Horasis
The Global Visions Community

Horasis Asia Meeting

8-10 July 2026, Hengqin/Macau, China

a Horasis leadership event

Report

Horasis
The Global Visions Community

Inspiring our future

Horasis is a global visions community dedicated to inspire our future. (www.horasis.org)

Horasis Asia Meeting

8-10 July 2026, Hengqin/Macau, China

Tianmu Qintai Conference & Exhibition Center, Zhiyin North Road, Hengqin
广东省珠海市香洲区知音北道与濠江路交叉路口南侧

*Hotel Indigo Zhuhai Hengqin (*珠海横琴英迪格酒店*), located within Tianmu Qintai*
No. 313, Zhiyin South Road, Hengqin 广东省珠海市香洲区横琴镇知音南道横琴天沐琴台*313*

a Horasis leadership event

Co-chairs:

Carlos Cid Alvares	Chief Executive Officer, Banco Nacional Ultramarino, Macau SAR
Rohit Bansal	Chief Communications Officer, Reliance, India
Claude Béglé	Chairman, Symbioswiss, Switzerland
Lisa Botos	Founding Partner, Private Partners & Co, Singapore
Anson Chan	Chairman and Managing Director, Bonds Group of Companies, Hong Kong
Michael Gale	Group Chief Executive Officer, Al Liwan Group, UAE
Matilda Ho	Founder and Managing Director, Bits x Bites, China
Viveka Kalidasan	Founder and Chief Executive Officer, River Ventures, Singapore
Rajive Kaul	Chairman, Nicco Group, India
Roger King	Founder and Chairman, ODS Holdings Inc., Hong Kong
Bill Kung	Founder and Chief Executive Officer, Ecovane Environmental, China
Bonnie Liao	Executive Director, Social Enterprise Research Academy, Hong Kong
Skeikh Abdulla Zayed bin Saqr Al Nayhan	Chairman, Abdulla Bin Zayed Investment Group, UAE
Nguyen Quang Huan	Chairman, Halcom, Vietnam
Xiaoyin Qu	Founder, Skillboss.co, USA
David Pan	Executive Dean, Schwarzman College, Tsinghua University, China
Venkata Ramana	Founder and Chief Executive Officer, AVERA, India
Vinod Sekhar	Chairman, Petra Group, Malaysia
Charles Tang	President, Brazil China Chamber of Commerce, Brazil
Wang Dong	Executive Director, Institute for Global Cooperation and Understanding, China
Wang Huiyao	Founder, Center for China and Globalization, China
Wilfred Wong Ying-wai	Executive Vice Chairman & Exec. Director, Sands China, Macau SAR
Xiang Bing	Founding Dean, Cheung Kong Graduate School of Business (CKGSB), China
Michael Yeoh	President, KSI Strategic Institute for Asia Pacific, Malaysia
Zhang Yuxia	Chair, Zhongcai Financial New Media Fund, China

Programme

Wednesday, 8 July *Tianmu Qintai*	**Thursday, 9 July** *Tianmu Qintai*	**Friday, 10 July**
	08.30–09.00 Coffee & Tea	
	09.00–10.00 Plenary Technology and Global Leadership	**09.00–09.45 Bus transfer to Macau**
	10.00–11.30 Dialogue Sessions – Asia's Collaborative Ascent – AI Innovation – Entrepreneurial Dynamism – Financial Markets – Energy Transition	**10.00–12.00 Macau In-Focus** Opportunities in Macau
From 11.30 Registration	**11.30–11.45 Break**	
	11.45–13.00 Dialogue Sessions – Southeast Asia's Moment – Asian Trade Architecture – Asia's Digital Transformation – Smart Infrastructure Development – Asia's Full Human Capital Potential	
13.00–15.00 Welcome Lunch Welcome by Hengqin and Macau	**13.00–13.30 Lunch** Networking Lunch	**12.30–14.00 Lunch** Served at The Londoner Macau
15.00–16.00 Opening Plenary Asia and World Economic Outlook	**13.30–14.30 Plenary** 5th Industrial Revolution	**14.00–15.30 Afternoon at Leisure**
	14.30–16.00 Dialogue Sessions – China's New Growth Paradigm – Asia's Shared Future – Asia's Tourism and Entertainment – Asian Innovation Ecosystems – Pioneering Learning	
16.00–16.30 Break	**16.00–16.30 Break**	15.30-16.00 Transfer to MGM Macau
16.30–17.30 Plenary SDGs & High-Quality Development	**16.30–18.00 Dialogue Sessions** – Asia's Next Technology Frontiers – Asia 2076 – Creative Asia – Asian Family Enterprises – Manufacturing Metamorphosis	**16.00-17.00 Poly MGM Museum** Private tour at Poly MGM Museum
		17.00-17.30 Transfer to MGM Cotai
17.30–18.30 Plenary Reimagining Globalization	**18.00–19.00 Plenary** Charting Asia's Path Forward	**17.30–19.00 Dinner (MGM Cotai)**
18.30–21.00 Opening Dinner Asian Unity and Shared Future	**19.30–22.00 Closing Dinner** Celebrating Asia	**19.30–20.50 Show "Macau 2049"** (MGM Cotai)

Hengqin offers a living example of how Asia is experimenting with new economic zones

Guangdong-Macao In-Depth Cooperation Zone in Hengqin

Tianmu Qintai Conference & Exhibition Center in Hengqin – venue of the Horasis Asia Meeting

The Londoner Macau – host venue of the Macau seminar on 10 July

Registering participants

The 2026 Horasis Asia Meeting is about to start

Frank-Jürgen Richter, Chairman, Horasis, welcoming participants

Carlos Cid Alvares, Chief Executive Officer, Banco Nacional Ultramarino, Macau SAR

Xiang Bing, Founding Dean, Cheung Kong Graduate School of Business (CKGSB), China

Summary

By Frank-Jürgen Richter, Chairman, Horasis, Switzerland

The tenth annual Horasis Asia Meeting convened over 8-10 July 2026 in the Guangdong-Macao In-Depth Cooperation Zone in Hengqin and Macau. It was a fitting symbol for a meeting devoted to Asian cooperation that the summit itself should be held not in one city but in two jurisdictions, joined by a short bus ride and a shared ambition. Delegates arrived in Hengqin via Hong Kong, Macau or Zhuhai airports, gathering at the Tianmu Qintai Conference & Exhibition Center on the edge of the new zone, before departing Hengqin on the morning of 10 July to conclude their dialogue in Macau itself, hosted amid the integrated resorts of Cotai.

Hengqin was chosen deliberately. Barely a decade ago an expanse of aquaculture ponds and sugarcane fields facing Macau across the Lianhuajing Waterway, the island has been transformed into the Guangdong-Macao In-Depth Cooperation Zone, a jointly administered special economic area in which Macau residents enjoy near-native treatment and Mainland policy experimentation is given free rein. It is, in miniature, a working model of the cross-border integration that the wider region is groping toward: one system, two markets, a single ambition. Marking its tenth anniversary, Horasis brought its pan-Asian community to witness that experiment first-hand, and to ask what lessons Hengqin and Macau might offer for the rest of Asia's cross-border cooperation.

Welcoming delegates in the Tianmu Qintai foyer, **Frank-Jürgen Richter**, Chairman, Horasis, Switzerland, reflected that Horasis was marking a decade of sustained pan-Asian dialogue and cooperation with this, its tenth Asia Meeting. 'Hengqin's unique position, closely linked to Macau and located just minutes away, reflects a new model of regional integration that combines innovation, openness, and cross-border connectivity,' he said, framing the meeting's central question: how such hybrid regions might shape Asia's next phase of growth, and what lessons Hengqin and Macau could offer to broader models of cross-border integration across Asia. Alongside him, welcoming delegates on behalf of Hengqin Talent Group, the zone's own talent and enterprise-development agency and co-host of the meeting, was **Enoch Huang**, Director, Hengqin Talent Group, China, who described the zone's ambition to become

Enoch Huang, Director, Hengqin Talent Group, China, during the Opening

Angela Li, News Editor and Contributing Host, Phoenix TV, Hong Kong SAR, chairing the Opening Plenary

the preferred base in the Greater Bay Area for entrepreneurs and international talent alike, citing the preferential tax regime, streamlined company registration, and the deliberate blending of Macau's business culture with Mainland scale and manufacturing depth. His remarks set the tone for a meeting that would return, again and again, to the theme of hybrid geographies: places built neither wholly of the Mainland nor wholly apart from it, but as connective tissue between China and the world.

That tone carried directly into the afternoon's Opening Plenary on Asia and World Economic Outlook, chaired by **Angela Li**, News Editor and Contributing Host, Phoenix TV, Hong Kong SAR. Opening the discussion, Li observed that the region's economic outlook had grown harder to read from the outside in recent years, precisely because so much of Asia's growth is now generated within the region itself rather than through exports to the West – a shift she felt Western commentary had been slow to register. Despite persistent global headwinds and structural realignments, panelists agreed, Asia continues to demonstrate remarkable economic resilience and adaptability, with its sustained commitment to advanced manufacturing, supply-chain modernisation and real-economy resilience positioning the region as the world's anchor of stable, high-quality growth. **Carlos Cid Alvares**, Chief Executive Officer, Banco Nacional Ultramarino, Macau SAR, opened by noting that Macau's own diversification away from a single-pillar gaming economy mirrors the wider Asian story: economies that once depended on a narrow

Opening Plenary – Asia and World Economic Outlook

Plenary – SDGs as Catalyst for High-Quality Development

base of exports or a single industry are now building deeper, more resilient foundations. **Viveka Kalidasan**, Founder and Chief Executive Officer, River Ventures, Singapore, argued that Asian capital markets are increasingly self-sufficient, with regional venture and private capital now able to fund entire company life-cycles without recourse to Western exchanges. **Venkata Ramana**, Founder and Chief Executive Officer, AVERA, India, drew the audience's attention to India's continuing double role as both a manufacturing alternative and a consumption engine, while **Xiang Bing**, Founding Dean, Cheung Kong Graduate School of Business (CKGSB), China, closed the session by cautioning that China's next phase of growth will be defined less by scale than by quality – by innovation, services and the green transition rather than by raw industrial output. Asia's growing economic gravity, the panel concluded, is now a stabilising force for the world economy rather than merely a beneficiary of it.

Viveka Kalidasan, Founder and Chief Executive Officer, River Ventures, Singapore, making a point during the Opening Plenary

After a short break, the conversation turned from growth to its quality. Chaired by **Suneet Puri**, Regional Head China and Hong Kong, Tata Consultancy Services (TCS), Hong Kong SAR, the plenary on SDGs as Catalyst for High-Quality Development examined how Asian economies are embracing the UN Sustainable Development Goals not as a compliance exercise but as the architecture of a new, higher-quality model of growth – one that places environmental stewardship, social progress and transparent governance at the heart of long-term value creation. **Lisa Botos**, Founding Partner, Private Partners & Co, Singapore, argued that family offices across Asia are increasingly treating SDG alignment as a fiduciary duty rather than a marketing exercise, reflecting a generational shift among the region's wealth holders. **Bill Kung**, Founder and Chief Executive Officer, Ecovane Environmental, China, described how China's environmental technology sector has matured from subsidised pilot projects into globally competitive exporters of wind and waste-management solutions. **Bonnie Liao**, Executive Director, Social Enterprise Research Academy, Hong

Bill Kung, Founder and Chief Executive Officer, Ecovane Environmental, China

Suneet Puri, Regional Head China and Hong Kong, Tata Consultancy Services (TCS), Hong Kong SAR

Venkata Ramana, Founder and Chief Executive Officer, AVERA, India

Roger King, Founder and Chairman, ODS Holdings Inc., Hong Kong

Summit co-chair Vinod Sekhar, Chairman, Petra Group, Malaysia

Bonnie Liao, Executive Director, Social Enterprise Research Academy, Hong Kong SAR

Kong SAR, urged that social enterprise be treated as core economic infrastructure rather than a philanthropic afterthought, while **Nguyen Quang Huan**, Chairman, Halcom, Vietnam, reflected on Vietnam's own experience of channelling infrastructure investment toward measurable development outcomes. The consensus among panelists: capital markets that reward transparency and long-termism will, over time, out-compete those that do not.

Jake Yu, Global Managing Partner, Peregrine Ventures, USA

From high-quality development the discussion widened, in the day's third plenary, to the shape of globalization itself. Chaired by **Jake Yu**, Global Managing Partner, Peregrine Ventures, USA, the session on Reimagining Globalization: Asia's Vision for an Open World confronted the retreat toward protectionism and fragmentation visible in parts of the world, and asked how Asia might instead champion an open, inclusive model of global exchange. **Roger King**, Founder and Chairman, ODS Holdings Inc., Hong Kong, argued that Asia's deepening economic integration and expanding trade architecture are already generating new models of cooperation capable of reinvigorating globalization for a new era. **Vinod Sekhar**, Chairman, Petra Group, Malaysia, spoke of the need for 'social capitalism' – enterprise that is unapologetically profitable while doing right by employees, customers and the environment – as the operating principle for a more resilient globalization. **Michael Yeoh**, President, KSI Strategic Institute for Asia Pacific, Malaysia, noted that ASEAN's expanding web of trade agreements gives the region unusual flexibility to remain open even as larger powers turn

Lisa Botos, Founding Partner, Private Partners & Co, Singapore

Michael Yeoh, President, KSI Strategic Institute for Asia Pacific, Malaysia

Nguyen Quang Huan, Chairman, Halcom, Vietnam

Plenary – Reimagining Globalization – Asia's Vision for an Open World

inward. **Wang Huiyao**, Founder, Center for China and Globalization, China, closed by observing that China's growing economic gravity gives it both the opportunity and the responsibility to help sustain a rules-based global trading order, one reshaped for a more multipolar world rather than one built around a single centre.

The first day closed with a Welcome Dinner – an evening of cultural confluence that celebrated the region's shared aspirations for prosperity, innovation and sustainable development, while highlighting Hengqin and Macau's role as catalysts for Asian economic integration. Speaking there on behalf of the co-host, **Chen Chao**, Managing Director, Hengqin Talent Group, China, remarked that Hengqin's task was to make cross-border living as unremarkable as possible – shared healthcare, shared customs clearance, shared professional qualifications – so that talent could move as freely as capital already does. Amid the toasts and cross-table introductions that followed, delegates from more than thirty countries began the conversations that would carry through the following two days – a fitting opening to a meeting built, quite literally, around the idea of connection.

Wang Huiyao, Founder, Center for China and Globalization, China

The program then shifted its focus to technology, opening with the plenary on Technology as Asia's Catalyst for Global Leadership. Session chair **Rajive Kaul**, Chairman, Nicco Group, India, argued that Asia's technological ascendance is redefining global innovation paradigms and competitive dynamics. From quantum computing to artificial intelligence, panelists agreed, Asian institutions and enterprises are pushing the boundaries of technological possibility, creating new vectors for economic growth and social development. **Michael Gale**, Group Chief Executive Officer, Al Liwan Group, UAE, spoke of the deepening ties between Gulf capital and Asian technological execution, a partnership he expects to intensify. **Matilda Ho**, Founder and Managing Director, Bits x Bites, China, brought the conversation down to earth, arguing that Asia's food-technology sector is quietly

Akira Tsuchiya, President, The Global Institute (TGI), Japan

Carla Maldonado, Founder, MV Global Advisory, Switzerland

Jerry Zhu, Founder, Zaihui, Singapore

Matilda Ho, Founder and Managing Director, Bits x Bites, China

Rajive Kaul, Chairman, Nicco Group, India, chairing a plenary panel

Chen Chao, Managing Director, Hengqin Talent Group, China welcoming participants during the Opening Dinner

Srikar Reddy, Executive Vice Chairman, Sonata Software, India

Kai Dai, Chief Financial Officer, UNIUBI AI, China

Li Zhongtao, Chief Executive Officer, Capsio Technology Co., China

becoming one of the world's most important laboratories for feeding a growing population sustainably. **Srikar Reddy**, Executive Vice Chairman, Sonata Software, India, argued that Asian technology firms are shifting from being cost-competitive service providers to genuine intellectual-property owners in their own right. **Akira Tsuchiya**, President, The Global Institute (TGI), Japan, closed the panel with a reminder that none of this technological leadership matters unless the workforce is retrained alongside it – a theme that would recur throughout the day's dialogue sessions.

Following the plenary, participants joined the first round of twenty parallel dialogue sessions. Technology returned immediately as the dominant current. In AI Innovation: Asia's Strategic Imperative, chaired by **Carla Maldonado**, Founder, MV Global Advisory, Switzerland, **De Kai**, Professor of Computer Science and Engineering, The Hong Kong University of Science and Technology, Hong Kong SAR, argued that the Greater Bay Area's advanced manufacturing ecosystem, paired with its approach to balanced AI governance, offers a compelling model for responsible industrial AI deployment at scale. **Leo Lee**, Chief Executive Officer and Founder, Xiaoniu, China, described how enterprise AI adoption across the region has moved decisively from pilot projects to production systems. **Li Zhongtao**, Chief Executive Officer, Capsio Technology Co., China, and **Srikar Reddy**, Executive Vice Chairman, Sonata Software, India, both stressed that cross-border collaboration – not competition between national AI champions – will determine whether the technology serves human progress or merely national prestige, a point echoed by **Minesh Pore**, Founder, Sourcing GPT, USA, and **Jerry Zhu**, Founder, Zaihui, Singapore.

Elsewhere in that same round, delegates weighing where to place capital gathered for Investing in Asia's Next Technology Frontiers. **Kai Dai**, Chief Financial Officer, UNIUBI AI, China, **Stan Fung**, Managing Director, FarSight Ventures, USA, and

De Kai, Professor of Computer Science and Engineering, The Hong Kong University of Science

Michael Gale, Group Chief Executive Officer, Al Liwan Group, UAE

Plenary – Technology as Asia's Catalyst for Global Leadership

CK Choun, Managing Director, Integral GlobalTech Partners, Japan, agreed that beyond artificial intelligence, semiconductors, biotech and advanced manufacturing represent Asia's most compelling long-term investment frontiers, with **David Lee**, Co-founder and Co-Chief Executive Officer, WealthRyse, Hong Kong SAR, **James Zhang**, Partner, VU Venture Partners, Hong Kong SAR, and **Vitor Crespo**, Co-founder and Chief Executive Officer, Criam, Portugal, noting that patient regional capital is increasingly willing to back these longer development cycles. Down the corridor, Spearheading Asia's Digital Transformation, chaired by **Nishant Behl**, Founder, EMB Global, India, heard **John Cheuck**, Managing Director, Ant Global Partners, Hong Kong SAR, and **Christine Cheng**, Senior Vice President, SMYZE, Switzerland, point to the region's young, tech-savvy population and supportive regulatory frameworks as the twin engines of digital-economy growth, while **Ken Soh**, Chief Executive Officer, Athena Dynamics, Singapore, and **Sunnie Li**, Founder and Chief Executive Officer, Atlas RWA, USA, discussed how tokenisation of real-world assets is quietly becoming one of the region's fastest-growing fintech verticals, a point **Pofi Putri Utami**, Head of Strategy and Change Management, National Nutrition Agency, Indonesia, extended to public-sector digitalisation more broadly.

CK Choun, Managing Director, Integral GlobalTech Partners, Japan

The conversation soon returned to the physical world. Smart Infrastructure Development, chaired by **Thanos Mitrelias**, Founding Director, Cambridge BioMagnetics, United Kingdom, heard **Christopher R. Burch**, Independent Director, Ispire Technologies, China, and **Marshall Cobb**, Co-Chief Executive Officer, Up Modular Solutions, Australia, describe how smart cities and intelligent transportation systems are converging physical and digital innovation, while **Sidhartha Gandhi**, Director, AFII Capital Partners, Germany, **David Wang**, Chief Executive Officer, Global Resources China Company, Singapore, and **Murthy R Nuni**, Managing Partner, Marshal Funds, Vietnam, emphasised the role public-private partnerships must play

James Zhang, Partner, VU Venture Partners, Hong Kong SAR

David Wang, Chief Executive Officer, Global Resources China Company, Singapore

Sidhartha Gandhi, Director, AFII Capital Partners, Germany

Pofi Putri Utami, Head of Strategy and Change Management, National Nutrition Agency, Indonesia

Marshall Cobb, Co-Chief Executive Officer, Up Modular Solutions, Australia

Thanos Mitrelias, Founding Director, Cambridge BioMagnetics, United Kingdom

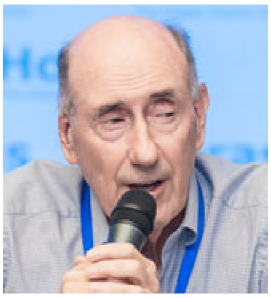
Stan Fung, Managing Director, FarSight Ventures, USA

Ken Soh, Chief Executive Officer, Athena Dynamics, Singapore

Midhun A Kunj, Founder and Chief Executive Officer, Vowels Lifesciences, India

Becky Wong, Chief Executive Officer, Globex Capital Partners, Hong Kong SAR

Christine Cheng, Senior Vice President, SMYZE, Switzerland



Greg Crichton, Managing Director, Greater Asian Advisors, Hong Kong SAR

Hazel Bernadette Cruz, President, Link Philippines International, The Philippines

Jun Yu, UMDF Chair Professor of Finance and Economics, University of Macau, Macau SAR

Minesh Pore, Founder, Sourcing GPT, USA

John Cheuck, Managing Director, Ant Global Partners, Hong Kong SAR

Nishant Behl, Founder, EMB Global, India

Carolina Halladin, Founder and Chair, Halladin Trade Advisory, Poland and Abdullah Khurram, Chief Executive Officer, Foresight Quotient, Singapore

Walter Jennings, Chief Executive Officer, Asia Insight Circle, Hong Kong SAR

in accelerating infrastructure innovation across borders. And rounding out this first wave of technology-themed dialogues, Unleashing the Power of Asian Innovation Ecosystems, chaired by **Becky Wong**, Chief Executive Officer, Globex Capital Partners, Hong Kong SAR, heard **Hui Wu**, Founder, International Co-Innovation Center for Advanced Medical Technology, China, and **Midhun A Kunj**, Founder and Chief Executive Officer, Vowels Lifesciences, India, describe how the convergence of academic research, corporate innovation and startup dynamism is creating unique value in Asian health technology, with **Shin Ito**, Chief Executive Officer, iKoyoo Inc., Japan, adding that Japan's own innovation ecosystem is being reshaped by closer integration with its Asian neighbours, and **Peter Helis**, International Executive Representative, Invest

Roopen Roy, Founder and Chief Executive Officer, Sumantrana, India

Guangzhou, China, and **Will Liao**, Partner, Kinding Partners, Hong Kong SAR, describing how municipal investment agencies are learning to court that ecosystem directly rather than through national intermediaries.

Running in parallel to these technology conversations was a second current, no less prominent, on the region's shifting trade and growth architecture. In Asia's Collaborative Ascent, **Janet Pau**, Executive Director, Asia Business Council, Hong Kong SAR, and **Roopen Roy**, Founder and Chief Executive Officer, Sumantrana, India, argued that regional frameworks and cross-border innovation corridors are increasingly driving competitiveness even as diverse economic models coexist, while **Carolina Halladin**, Founder and Chair, Halladin Trade Advisory, Poland, **Fred Wang**, Chairman, Salon Media, Hong Kong SAR, and **Abdullah Khurram**, Chief Executive Officer, Foresight Quotient, Singapore, debated how much strategic autonomy nations should retain within deeper regional integration. In Asian Trade Architecture in Transition, chaired by **Alexander Wan**, Group China Adviser, Pacific Century Group, Hong Kong, **Richard Weixing Hu**, Professor of Politics and Public Policy, University of Macau, and **Walter Jennings**, Chief Executive

Richard Weixing Hu, Professor of Politics and Public Policy, University of Macau, Macau SAR

Peter Helis, International Executive Representative, Invest Guangzhou, China

Fred Wang, Chairman, Salon Media, Hong Kong SAR


Sydney Zhao, Director, WTW, China


David Kovacs, Managing Director, Beam Reach Partners, China

Alexander Wan, Group China Adviser, Pacific Century Group, Hong Kong SAR, asking a question


Shin Ito, Chief Executive Officer, iKoyoo Inc., Japan


Ravi Mantha, President, Sagelock Investments, The Netherlands


Will Liao, Partner, Kinding Partners, Hong Kong SAR

Officer, Asia Insight Circle, Hong Kong SAR, discussed how overlapping frameworks – RCEP, CPTPP, bilateral agreements and the Belt and Road Initiative – are reshaping connectivity across the region, reflecting a shift from a single trade order toward a more plural, networked model of integration; **David Kovacs**, Managing Director, Beam Reach Partners, China, **Sydney Zhao**, Director, WTW, China, and **Eric Fung**, Director, Coins.ph, Hong Kong SAR, stressed that infrastructure, digitalisation and regulatory coordination will determine how resilient these overlapping networks prove to be, while **Ameer Ibrahim**, Chairman, Future Governance Forum, United Kingdom, and **Felix Valdivieso Gonzalez**, Chairman of IE China Observatory, IE University, Spain, brought a wider governance lens to the same question.

Attention then turned south. Southeast Asia's Moment, chaired by **Ling Xi**, Co-Founder & Strategy Partner, Nexara Edge, Malaysia, drew a full house for a discussion of the region's youngest and fastest-growing markets. **Hazel Bernadette Cruz**, President, Link Philippines International, The Philippines, and **Lennise Ng**, Chief Executive Officer, Borong, Singapore, described how manufacturing diversification, digital adoption and intra-ASEAN connectivity are strengthening the bloc's role in global trade, while **Joseph Ely Medina**, Chief Executive Officer, Jomed Group, The Philippines, **Giana Lin**, Founding Partner, Fuguan Law Firm, China, and **Oliver Schaaf**, Managing Director, Realog Consulting, Germany, debated what strategic choices would help ASEAN economies convert momentum into lasting resilience. Just as naturally, the discussion turned north and inward for China's New Growth Paradigm, chaired by **John Teng**, Chief Representative, PBEC, Hong Kong SAR. **Greg Crichton**, Managing Director, Greater Asian Advisors, Hong Kong SAR, **Peter C. Pang**, Chairman and Managing Partner, IPO Pang Shenjun, China, and **Phil Ren**, President, Hong Kong United Resources Group, China, discussed the nation's dual-circulation strategy as a


Eric Fung, Director, Coins.ph, Hong Kong SAR

Felix Valdivieso Gonzalez, Chairman of IE China Observatory, IE University, Spain

John Teng, Chief Representative, PBEC, Hong Kong SAR

Oliver Schaaf, Managing Director, Realog Consulting, Germany

sophisticated balance between domestic resilience and global engagement, while **Jun Yu**, UMDF Chair Professor of Finance and Economics, University of Macau, **Vincent Zheng**, Founder and Chief Executive Officer, Unian Brands Group, China, and **Isabella Qin**, Director, United Nations Association UK Westminster, United Kingdom, pointed to indigenous innovation, domestic consumption and China's green-technology initiatives as the pillars of its next growth phase. **Elsie Leung**, Senior Corporate Affairs Strategy Advisor, Hong Kong SAR, added that technological self-reliance need not mean closure – a distinction she felt was often lost in commentary from outside the region.

Financial markets received their own dedicated hearing. Future of Asian Financial Markets, chaired by **José Carlos Matias**, Chief Executive Officer, Macau Business, Macau SAR, brought together **Thomas Ao**, Partner, Mindfulness Capital, Hong Kong SAR, **Amit Jain**, Co-founder, Ashika Global Family Office, India, and **Jeffrey Wong**, Founder and Chief Executive Officer, Spring Gate Capital, Singapore, who agreed that digital innovation and changing investor preferences are democratising market access across the region, while **Eduardo Buisson Loureiro**, Managing Partner, Loureiro Law Office, Macau SAR, **Reynaldo Espineli**, Managing Partner, Boalt Capital Partners, Hong Kong SAR, **Alberto Furger**, Founder and Chief Executive Officer, Trident Treehouse Consultancy, Indonesia, **Stefano Cavalleri**, Partner, Cavalleri Law Firm, Italy, and **Pang Yilin**, Entrepreneur-in-Residence, China, cautioned that regulatory frameworks must evolve quickly enough to balance innovation with stability. And where markets meet people, Unlocking Asia's Full Human Capital Potential, chaired by **Wang Hong**, Founder and President, China Women School and Future China Society, China, made the case that Asia's next wave of growth depends on mobilising the full depth of its human talent. **Hua Kening**, Co-Founder, Voices Education, China, and **Yurong Li**, Chief Executive Officer, Lipatech, USA, argued that releasing untapped pools of skill, creativity and entrepreneurship – across communities, generations and genders – has become a strategic imperative rather than a social nicety, a point reinforced by **Ying Wong**, Founder and Chief Executive Officer, B.Peachy, Macau SAR, **Connie D. M. Allsopp**, Founder, The World's Registrar, Canada, **Eloisa Quirolgico**, Director, Medical Center Paranaque, The Philippines, and **Lucy Tong**, Team Lead, Abundance Education, China.

Phil Ren, President, Hong Kong United Resources Group, China

Vincent Zheng, Founder and Chief Executive Officer, Unian Brands Group, China

Elsie Leung, Senior Corporate Affairs Strategy Advisor, Hong Kong SAR

Peter C. Pang, Chairman and Managing Partner, IPO Pang Shenjun, China

Wang Hong, Founder and President, China Women School and Future China Society, China

Joseph Ely Medina, Chief Executive Officer, Jomed Group, The Philippines

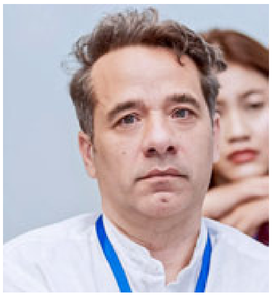
Connie D. M. Allsopp, Founder, The World's Registrar, Canada

Pang Yilin, Entrepreneur-in-Residence, China

Ameer Ibrahim, Chairman, Future Governance Forum, United Kingdom

Giana Lin, Founding Partner, Fuguan Law Firm, China

Jeffrey Wong, Founder and Chief Executive Officer, Spring Gate Capital, Singapore



Stefano Cavalleri, Partner, Cavalleri Law Firm, Italy

Lucy Tong, Team Lead, Abundance Education, China

Amit Jain, Co-founder, Ashika Global Family Office, India

Eduardo Buisson Loureiro, Managing Partner, Loureiro Law Office, Macau SAR

Ling Xi, Co-Founder & Strategy Partner, Nexara Edge, Malaysia

Isabella Qin, Director, United Nations Association UK Westminster, United Kingdom

Wilfred Wong Ying-wai, Executive Vice Chairman & Executive Director, Sands China, Macau SAR

Christina Lim, Founder and Chief Strategist, ChrisSpeak, Singapore, chairing a plenary panel

Dephy Oon, Founder & Principal Advisor, NEXARA Edge, Malaysia, making a point

Hua Kening, Co-Founder, Voices Education, China

Reynaldo Espineli, Managing Partner, Boalt Capital Partners, Hong Kong SAR

Gino Yu, Mentor, Orbit Startups, Hong Kong SAR

Andrew Lo, China Advisory Group Member, University of Oxford

Sebastian Man, Chairman, Chungmei Industries, Hong Kong SAR

Alberto Furger, Founder and Chief Executive Officer, Trident Treehouse Consultancy, Indonesia

Zhang Ran, Assistant Professor, Durham University, United Kingdom

Aftab Hasan, Founder and Chairman, Global Association of InsurTech Professionals, UAE

Ralf Hirt, Founder, CovQ, USA

Yurong Li, Chief Executive Officer, Lipatech, USA

Plenary – Asian Horizons in the Age of the 5th Industrial Revolution

Lise Chew, Founder and Chief Executive Officer, The AdvantEdge Group, Singapore

The program continued with the plenary on Asian Horizons in the Age of the 5th Industrial Revolution, chaired by **Christina Lim**, Founder and Chief Strategist, ChrisSpeak, Singapore, considered how Asia's blend of technological dynamism and deep human tradition positions the region as a natural laboratory for exploring where machine intelligence and human capacity best complement one another. **Claude Béglé**, Chairman, SymbioSwiss, Switzerland, argued that the 5th Industrial Revolution, unlike its predecessor, must be judged not by efficiency alone but by whether it deepens rather than displaces human meaning – a philosophy he would return to two evenings later in Macau. **De Kai** observed that Asia's manufacturing depth gives it an unusual advantage in industrial AI – the ability to deploy machine intelligence not in the abstract but directly on the factory floor. **Wilfred Wong Ying-wai**, Executive Vice Chairman & Executive Director, Sands China, Macau SAR, drew a direct line between Macau's own hospitality-technology integration and the wider regional trend of humanising automation rather than merely applying it. **Zhang Yuxia**, Chair, Zhongcai Financial New Media Fund, China, closed by suggesting that the convergence of ancient collective wisdom with cutting-edge innovation offers the world new models for economies that are both highly advanced and deeply humane.

The session Asia's Entrepreneurial Dynamism: The New Vanguard, chaired by **Ralf Hirt**, Founder, CovQ, USA, had **Lise Chew**, Founder and Chief Executive Officer, The AdvantEdge Group, Singapore,

Zhang Yuxia, Chair, Zhongcai Financial New Media Fund, China

Claude Béglé, Chairman, SymbioSwiss, Switzerland

Evelyn Chue, Founder and Chair, People Psyence, Malaysia

Thaha Muhammed Abdul Kareem, Chief Strategic Advisor, Wathnan Holding, Qatar

Jouko Ahvenainen, Chairman, Mission Grey, Monaco

and **Evelyn Chue**, Founder and Chair, People Psyence, Malaysia, describe a new generation of entrepreneurs leveraging sophisticated technologies to address both regional imperatives and global opportunities, while **Sebastian Man**, Chairman, Chungmei Industries, Hong Kong SAR, **Aftab Hasan**, Founder and Chairman, Global Association of InsurTech Professionals, UAE, and **Mark Paul I. Ramos**, Partner, PCMD and Co., The Philippines, reflected on what distinctively Asian characteristics – patience, family capital, long time-horizons – define successful startup ecosystems in the region. That thread was picked up again in the afternoon's Legacy and Leadership of Asian Family Enterprises, chaired by **Andrew Lo**, China Advisory Group Member, University of Oxford, Hong Kong SAR. **Fabian Tan**, Managing Director, Asia Bridge Connections, Singapore, **Catherine Shiang**, Managing Director, ACA, Hong Kong, and **Dephy Oon**, Founder & Principal Advisor, NEXARA Edge, Malaysia, discussed how family enterprises are navigating generational transitions while redefining governance, and **Akira Tsuchiya**, President, The Global Institute (TGI), Japan, **Kenny Tung**, Founder, In-Gear Legalytics, China, and **The Fei Ming**, Managing Partner, Global Private Equity, Indonesia, agreed that the next generation of family leaders bring distinct strengths – global education, digital fluency – that can harmonise tradition with a rapidly changing landscape.

Yan Weihong, Chief Executive Director, The World Association for Chinese Studies, USA

Mark Paul I. Ramos, Partner, PCMD and Co., The Philippines

Cristie Zhao, Founder & Managing Director, RéSO, China

Queen Modestus, Director, CECADS, China

Billy Chan, Chairman, Australian Chamber of Commerce in Macau, Macau SAR

John West, Executive Director, Asian Century Institute, Australia, asking a question during a plenary panel

Veronica Shim, Head of Wealth Management, Al Liwan Capital, UAE

The Fei Ming, Managing Partner, Global Private Equity, Indonesia

Nobumitsu Akai, Director, JFR Group, Japan

Jarvous Chen, Managing Director, Sinda Corporation, United Kingdom

Christian Wolfrum, Deputy President and Provost, Nanyang Technological University, Singapore

Otávio Mazieiro, Partner, Bottini & Tamasauskas, Brazil

Fabian Tan, Managing Director, Asia Bridge Connections, Singapore

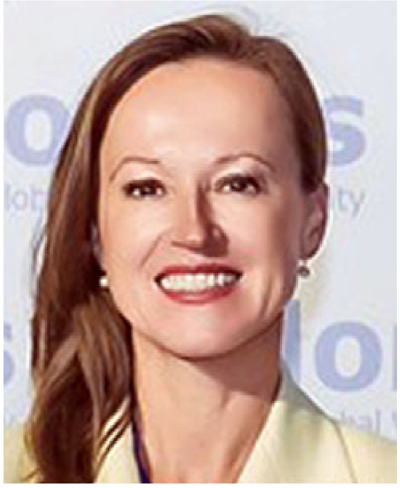
Pietro Borsano, Associate Professor, XJTLU Syntegrative Education Center, Thailand

Marko Kasic, Founder, FundLife International, The Philippines

Humphrey Chan, Managing Director, Prometric, Hong Kong SAR

Ruth P. Briones, Chair and Chief Executive Officer, Greenergy Solutions, The Philippines

Karthik Kuchipudi, Founder and Chief Executive Officer, Metawerk, Australia



Zsuzsa Anna Ferenczy, Member of Academic Council, Wilfried Martens Centre for European Studies, Belgium

A different energy filled Creative Asia: The Next Cultural Force, chaired by **Cristie Zhao**, Founder & Managing Director, RÉSO, China. **Pietro Borsano**, Associate Professor, XJTLU Syntegrative Education Center, Thailand, and **Jarvous Chen**, Managing Director, Sinda Corporation, United Kingdom, discussed how Asia's unique cultural heritage and digital capabilities are creating new paradigms for creative expression, with **Olivia Lee**, Founder, LIVVIUM, Hong Kong SAR, and **Otávio Mazieiro**, Partner, Bottini & Tamasauskas, Brazil, describing how digital platforms are reshaping intellectual-property frameworks for creative industries across the region. Education, inevitably, ran alongside: Pioneering Learning: Asia's Educational Frontier, chaired by **Christian Wolfrum**, Deputy President and Provost, Nanyang Technological University, Singapore, tackled how educational paradigms are being transformed to meet the demands of an AI-driven economy, with **Humphrey Chan**, Managing Director, Prometric, Hong Kong SAR, and **Emil Kaburuan**, Associated Professor, Astra Tech, Indonesia, discussing how new institutional models are redefining both the skills needed for tomorrow and how they are taught, while **Marko Kasic**, Founder, FundLife International, The Philippines, **Michael B. Rodriguez**, Professor, Nexford University, USA, and **Jim Yuan**, Co-founder and Partner, Joyview, The Philippines, agreed that educational systems must foster both technological fluency and essential human capabilities in equal measure. And in Building Asia's Shared Future: Cooperation in a Changing World, chaired by **Jouko Ahvenainen**, Chairman, Mission Grey, Monaco, **Billy Chan**, Chairman, Australian Chamber of Commerce in Macau, Macau SAR, **John West**, Executive Director, Asian Century Institute, Australia, and **Queen Modestus**, Director, CECADS, China, discussed how Asian nations might strengthen multilateral institutions to better reflect the region's diversity and shared ambitions, while **Zsuzsa Anna Ferenczy**, Member of Academic Council, Wilfried Martens Centre for European

Sunny Zhang, Vice President, International Green Economy Association, China

Ilídio de Ayala Serôdio, Group President, PCG Profabril Consulplano Group, Portugal

Margareta Drzeniek, Managing Partner, Horizon Group, Switzerland

Zhou Yi, Co-founder, MarvelTec, Singapore

Wolfgang Lehmacher, Operating Partner, Anchor Group, France

Glenn McCartney, Associate Professor in International Integrated Resort Management, University of Macau

Elaine Yu, Founder, Euro Asia Art Association, United Kingdom, chairing the panel on Asia's tourism

Doruk Keser, VP Digital Marketplaces, AD Ports Group, China

Edan Lee, Managing Director, Olympus Capital Asia, Hong Kong SAR

Studies, Belgium, **Thaha Muhammed Abdul Kareem**, Chief Strategic Advisor, Wathnan Holding, Qatar, and **Veronica Shim**, Head of Wealth Management, Al Liwan Capital, UAE, brought a wider perspective on how deep economic interdependence can serve as a foundation for lasting peace.

Sustainability and industry supplied a further, closely related current through the day. Pioneering Asia's Energy Transition, chaired by **Karthik Kuchipudi**, Founder and Chief Executive Officer, Metawerk, Australia, heard **Nobumitsu Akai**, Director, JFR Group, Japan, and **Ruth P. Briones**, Chair and Chief Executive Officer, Greenergy Solutions, The Philippines, describe how Asian nations are spearheading global energy-transition initiatives, developing innovative solutions for renewable deployment and storage, with **Sunny Zhang**, Vice President, International Green Economy Association, China, **Ananda Setiyo Ivannanto**, Chief Executive Officer, A-Wing Group, Indonesia, and **Edan Lee**, Managing Director, Olympus Capital Asia, Hong Kong SAR, emphasising that international cooperation, not competition between national champions, will determine how quickly clean energy scales. Its natural companion, Asia's Manufacturing Metamorphosis: Engineering Tomorrow, chaired by **Wolfgang Lehmacher**, Operating Partner, Anchor Group, France, examined how automation, IoT integration and sustainability imperatives are converging in the region's factories, with **Margareta Drzeniek**, Managing Partner, Horizon Group, Switzerland, **Ilídio de Ayala Serôdio**, Group President, PCG Profabril Consulplano Group,

Lusy Widowati, Founder and Chief Executive Officer, PT Imega Tiga Daun Indonesia

Nara Lee, Founder and Director, Brainchild Partners, Korea

One of the dialogue sessions

Portugal, and **Adhiraj Banerjee**, Founder, Open Delta, India, discussing how distributed manufacturing and smart-factory ecosystems are reshaping competitiveness, and **Zhou Yi**, Co-founder, MarvelTec, Singapore, **Doruk Keser**, VP Digital Marketplaces, AD Ports Group, China, and **Lusy Widowati,** Founder and Chief Executive Officer, PT Imega Tiga Daun, Indonesia, arguing that sustainability initiatives, once seen as a cost, are increasingly a source of manufacturing value creation in their own right.

Given the setting, it was perhaps inevitable that Asia's Tourism and Entertainment Economy: Experience as Growth Engine, chaired by **Elaine Yu**, Founder, Euro Asia Art Association, United Kingdom, drew directly on the meeting's own surroundings.

Gerald Xia, Chairman, Suzhou Eternal Smart Manufacturing Technology, China

Patricia Cheong, Founder and Managing Director, M.M Marketing Communications, Macau SAR, and **Glenn McCartney**, Associate Professor in International Integrated Resort Management, University of Macau, argued that the Hengqin-Macau ecosystem itself illustrates how destinations can evolve from single-sector models into integrated experience economies with regional and global reach, blending hospitality, creativity, technology and urban development. **Jason Wang**, Chief Operating Officer, Global Tourism Economy Forum, Macau SAR, **Nara Lee**, Founder and Director, Brainchild Partners, Korea, **Yuichiro Sato**, Chief Operations Officer, NTTDATA eCommerce Solutions, Malaysia, and **Gerald Xia**, Chairman, Suzhou Eternal Smart Manufacturing Technology, China, discussed how such integrated destinations can balance scale, quality and long-term resilience – a conversation whose truth the delegates would experience for themselves within forty-eight hours. And in the day's most speculative session, Asia 2076: Eastern Wisdom, New Productive Forces, panellists looked half a century ahead. **Ge Ming**, Advisor and Former Chairman, China Mergers & Acquisition Association, China, **Anna Lee**, Founder, HGSW Technology, China, and **Henry Hengka Ji**, Partner, Zhong Lun Law Firm, Hong Kong SAR,

Anna Lee, Founder, HGSW Technology, China

Habib Paracha, Founder, Centurion Entertainment, Pakistan

Jim Yuan, Co-founder and Partner, Joyview, The Philippines

Daniele Schilirò, Professor of Economics, University of Messina, Italy

Yuichiro Sato, Chief Operations Officer, NTTDATA eCommerce Solutions, Malaysia

Olivia Lee, Founder, LIVVIUM, Hong Kong SAR

Henry Hengka Ji, Partner, Zhong Lun Law Firm, Hong Kong SAR

argued that by 2076 Asia will have forged a unique synthesis of ancient wisdom and new productive forces, redefining what prosperity and progress mean for humanity, while **Yan Weihong**, Chief Executive Director, The World Association for Chinese Studies, USA, **Zhang Ran**, Assistant Professor, Durham University, United Kingdom, and **Daniele Schilirò**, Professor of Economics, University of Messina, Italy, discussed what the world might learn from Asia's long-termist vision of development – one that balances ecological civilisation, collective wellbeing and the full flowering of human potential.

Ge Ming, Advisor and Former Chairman, China Mergers & Acquisition Association, China

Where regional perspectives meet global thinking

Closing Plenary – Charting Asia's Path Forward

The Closing Plenary, Charting Asia's Path Forward, chaired by **Alejandro Reyes**, Senior Fellow, University of Hong Kong, Hong Kong, gave participants the chance to reflect on the convergence of innovation, sustainability and economic transformation that had run through the two days of dialogue. **Anson Chan**, Chairman and Managing Director, Bonds Group of Companies, Hong Kong, urged the community to translate insight into action, warning against summits that generate enthusiasm but not follow-through. **Skeikh Abdulla Zayed bin Saqr Al Nayhan**, Chairman, Abdulla Bin Zayed Investment Group, UAE, spoke of the deepening Gulf-Asia investment corridor as a durable structural shift rather than a passing cycle. **Janet Pau** reminded delegates that Asia's diversity is itself a competitive advantage, so long as regional institutions are built to reflect it rather than flatten it. **Wang Dong**, Executive Director, Institute for Global Cooperation and Understanding, China, closed the session - and the day – with a call for regional cooperation frameworks that are additive rather than exclusive, capable of strengthening Asia's collective voice in global governance without closing doors to partners beyond the region.

Janet Pau, Executive Director, Asia Business Council, Hong Kong SAR

The Hengqin leg of the meeting concluded with a Closing Dinner to celebrate the diverse connections forged over two days of dialogue and reflected on how emerging economic zones such as Hengqin can help shape Asia's next phase of growth, partnership and global engagement. One moment

Anson Chan, Chairman and Managing Director, Bonds Group of Companies, Hong Kong and Wang Dong, Executive Director, Institute for Global Cooperation and Understanding, China

Skeikh Abdulla Zayed bin Saqr Al Nayhan, Chairman, Abdulla Bin Zayed Investment Group, UAE

Alejandro Reyes, Senior Fellow, University of Hong Kong, Hong Kong

Yan Weihong presenting a gift to Frank-Jürgen Richter

Yves Decadt, Founder and Chief Executive Officer, Biolingus, Switzerland

Catherine Shiang, Managing Director, ACA, Hong Kong

Kenny Tung, Founder, In-Gear Legalytics, China

captured the spirit of the evening particularly well. Stepping onto the stage, **Yan Weihong**, Chief Executive Director, The World Association for Chinese Studies, USA, presented Frank-Jürgen Richter with a work of art created to celebrate Asian culture – a gesture that drew warm applause from the room and stood, in its quiet way, as a fitting close to a meeting built around the idea that dialogue, like art, is ultimately a form of gift-giving between cultures. Participants looked ahead to new opportunities for cooperation across Asia and beyond, carrying the relationships formed over the two days with them into the second, Macau leg of the meeting the following morning.

For the first time in its history, Horasis carried a single summit across two geographies. On 10 July, participants transferred across the border to Macau. The day opened with a dedicated seminar at The Londoner Macau curated by the Macau Chamber of Commerce and chaired by **Linda Hu**, President China, AIESEC Alumni Association. Macau's strategic position within the Guangdong-Macao In-Depth Cooperation Zone, the session argued, makes it a compelling destination for international investment, offering unique access to both Mainland China and global markets across finance, tourism and technology. **Kevin Ho**, Vice President, Macau Chamber of Commerce, Macau SAR, opened proceedings by setting out how Macau's business community sees its

Linda Hu, President China, AIESEC Alumni Association, speaking during dinner

Elaine Wong, Commerce and Investment Promotion Institute of the Macao SAR, Macau SAR

Kevin Ho, Vice President, Macau Chamber of Commerce, Macau SAR

Jun Liu, Rector, City University of Macau, Macau SAR

role evolving within the Greater Bay Area – not as a satellite of the Mainland economy but as a specialised gateway combining Portuguese-language ties to Lusophone markets, a common-law-adjacent legal tradition, and deep familiarity with international finance. **Elaine Wong**, of the Commerce and Investment Promotion Institute of the Macao SAR, Macau SAR, outlined the concrete mechanisms through which international investors can access the Hengqin-Macau cooperation zone, from streamlined licensing to preferential tax arrangements for qualifying enterprises. **Chan Chou Weng**, Deputy Director, Macau Economic & Technological Development Bureau detailed the government's own diversification strategy, emphasising technology, traditional Chinese medicine, modern finance and the 'big health' sector

Chan Chou Weng, Deputy Director, Macau Economic & Technological Development Bureau, Macau SAR

as the four pillars of Macau's post-gaming economy. **Jun Liu**, Rector, City University of Macau closed the keynote segment by describing the university's role in supplying the bilingual, cross-culturally fluent talent that this diversification will require, positioning Macau's higher-education sector as an underappreciated asset in the wider Greater Bay Area story.

The keynotes gave way directly to a panel discussion chaired by **José Carlos Matias**, Chief Executive Officer, Macau Business bringing together **Echo Chan**, Chair, Macau European Chamber of Commerce, **Constantino Mousinho**, General Manager, Banco Comercial Português, **John Teng**, Chief Representative, PBEC, Hong Kong SAR, and **Jeffrey Wong**, Founder and Chief Executive Officer, Spring Gate Capital, Singapore. The panel dwelt on the practicalities of doing business in Macau – regulatory clarity, banking relationships, and the softer question of how European and Asian business cultures continue to blend in a city shaped by five centuries of exactly that encounter. Closing remarks were delivered by **Wilfred Wong Ying-wai**, Executive Vice Chairman & Executive Director, Sands China, Macau SAR, and **Frank-Jürgen Richter**, Chairman, Horasis, Switzerland, who thanked the

Constantino Mousinho, General Manager, Banco Comercial Portugues, Macau SAR

Lennise Ng, Chief Executive Officer, Borong, Singapore

Andrea Marcon, Chairman, Palakiss, Italy

Iwan Dietschi, Senior Vice President of Hospitality, MGM, Macau

Echo Chan, Chairman, Macau European Chamber of Commerce

Claude Béglé, Chairman, SymbioSwiss about Asia's own traditions of ecological balance

Patricia Cheong, Founder and Managing Director, M.M Marketing Communications, Macau SAR

Macau Chamber of Commerce for curating a morning that had given delegates a concrete sense of the city's opportunities.

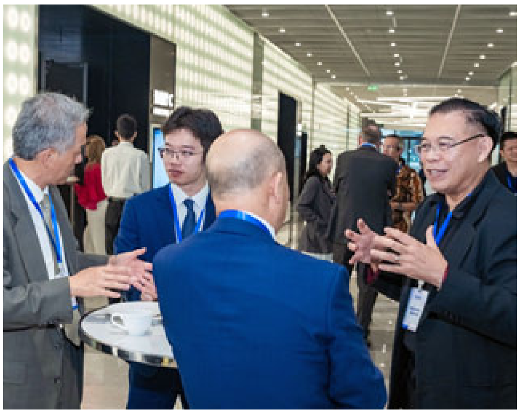
Participants then transferted to MGM Macau – the program's tone shifted from commerce to culture. Delegates were given a private tour of the Poly MGM Museum, a world-class cultural-tourism landmark where East meets West and the past inspires the present, discovering the splendour of Chinese intangible cultural heritage through a multisensory journey that seamlessly weaves tradition, culture, innovation and cutting-edge technology. Later on, at MGM's sister hotel MGM Cotai, **Iwan Dietschi**, Senior Vice President of Hospitality, MGM, welcomed the group and spoke of MGM's own philosophy of hospitality as cultural stewardship – the conviction that a resort operator's responsibility extends beyond entertainment to the preservation and presentation of heritage. **Claude Béglé**, Chairman, SymbioSwiss, Switzerland, returned to the theme he had opened two days earlier at the 5th Industrial Revolution plenary, speaking about the protection of nature and the work of the Echo Founda - tion, which he chairs. Béglé argued that the same principle of symbiosis he applies to business – cooperation among unlike parties for mutual benefit – applies with even greater urgency to humanity's relationship with the natural world, and that Asia's own traditions of ecological balance offer the world a valuable corrective to purely extractive models of growth. It was a quiet, reflective note on which to close two intense days of economic dialogue, and one that drew warm applause from a room by then well accustomed to Béglé's recurring theme across the meeting.

Macau In-Focus – Investment and Cooperation Opportunities in Macau

Wilfred Wong, the host of the Macau-focused seminar on the last summit day

Linda Hu and Frank-Jürgen Richter

The evening, and the meeting, found its finale at the MGM Theater, where delegates experienced 'Macau 2049', a groundbreaking high-tech show that combines futuristic innovation with the timeless beauty of Chinese cultural heritage and live performance. Directed by the legendary Chinese filmmaker Zhang Yimou – the visionary behind Beijing's 2008 and 2022 Olympic ceremonies – the eighty-minute residency was the first of its kind at the MGM Theater, and offered a spectacular, wordless closing statement to a meeting that had spent three days debating, in prose, exactly the themes the show rendered in light, motion and sound: a region reaching confidently into the future without loosening its grip on the past.



The future of Asia isn't predicted here – it's debated, challenged, and reimagined.

The tenth Horasis Asia Meeting leaves us with a simple but important conclusion: cooperation across borders is no longer merely an aspiration in Asia – in Hengqin and Macau, it is a working model, one that other parts of the region, and indeed the world, would do well to study. Over three days we heard how Asian technology, trade, culture and capital are converging into something more coherent than the sum of their national parts.

Asia's story over the coming decade will be written as much in places like Hengqin and Macau – new, hybrid, deliberately experimental – as in its established capitals. Horasis looks forward to continuing to chronicle that story, and to welcoming its global community once again at the next edition of the Horasis Asia Meeting, to deepen the dialogue, renew the commitment, and carry the spirit of Hengqin and Macau's connection forward into Asia's next decade of cooperation.

Ying Wong, Founder and Chief Executive Officer, B.Peachy, Macau SAR

Michael B. Rodriguez, Professor, Nexford University, USA

Final dinner at the MGM Cotai in Macau

Participants taking notes

Horasis – strangers on arrival, allies by departure.

Leaning in for the parts that matter most

Lunch table talk – sometimes where the real decisions get made

Ana-Maria and Claude Béglé and Frank-Jürgen Richter announcing the Horasis Global Summit, Medellin, Colombia

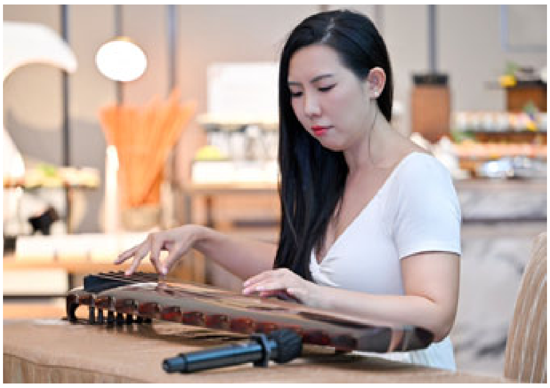
Asia's diversity, in one dialogue

Sharp questions, sharper minds – unpacking what's next for Asia

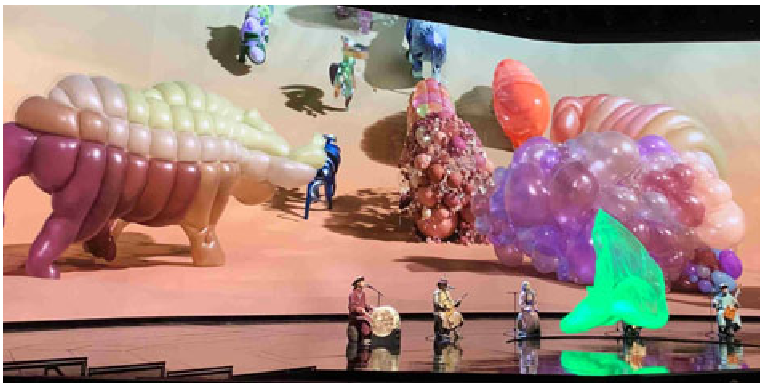
Dinner served with a side of diplomacy

Some of the best answers start as questions

The Horasis team on the stage

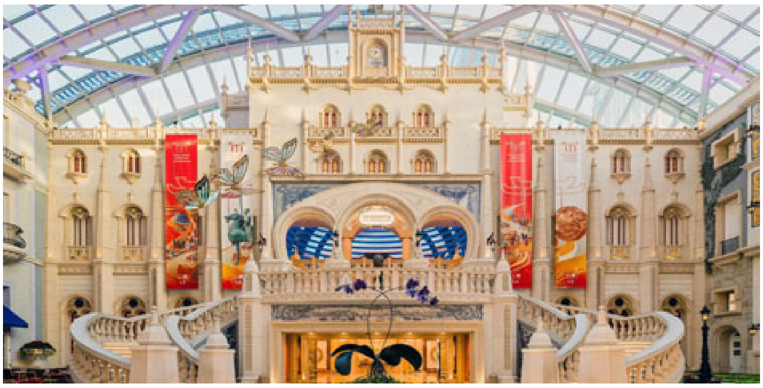


Elaine Yu playing the Guqin during the closing dinner



Evening Show 'Macau 2049', curated by legendary filmmaker Zhang Yimou

Visual experiments at the Poly MGM Museum



MGM Poly Museum

Studying the Silk Road at the Museum

At the Poly MGM Museum

Touring Macau

MGM Cotai, venue of the evening activities in Macau

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