

Horasis India Meeting

15-16 December 2025, Singapore

a Horasis leadership event

Co-hosts:

Global Schools Group

Confederation of Indian Industry (CII)

Report



Inspiring our future



Horasis India Meeting – where global leaders gather to envision India's tomorrow

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Horasis India Meeting

15-16 December 2025, Singapore

One World International School (OWIS) Digital Campus, 27A Punggol Field Walk

a Horasis leadership event



Co-hosts:

Global Schools Group

Confederation of Indian Industry (CII)



Partner Organizations:

India SME Forum

Petra Seaga

TCS



Co-chairs:

Mike Bhaskaran	Group Chief Operating Officer, DP World, UAE
Chandrakanth B. N.	Founder and Chief Executive Officer, Pairee, India
Murali Krishna Gannamani	Chief Executive Officer and Managing Director, Fluentgrid, India
Suruchii Suresh Gupta	Founder and Chief Executive Officer, GIANT Protocol, USA
Fahim Hashimy	Chairman, Hashimi Group; Former Minister of Communications and Information Technology, Afghanistan
Rajive Kaul	Chairman, Nicco Group, India
Parag Khanna	Founder and Chief Executive Officer, AlphaGeo, Singapore
Shiv Khera	Founder, Qualified Learning Systems, India
Gulu Lalvani	Chairman, Royal Phuket Marina, Thailand
Mike Liu	Vice President and Senior Fellow, Center for China and Globalization, China
Nguyen Quang Huan	Chairman, Halcom, Vietnam
Girish Ramachandran	President of Growth Markets, Tata Consultancy Services, Singapore
Diana Sabrain	Co-founder, OneAgrix, Singapore
Vinod Sekhar	Chairman, Petra Group, Malaysia
Shweta Shalini	Maharashtra Spokesperson, Bhartiya Janta Party, India
Tan Yinglan	Founding Managing Partner, Insignia Ventures Partners, Singapore
Kotaro Tamura	Senator and former Vice Minister for Fiscal Policy and Economic Policy, Japan
Atul Temurnikar	Co-Founder and Executive Chairman, Global Schools Group, Singapore
Srini Vasani	President and Chief Executive Officer, Quantum Ventura Inc, USA

Programme

Schedule 15-16 December 2025, Singapore



Monday, 15 December <i>OWIS, 27A Punggol FieldWalk</i>	Tuesday, 16 December <i>OWIS, 27A Punggol FieldWalk</i>
	09.00 – 10.00 Plenary Economic outlook
	10.30 – 12.00 Dialogue Sessions – Strategies for Success in India – State of Digitalization – Fighting Climate Change – The Power of Diaspora – Startup Nations
	12.00 – 13.00 Lunch Break Networking Lunch
14.00 – 15.00 Coffee on Arrival Virtual ribbon cutting	13.00 – 14.00 Plenary Responsible Technology
15.00 – 16.30 Dialogue Sessions – India’s Transformation – Singapore’s infrastructure – The long bi-lateral journey – Diversity – Empowering the Future with AI	14.00 – 16.30 Dialogue Sessions – World’s New Growth Engine – Investing for Impact – At the Frontier of Change – Sustainable Cities – SMEs
	15.50 – 16.00 Contact Break
16.30 – 17.30 Plenary India’s Expanding Role	16.30 – 17.30 Dialogue Sessions – Singapore’s Development – Leading Through Uncertainty – Human-Centric Growth – 5th Industrial Revolution – Education
17.30 – 18.30 Plenary ESG in the Age of AI	17.30 – 18.00 Plenary Tamil Nadu
18.30 – 18.45 Plenary Launch of the Horasis Digital Platform	18.00 – 19.00 Closing Plenary Shaping a Shared Future through Entrepreneurship
19.00 – 21.30 Opening Dinner Celebrating a Partnership for Growth	19.00 – 21.30 Closing Dinner Singapore-Indian Relations



One World International School (OWIS) Digital Campus – venue of the 2025 Horasis India Meeting



One World International School (OWIS) Digital Campus – venue of the 2025 Horasis India Meeting



Virtual Ribbon Cutting Ceremony

Summary

*By Frank-Jürgen Richter,
Chairman, Horasis, Switzerland*

The 17th Horasis India Meeting took place in Singapore over 15–16 December 2025, co-hosted by the **Global Schools Foundation (GSF)** and the **Confederation of Indian Industry (CII)**. Set on the Global Schools Campus – one of Singapore’s leading education and innovation environments – the meeting brought together around 300 senior leaders from India, Singapore, Southeast Asia, and the wider world. Across two days, participants examined how India’s accelerating economic momentum, Singapore’s role as a trusted global hub, and deeper alliances across the Global South could be leveraged to drive inclusive, sustainable development.

For more than a decade, the Horasis India Meeting has served as the foremost annual platform connecting Indian business leaders with global counterparts. This 2025 edition highlighted India’s growing self-confidence as a major growth engine, Singapore’s strategic role as a bridge across Asia, and the power of cooperation at a time when global challenges demand shared solutions. India enters the mid-2020s with strong

macroeconomic fundamentals, a rising middle class, and a rapidly maturing innovation ecosystem. Much of this momentum stems from the impact of digital public infrastructure, expanding manufacturing capacity, and an unprecedented scale-up of entrepreneurship across fintech, clean energy, agritech, healthtech, and deep tech.

However, participants repeatedly emphasised that India’s long-term success depends on broad-based progress – ensuring that employment, skills, and social protection accelerate alongside GDP. Many highlighted that India’s demographic dividend will only materialise if its youth are equipped engagement is also changing shape. Leaders showcased how India’s alliances across Southeast Asia, the Gulf, Africa, and Latin America are deepening. Through connectivity, digital public goods, and political confidence, India is becoming a core actor in the evolving architecture of the Global South.

Singapore’s role as host underlined the strategic depth of Singapore-India relations. Built on more than three decades of collaboration – strengthened by CECA, multiple digital economy frameworks, and rising people-to-people ties – the partnership is today one of Asia’s most resilient.



Arrival of Palanivel Thiaga Rajan, Minister for Information Technology & Digital Services, Tamil Nadu



Atul Temurnikar, Executive Chairman, Global Schools Foundation, Singapore, welcoming participants

Singapore remains the preferred regional base for Indian companies seeking to expand across ASEAN. Indian corporates have located their Asia-Pacific treasury centres, headquarters, and innovation labs in Singapore, while Singaporean investors increasingly view India as a growth anchor in areas including renewables, defence manufacturing, logistics, infrastructure, education, and healthcare.

Throughout the meeting, participants highlighted how India's scale and innovation combined with Singapore's governance excellence, connectivity, and neutrality created an ideal platform for co-creation across emerging sectors – AI, green energy, education, logistics, and digital finance.

The Global Schools Foundation (GSF), as venue host, symbolised the centrality of education in shaping India's and Singapore's future ambitions. The Global Schools Campus provided a dynamic setting for discussions on preparing the next generation for an era defined by AI, climate volatility, and rapid technological change. The Confederation of Indian Industry (CII), Horasis' long-standing partner for the India Meeting, ensured that the concerns, ambitions, and insights of Indian business leaders – from legacy cor -

porates to SMEs – shaped the programme. Together, GSF and CII demonstrated how education and industry collaboration can accelerate innovation, economic development, and cross-border partnerships.

In the opening plenary on 'India's Expanding Role in a Changing World', moderator **Atul Temurnikar**, Chairman, Global Schools Foundation, Singapore, opened with an extended reflection on India's rise that set both the emotional and strategic tone for the meeting. He argued that India's ascent is rooted in a long arc of educational investment, cultural resilience, and sustained societal ambition. As he noted, 'India's journey toward global leadership is not the story of a single decade or a single policy. It is the cumulative outcome of generations seeking knowledge, valuing learning, and building institutions capable of adapting to change. When a nation equips its young minds with both skills and values, global influence becomes a natural consequence rather than an aspiration.' Building on this foundation, **Murali Krishna Gannamani**, Chief Executive Officer and Managing Director, Fluentgrid, India, highlighted how digital public infrastructure and state-level innovation are accelerating India's transformation. He argued that India's strength



Shweta Shalini, Maharashtra Spokesperson, Bhartiya Janta Party, India



Murali Krishna Gannamani, Chief Executive Officer and Managing Director, Fluentgrid, India



Gulu Lalvani, Chairman, Royal Phuket Marina, Thailand

lies not only in scale, but in its ability to operationalise reform through technology-driven governance. ‘India is demonstrating that digital systems can be instruments of inclusion, not exclusion. When platforms are designed for scale, transparency, and access, they do more than deliver services – they build trust between citizens, markets, and institutions.’ His remarks underscored how technology is becoming a central pillar of India’s global credibility.

Adding a broader geopolitical perspective, **Gulu Lalvani**, Chairman, Royal Phuket Marina, Thailand, observed that India’s growing confidence is now visible in boardrooms, policy forums, and international negotiations alike. He noted that India’s diaspora, economic weight, and technologi-



Palanivel Thiaga Rajan, Minister for Information Technology and Digital Services, Tamil Nadu

cal depth have collectively reshaped global expectations. ‘India is no longer seeking invitations; it is shaping the agenda. The world senses a different India – more assured, more outward-looking, and more willing to lead.’ From a policymaker’s standpoint, **Shweta Shalini**, Maharashtra Spokesperson, Bhartiya Janta Party, India, emphasised that India’s global rise must remain anchored in social stability and opportunity creation. She stressed that reform momentum must translate into broad-based progress, warning that growth which fails to carry people along ultimately undermines itself. As she put it, ‘Sustainable leadership comes from aligning economic ambition with social confidence. When people feel included in progress, reform gains legitimacy and durability.’ Together, the speakers framed India’s expanding global role not simply as an economic story, but as a convergence of education, technology, governance, and social trust. The discussion invited participants to view India’s leadership in the world through a wider lens – one that balances ambition with responsibility, scale with inclusion, and growth with long-term societal resilience.

Palanivel Thiaga Rajan, Minister for Information Technology and Digital Services, Government of Tamil Nadu, explai-



Arrival of Michal Gramatyka, Deputy Minister for Digital Affairs, Poland



Girish Ramachandran, President of Growth Markets, Tata Consultancy Services, Singapore

ned that Tamil Nadu today represents the second-largest state economy in India and is pursuing sustained double-digit growth. He positioned the state as one of the country's most attractive investment destinations, underpinned by strong industrial foundations, skilled human capital, and policy continuity. Central to this strategy, he noted, is digitalisation, which has become a powerful catalyst for employment generation, productivity gains, and inclusive economic development. By embedding digital platforms across public services, manufacturing, and urban infrastructure, Tamil Nadu is accelerating ease of doing business while simultaneously expanding opportunities for SMEs, startups, and young talent. In his view, the state's ability to combine scale with governance efficiency and technology-led reform makes it a model for how sub-national economies can drive national growth in an increasingly competitive global landscape.

A dedicated exchange also took place with a Polish delegation led by **Michal Gramatyka**, Deputy Minister for Digital Affairs of Poland, who joined the Horasis India Meeting to explore new avenues for cooperation with India, and with the state of Tamil Nadu in particular. Discussions focused on digital governance, deep-tech

collaboration, and industrial digitalisation, with both sides recognising strong complementarities between Poland's technology capabilities and India's scale, talent base, and reform momentum. Tamil Nadu was highlighted as a natural entry point for Polish companies, given its advanced manufacturing ecosystem, fast-growing digital infrastructure, and proactive approach to innovation-led development. The dialogue underscored a shared interest in translating bilateral goodwill into concrete partnerships across digital services, smart industry, and skills development.

India's ongoing transformation emerged as a central theme, with leaders examining how reform, innovation, and governance must advance together to sustain the country's



Shiv Khera, Founder, Qualified Learning Systems, making a point during the Opening Plenary



Malgorzata Bonikowska, President, Center for International Relations, Poland



Deputy Minister Michal Gramatyka and Minister Palanivel Thiaga Rajan

momentum. Chair **Sudhir Sharma**, Chairman, Mitkat Services, India, opened the discussion by noting that transformation in India is no longer a slogan but a lived reality, shaped by millions of decisions taken daily across government, enterprise, and society. He emphasised that the challenge ahead lies in maintaining coherence between ambition and execution as India scales its growth model. **Malgorzata Bonikowska**, President, Center for International Relations, Poland, added a comparative geopolitical perspective, observing that Europe increasingly views India as a stabilising force in a fractured global order. She noted that India's trajectory commands attention not only because of its economic scale, but because it demonstrates that democratic governance and long-term development can reinforce

one another. As she remarked, 'India's transformation is watched with interest because it shows that openness, pluralism, and growth need not be in conflict.' From a human-capital and education standpoint, **Rishabh Khanna**, Founder and Chief Executive Officer, Suraasa, Singapore, highlighted the central role of teachers, skills, and continuous learning in sustaining India's rise. He argued that India's demographic dividend will only materialise if education systems evolve in step with technological change, noting that 'the future of India's competitiveness will be decided not in factories alone, but in classrooms that prepare educators and learners for an AI-enabled world.' **Deepshikha Kumar**, Founder, SpeakIn, Singapore, focused on the expanding influence of India's knowledge economy, pointing out that Indian professionals are increasingly shaping leadership cultures and decision-making norms across Asia and beyond. In her words, 'India's soft power today flows less through products and more through people – experts, mentors, and leaders who carry Indian perspectives into global organisations.'



Deepshikha Kumar, Founder, SpeakIn, Singapore

Turning to entrepreneurship and regional innovation, **Rakesh Murali**, Cofounder, Chennai Startups, India, emphasised the growing dynamism of India's startup eco-



Rishabh Khanna, Founder and Chief Executive Officer, Suraasa, Singapore



Brian Wong, Chief Strategy Officer, Hong Kong-ASEAN Foundation, Hong Kong



Richard Rekhy, Executive Vice-Chairman, Grand Thornton Bharat, India

systems beyond the major metropolitan centres. He described how Tier-2 and Tier-3 cities are rapidly building their own innovation hubs, driven by local problem-solving and ambition. As he put it, ‘These ecosystems may have fewer resources, but they are fuelled by urgency and hunger – and that often produces more resilient innovation.’ Concluding the discussion, **Brian Wong**, Chief Strategy Officer, Hong Kong-ASEAN Foundation, Hong Kong, situated India’s transformation within a broader Asian context. He argued that Asia is entering a phase in which India’s choices on trade, talent mobility, and technology adoption will increasingly set regional benchmarks. He noted that India’s deepening engagement with Southeast Asia positions it as a key architect of the region’s future economic and institutional frameworks.

He argued that success in today’s India requires strategic patience, local insight, and institutional alignment rather than short-term opportunism. From an operating-investor perspective, **Vivek Chhabra**, Director, Inbrev Holdings, Singapore, observed that India’s consumer and business markets have matured rapidly. Digital payments, formalisation, and rising purchasing power have fundamentally changed how companies compete. As he put it, ‘scale alone is no longer enough – firms must combine scale with relevance and trust.’

Sudhakar Gande, Founder and Chairman, Lexicon Finance, India, highlighted the importance of financial structuring and local capital-market knowledge. He noted that India rewards investors who under-

In the session ‘Strategies for Success in India’, participants examined how global investors and enterprises can navigate India’s evolving economic landscape and convert reform momentum into sustainable long-term value. Chair **Richard Rekhy**, Executive Vice-Chairman, Grant Thornton Bharat, India, opened the discussion by noting that India has moved decisively from being opportunity-rich but unpredictable to ‘structured, competitive, and increasingly transparent.’



Navien M Makhija, Regional Head, The Times of India



Sudhakar Gande, Founder and Chairman, Lexicon Finance, India



Carolina Halladin, Managing Director, Halladin Trade Advisory, Poland



Amol Khanekar, Senior Consultant, Global Fusion Capital, Singapore



Vikram Limsay, Founder and Managing Partner, Helicon Consulting, India

stand regulatory sequencing and cash-flow realities, emphasising that ‘India is not difficult – it is nuanced, and nuance is where value is created.’ Adding a European trade and policy lens, **Carolina Halladin**, Managing Director, Halladin Trade Advisory, Poland, pointed out that India’s growing alignment with global standards is opening new opportunities for cross-border partnerships. She stressed that regulatory convergence, supply-chain diversification, and geopolitical realignment are making India a more central pillar in European and global investment strategies. From a capital-allocation standpoint, **Amol Khanekar**, Senior Consultant, Global Fusion Capital, Singapore, argued that Singapore plays an outsized role as India’s financial launchpad.

He noted that Singapore’s governance credibility, legal certainty, and structuring expertise enable global investors to enter India with greater confidence, reducing friction while preserving long-term flexibility.

Srikanth Kumar Kota, Director, Nucleus Consulting & Gamification, India, highlighted the growing role of behavioural insights and organisational design. He argued that companies succeed in India when they invest not only in systems, but also in culture, incentives, and leadership capability at scale. From an advisory perspective, **Vikram Limsay**, Founder and Managing Partner, Helicon Consulting, India, emphasised strategic literacy. He noted that foreign firms perform best when they understand the political economy behind reforms – not only the reforms themselves – observing that ‘context is as important as compliance.’

Xavier Prabhu, Founder and Managing Director, PRHUB, India, reminded the audience that reputation and communication remain decisive in a large, democratic, and highly visible market. As he put it, ‘credibility is a currency in India, and companies that invest in it early reap outsized rewards.’ Concluding the panel, **Ramesh Subrahmanian**, Member of the Supervisory Board, Laurus Labs, Singapore, underscored that long-term success



Xavier Prabhu, Founder and Managing Director, PRHUB, India



Ramesh Subrahmanian, Member of the Supervisory Board, Laurus Labs, Singapore



Avi Basu, Founder and Chief Executive Officer, Wingsure, USA



Ashish Rajpal, Founder & CEO, XSEED Education



Arvind Uppal, Chairman, Whirlpool India, India



Neetu Mehta, Director Media, Horasis

in India depends on patience, partnerships, and localisation of decision-making. He stressed that firms that embed themselves in India’s institutional and talent ecosystems are best positioned to grow alongside the country’s development trajectory.

The influence of India’s global diaspora added another critical dimension to the conversation. Chair **Avi Basu**, Founder and Chief Executive Officer, Wingsure, USA, opened by noting that diaspora networks have become one of India’s greatest strategic assets. He emphasised that the combination of Indian heritage and global exposure often produces leaders who can translate between worlds – business cultures, regulatory systems, and national priorities. This translational capacity, he argued, is becoming indispensable as India deepens its global partnerships and as international investors seek trusted pathways into the Indian market. **Ashish Rajpal**, Founder, XSEED Education, Singapore, stressed the educational dimension of the diaspora’s influence. He argued that diaspora-led innovation in pedagogy, assessment, and teacher training is reshaping classrooms from Bengaluru to Bangkok. As he put it, ‘Education is the most enduring form of diplomacy – it shapes how societies think long before they decide.’ From the perspective of financial inno-

vation, **Amit Shah**, Founder and Chief Executive Officer, Wylth, Singapore, highlighted the diaspora’s growing role in fintech and digital finance. He observed that Indian founders based in Singapore often combine ambition with regulatory discipline, noting that ‘this balance between speed and trust is exactly what the global financial system needs.’ **Arvind Uppal**, Chairman, Whirlpool India, India, connected these themes back to India’s domestic transformation. He argued that diaspora professionals bring global standards, international networks, and elevated expectations into Indian boardrooms, steadily raising the quality of leadership, governance, and strategic decision-making across sectors.



Peter J R Aylwin, Director, Aetos Holdings



Amit Shah, Founder and Chief Executive Officer, Wylth, Singapore



Ravi Machiraju, Chief Executive Officer, Maxima Global Executive Search, Singapore



Ko Kheng Hwa, Chairman, Univers, Singapore



Prasoon Dayal, Chief Investment Officer, Global Schools Group, Singapore

Adding a leadership and talent perspective, **Ravi Machiraju**, Chief Executive Officer, Maxima Global Executive Search, Singapore, described the diaspora as ‘a distributed leadership network,’ capable of opening doors across industries and geographies that formal diplomacy alone cannot reach. He noted that diaspora executives often act as informal connectors, accelerating trust and collaboration in cross-border ventures. **Vishnu Mohan**, Founder and Chief Executive Officer, Avyan Holdings, Singapore, expanded on this view, observing that Indian entrepreneurs in Singapore frequently serve as early ambassadors for Indian markets. By introducing global partners to India’s regulatory realities, consumer dynamics, and growth potential, they help de-risk entry and catalyse long-term invest-

ment. The panel ultimately converged on a shared conclusion: India’s diaspora is not merely a bridge between economies. It is an engine of innovation, leadership circulation, and cultural fluency – uniquely positioned to deepen the India-Singapore partnership and to shape Asia’s evolving economic future.



Vishnu Mohan, Founder and Chief Executive Officer, Avyan Holdings, Singapore

In the plenary session on **ESG in the Age of AI**, moderator **Girish Ramachandran**, President of Growth Markets, Tata Consultancy Services, Singapore opened with an extended provocation: that the coming decade will test not technology, but the quality of human stewardship. He said that while AI has placed immense analytical power in the hands of governments and enterprises, its impact will depend entirely on the intentions of those deploying it. ‘Technology,’ he reminded the audience, ‘is neutral only in theory. In practice, it reflects the choices, courage, and convictions of the leaders who guide it. AI can drive sustainability, but it can also accelerate waste and inequality. The responsibility lies squarely with us. – exposing supply chain gaps, carbon footprints, and labour risks with unprecedented clarity.’ **Ko Kheng Hwa**, Chairman, Univers, Singapore warned that transparency alone is insufficient, saying indirectly that too many organisations still treat disclosure as performance. Adding a



Sudhir Sharma, Chairman, Mitkat Services, India



Preeti Dubey, Founder, Strive High, Singapore



Nguyen Quang Huan, Chairman, Halcom, Vietnam



Mike Liu, Vice President and Senior Fellow, Center for China and Globalization, China



Pravin Kumar Dwivedi, President, AWOKE India Group, India



Ameer Ibrahim, Chairman, Future Governance Forum, United Kingdom

geopolitical and international governance angle, **Mike Liu**, Vice President and Senior Fellow, Center for China and Globalization, China argued that AI has the potential to reduce mistrust between nations, but only if common standards are created. He noted that across Asia’s major economies, technologists and policymakers are asking variations of the same questions regarding data sovereignty, fairness, and resilience. As he framed it, ‘AI gives us a rare alignment of interests across the region. If we use it wisely, it can become the backbone of cooperation – not competition.’ From this foundation, **Diana Sabrain**, Co-founder, OneAgrix, Singapore elaborated on the relationship between transparency and action. She argued that AI could dismantle long-standing information asymmetries – ‘AI must help us do both.’ The panel concluded that ESG in the AI era requires multilevel action: from ethical governance frameworks to regionally harmonised protocols, and from corporate responsibility to community inclusion. The real promise of AI lies not in efficiency alone, but in enabling better choices – choices rooted in accountability, compassion, and long-term thinking. In contrast, **Nguyen Quang Huan**, Chairman, Halcom, Vietnam grounded the discussion in the realities of emerging economies. He emphasised that

climate action cannot be separated from development needs, arguing that many countries in Asia face simultaneous challenges of industrialisation, poverty reduction, and environmental stress. His view was clear: ‘We cannot afford to debate whether we prioritise people or the planet. In our region the only viable solution is to uplift communities while reducing emissions.’

As discussions shifted from artificial intelligence to the broader dimensions of sustainable and inclusive development, a session explored how India and Singapore are translating vision into practice across finance, climate strategy, culture, and social inclusion. Chair **Preeti Dubey**, Founder, Strive High, Singapore, opened by observing that investors today are no longer asking whether impact matters, but how to embed



Diana Sabrain, Co-founder, OneAgrix, Singapore



Deepa Gopalan Wadhwa, Former Indian Ambassador to Japan, Sweden, and Qatar, India



Ralf Hirt, Founder and Chief Executive Officer, CovQ by 8W8, USA



Yingying Li, Founder, Yingfluence, Singapore

it into every decision. She framed sustainability not as a trend, but as a discipline that increasingly defines long-term value creation. **Ralf Hirt**, Founder and Chief Executive Officer, CovQ by 8W8, USA, brought a technology-forward perspective, arguing that AI-powered transparency and risk-intelligence tools will soon make it impossible for organisations to hide behind vague sustainability claims. In his view, digital traceability is rapidly becoming a baseline expectation rather than a differentiator in global markets.

From an investment standpoint, **Ravi Chidambaram**, President and Co-Founder, TC Capital, Singapore, noted that institutional investors across Asia increasingly view ESG not as a screening filter but as a



Win Nander Thyke, Strategic Advisor on Responsible Gemstone Mining, Myanmar

fundamental driver of value creation. He emphasised that capital allocation decisions are now shaped by long-term resilience, governance quality, and exposure to climate and social risks. **Yingying Li**, Founder, Yingfluence, Singapore, highlighted the central role of trust and communication in scaling impact. She noted that sustainability initiatives only gain traction when narratives are authentic and leadership is accountable, observing that credibility has become as important as capital in impact-driven ventures. Adding a diplomatic and geopolitical dimension, **Deepa Gopalan Wadhwa**, Former Indian Ambassador to Japan, Sweden, and Qatar, India, stressed that sustainable finance and development priorities now shape international partnerships as much as trade or security considerations. She underlined that countries able to align climate ambition with inclusive growth will command greater strategic influence in the years ahead.

From the perspective of natural resources and extractives, **Win Nander Thyke**, Strategic Advisor on Responsible Gemstone Mining, Myanmar, closed the discussion with a grounded reminder that responsible growth begins at the community level. As she argued, development becomes sustainable only 'when communities see themselves



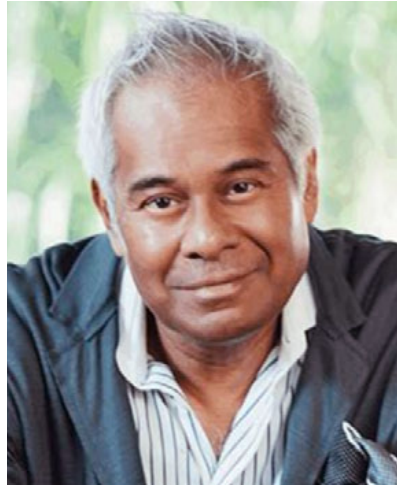
Oliver Schaaf, Managing Director, Realog Consulting, Germany



Leong Sze Hian, President, Society of Financial Service Professionals, Singapore



H.E. Sheikh Abdulla Bin Zayed Saqr Al Nahyan, UAE



Ravi Chidambaram, President and Co-Founder, TC Capital, Singapore



Yuki Aizawa, APAC Director, Women in Tech, Malaysia



Zijian Khor, Senior Assistant Director, National Environment Agency (NEA), Singapore



Mac McKenzie, Co-founder, Bridge Institute, Singapore



Bhaskaran S, Managing Director, Invosystems Solutions, Singapore

as beneficiaries, not casualties, of economic progress.’ Complementing these perspectives, **Yuki Aizawa**, APAC Director, Women in Tech, Malaysia, emphasised that inclusive growth starts with expanding access to opportunity. Drawing on her work advancing women in technology, she remarked that ‘capital that ignores half the population cannot call itself strategic,’ underscoring the link between gender inclusion, innovation, and long-term competitiveness. The discussion converged on a shared conclusion: India and Singapore are well positioned to lead Asia’s next chapter of impact-driven transformation. By aligning capital, technology, governance, and inclusion, both economies can help shape a development model that is resilient, transparent, and socially grounded.

A parallel conversation examined how India and Singapore can confront climate change while continuing to deepen economic growth. Chair **Mac McKenzie**, Co-founder, Bridge Institute, Singapore, framed the challenge bluntly, noting that ‘the climate clock is moving faster than the economic clock,’ while arguing that India’s rapidly expanding digital infrastructure offers a critical head start in aligning climate action with growth. **Bhaskaran S**, Managing Director, Invosystems Solutions, Singapore,

highlighted the role of digital platforms and systems integration in enabling climate-smart decision-making across energy, transport, and industry. He emphasised that data-driven coordination will be essential to synchronise policy, investment, and implementation at scale. From a public-sector and regulatory perspective, **Zijian Khor**, Senior Assistant Director, National Environment Agency (NEA), Singapore, underlined the importance of credible measurement, reporting, and verification frameworks. He noted that climate strategies only gain traction when supported by robust institutional systems that translate ambition into enforceable standards and measurable outcomes.

Vipin Pathak, Founder and Chairman, Care24, India, brought healthcare into the



Vipin Pathak, Founder and Chairman, Care24, India



Shaline Serpes, Director, Holiday Crafters, India



Atul Temurnikar, Executive Chairman, Global Schools Foundation and Thaha Muhammed Abdul Kareem, Director, Wathnan Holding, Qatar

discussion, stressing that climate resilience must include public health resilience. He pointed out that rising temperatures, pollution, and extreme weather events are already reshaping health outcomes, particularly for vulnerable populations, and argued that climate adaptation strategies must integrate care systems alongside infrastructure. From the tourism sector, **Shaline Serpes**, Director, Holiday Crafters, India, emphasised that sustainable travel is rapidly becoming a competitive advantage rather than a niche offering. She observed that travellers increasingly reward destinations and operators that demonstrate environmental responsibility, community engagement, and long-term stewardship.

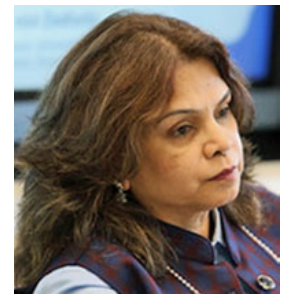
Lusy Widowati, Founder, PT Imega Tiga



Jenny Hadikusuma, Chief Sustainability Officer, Nature and Beyond, Indonesia

Daun, Indonesia, complemented these perspectives with an agribusiness lens, arguing that climate-smart agriculture is no longer a moral choice but an economic necessity. She highlighted how adaptive farming practices can protect livelihoods while strengthening food security across climate-vulnerable regions. Concluding the discussion, **Jenny Hadikusuma**, Chief Sustainability Officer, Nature and Beyond, Indonesia, argued that climate leadership in Asia will depend on scalable, nature-based solutions rooted in local ecosystems. She stressed that aligning biodiversity protection with economic incentives is essential for achieving durable climate outcomes.

In the session ‘Harnessing Heritage and Innovation for Human-Centric Growth’, Chair **Bhaskar Reddy**, Chief Executive Officer, Growth Box, India, introduced the dialogue by suggesting that societies move forward not by abandoning cultural roots, but by reinterpreting them for the modern age. He framed the discussion around the idea that innovation gains durability when it is anchored in shared values, cultural memory, and social trust. Building on this foundation, **Thaha Muhammed Abdul Kareem**, Director, Wathnan Holding, Qatar, offered a Gulf perspective, arguing that India’s tradition of frugal and adaptive



Vidyottama Sharma, Founder & Chief Executive Officer, Only Women, India



Bhaskar Reddy, Chief Executive Officer, Growth Box, India



Takashi Kawabata, Senior Vice President, Kroll International



Lusy Widowati, Founder, PT Imega Tiga Daun & Emil Kaburuan, Founder, KOMPIS Creative Solution, Indonesia



Sushma Morthania, Founder and President, Women Entrepreneurs Forum, India



Robinder Sachdev, President, The Imagindia Institute, India

innovation provides important lessons for economies undergoing rapid diversification. He noted that inclusive growth models that balance efficiency with social cohesion are increasingly relevant across emerging markets. **Robinder Sachdev**, President, The Imagindia Institute, India, connected cultural identity to governance, suggesting that public imagination plays an often underrated role in how societies adopt new technologies. He argued that innovation succeeds when it resonates with collective narratives rather than being framed purely as a technical upgrade.



Aravind V. Sreedharan, Paediatric Endocrinologist, KK Women's & Children's Hospital, Singapore

From a human-centred healthcare perspective, **Aravind V. Sreedharan**, Paediatric Endocrinologist, KK Women's & Children's Hospital, Singapore, emphasised that sustainable growth must include well-being, early intervention, and systems that place dignity at the centre of care. He noted that technological progress loses its meaning if it fails to improve quality of life. The session concluded with a philosophical reflection from **Padma Shri Sadguru Brahmeshanand Acharya Swamiji**, Spiritual Leader, India, who reminded participants that technological acceleration without ethical grounding risks hollow progress. As he observed, 'technology without values creates speed, not progress.'

In the session 'Diversity as a Driver of Innovation', Chair **Vidyottama Sharma**, Founder and Chief Executive Officer, Only Women, India, framed the discussion around the idea that inclusion must translate into influence. She set a clear tone by arguing that diversity is meaningful only when it reshapes decision-making structures rather than remaining symbolic. **Sushma Morthania**, Founder and President, Women Entrepreneurs Forum, India, highlighted the entrepreneurial dimension, noting that women-led MSMEs in India are driving some of the country's most resilient and adaptive business models. She emphasised that these enterprises often combine financial discipline with social impact, making them well suited to volatile economic environments.



Padma Shri Sadguru Brahmeshanand Acharya Swamiji



Abdullah Khurram, Chief Executive Officer, Foresight Quotient, Singapore



Balaji Swaminathan, Chief Executive Officer and Founder, SAIML, Singapore



Robin Nguyen, Founder and Chief Executive Officer, IBI Global, Vietnam

Bringing an ASEAN perspective, **Robin Nguyen**, Founder and Chief Executive Officer, IBI Global, Vietnam, observed that multicultural environments tend to produce founders who are comfortable with ambiguity and therefore more open to innovation. He argued that exposure to multiple cultural and regulatory contexts strengthens problem-solving capabilities and strategic flexibility. From a legal and institutional standpoint, **Anuj Shah**, Partner, Khaitan & Co, India, stressed that inclusion requires robust legal and governance frameworks. He noted that minority participation in business and leadership cannot be sustained without clear protections, transparency, and accountability embedded in corporate and regulatory systems. **Abdullah Khurram**, Chief Executive Officer, Foresight Quotient, Singapore, offered a leadership perspective, suggesting that diverse teams consistently

make better decisions because they are more likely to challenge assumptions and avoid groupthink. As he put it, diversity enables organisations to ‘stress-test ideas that homogeneous teams never even question.’ Adding an academic lens, **Max von Zedtwitz**, Professor, University of St. Gallen, Switzerland, linked diversity directly to innovation outcomes. He argued that heterogeneous teams are better equipped to navigate technological disruption and global complexity, particularly in research-driven and entrepreneurial environments.

As the programme turned its attention to Singapore’s central role in the region, a session examined how the city-state continues to shape the economic geography of Asia through reliability, connectivity, and institutional trust. Chair **Paul Bradley**, Chief Executive Officer, Caprica International, Singapore, drawing on decades of global supply-chain experience, opened with a reminder that Singapore’s success has never been accidental. He described it as the outcome of ‘a national discipline that combines foresight with flawless execution,’ arguing that as global supply chains undergo structural shifts, Singapore’s ability to provide predictability in an unreliable world will only grow in strategic importance.



Max von Zedtwitz, Professor, University of St. Gallen, Switzerland



Anuj Shah, Partner, Khaitan & Co, India



Paul Bradley, Chief Executive Officer, Caprica International, Singapore, chairing a panel



Panel 'The Long Bilateral Journey – India and Singapore'



Wolfgang Lehmacher,
Operating Partner, Anchor Group,
Hong Kong

Wolfgang Lehmacher, Operating Partner, Anchor Group, Hong Kong SAR, followed with a systems-level observation, noting that Singapore has mastered the creation of 'frictionless corridors' through which trade, data, and capital can flow with exceptional efficiency. In an era of fractured globalisation, he argued, these corridors increasingly 'become bridges the world depends on.'



LN Sadani, Chief Executive Officer,
Lensbridge Capital, Singapore

From an investment perspective, **LN Sadani**, Chief Executive Officer, Lensbridge Capital, Singapore, highlighted Singapore's evolving role as a trusted investment hub linking India, ASEAN, and the Middle East. He observed that Singapore's credibility and governance standards allow diverse stakeholders to collaborate on complex cross-border transactions, significantly lowering friction for long-term capital.



Ken Soh, Chief Executive Officer,
Athena Dynamics, Singapore

Addressing digital risk and resilience, **Ken Soh**, Chief Executive Officer, Athena Dynamics, Singapore, warned that the next phase of infrastructure development must treat cybersecurity and digital trust as national assets. As he emphasised, 'connectivity without security is a vulnerability, not an advantage.'

Balaji Swaminathan, Chief Executive Officer and Founder, SAIML, Singapore, added that Singapore's financial and regulatory architecture is enabling new models of blended finance, particularly in support of green transformation and sustainable infrastructure. He noted that the city-state's ability to align capital markets with climate objectives is becoming a key differentiator in Asia. Concluding the discussion, **Cherie Wang**, Co-founder and Chief Executive Officer, Planner Bee, Singapore, emphasised that Singapore's future infrastructure strategy must balance efficiency with inclusivity. As she put it, 'a truly modern city is not just smart – it is human-centred.' Together, the speakers highlighted Singapore's critical position at the intersection of logistics, technology, finance, and trust – reinforcing its role as a cornerstone of regional integration and a stabilising force in Asia's evolving economic landscape.



Cherie Wang, Co-founder and Chief Executive Officer,
Planner Bee, Singapore



Rajiv Kochhar, Founder and Chief Executive Officer, Avista Advisory Group, Singapore



Alvin Oh, Managing Director, Wisdom International Group, Singapore



Sharon Lim, Chief Executive Officer, Singapore Venture & Private Capital Association, Singapore

A complementary session explored how Singapore itself is moving into a new phase of national development, examining how the city-state is redefining competitiveness in an era of uncertainty. Chair **Sharon Lim**, Chief Executive Officer, Singapore Venture & Private Capital Association, Singapore, framed the discussion by noting that Singapore is no longer benchmarking itself against past successes, but against the uncertainties of the future. She described this shift as ‘the transition from excellence to relevance – ensuring Singapore remains indispensable in a world that keeps rewriting the rules.’ From an investment and partnership perspective, **Lisa Botos**, Founding Partner, Private Partners & Co, Singapore, reflected on Singapore’s ability to blend public-sector foresight with private-sector agility. She



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

argued that the nation’s enduring strength lies in ‘a culture that rewards precision but also welcomes reinvention,’ enabling it to adapt without sacrificing institutional trust. **Chien Wei Chia**, Founder, InGeNio, Singapore, emphasised that the next frontier of competitiveness will centre on human-machine collaboration rather than automation alone. He noted that societies that thrive will be those that ‘treat technology as a partner, not a threat,’ integrating AI in ways that augment human capability rather than replace it.



Chien Wei Chia, Founder, InGeNio, Singapore

Adding an operational and enterprise-technology lens, **Balwant Jain**, Founder and Chief Executive Officer, Optimum Solutions, Singapore, suggested that Singapore’s future competitiveness will be shaped by how effectively organisations adopt artificial intelligence in ethical, secure, and scalable ways. He argued that trust and governance will become as important as technical sophistication. From the vantage point of family offices and cross-border capital, **Alvin Oh**, Managing Director, Wisdom International Group, Singapore, highlighted the growing role of long-term private capital in shaping Singapore’s next growth phase. He noted that investors increasingly value the city-state’s stability, transparency, and ability to align financial returns with long-term



Balwant Jain, Founder and Chief Executive Officer, Optimum Solutions, Singapore



Kratti Agrawal, Co-founder, Verdus Technologies, Singapore



Tan Chin Nam, Chairman, Global Fusion Capital, Singapore



Varun Kalsi, Director, Cyril Amarchand Mangaldas, Singapore



Dinesh Chandra, Managing Director, Consulting Curve, Singapore

societal objectives. **Siddharth Poddar**, Founder and Managing Editor, StoneBench, Singapore, added a strategic and narrative perspective, observing that how Singapore tells its own transformation story matters for attracting global talent, entrepreneurs, and investors. He argued that relevance in the coming decade will depend as much on intellectual leadership as on infrastructure. Concluding the session, **Tan Chin Nam**, Chairman, Global Fusion Capital, Singapore, underlined that global investors continue to look to Singapore for its rare ability to combine economic dynamism with institutional stability. He emphasised that this balance positions Singapore as a trusted anchor amid global volatility.

These reflections naturally led into a wider examination of India and Singapore’s long bilateral journey – a partnership built on trust, shared ambition, and complementary strengths. Chair **Rajiv Kochhar**, Founder and Chief Executive Officer, Avista Advisory Group, Singapore, opened the discussion by describing the relationship as ‘one of Asia’s most durable compacts,’ grounded in economic pragmatism, institutional trust, and cultural respect. He noted that the partnership endures because both nations place a premium on long-term thinking rather than short-term alignment. From an

innovation and sustainability perspective, **Kratti Agrawal**, Co-founder, Verdus Technologies, Singapore, highlighted how collaboration between India and Singapore is increasingly focused on scalable solutions in climate technology and sustainable infrastructure. She emphasised that cross-border innovation benefits when regulatory clarity, capital access, and technical talent are aligned across both ecosystems.

Offering a legal and regulatory viewpoint, **Varun Kalsi**, Director, Cyril Amarchand Mangaldas, Singapore, underlined the importance of predictable legal frameworks in sustaining bilateral investment flows. He argued that regulatory harmonisation, contract certainty, and dispute-resolution mechanisms are critical enablers of long-



Siddharth Poddar, Founder and Managing Editor, StoneBench, Singapore



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



Nihal D. Chauhan, Founder, Indo-Pacific Advisory, Singapore



Arun Pandit, Co-founder, Hyphen SCS, India

term India-Singapore cooperation. **Lionel Lee**, Partner, InvesUnited, Singapore, brought an investor’s perspective, emphasising that Singapore offers the governance stability, transparency, and risk management global capital requires, while India provides the scale, growth momentum, and innovation depth that investors seek. Together, he noted, these attributes create a compelling corridor for long-term capital deployment. From a private equity standpoint, **Avnish Mehra**, Vice Chairman, Everstone Capital Asia, Singapore, observed that India-Singapore collaboration is increasingly moving beyond transactional investment toward platform-building partnerships. He highlighted the growing appetite for long-horizon investments across infrastructure, healthcare, and technology-enabled services.



Manik Shaw, Chief Executive Officer, Eversunshine Capital Group, Singapore

Roopen Roy, Founder and Chief Executive Officer, Sumantrana, India, added historical and policy depth, noting that the bilateral relationship has remained resilient through multiple economic and geopolitical cycles precisely because it is anchored in mutual benefit and shared values. Concluding the discussion, **Manik Shaw**, Chief Executive Officer, Eversunshine Capital Group, Singapore, looked ahead to the next phase of cooperation. He argued that future growth will be driven by cross-border ventures in climate finance, digital infrastructure, and deep technology – areas where India’s scale and Singapore’s precision are uniquely complementary.

The final Singapore-focused dialogue looked ahead to 2050 and the sweeping transformations expected to reshape global systems, with particular attention to how India and Singapore can jointly influence the future of the Indo-Pacific. Chair **Vijay Sambamurthi**, Founder and Managing Partner, Lexygen, Singapore, opened the discussion with an assessment that resonated across sectors, noting that ‘the world is entering an age where agility will matter more than scale.’ He suggested that India and Singapore, because of their complementary strengths, are uniquely positioned to co-author new templates for regional



Lionel Lee, Partner, InvesUnited, Singapore



Vijay Sambamurthi, Founder and Managing Partner, Lexygen, Singapore



Avnish Mehra, Vice Chairman, Everstone Capital Asia, Singapore



Minister Palanivel Thiaga Rajan meeting with other dignitaries



Raja Manickam, Founder and Chief Executive Officer, iVP Semiconductor, Singapore

and global resilience. **Nihal D. Chauhan**, Founder, Indo-Pacific Advisory, Singapore, emphasised that the Indo-Pacific is rapidly becoming the centre of gravity for global strategy. He argued that India-Singapore cooperation will play a decisive role in determining how inclusive and balanced this shift becomes, particularly as economic, technological, and geopolitical interests increasingly converge in the region.

From an industrial and deep-technology perspective, **Raja Manickam**, Founder and Chief Executive Officer, iVP Semiconductor, Singapore, spoke about technological sovereignty as an emerging currency of national power. He noted that resilient semiconductor value chains are now central to economic security, arguing that ‘India’s talent and Singapore’s precision can build value chains the world can trust.’ Offering a logistics and data-infrastructure lens, **Arun Pandit**, Co-founder, Hyphen SCS, India, observed that rapid urbanisation, digital commerce, and new mobility systems are creating unprecedented demand for integrated, data-driven supply-chain infrastructure. He stressed that regional competitiveness will depend on how effectively countries synchronise physical and digital networks. **Avnish Patnaik**, Chief Representative Singapore, Confederation

of Indian Industry (CII), Singapore, underlined that the business communities of India and Singapore are increasingly aligned on standards, quality, and innovation. He argued that this convergence provides a critical foundation for long-term collaboration across manufacturing, services, and emerging technologies.

From a capital-markets and wealth-management perspective, **Tang Chun Kiang**, Founder and Chief Executive Officer, Private Nation, Singapore, highlighted the growing role of entrepreneurship, family offices, and patient capital in shaping regional investment flows. He noted that long-term investors are increasingly looking for jurisdictions that combine opportunity with trust and regulatory clarity. Conclu-



Tang Chun Kiang, Founder and Chief Executive Officer, Private Nation, Singapore



Avnish Patnaik, Chief Representative Singapore, Confederation of Indian Industry



Plenary Panel 'World Economic Outlook'

ding the discussion, **Pradyumn Wadhwa**, Managing Partner, Ariama Group, Singapore, reflected that the future will demand not only technical sophistication but moral clarity. As he observed, 'innovation without values accelerates problems faster than solutions.'

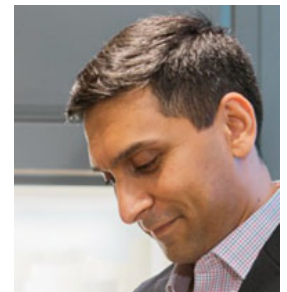
At the Opening Dinner on 'India & Singapore: Celebrating a Partnership for Growth', Guest of Honour **Shilpak Ambule**, High Commissioner of India to Singapore reflected on the unusual warmth and depth of the India-Singapore relationship. Instead of focusing on economic indicators alone, he described the partnership as a living network of people, observing that 'our true connectivity resides not only in digital corridors or investment flows, but in the everyday interactions – between students, entrepreneurs, families – that bind our



Vinod Sekhar, Chairman, Petra Group, Malaysia

nations together.' He also emphasised the importance of inclusive development, noting that both countries face similar challenges in managing demographic shifts, technological upheaval, and climate pressures. His message was clear: 'The promise of this partnership will be measured not just by how much we grow, but by how fairly we grow.'

On the plenary panel on the 'World Economic Outlook', moderator **Richard Hames**, President and Founder, Asian Foresight Institute, Thailand opened with a sweeping systems-level view of global turbulence. He suggested that traditional forecasting methods are becoming obsolete in a world defined by non-linear shocks, arguing that societies must now invest in adaptive capacity rather than prediction. As he put it, 'the future is arriving faster than our models can process. What matters is not certainty, but preparedness – and in this, both India and Singapore excel.' Turning the conversation toward equity, **Vinod Sekhar**, Chairman, Petra Group, Malaysia insisted that economic planning must be grounded in a new ethic of social responsibility. He warned that pursuing climate goals without addressing inequality would produce fragile societies. His message was emphatic: 'It is not enough to build a greener world; we must also build a fairer one. Prosperity and justice must



Pradyumn Wadhwa, Managing Partner, Ariama Group, Singapore



K K Kiran, Managing Director, Kaashyap Envergy Infrastructures, India



Richard Hames, President and Founder, Asian Foresight Institute, Thailand



Shilpak Ambule, High Commissioner of India to Singapore



Shiv Dave, Founder, Televisory Global, Singapore



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



Saitesh Purswani, President, Thai Martin Group, Thailand

rise together.’ Expanding this perspective, **Lisa Botos**, Founding Partner, Private Partners & Co, Singapore noted that sustainability is increasingly inseparable from competitiveness. She explained that companies who invest in green transformation are often the ones that innovate fastest and anticipate future regulation most effectively. ‘Going green,’ she said, ‘is not a concession – it is a strategic necessity, and those who embrace it will lead in the decades to come.’ **Anil Wadhwa**, Former Secretary, Ministry of External Affairs and Ambassador of India to Italy, Thailand, Oman and Poland, India added that globalisation is not retreating – it is being rewired, and India and Singapore are central to the new architecture. Drawing from his work on global connectivity, **Parag Khanna**, Founder and Chief Executive Officer, AlphaGeo, Singapore then argued that the economic future of Asia will be shaped not by geopolitics alone but by the depth of infrastructure, digital, and financial linkages across the region. He reflected that, ‘as India and Southeast Asia join their economic destinies through supply chains, trade corridors, and data flows, we enable a more resilient and multipolar global system.’

A further dimension of the conversation explored how India is emerging as one of the world’s most powerful engines of growth,

focusing on the structural drivers behind its momentum. Chair **Shiv Dave**, Founder, Televisory Global, Singapore, opened the discussion by observing that India’s rise is not merely cyclical but structural, shaped by rapid technology adoption, entrepreneurial energy, and a deepening capital base. As he remarked, ‘the next decade will belong to economies that convert data into productivity and innovation into inclusion – and India is positioning itself at the heart of that equation.’ From an infrastructure and real-economy perspective, **K K Kiran**, Managing Director, Kaashyap Envergy Infrastructures, India, highlighted the scale of India’s infrastructure ambitions. He noted that sustained growth will depend on aligning energy, transport, and urban development with long-term financing and execution discipline.



Parag Khanna, Founder and Chief Executive Officer, AlphaGeo, Singapore



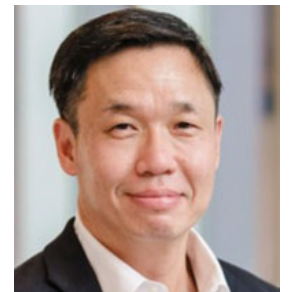
Plenary ‘Shaping the Future through Responsible Technology’

Anish Mathew, Chief Executive Officer, Sundaram Asset Management, Singapore, brought an asset-management lens to the discussion. He emphasised that global investors increasingly view India as a core allocation rather than a tactical opportunity, driven by improving governance, market depth, and policy continuity. Speaking from the frontier of data and analytics, **Dinagarajan Mathivanan**, Chief Executive Officer, DatafabricX, India, underscored that India’s digital public infrastructure is creating entirely new categories of opportunity for both domestic and international firms. He argued that ‘countries that master data flows, not just data storage, will dominate global value chains,’ positioning India as a critical connector in the digital economy.



Mike Bhaskaran, Group Chief Operating Officer, DP World, UAE

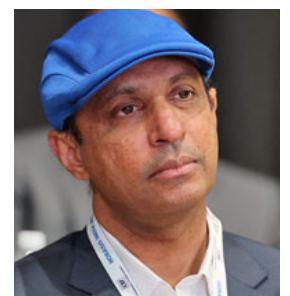
From a global investment and governance standpoint, **Cliff Seeto**, Partner, Interest Alignment Management, Singapore, noted that India’s growing appeal lies in its improving alignment between capital, regulation, and long-term incentives. He argued that sustained growth requires investment structures that reward resilience rather than short-term volatility. Adding a cross-border industrial perspective, **Rohan Shetty**, Chairman, ICMT, Japan, stressed that Indo-Pacific partnerships are being reshaped by India’s rising innovation maturity. He observed that ‘Japanese precision and Indian scalability are deeply complementary – together they can shape the next generation of advanced industries.’ From a regional business-development viewpoint, **Fabian Tan**, Director, Asia Bridge Connections, Singapore, emphasised that Singapore increasingly sees India as both a strategic partner and a strategic market. He noted that connectivity between the two ecosystems is accelerating across finance, logistics, and green innovation, remarking that ‘the real story is not India growing alone, but India growing with Asia – and Singapore is where those partnerships take flight.’



Cliff Seeto, Partner, Interest Alignment Management, Singapore



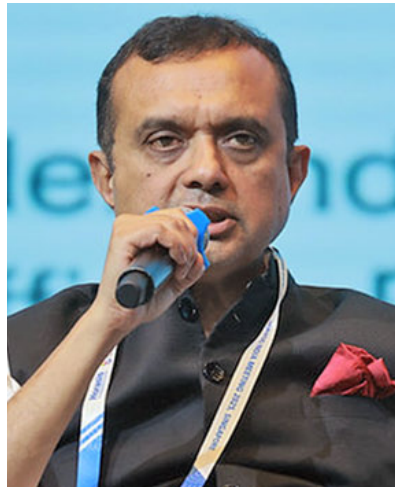
Fabian Tan, Director, Asia Bridge Connections, Singapore



Rohan Shetty, Chairman, ICMT, Japan



Sri Vasan, President and Chief Executive Officer, Quantum Ventura Inc, USA



Chandrakanth B. N., Founder and Chief Executive Officer, Pairee, India



Preity Upala, Founder, The Omnia Institute, chairing a panel



Dinagarajan Mathivanan, Chief Executive Officer, DatafabricX, India

In the plenary on ‘Shaping the Future through Responsible Technology’, moderator **Preity Upala**, Founder, The Omnia Institute, India opened with a philosophical reflection that set a contemplative tone. She suggested that technology is fundamentally neutral until animated by human intention. ‘If our intention is fear, we will build systems that divide. If our intention is wisdom, we will use AI to build bridges lagged behind technological breakthroughs, from early digital services to today’s AI deployments. This, **Sri Vasan**, President and Chief Executive Officer, Quantum Ventura Inc, USA argued, places an even greater responsibility on designers and leaders. He noted indirectly that digital ubiquity demands an ethical core, saying, ‘We must ensure that as the world becomes digital by default, our values do not become optional by default.’ In the domain of global trade, **Mike Bhaskaran**, Group Chief Operating Officer, DP World, UAE cautioned against a narrow focus on operational efficiency. He argued that AI has the capacity to reduce emissions, streamline logistics, and expand inclusion – if used thoughtfully. ‘The real promise of AI,’ he said, ‘lies in creating supply chains that are transparent, sustainable, and accessible – especially for the thousands of SMEs who have historically been left behind.’ From the venture capital

side, **Tan Yinglan**, Founding Managing Partner, Insignia Ventures Partners, Singapore stressed the importance of governance, describing the need for mature, intentional investment cultures. He warned that cycles of overfunding and underfunding have distorted regional innovation ecosystems. ‘Patient, principled capital,’ he insisted, ‘is the foundation of responsible technology. Without it, growth becomes volatility, and innovation becomes fragility.’

Chandrakanth B. N., Founder and Chief Executive Officer, Pairee, India built on this by tracing the arc of digital evolution. He noted that regulatory systems have repeatedly has to reward long-term resilience over short-term speculation in AI ventures. The session closed with a powerful consensus: the future of responsible technology



Tan Yinglan, Founding Managing Partner, Insignia Ventures Partners, Singapore



Anuj Chauhan, Founder, Yellow Sapphire Technologies, India



Alexandra Vidyuk, Chief Executive Officer & General Partner, Beyond Earth Ventures, Singapore



Rushdy Ahmad, Director, Wyss Institute, Harvard University, USA

will depend not only on innovation, but on ethical clarity, global coordination, and human courage.

In the session ‘Empowering the Future with AI’, participants explored how India and Singapore are translating responsible AI principles into real-world applications across health, trade, education, and enterprise. Chair **Nikolaos Mavridis**, Startup Mentor, Massachusetts Institute of Technology (MIT), USA, opened the discussion by arguing that artificial intelligence must move from ‘magic to infrastructure’ in the public imagination. He noted that AI systems earn trust only when people understand what they do, why they work, and how they are governed. From a scientific and healthcare perspective, **Rushdy Ahmad**, Director, Wyss Institute, Harvard University, USA, cautioned against evaluating AI through hype rather than out-

comes. Drawing on his work in diagnostics, he emphasised that ‘an algorithm is only useful when it reaches the clinic, the village, the woman who was previously invisible to the system,’ underscoring the importance of access, equity, and measurable impact.

Anuj Chauhan, Founder, Yellow Sapphire Technologies, India, stressed that the real test of AI lies in whether it simplifies life for SMEs and everyday users. He argued that founders must be able to clearly articulate real-world value, noting that ‘if you cannot explain in one sentence what your model improves, you are not ready to scale.’ Highlighting the role of academia, **Syed Hasan Jafar**, Vice Dean, Woxsen University, India, emphasised that universities are central to shaping responsible AI practitioners. He argued that India’s next generation of engineers must be ‘as fluent in ethics as they are in code,’ particularly as AI systems become embedded in critical societal functions. From an investment and governance standpoint, **Shashidhar Kanukolanu**, Chief Executive Officer, Apex Value Capital, India, observed that capital markets are becoming more discerning about AI ventures. He argued that long-term investment increasingly favours companies with clear governance frameworks, explainable models, and credible paths to sustainable deployment.



Shashidhar Kanukolanu, Chief Executive Officer, Apex Value Capital, India



Nikolaos Mavridis, Startup Mentor, Massachusetts Institute of Technology (MIT), USA



Syed Hasan Jafar, Vice Dean, Woxsen University, India



India and the rest of Asia continue to champion connectivity, innovation, and global cooperation as drivers of inclusive prosperity.

Bringing a trade and SME lens, **Minesh Pore**, Co-Founder, SourcingGPT.ai, USA, highlighted the power of generative AI to unlock cross-border trade intelligence for smaller exporters. He noted that AI-driven insights can reduce information asymmetries, helping SMEs compete more effectively in global markets. Looking beyond terrestrial applications, **Alexandra Vidyuk**, Chief Executive Officer and General Partner, Beyond Earth Ventures, Singapore, connected AI governance on Earth with frontier domains such as space. She argued that lessons learned about autonomy, safety, and accountability in space systems will increasingly inform how AI is governed on the ground, remarking that ‘what we learn about safety beyond Earth will shape how we design trust in AI on Earth.’



Nishant Behl, Founder, EMB Global, India

In the session ‘Accelerating the State of Digitalization’, business leaders and innovators from India, Singapore, and Southeast Asia reflected on the practical work of building digital economies at scale. Chair **Srikar Reddy**, Executive Vice Chairman, Sonata Software, India, framed digitalisation as a transition from isolated IT projects to holistic, platform-based business models. As he noted, ‘the winners will be those who treat digital not as a department, but as the architecture of the whole



Meenakshi Arora Dabral, Founder, Mandala Spices, Singapore

firm.’ From the perspective of MSME transformation, **Nishant Behl**, Founder, EMB Global, India, spoke about supporting Indian small and medium-sized enterprises as they move from cash-led, paper-heavy processes to data-rich digital workflows. He observed that ‘the biggest barrier is not technology but mindset – the moment entrepreneurs see one digital win, they never want to go back.’ **Emil Kaburuan**, Founder and Chief Executive Officer, KOMPIS Creative Solution, Indonesia, drew on experience from the creative economy, arguing that digital tools must protect and amplify local culture rather than flatten it into generic content. He stressed that cultural authenticity can become a competitive advantage when paired with the right digital platforms.

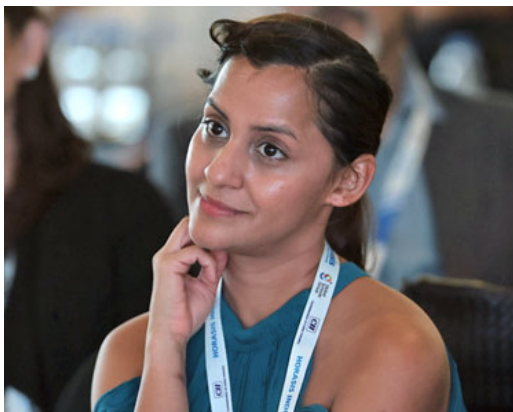


Srikar Reddy, Executive Vice Chairman, Sonata Software, India



Plenary session 'ESG in the Age of AI'

From a branding and market-access perspective, **Midhun A Kunj**, Founder and Chief Executive Officer, Vowels Group, India, emphasised that companies in emerging markets increasingly need to be 'born digital' if they are to be taken seriously by global customers. He noted that digital presence, storytelling, and data-driven engagement are now prerequisites for international competitiveness. **Viveka Kalidasan**, Founder and Chief Executive Officer, River Ventures, Singapore, highlighted the role of digital platforms in scaling sustainable and impact-oriented businesses. She argued that digitalisation enables faster experimentation, cross-border reach, and more transparent impact measurement, particularly for growth-stage ventures. Adding an innovation and venture-building lens, **Trisha Pathak**, Co-founder, Acceler8, USA, pointed out that



Trisha Pathak, Co-founder, Acceler8, USA

startups today must design digital products with global scalability in mind from day one. She emphasised that speed, adaptability, and user-centric design are critical differentiators in competitive digital markets.

In the session 'Advancing the 5th Industrial Revolution', participants explored how advanced technologies can be aligned with human creativity, dignity, and purpose, reinforcing broad agreement that the next industrial era must be explicitly human-centric. Chair **Parminder Singh**, Co-founder, ClayboxAI, Singapore, opened the discussion by suggesting that the 5th Industrial Revolution will be defined 'not by what machines can do alone, but by what humans and machines can do together.' He framed the conversation around the need to embed ethics, skills, and inclusion at the core of industrial transformation. From a frontier-innovation perspective, **Anil Gurung**, Co-founder, Vynspire AI Labs, Nepal, highlighted how emerging economies are experimenting with AI-native solutions tailored to local constraints. He argued that innovation designed for resource-limited environments often proves more adaptable and scalable across global markets.

Shadab Hussain, Co-Founder, Quantum Computing India, India, brought in the



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



Parminder Singh, Co-founder, ClayboxAI, Singapore



James Seng, Co-founder and Chief Operating Officer, VOY Robotics, Singapore



Akshat Pande, Managing Partner, Alpha Partners, India



Viveka Kalidasan, Founder and Chief Executive Officer, River Ventures, Singapore



Sandeep Sarkar, Senior Vice President, HCL Singapore, Singapore

quantum perspective, noting that quantum computing will not replace classical systems overnight but will ‘open entirely new solution spaces for optimisation, security, and science.’ He emphasised that India is well positioned to participate meaningfully if it invests early in talent development and applied experimentation. From a governance and legal standpoint, **Akshat Pande**, Managing Partner, Alpha Partners, India, stressed the urgency of updating legal and contractual frameworks to keep pace with emerging technologies. He warned that ‘regulation written for the analogue era cannot govern quantum-age business models,’ underscoring the need for adaptive policy design.

the 5th Industrial Revolution lies in applying data intelligence not only to productivity, but also to social and environmental challenges. From an industrial and investment perspective, **Amandeep Midha**, Director, Dravyarunes Systems, Denmark, highlighted the need for industry collaboration across borders to accelerate adoption of next-generation technologies while managing risk. He noted that trust, standards, and interoperability will be decisive factors in scaling advanced industrial systems. Concluding the discussion, **BC Tan**, Founder and Chairman, UB, Singapore, underlined that long-term industrial competitiveness will depend on aligning innovation with societal expectations. He argued that technologies gain legitimacy only when they improve livelihoods, resilience, and shared prosperity.



BC Tan, Founder and Chairman, UB, Singapore

James Seng, Co-founder and Chief Operating Officer, VOY Robotics, Singapore, reflected on the future of robotics and automation. He suggested that factories and industrial systems of the future will be judged ‘as much by how they treat people as by what they produce,’ highlighting safety, reskilling, and human-machine collaboration as key benchmarks. Adding a data and performance lens, **Saswat Kumar Panda**, Chief Executive Officer, Quocent, India, emphasised the importance of advanced analytics in guiding decision-making across industry. He argued that the real promise of



Amandeep Midha, Director, Dravyarunes Systems, Denmark



Raghav Kanoria, Partner, Anchor Group, India



Stanley Chin, Group Chief Executive Officer and Founder, Treasure Capital Asia, Singapore



Melisa Lee, Principal, Ploutos Strategic Investments, Singapore

In the session ‘Startup Nations: Catalyzing Innovation in India and Singapore’, the technology arc of the programme was brought to a close with a forward-looking discussion on how both countries are nurturing new generations of globally minded founders. The dialogue explored how institutions, capital, and cross-border ecosystems can accelerate startup internationalisation and position the India-Singapore axis as one of the world’s most dynamic corridors for technology-driven entrepreneurship.

Stanley Chin, Group Chief Executive Officer and Founder, Treasure Capital Asia, Singapore, underlined that cross-border venture structures will be critical to financing the next wave of Indo-Singaporean champions. He noted that founders increasingly require platforms that combine patient capital with regional access and institutional credibility.



Hiroyuki Ohnishi, Chairman, Ion Technology Center Co, Japan

From an investment-network perspective, **Raghav Kanoria**, Partner, Anchor Group, India, emphasised the importance of patient capital and strong local networks in turning early-stage ideas into durable, scalable businesses. He argued that long-term success depends less on speed than on alignment between founders, investors, and markets.

Melisa Lee, Principal, Ploutos Strategic Investments, Singapore, added an impact-investing lens, observing that ‘the most compelling companies today sit at the intersection of profitability, decarbonisation, and inclusion.’ She highlighted growing investor appetite for ventures that deliver both financial returns and measurable societal value. Bringing a deep-tech and industrial perspective, **Hiroyuki Ohnishi**, Chairman, Ion Technology Center Co, Japan, drew on Japan’s experience to suggest that India and Singapore can jointly lead not only in software, but also in hardware and advanced manufacturing. He argued that combining India’s engineering talent with Singapore’s precision and governance can unlock globally competitive industrial innovation.

From a venture-scaling standpoint, **Puneet Pushkarna**, General Partner, Solmark, Singapore, stressed that governance, culture, and founder discipline matter as much as capital when scaling startups across borders.



Gagan Arora, Founder and President, Vertex Group, India



Puneet Pushkarna, General Partner, Solmark, Singapore



Jacques Tourel, Chairman, World Trade Center Warsaw, Poland



The Polish and the Indian delegations in discussion



Claire Chen, Managing Partner, SZLT-iSource Consulting Group, USA

He noted that ecosystems which institutionalise good governance early are more resilient over time. Concluding the discussion, **Jacques Tourel**, Chairman, World Trade Center Warsaw, Poland, reminded participants that trade infrastructure and institutions remain essential enablers of startup internationalisation. He emphasised that access to global networks, standards, and market-entry platforms can determine whether innovation scales beyond domestic boundaries.

cities will depend on how quickly digital infrastructure can be embedded into physical infrastructure, enabling urban services that are intelligent, inclusive, and efficient. Bringing a cross-border investment lens, **Claire Chen**, Managing Partner, SZLT-iSource Consulting Group, USA, emphasised that sustainable cities require patient capital and interdisciplinary cooperation. As she noted, ‘urban sustainability is a portfolio play – no single actor can build a city.’



Teymoor Nabili, News Anchor, CNBC, Singapore

As the meeting progressed toward its concluding themes, discussions widened to address how India and Singapore can shape the systems and societies of the future. One of the most resonant conversations focused on the evolution of sustainable, climate-ready cities across Asia. Chair **Teymoor Nabili**, News Anchor, CNBC, Singapore, set the stage by noting that urbanisation is destiny for Asia. He observed that ‘our cities will either become engines of prosperity or amplifiers of inequality – the difference lies in the choices we make now,’ encouraging speakers to view urban transformation through the combined lenses of technology, governance, creativity, and social impact. **Gagan Arora**, Founder and President, Vertex Group, India, opened with the perspective of a digital-first entrepreneur. He argued that the future of Indian

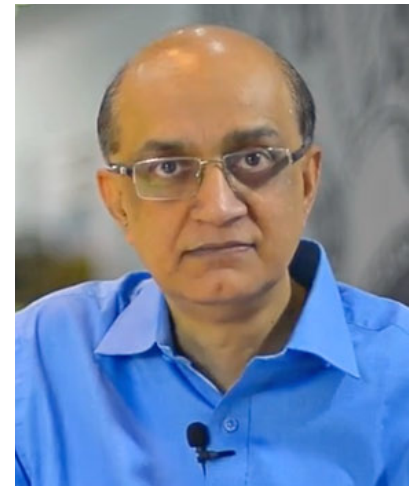
From a family-office perspective, **Amit Jain**, Co-founder, Ashika Global Family Office, India, highlighted that new wealth across India is increasingly being channelled into long-term urban innovation and infrastructure funds. He suggested that cities able to align purpose with profit are most



Amit Jain, Co-founder, Ashika Global Family Office, asking a question



Atul Temurnikar and Minister Palanivel Thiaga Rajan



Rajeev Katyal, Chief Executive Officer, Global Schools Group, Singapore

likely to attract forward-looking global investors. **Rajeev Katyal**, Chief Executive Officer, Global Schools Group, Singapore, underscored the role of education and skills ecosystems in shaping future cities. He argued that human capital development must evolve in parallel with urban infrastructure if cities are to remain competitive and socially cohesive.

From an energy and mobility standpoint, **Sanjay Kumar**, Chief Executive Officer, DIT EV Power Tech Opc, India, highlighted the growing importance of clean energy and electric mobility in urban transformation. He noted that scalable EV and power-storage solutions will be central to reducing emissions while supporting rapid urban growth. **Jawn Lim**, Associate Professor, Singapore Institute of Technology, Singa-



John West, Executive Director, Asian Century Institute, Australia

pore, reflected Singapore's design-thinking tradition, stressing that cities become liveable when they become empathetic. As he remarked, 'design is not about buildings – it is about how people feel while moving through them.'

From an industrial and manufacturing perspective, **Sunil Uplap**, Founder and Managing Director, Shubham Tanks and Liners, India, pointed to the role of resilient urban infrastructure – particularly in water management and industrial systems – in supporting sustainable city growth across emerging markets. Adding a geopolitical dimension, **John West**, Executive Director, Asian Century Institute, Australia, argued that Asia's future competitiveness will increasingly be shaped not by national strategy alone, but by the quality, resilience, and inclusiveness of its cities.

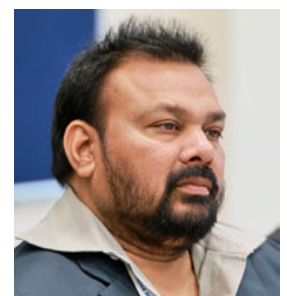
Another stream of conversation focused on education as the foundation for the future, examining how learning systems must evolve to prepare societies for uncertainty, technological change, and global integration. Chair **Atul Temurnikar**, Executive Chairman, Global Schools Foundation, Singapore, speaking from decades of building global education networks, observed that the world



Jawn Lim, Associate Professor, Singapore Institute of Technology, Singapore



Sunil Uplap, Founder and Managing Director, Shubham Tanks and Liners, India



Sanjay Kumar, Chief Executive Officer, DIT EV Power Tech Opc, India



Dimosthenis Manginas, Managing Director, Manginas & Associates, Greece



Brahmidevi Swamiji, President, Satguru Foundation, India



Vishal Thapliyal, Partner, PwC, Singapore

is shifting from knowledge transfer to capability creation. He framed the challenge succinctly by asking, ‘How do we prepare learners for problems we have not yet imagined?’ From a cross-cultural and international perspective, **Dimosthenis Manginas**, Managing Director, Manginas & Associates, Greece, highlighted that cross-cultural learning will become increasingly essential as Asia integrates more deeply into global markets. He argued that educational systems must cultivate cultural fluency alongside technical competence to prepare students for international collaboration.

Partner, PwC, Singapore, highlighted the importance of aligning education systems with evolving workforce needs. He stressed that closer collaboration between academia, industry, and policymakers will be critical to ensuring that skills development keeps pace with economic transformation.



Nalin K. Singh, Chief Executive Officer and Co-Founder, Orbit Future Academy, India

Nalin K. Singh, Founder and Managing Director, Cultus Education & Technology Services, India, emphasised that institutions must prioritise adaptability rather than narrow expertise. He noted that ‘careers of the future will be built on reinvention, not on specialisation alone,’ underscoring the need for curricula that encourage lifelong learning and agility. Adding a values-based perspective, **Brahmidevi Swamiji**, President, Satguru Foundation, India, reminded participants that education must also nurture ethics, balance, and self-understanding. She argued that intellectual development without moral grounding risks producing capability without wisdom. From an industry and policy standpoint, **Vishal Thapliyal**,

The theme of adaptation continued in a session exploring how to lead effectively amid uncertainty, examining leadership capabilities required in an era of structural volatility. Chair **Samrendra Mohan Kumar**, Co-founder and Managing Director, MitKat Advisory, India, captured the moment by observing that volatility is no longer episodic but structural. As he remarked, ‘leaders today are not navigating storms – they are navigating a new climate.’ From a financial



Samrendra Mohan Kumar, Co-founder and Managing Director, MitKat Advisory, India



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



Aparajit Bhandarkar, Partner, Varanium Capital, India



Duncan J. McCampbell, Associate Professor, Metropolitan State University, USA

and risk-investment perspective, **Aparajit Bhandarkar**, Partner, Varanium Capital, India, highlighted that agile financial systems are critical to managing uncertainty. He argued that organisations must ‘treat uncertainty as data, not disruption,’ integrating risk intelligence directly into strategic decision-making.

Bill Kung, Founder and Chief Executive Officer, Ecovane Environmental, China, speaking from the cleantech sector, noted that environmental volatility is fundamentally reshaping global business models. He emphasised that ‘companies that ignore climate signals are effectively mispricing the future,’ underscoring the growing convergence between climate risk and financial risk. Adding an academic and geopolitical lens, **Duncan J. McCampbell**, Associate

Professor, Metropolitan State University, USA, suggested that geopolitical unpredictability demands leaders who are culturally literate, historically grounded, and strategically patient. He argued that technical expertise alone is insufficient in navigating today’s complex international environment. **Jagdish Parihar**, Strategic Risk Advisor, OCX Cognition, USA, stressed that real-time analytics and behavioural insights are becoming indispensable for understanding risk at scale. He urged organisations to ‘upgrade their decision-making algorithms – not just their technologies,’ highlighting the role of cognitive and predictive tools in leadership.

From a narrative and communication standpoint, **Alejandro Reyes**, Professor, The University of Hong Kong, Hong Kong, emphasised the importance of narrative intelligence. He noted that in times of uncertainty, ‘leaders must explain the world as clearly as they analyse it,’ linking clarity of communication to trust and organisational resilience. **Linda Hu**, President China, AIESEC Alumni International, China, highlighted the role of globally networked leadership communities. She argued that exposure to diverse cultural and professional environments strengthens leaders’ capacity to adapt and mobilise talent across borders.



Jagdish Parihar, Strategic Risk Advisor, OCX Cognition, USA



Alejandro Reyes, Professor, The University of Hong Kong



Linda Hu, President China, AIESEC Alumni International, China



Indronil Sengupta, Chief Executive Officer, Invesify, Vietnam



Sudha G. Bhushan, Co-founder, Taxpert Professionals, India



Nicholas Eng, President, Global Corp Capital, Singapore



Satya Ramamurty, Chair Public Sector, SMBC, Singapore

Concluding the discussion, **Leon Toh**, Chairman, Damson Capital, Singapore, offered an investor’s perspective, remarking that effective leadership today requires a blend of resilience, empathy, and decisiveness. He noted that capital increasingly favours leaders who can balance speed with judgment in volatile environments.



Mushir Munas, Chief Executive Officer, Sir Gems, Sri Lanka

A final thread of discussion centred on empowering SMEs as engines of inclusive growth, recognising that small and medium-sized enterprises remain the backbone of both the Indian and Singaporean economies. Chair **Vinod Kumar Wuthoo**, President, India SME Forum, India, opened the session by emphasising that SMEs are not simply smaller versions of large corporations, but ‘the creative frontier where new industries are born.’ He argued that policies, capital, and technology must be designed with SME realities in mind if growth is to remain broad-based and resilient. From a regulatory and compliance perspective, **Sudha G. Bhushan**, Co-founder, Taxpert Professionals, India, underscored the importance of simplifying taxation and compliance frameworks. She noted that excessive administrative burdens disproportionately affect smaller firms, arguing that ‘every hour saved from paperwork is an hour invested in growth.’

Ronie Ganguly, Co-founder, Addlly AI, Singapore, highlighted the transformative role of artificial intelligence for small businesses. He observed that generative AI tools are enabling SMEs to operate with the speed, sophistication, and market intelligence previously available only to much larger firms, helping to level the competitive playing field. From a capital-markets viewpoint, **Nicholas Eng**, President, Global Corp Capital, Singapore, argued that investors must rethink how they evaluate SMEs. He stressed that resilience, adaptability, and community impact should be valued alongside traditional financial metrics when assessing long-term potential. **Indronil Sengupta**, Chief Executive Officer, Invesify, Vietnam, brought a regional perspective, noting that cross-border cooperation across



Leon Toh, Executive Director, Damson Capital, Singapore



Closing Plenary ‘Shaping a Shared Future through Entrepreneurship’

South and Southeast Asia can unlock new growth pathways for small enterprises. He argued that regional platforms, shared standards, and digital connectivity are increasingly critical for SMEs seeking to scale beyond domestic markets.

In the plenary session on ‘Shaping a Shared Future through Entrepreneurship’, moderator **Ravi Velloor**, Senior Asia Columnist, The Straits Times, Singapore situated the conversation in the emerging narrative of ‘Asian opportunity.’ He noted that India’s entrepreneurial surge is not an isolated phenomenon but part of a broader continental story – one driven by demographic energy, digital connectivity, and cultural confidence. ‘India’s entrepreneurs,’ he said, ‘are writing one of the defining chapters of Asian modernity. Their success will hinge on how well we connect them to the region’s



Suruchii Suresh Gupta, Founder and Chief Executive Officer, GIANT Protocol, USA

wider economic bloodstream, especially through nodes like Singapore.’

As **Suruchii Suresh Gupta**, Founder and Chief Executive Officer, GIANT Protocol, USA, put it, ‘Resilience is a capability that travels. What works in fragile environments can work anywhere.’ From the vantage point of frontier markets, **Fahim Hashimy**, Chairman, Hashimi Group; Former Minister of Communications and Information illustrated how innovation often emerges from adversity. He explained that solutions designed to function under resource constraints, political volatility, or institutional fragility tend to be inherently robust and adaptable. In his view, ‘entrepreneurs who build for uncertainty develop instincts for resilience, efficiency, and relevance – qualities that travel well across borders and make such solutions globally competitive.’

Adding an industrial policy perspective, **Rajive Kaul**, Chairman, Nicco Group, India remarked that globalisation is undergoing fundamental restructuring – not retreating. He suggested that India’s unique strength lies in its vast talent pool, while Singapore offers governance precision and global connectivity. He argued that, ‘together, our ecosystems can produce value chains that are more resilient, more innovative, and more ethical than those built in



Di Sheng Neo, Director, Commercial Property Development and Investment, Singapore



Fahim Hashimy, Chairman, Hashimi Group; Former Minister of Communications and Information



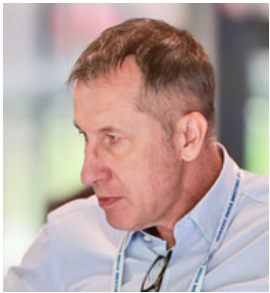
Ravi Velloor, Senior Asia Columnist, The Straits Times, Singapore



Kotaro Tamura, Senator and former Vice Minister for Fiscal Policy and Economic Policy, Japan



Jacob Li, Founder, Cultural Compass, Singapore



Vadim Shpak, Director, Europe and Asia, Helena Special Investments, USA



Sharon Kwek, Director, Temasek Foundation, Singapore

the past.’ **Kotaro Tamura**, Senator and former Vice Minister for Fiscal Policy and Economic Policy, Japan brought in a policy innovation lens, stressing that governments must shift from ‘industrial policy’ to ‘entrepreneurial policy.’ He argued that modern competitiveness requires talent mobility, permissionless experimentation, and the free flow of capital and ideas. ‘The next era of growth,’ he noted, ‘will be shaped by countries that welcome entrepreneurs rather than merely regulate them.’ The overall narrative that emerged was that the future of entrepreneurship will depend on cross-border ecosystems, resilient founders, and investment cultures that support long-term creation rather than short-term speculation.

At the Closing Dinner, **Palanivel Thiaga Rajan**, Minister for Information Technology & Digital Services, Government of Tamil Nadu, India reflected that India sees Singapore not only as a strategic partner but as a force multiplier in Asia. He emphasised that India’s digital public goods, manufacturing reforms, and climate ambitions could significantly benefit from Singapore’s strengths. He underlined that ‘our countries share a commitment to fair, sustainable, and trusted globalisation – and this partnership will help shape Asia’s next chapter.’

The summit introduced **Horasis Social**, the new Horasis Digital Platform, co-created with TCS – a tool envisioned to sustain collaboration well beyond the summit. Launching the platform, **Girish Ramachandran**, President of Growth Markets, Tata Consultancy Services, Singapore reflected on a longstanding challenge of global convenings: the disconnect between powerful discussions and long-term implementation. He explained that the platform was designed to bridge that gap, remarking that ‘ideas are most fragile right after they are spoken – unless they are captured, nurtured, and tested with others. This platform is our bridge between inspiration and execution.’ Taking the broader view, **Frank-Jürgen Richter**, Chairman, Horasis described the platform as an evolution of Horasis itself. He noted that



Rajive Kaul, Chairman, Nicco Group, India



Girish Ramachandran and Frank-Jürgen Richter launching Horasis Social

Horasis has always aimed to cultivate a global community built on trust, curiosity, and cooperation. The digital platform, he said, ‘allows us to extend that spirit across time and geography, turning our meetings into an ongoing conversation, one that is enriched by continuity rather than limited by calendars.’ This session marked the beginning of Horasis’ transformation from a periodic forum into a permanent, worldwide collaboration ecosystem.

Across two days of intensive dialogue, the 17th Horasis India Meeting demonstrated the power of structured cooperation between India, Singapore, and the Global South. The meeting highlighted India’s growing role as a global growth engine, Singapore’s position as a stable and trusted regional hub, and Horasis’ mission to convene leaders committed to shaping a more inclusive and forward-looking world.



Horasis – because the best partnerships are built on genuine connection

This edition of the Horasis India Meeting was made possible through the partnership and foresight of our co-hosts. The **Confederation of Indian Industry (CII)** has consistently championed India’s global engagement, and his continued support ensured that the perspectives of Indian industry remained central to the dialogue. The **Global Schools Foundation**, Singapore, Chairman of the Global Schools Foundation, provided an exceptional venue and a spirit of openness that reflected his belief in education as a catalyst for innovation and societal progress.

Both CII and The Global Schools Foundation reaffirmed that cooperation between institutions is essential to navigating an era defined by technological change, shifting geopolitics, and rising expectations for sustainable growth.

Horasis looks forward to welcoming participants to the next edition of the Horasis India Meeting, continuing its mission to inspire the future through visionary collaboration.



Opening Plenary – India's Expanding Role in a Changing World



Participants sharing a light moment



Celebrating the success of the Horasis India Meeting



During the Opening Dinner



Horasis Social strengthens our mission of inspiring the future through cooperation



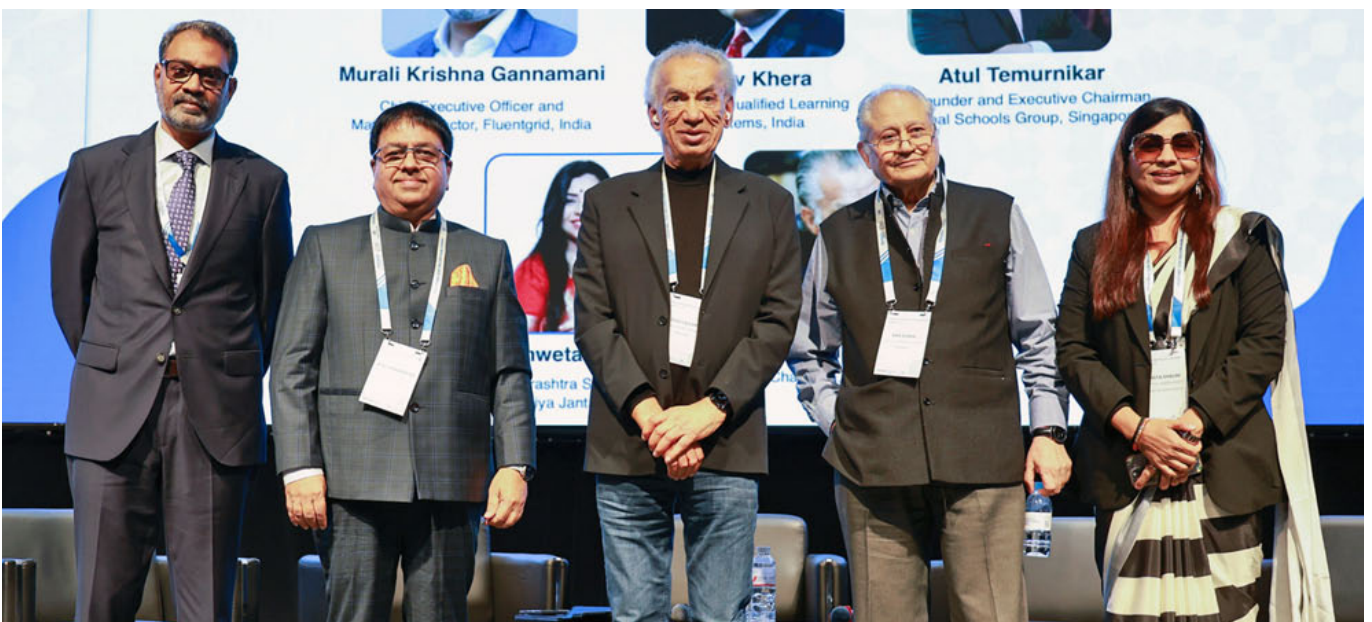
Back to school, but this time discussing the curriculum for India's future – Horasis leaders convene at OneWorld International School (OWIS) Digital Campus



Minesh Pore, Co-Founder, SourcingGPT.ai, USA taking a selfie with new Horasis friends



Anil Wadhwa, Former Secretary, Government of India, interviewed by students



Speakers gather after the plenary session



Finding common ground



Voices of the youth – summary of the event by students of Global Schools



The Horasis students team



The parallel panels where held at the Global Schools' classrooms



Cultural Performance during the Opening Dinner



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