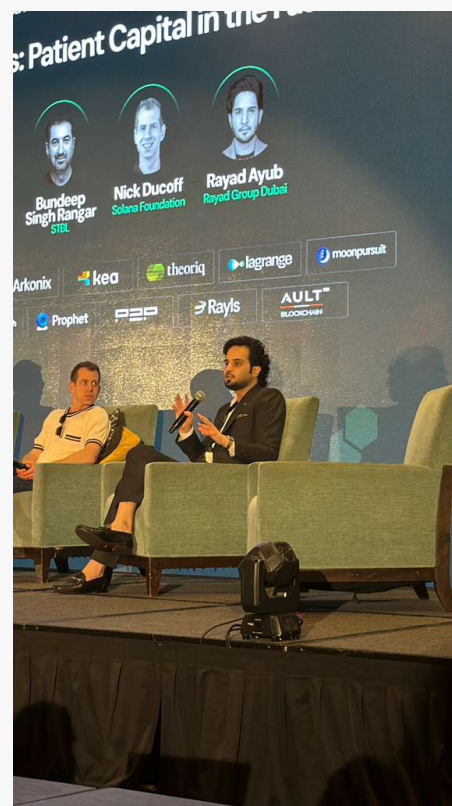
A Year of Global Thought Leadership Across Institutional Forums

Ayub's appearance on The Rollup constitutes the most recent instantiation of an investment philosophy he has been empirically stress testing and epistemologically refining before institutional audiences spanning the Asia Pacific, Middle East and Americas. Over the preceding twelve months, he has delivered keynote orations and participated in VIP tier panel discussions at four landmark convocations.

In October 2025, Ayub addressed Token2049 Singapore, the world's preeminent crypto native congregation, which aggregated in excess of 25,000 delegates, 700 exhibiting entities and 500 thought leaders from across the digital asset and decentralized finance ecosystem. Token2049 has crystallized as the annual lodestar gathering for protocol architects, venture capitalists,



THE ROLLUP PODCAST ANDY AND ROB IN CONVERSATION WITH RAYAD KAMAL AYUB



RAYAD KAMAL AYUB at the FAMILY OFFICES AND ALLOCATORS PANEL AT MIAMI SUMMIT

prudential regulators and Layer 1 infrastructure builders architecting the subsequent wave of blockchain enabled capital formation. Against a macroeconomic backdrop characterized by accelerating institutional onramping including spot Bitcoin exchange traded products, tokenized United States Treasury instruments and real world asset securitization protocols, Ayub's commentary underscored the categorical necessity for robust governance superstructures even as capital cascades into high beta, high volatility digital instruments with skewed return distributions.

In December 2025, he participated at the Gamma Prime Tokenized Capital Summit in Abu Dhabi, an invitation only convocation assembling approximately 2,500 crypto executives, ultra high net worth family office stewards and sovereign wealth fund strategists. Gamma Prime has emerged as the Gulf Cooperation Council's signature forum for interrogating the nexus of traditional finance and onchain capital markets infrastructure. The summit's thematic concentration on tokenized securities, fiat backed stablecoin plumbing and cross jurisdictional regulatory harmonization across the GCC provided an optimal venue for Ayub to elucidate how Middle Eastern dynastic capital allocators are calibrating exposures to cryptographic assets within frameworks that privilege intergenerational capital durability and Sharpe ratio optimization over ephemeral speculative euphoria.

In February 2026, Ayub participated in two consecutive Hong Kong engagements. The inaugural event was the Hong Kong Consensus Summit on February 10 to 12, orchestrated by CoinDesk and attended by upwards of 11,000 delegates representing traditional finance incumbents, venture capital general partners, Web3 protocol foundations and prudential regulatory authorities spanning the Asia Pacific basin. Consensus Hong Kong functioned as a bellwether



CONSENSUS HONGKONG VIP PANEL RAYAD KAMAL AYUB



TOKEN2049 SINGAPORE RAYAD KAMAL AYUB

barometer for regional sentiment vis à vis Bitcoin spot ETF penetration trajectories, stablecoin regulatory taxonomies and the evolving posture of Hong Kong as a licensed digital asset domicile following the Special Administrative Region's strategic pivot toward licensing centralized crypto exchanges and registered asset management entities. Ayub's VIP panel contributions interrogated the recursive interplay among United States Federal Reserve monetary policy normalization, Asian cross border liquidity cycles and capital account liberalization, thematic strands he subsequently amplified during The Rollup discourse.

Immediately succeeding Consensus, Ayub convened at the Foundation Ventures RWA Summit on February 12 to 13, also domiciled in Hong Kong, a more intimate, high conviction symposium devoted explicitly to real world asset tokenization architectures and fiat collateralized stablecoin infrastructure. Foundation Ventures assembled institutional allocators, smart contract protocol architects and cross border legal structuring advisors to adjudicate custody model topologies, bankruptcy remote special purpose vehicle wrappers and the operational practicalities of migrating trillions of dollars of off chain, legacy system assets onto both permissioned enterprise blockchains and permissionless public ledgers. Ayub's participation underscored RAYAD Group's thesis that the preponderance of durable economic value accretion within the digital asset vertical will flow not to speculative, utility deficient tokens but rather to infrastructural substrate layers that resolve custody chain of title ambiguities, compliance reporting obligations and atomic settlement interoperability challenges for institutional capital mandates.

Synthesized collectively, these four appearances geographically distributed across Singapore, Abu Dhabi and Hong Kong over a six month interval position Ayub as among the most visible and intellectually rigorous interlocutors representing Middle Eastern family office capital within the global digital asset, decentralized finance and frontier technology discourse. His invariant message: innovation merits proportional allocation, yet allocation must remain subordinated to governance primacy, capital preservation and disciplined mean reversion rebalancing.

The Rollup: Granular Portfolio Construction Methodology

On The Rollup, Ayub transposed that overarching philosophy into granular, implementable portfolio construction heuristics. He commenced by acknowledging the structural macro dilemma confronting family offices in 2026: a regime characterized by persistently elevated United States real interest rates, sustained dollar hegemony, multipolar geopolitical fragmentation and cross asset class valuations embedding sanguine assumptions regarding artificial intelligence driven total factor productivity growth, operating leverage expansion and corporate margin sustainability.

We are not adopting a categorical risk off posture, Ayub clarified, but we are institutionalizing a selectivity on, high hurdle rate discipline. Capital bears an opportunity cost, and that cost is rising in real terms. The salient question is not whether to allocate toward innovation, it is how to dimension that allocation such that a tail event drawdown does not structurally impair the portfolio's capacity to compound wealth across multidecadal horizons.

The 30 to 40 percent ETF core functions as the portfolio's volatility dampening ballast and liquidity reservoir. RAYAD Group exhibits a pronounced preference for globally diversified, expense ratio minimized, daily liquid index replication products furnishing exposures to developed market large cap equities, investment grade sovereign and corporate fixed income tranches, and commodity futures curves. This segment is architected to generate modest inflation adjusted real returns, preserve purchasing power parity and furnish intraday liquidity for tactical mean reversion rebalancing or opportunistic deployment into temporarily dislocated, mispriced assets exhibiting elevated expected Sharpe ratios.

The 20 to 30 percent ex S&P 500 international equity sleeve embodies Ayub's conviction that cross border valuation dispersions between United States and non United States domiciled equities have attained historically wide, multiple standard deviation levels. He articulated a nuanced, jurisdiction specific, bottom up fundamental approach.

China proffers selective value contingent upon credible countercyclical fiscal transfers and monetary base expansion. Ayub observed that Chinese A shares and H shares trade at material discounts to historical price to book and price to earnings averages, yet those valuation compressions reflect bona fide structural headwinds including nonperforming loan provisioning within the residential property sector, adverse demographic dependency ratios and elevated geopolitical risk premia. We are eschewing macro thematic beta tilts on China, he stated. We are constructing micro, bottom up, idiosyncratic alpha positions in specific enterprises exhibiting pricing power, fortress balance sheets, negligible financial leverage and export market optionality.

India manifests heightened valuation risk amid frothy retail investor sentiment and elevated forward price to earnings multiples approaching two standard deviations above long term medians. Notwithstanding India's compelling secular GDP growth trajectory, Ayub cautioned that near term forward returns may systematically disappoint momentum chasing allocators indifferent to entry price discipline. India constitutes a structural, multidecade holding within our opportunity set, yet emphatically not at any valuation, he remarked.

Brazil presents episodic tactical opportunities contingent upon electoral cycles, commodity price mean reversions and real currency carry dynamics. Ayub spotlighted Brazilian equities as potential derivative beneficiaries of Chinese fiscal stimulus via incremental demand for iron ore, soybean and crude oil cargoes whilst acknowledging that political volatility, central government primary deficit trajectories and central bank credibility remain unresolved variables.

Across all three geographies, Ayub underscored that United States Federal Reserve policy rate trajectories and dollar liquidity conditions constitute the principal exogenous determinants of cross border capital flows and emerging market equity risk premium compression or expansion. Emerging markets exhibit no structural decoupling, he asserted. They rerate when the Federal Reserve pivots toward accommodation and the dollar index mean reverts lower. Pending that

inflection, we dimension positions for elevated realized and implied volatility.

The 3 to 4 percent Bitcoin allocation instantiates RAYAD Group's institutional posture: modest core exposure, systematic profit taking rules and disciplined volatility targeting rebalancing protocols. Ayub characterized Bitcoin as a governance bounded, noncorrelated asymmetric convexity instrument, sufficiently sized to generate material portfolio level impact if the asset appreciates, yet sufficiently constrained such that a drawdown does not jeopardize aggregate portfolio objectives or trigger liquidity cascades. He disclosed that the group has been systematically crystallizing gains across 2025 to 2026, trimming exposures as Bitcoin rallied and redeploying proceeds into undervalued equities and infrastructure tranches. We do not custody Bitcoin for narrative adherence, he stated. We custody it for tail risk optionality, and we manage it with identical discipline applied to every other position within the portfolio construct.

AI, Cybersecurity and Infrastructure: Targeting the Enabling Substrate Layers

Ayub devoted considerable analytical bandwidth to artificial intelligence, issuing a categorical caution against conflating technological inevitability with attractive risk adjusted entry valuations. Drawing an historical parallel with the late 1990s internet euphoria cycle, he posited that certain AI linked equity valuations embed discounted cash flow assumptions and terminal value multiples that may prove empirically unattainable for the preponderance of issuers. The internet's ubiquity was inevitable, he observed. The dominance of Amazon and Alphabet was not foreordained. Identical logic obtains today. Artificial intelligence will permeate every vertical, yet not every AI exposed equity will generate positive risk adjusted excess returns.

The normative recommendation for institutional allocators is to preferentially target the infrastructural substrate layers of the AI value chain including compute capacity, baseload and peaking electrical generation, high bandwidth memory architectures, advanced node semiconductor fabrication and fibre optic connectivity, domains wherein structural supply demand imbalances can transmute into durable economic moats, pricing power and sustained return on invested capital elevation. We seek ownership stakes in the infrastructural assets that every AI application must contractually lease, Ayub expounded. Hyperscale data centres, utility scale power generation assets, subsea fibre networks. These constitute the proverbial picks and shovels exposures characterized by visible demand pipelines, oligopolistic market structures, regulatory tailwinds and capital intensity moats.

Cybersecurity and encrypted communications were delineated as secular structural allocations tethered to inelastic regulatory mandates, enterprise IT capital expenditure budgets and sovereign security imperatives. Ayub noted that cyber threat vectors are escalating in both sophistication and frequency, propelling sustained budget growth trajectories across public sector and private sector entities. Cybersecurity transcends thematic bet categorization, he asserted. It constitutes a structural allocation aligned with systemic resilience rather than speculative buoyancy. Enterprises cannot opt out. Sovereigns cannot opt out. That dynamic engenders a multiyear demand tailwind substantially orthogonal to the macroeconomic cycle.

Middle Eastern Family Offices: A Broader Strategic Recalibration

RAYAD Group's intellectual contributions on The Rollup and across the Token2049, Gamma Prime, Consensus and Foundation Ventures circuit signal a broader strategic recalibration transpiring within Middle Eastern dynastic family office capital. These institutions are engaging assertively with digital assets, artificial intelligence and frontier technologies, yet they prosecute such engagements through governance scaffolds that privilege intergenerational capital durability and downside protection over ephemeral thematic fervour and momentum chasing.

Ayub's prominence at premier global forums reflects a strategic imperative: Middle Eastern capital pools are no longer content to function as passive limited partners within Western venture funds and multistrategy hedge funds. They are constructing direct coinvestment capabilities, cultivating proprietary dealflow pipelines and articulating independent investment theses grounded in regional petrodollar liquidity, favourable demographic tailwinds and evolving geopolitical positioning.

We are not transient tourists within these markets, Ayub concluded. We are fiduciary stewards of capital mandated to compound across generations. That obligation necessitates our sustained presence, informational advantage and disciplined execution at Token2049, at Consensus, at Gamma Prime, on The Rollup and within every market domain wherein innovation intersects with asymmetric opportunity.

Quote

Preservation Is the Prerequisite for Opportunity; Patient Capital Sizes Innovation, Realizes Gains, And Redeploys from Strength.

Rayad Kamal Ayub, Managing Director, RAYAD Group Dubai

About RAYAD Group Dubai

RAYAD Group Dubai is a multifamily office and strategic investment platform with diversified exposures across globally diversified exchange traded funds, emerging market equities, cybersecurity infrastructure, encrypted communications technologies and calibrated digital asset allocations. The group administers cross border capital mandates on behalf of principals from 11 Middle Eastern dynastic family offices under a long horizon governance framework emphasizing capital preservation, disciplined alpha generation, volatility adjusted return optimization and selective asymmetric convexity positioning.

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