

Horasis Global Summit

7–9 October 2025, São Paulo, Brazil

a Horasis leadership event

Harnessing the Power of Cooperation

Co-host:

University of São Paulo

Report



Inspiring our future

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Horasis Gobal Summit

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■ Co-host:

University of São Paulo

■ Co-chairs:

Bo Inge Andersson	President, Ivanhoe IV, USA
Martín Burt	Founder and Executive Director, Fundación Paraguaya, Paraguay
Claude Béglé	Chairman, SymbioSwiss, Switzerland
Cordell Carter	Founder, The Festival of the Diaspora, USA
Ahmed Bin Dawood	Chief Executive Officer, BinDawood Holdings, Saudi Arabia
Kaspar Grathwohl	Executive Vice Chairman, UBS, Switzerland
Maria Cristina Frias	Partner, Grupo Folha, Brazil
David Gershon	Founder, Empowerment Institute Center for Reinventing the Planet, USA
HH Princess El-Hashemite	Executive Director, Royal Academy of Science International Trust, USA
Sekai Holland	Chairperson, Zimbabwe Peacebuilding Initiative, Zimbabwe
Ani Chahal Honan	Founder, Imagine Global, USA
Nkululeko Khumalo	Chief Executive Officer, Mbulase Group, South Africa
Rüdiger Leutz	Managing Director, Porsche Consulting, Brazil
Jojo Mehta	Chief Executive Officer, Stop Ecocide International, United Kingdom
Carlos Creus Moreira	Founder and Chairman, WISeKey, Switzerland
Raj Nandwani	Managing Director, Advane, Hong Kong
Indrani Pal-Chaudhuri	Founder, Open Origin, USA
Juliana Schurmann	Co-founder and President, Impact Coalition Institute, Brazil
Charles Tang	Chairman, Brazil-China Chamber of Commerce & Industry, Brazil
Alejandro Valenzuela	Chief Executive Officer, Banco Azteca, Mexico
Henry Wang	Founder, Center for China and Globalization, China
Sundeep Waslekar	President, Strategic Foresight Group, India

■ Venue:

University of São Paulo, Av. Prof. Lúcio Martins Rodrigues, 310 - Butantã, São Paulo

Tuesday, 7 October Various locations
10.00 - 12.00 Horasis Serendipity Walk
14.00 - 18.30 Time Travelling Back from 2070
19.00 - 22.00 Welcome Reception

Wednesday, 8 October University of São Paulo	Thursday, 9 October University of São Paulo
08.00 - 09.00 Sessions <ul style="list-style-type: none"> – Cooperating to avoid crisis – Cooperating over borders – Cooperating for symbiosis – Cooperating across genders – Cooperating with machines – Cooperating for planetary health – Cooperating with Brazil – Cooperating to learn goals – Cooperating to innovate – Cooperating across generations – Cooperating for Utopian futures – Cooperating with Creators – Cooperating with Advertising – Cooperating through Football – Cooperating for Urbanization – Cooperating for Green Finance – Cooperating for Global Prosperity 	07.30 - 08.45 Sessions <ul style="list-style-type: none"> – Who Controls the Code? – World on the brink – Global tech war – Ethics of unity – Resilient networks – Agentic AI – FinTech's frontiers – Cultural synergy – Investing in new growth – Markets and/or democracy – From learning to leading – Brazil's Ascent – Collaborative Creators – Foundations for a Resilient Future – InsureTech for Economic Resilience – Igniting National Competitiveness – Rethinking Startup Ambitions
09.15 - 10.00 Grand Opening Cooperating for Prosperity	09.00 - 10.00 Plenary Shaping Humanity Together
10.00 - 11.00 Plenary Harnessing cooperative power	10.00 - 11.30 Sessions <ul style="list-style-type: none"> – Innovation in Brazil – Leadership tumultuous times – Dilemma of long-termism – War-ravaged economies – Disruptive technologies – Next gen unicorns – AI for Social Good – Green-tech revolution – Globalization 2.0 – Governance for the Proud South – Quantum computing and AI – Global Megatrends – AI as Creative Catalyst – Rearranging the Dancefloor – Philanthropic Recalibration for Climate Action – The Language of Change – Science fiction shaping reality
11.00 - 12.00 Plenary World economic outlook	11.30 - 12.00 Break
12.00 - 13.00 Plenary Rethinking climate cooperation	12.00 - 13.30 Sessions <ul style="list-style-type: none"> – São Paulo's City strategies – Electricity for AI – Social entrepreneurs – Rewilding the globe – Web 3.0 – The Global South – Water stewardship – Future of work – Smart green cities – Feeding the future – AI as innovation's co-creator – Ensuring Growth – Cyber Resilience – Strengthening Human Resilience – Longevity Innovations – Digital Banking Revolution – Africa Rising
13.00 - 14.00 Lunch Break Networking lunch	13.30 - 14.30 Lunch Break Networking lunch



Wednesday, 8 October University of São Paulo	Thursday, 9 October University of São Paulo
14.00-15.30 Sessions <ul style="list-style-type: none"> – Investing in Brazil – Future of economies – Cooperative AI – Making sense of facts – Digital currencies – Navigating Ambiguity – 5th Industrial revolution – Social contracts reimaged – Collective intelligence – World in 2050 – Branding in the digital age – Global Supply Chains – Investing into Tomorrow – Inspiring our Future – Urban Futures – The New Human – Global wellbeing 	14.30-15.30 Plenary Global challenges
	15.30-17.00 Sessions <ul style="list-style-type: none"> – Venture capital in Brazil – Architecting the Polymathic Global Leader – Cooperation or coopetition – Leadership in a Trumpian 2.0 Era – ESG in the value chain – Managing climate disaster – Impact investing – AI's ethical dilemma – S. America's entrepreneurs – Cooperative capitalism – Indigenous paths to renewal – Local Innovation Hubs – AI & Customer Behavior – Market-Driven Decarbonization – Poverty-Free Futures – Cultural Education as a Gateway to Opportunity – Energy transitions
15.30-16.00 Break	17.00-17.30 Break
16.00-17.30 Sessions <ul style="list-style-type: none"> – Boosting Brazil's competition – A non-competitive world – Tokenized economies – Gen-Z cooperating – Managing through uncertainty – Multi-national accords – Inflation and price stability – Circular economies – AI and digital health – Critical thinking – Digitalization vs. protectionism – Entrepreneurial alchemist – Blockchain, Metaverse & the Future of Content – Reimagining Latin American Identity – Fintech for Good – Passion Economy – Reimagining Tourism for a Sustainable Future 	17.30-19.00 Sessions <ul style="list-style-type: none"> – Digitization of Brazil – AI – a bright candle – Techno-optimism – Humanity's renaissance – Plans for COP30 – Technological cycles – Impactful partnerships – Who will lead the world – The AI economy – Redefining Digitalization – Accelerating Economic Growth – Fueling Science – Platform Labor Relations – Reimagining Education – Building a Global Culture of Peace – Sustainable Agriculture – The spirit of community
17.30-18.30 Plenary Technology for Humanity's Progress	
18.30-19.30 Plenary Searching for world peace	19.00-19.30 Plenary Scaling Green Technologies for Global Impact
19.30-20.30 Plenary Economic Development in the Age of Cooperation	19.30-20.30 Plenary Cooperation is a strength
20.30-22.00 Reception Horasis – 20 Years of Cooperation	20.30-22.00 Closing Reception Together to cooperate



Horasis – Inspiring Our Future



São Paulo



Entry to the main auditorium



Invo USP — where the breakout panels were held



University of Sao Paulo



Registering participants



17 rooms where scattered around the university building



Grand Opening Session

Harnessing the Power of Cooperation

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

For nearly two decades, Horasis has served as a space where global visionaries exchange ideas and co-create pathways toward a fairer and more sustainable future. The 2025 focus on ‘Harnessing the Power of Cooperation’ could not have been timelier. As societies struggle with fragmentation, climate disruption, and technological acceleration, cooperation stands out as both a necessity and a moral imperative.

The 10th Horasis Global Summit took place in São Paulo, Brazil, hosted by the University of São Paulo (USP). Recognized as Brazil’s foremost public university and a long-standing inspiration for research and innovation, USP provided an ideal setting for a summit dedicated to cooperation and shared progress. The Horasis Global Summit 2025 in Brazil was not only the largest Horasis meeting ever held – it also marked twenty years since the launch of the Horasis Global Visions Community. Over these two decades, Horasis summits have become some of the world’s most influential high-level gatherings, bringing together business leaders, heads of state, academics, and civil-society thinkers to explore solutions to humanity’s most urgent challenges.

The call for meaningful cooperation has never been more urgent. Under its central theme, the 2025 meeting gathered an extraordinary assembly of pioneering entrepreneurs, government ministers, thought leaders, and civil-society innovators. Together they explored how cooperative frameworks can address challenges that transcend national boundaries and ideological divides. Previous Horasis meetings have been held in Liverpool, UK (2016), Cascais, Portugal (2017–2019), digitally (2021–2022), Gaziantep, Türkiye (2023), and Vitória, Brazil (2024). Each edition added depth to a growing conversation about humanity’s shared destiny; the São Paulo Summit represented its most ambitious manifestation yet.



Felício Ramuth, Vice Governor of the State of São Paulo, during the Grand Opening

São Paulo itself – set back from the coast yet globally connected – provided an eloquent backdrop. It is Brazil’s largest city and among the most populous urban centers on Earth, a global metropolis whose reach in commerce, finance, arts, and science exemplifies the very dynamism that cooperation makes possible. Known for its cultural diversity, thriving economy, and vibrant artistic life, São Paulo is a city of contrasts, where towering skyscrapers meet historic landmarks and leafy parks.

The city’s modern history began with European settlers in 1554. For centuries, São Paulo remained a modest agricultural town producing beans, peanuts, tobacco, squash, and cotton – plants that still anchor Brazilian cuisine. In the nineteenth century, the coffee boom brought immense wealth and a surge of immigration from Italy, Portugal, Spain, Japan, and the Middle East. This influx of people and capital transformed the town into an industrial powerhouse. After the abolition of slavery in 1888, its factories and plantations depended on new waves of migrant labor. By the mid-twentieth century, São Paulo had become a hub of automobile manufacturing and modern industry. Today, its diversified service economy – finance, commerce, and innovation –

drives national growth. It hosts the Brazilian Stock Exchange (B3) and the regional headquarters of numerous multinationals and technology start-ups.

In 2025, with some 21.3 million inhabitants, São Paulo’s metropolitan area recorded a GDP of US \$ 2.13 trillion and growth of 2.3 percent – remarkable resilience amid global uncertainty. ‘Cities like São Paulo remind us that cooperation is not an abstract principle but an engine of daily prosperity,’ noted **Alecs Tsuka**, Co-founder, São Paulo 2030, Brazil, capturing the link between the city’s vibrancy and the Summit’s theme. According to UNESCO, Brazil’s Orange Economy – its creativity-driven industries – remains a strong component of GDP and is expected to grow above 2.4 percent, outperforming the regional average. This ‘orange’ sector, first defined by UNCTAD XI’s São Paulo Consensus (2004), celebrates innovation rooted in culture and local talent. It thrives on singular, knowledge-based products and digital processes rather than mass production. As **Ingo Ploger**, President, IPDES, Brazil observed during the Summit, ‘Creativity has become Brazil’s most renewable resource – the intersection where culture meets technology and co-operation becomes capital.’



Mauricio Prazak, President, IBREI, leading the Serendipity Walk

The Horasis Global Summit began informally as early delegates enjoyed a reflective walk through **Burle Marx Park**, a UNESCO-listed site that fuses biodiversity, design, and cultural identity. Just as São Paulo has long benefited from its mix of cultures, the landscape architect Roberto Burle Marx (1909–1994) sought to blend art and ecology into a living metaphor for coexistence. **Mauricio Prazak**, President of the Brazilian Institute of International Business Relations Development (IBREI), guided discussions through the forest, reminding participants that innovation often begins where disciplines overlap. ‘São Paulo is more than Brazil’s financial capital,’ he said. ‘It is a melting pot of cultures, industries, and visionaries.’ The walk served as both meditation and method – an invitation to move

dialogue outside traditional conference rooms and discover how unstructured encounters can yield structured insight.

Delegates then gathered at the Spanish Chamber of Commerce in Brazil, where **André de Angelo**, President of the Chamber, joined **Benjamin J. Butler** and **Sujith Ravindran**, Founders of Embassy of the Future, to lead a session titled ***Time Travelling Back from 2070***. Participants were challenged to imagine an ‘enlightened Earth’ fifty years ahead and to work backward to identify the scientific, cultural, and political shifts that would have made such a world possible. The exercise inverted conventional forecasting: by projecting themselves into 2070 – a world that had solved today’s crises – delegates examined what humanity must do now to realize that vision. The discussion framed the Summit’s overarching inquiry: How can cooperation accelerate the transition from aspiration to accomplishment?



Carlos Gilberto Carlotti, Rector, University of São Paulo, welcoming participants

At the Jockey Club of São Paulo, the Welcome Reception officially inaugurated the Summit. Hosted by **Anastasia Kalinina**, Founder of the SuperSymmetry Institute, Switzerland, the evening offered a preview of the forthcoming Global South Competitiveness Report, identifying five



Angela Gandra, Secretary of International Relations, City of Sao Paulo



Vahan Agopyan, State Secretary for Science, Technology and Innovation, State of Sao Paulo



Anastasia Kalinina, Founder, SuperSymmetry Institute, Switzerland, chairing the Opening Dinner at the Jockey Club

systemic megatrends shaping development. First came geopolitical tension, from Europe's wars to internal polarizations that echo across continents. Second was the rising economic weight of the Global South, now accounting for two-thirds of the world's working-age population and a third of global GDP (PPP). Third was the surge of technological breakthroughs: Brazil alone hosts 74 percent of Latin America's deep-tech firms and has attracted more than US \$1.29 billion in AI start-up investment. Fourth was demographic growth and urbanization – over 80 percent of Latin Americans now live in cities. And finally, climate and resource pressures demanding new forms of resilience.

Anastasia Kalinina observed, 'The global landscape is being redrawn; geopolitical rivalries are reshaping alliances, disruptive technologies are transforming economies, climate challenges are testing resilience, and demographic shifts are rewriting growth trajectories.' **Jerry Hultin**, CEO of Global Futures Group (USA), posed a series of questions that resonated through the following days: 'How does the United States learn to be a partner after eighty years of dominance? How does China accept its power with grace? How does the Global South take its growth seriously?'

Angela Gandra, Secretary of International Relations of São Paulo City, described how her office practices 'paradiplomacy' – a form of city-level international cooperation attracting investment and embedding sustainability into municipal governance. She was joined by **Vahan Agopyan**, State Secretary for Science, Technology and Innovation, who emphasized that 'we must strengthen innovation environments and support innovative companies, especially start-ups.'

Reflecting on competitiveness, **Roberto Alvarez**, Executive Director of the Global Federation of Competitiveness Councils (USA), concluded: 'Competitiveness today is not only about productivity or technology – it is about purpose, cooperation, and the



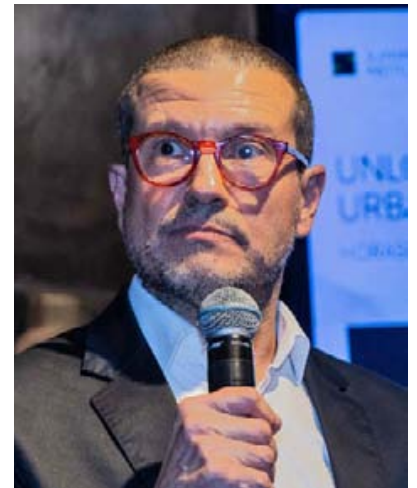
Jorge Lima, State Secretary for Economic Development, State of Sao Paulo



Hugo Mathecowitsch, Founder, Tools for the Commons, Brazil



Jerry Hultin, Chief Executive Officer, Global Futures Group, USA



Roberto Alvarez, Executive Director, The Global Federation of Competitiveness Councils, USA

collective capacity to turn innovation into shared prosperity.’ Echoing the newly announced Nobel Prize in Economics (awarded to Joel Mokyr, Philippe Aghion, and Peter Howitt), participants reflected that progress depends on understanding not only that innovation works but why it works. The laureates’ research on creative destruction reminded delegates that transformation always carries tension; the task is to manage it constructively. **Hugo Mathecowitsch**, Founder, Tools for the Commons, Brazil summarized the Summit’s intellectual ambition: ‘We are not only here to instill innovation itself – we are here to inspire the cooperation that allows innovation to heal rather than divide.’

The first full day of the Horasis Global Summit began in a spirit of momentum and curiosity. Across the campus, from early morning onward, more than a dozen simultaneous dialogues unfolded, all bound by a single refrain – cooperating. Each session began with that word, a simple yet profound acknowledgment that none of the challenges confronting humanity can be solved in isolation. The conversations wove a narrative of interdependence: how to align economies, technologies, and values in ways that make cooperation not an aspiration but an operational principle. The rooms were alive with the sense that something larger was being attempted – that the word itself, repeated on every door, could become a global method.



Alves de Almedida Katukina Renaldo, Chief and Shaman of the sacred village of Nomanawa Peru, speaking at the Time Travel workshop

In one dialogue, leaders reflected on the paradox of prosperity: that nations, in seeking to optimize for self-interest, often erode collective well-being. **Louisiana Mees Fongang**, Founder and CEO of The Ground Productions, Belgium, urged that ‘cooperation must evolve from diplomacy into design – built into our economic architecture so that success automatically lifts more than one nation.’ It was a call to reinvent the very logic of competition. Elsewhere, financial thinkers and entrepreneurs explored how to turn capital into a



Impromptu session at a Sao Paulo coffeeshop

tool of regeneration. **Gustavo Montezano**, CEO of YvY Capital, Brazil, argued that ‘we can no longer separate the cost of capital from the cost to nature,’ while **Carlos Takahashi**, Chairman of BlackRock Brasil, added that sustainable finance can only thrive ‘where trust flows as freely as capital.’ Cooperation, in this sense, was not a moral luxury but a prerequisite for long-term return.

From finance the conversation flowed into communication. Experts from media and advertising examined how the stories that shape desire also shape the planet. **Erlana Castro**, Founder of #ESGpraJA, Brazil, noted that ‘advertising can shape desire, and desire shapes the planet.’ **Bill Wescott**, Lead Climate Advisor at Ad Net Zero, United Kingdom, called behavioral change ‘the most underused form of mitigation.’ Participants concluded that the same persuasive power that once fueled consumption could be redirected toward sustainability – a transformation possible only through collective intention.

In parallel, digital creators discussed how authenticity meets advocacy. **Kemal Brown**, CEO of Digita Global Group, Jamaica, captured the delicate balance: ‘Our reach is exponential, but so is our responsibility.’ For these young leaders,

cooperation meant maintaining trust even as influence scales – aligning creativity with conscience. A particularly visionary conversation drew on the idea of utopia, asking how technology, ethics, and shared governance might be aligned to transcend scarcity. **Uri Aviv**, Director of Utopia, Israel, reminded participants that ‘utopia is not a destination; it is a cooperative process of becoming.’ **Regina Noppe**, Founder of Dream2B, Canada, urged that exponential technologies must be guided by moral imagination, while **Thais Sterenberg** of Elephan, Brazil added, ‘A utopia without participation is only architecture.’ Their words echoed through the campus corridors, blurring the line between vision and strategy.



Marcelo Zuffo, President, Inova USP, Brazil



Jerry Zhang, Chairman, Sino-Laurel, China



Panel 'Cooperating for Innovation', chaired by Daphne Laan, Founder, Planetir, The Netherlands

Conversations about generational fairness followed naturally. **Bettina Gómez-García**, Chief Strategy Officer at Edify.org, Peru, observed that 'inheritance without intention is merely repetition,' while **Kevin Harrison**, CEO of BGI Capital Partners, United Kingdom, suggested that family offices and private wealth could act as bridges – connecting memory to future possibility through philanthropy and responsible investment. The same cooperative logic animated discussions on innovation.

Dexus Almonte, Co-founder of Common, Canada, stated that 'the next big invention will not emerge from secrecy but from shared insight.' **Daphne Laan**, Founder of Planetir, Netherlands, illustrated how open-source collaboration can outpace even the most resourced proprietary labs. Here, too, the consensus was that cooperation

accelerates progress because it multiplies perspective. Educators and social innovators meanwhile examined how collaboration itself could be taught. **Carolina Barrios Verand**, Executive Director of Continental University of Florida, USA, reflected that 'learning together trains empathy as much as intellect,' while **Atul Temurnikar**, Executive Chairman of Global Schools Foundation, Singapore, noted that cooperative learning cultivates adaptability – 'the real skill of the 21st century.'



Astrid Skala-Kuhmann, Member of the Board, Lenzing, Austria

Environmental leaders reframed ecology as the ultimate form of cooperation.

Fernando Piovesana, CEO, Bioreset, Brazil, invoked ancestral wisdom: 'Nature has been cooperative for millennia; it's time our policies learned from her.' The conversation broadened to planetary health, emphasizing that every ecosystem, like every economy, thrives on balance rather than dominance.

The energy of the day's debates carried seamlessly into discussions on inclusion and gender equality. **Daniela Benoit**, CEO, Connect Brains, Brazil, said, 'Inclusion is not a women's issue; it is a societal innovation.' **Yulia Stark**, President, European Women's Association, Belgium, reinforced that genuine equality emerges only when co-



Kevin Harrison, Founder and Chief Executive Officer, BGI, Capital Partners, United Kingdom



Yulia Stark, President, European Women's Association, Belgium



Arrival of participants

operation becomes cultural – when power itself is shared, not granted. Later on, the themes of economic symbiosis and cross-border trust intertwined. **José Antonio Carim**, Managing Partner of Carim Advogados, Brazil, reflected that ‘the most resilient companies are those that see competitors as collaborators in building ecosystems.’ **Jerry Zhang**, Chairman, Sino-Laurel, China, added a historical note: ‘Every crisis we averted began with dialogue; every collapse began when dialogue stopped.’

As participants moved between rooms, the rhythm of cooperation seemed to ripple through the entire campus. Ideas migrated from one discussion to another, forming unexpected constellations. Finance merged with philosophy, gender with governance, technology with empathy. The Summit’s design – many sessions, one theme – began to reveal its meaning: cooperation was not a topic but an atmosphere, a collective way of thinking. The Inova USP complex had become a living demonstration of what Horasis stands for – a global agora where dialogue itself becomes a form of action. Each participant, whether entrepreneur or academic, minister or activist, played a part in composing the same message: that humanity’s future depends less on invention than on our capacity to invent together.

These discussions built momentum for what became the intellectual centerpiece of the Summit – the **Grand Opening Plenary: Cooperating to Generate Global Prosperity**, held in the main auditorium of the University of São Paulo. The room was filled to capacity: ministers, scholars, and business leaders, joined by innovators who represented Brazil’s rising generation. The atmosphere carried both ceremony and anticipation – a sense that this moment in São Paulo could become a point of inflection in how the world thinks about cooperation.

The session was graced by **Felício Ramuth**, Vice Governor of the State of São Paulo; **Jorge Lima**, State Secretary for Economic Development; **Carlos Gilberto Carlotti**, Rector of the University of São Paulo; and



Atul Temurnikar, Executive Chairman Global Schools Foundation, Singapore



Frank-Jürgen Richter welcoming participants



Campus for global progress

Frank-Jürgen Richter, Chairman of Horasis. Their remarks, each in tone and substance distinct, together formed a mosaic of vision and responsibility. Vice Governor **Felício Ramuth** opened the plenary by situating the Summit within Brazil's reform momentum. He described São Paulo as a laboratory for the nation's future, a state whose size and diversity demand inclusive governance. 'This is a historic moment to invest in Brazil,' he declared, 'as our tax reform opens new space for innovation, efficiency, and fairness. Artificial intelligence will touch every sector – public and private – transforming how we create value and how we serve our people.' His words resonated with confidence that Brazil could move from a peripheral actor to a protagonist in the new global economy through disciplined cooperation.

He was followed by **Jorge Lima**, Secretary of Economic Development. Drawing on his years in public service and business, he reminded the audience that economic transformation depends as much on ethics as on engineering. 'The São Paulo I want is one where every citizen can reach their maximum potential and feel increasingly proud of their State,' he said. 'But it's not enough to want it – a lot of planning, determination, and hard work are needed for this.' His tone was grounded yet visionary, urging that opportunity and accountability must advance together. **Carlos Gilberto Carlotti**, Rector of the University of São Paulo, added a distinctly academic cadence to the dialogue. He spoke of the university's autonomy not as privilege but as public trust. 'Universities need academic freedom to thrive,' he said. 'Autonomy imposes itself as a rational assumption for the generation of knowledge.' In linking freedom to responsibility, Carlotti reminded the audience that education is society's longest investment cycle – the ultimate cooperative act between generations. He highlighted USP's ongoing reform to evaluate professors not only by publications but also by their contribution to social innovation, noting that 'knowledge fulfills its mission only when it returns to the community that sustains it.'

Frank-Jürgen Richter remarks, part



Kemal Brown, Founder and Chief Executive Officer, Digita Global Group of Companies, Jamaica



Bo Inge Andersson, President, Ivanhoe IV, USA



Maria Cristina Frias, Partner, Grupo Folha, Brazil



Kyle Bozentko, Executive Director, Center for New Democratic Processes, USA

reflection and part appeal, drew on two decades of convening global dialogues. ‘The future belongs to those who build bridges, not walls,’ he said. ‘Cooperation and openness are crucial to shaping the world of tomorrow.’ He invited the audience to view São Paulo not just as a venue but as a metaphor for the global condition: a city built by migration, sustained by diversity, and thriving through exchange. ‘The true strength of nations,’ he added, ‘lies not in isolation but in the quality of their partnerships. Prosperity multiplies when it is shared.’ The Grand Opening thus became a living bridge between aspiration and practice – a collective affirmation that the path to global prosperity begins with listening, trust, and the courage to act together.

The Grand Opening was followed immediately by three plenary panels that developed the themes introduced in the morning. The first, ***Harnessing the Power of Cooperation***, examined how collaboration can be translated into effective structures for governance, business, and society. The session was chaired by **Kyle Bozentko**, Executive Director of the Center for New Democratic Processes in the United States, who emphasized that democracy itself must become more deliberative and inclusive. He explained how his organization’s work

with ‘deliberative mini-publics,’ such as Citizens’ Juries and Assemblies, offers a framework for informed public participation in decision-making. Bozentko underlined that these methods will be increasingly important as societies confront the complex implications of Artificial Intelligence and other emerging technologies. ‘We need citizens who are not only consulted but who co-create policy,’ he said. ‘Cooperation in democracy means shared authorship of the future.’ **Bo Inge Andersson**, President of Ivanhoe IV in the United States, drew on extensive global experience in the automotive and manufacturing sectors to describe how cooperation underpins supply chains and industrial ecosystems. He noted that global manufacturing has demonstrated both the power and the vulnerability of interdependence. To sustain progress, globalization must become more inclusive, integrating environmental responsibility and social stability. ‘If globalization is to endure,’ he observed, ‘it must be humanized. Efficiency without empathy will not create lasting value.’

Maria Cristina Frias, Partner at Grupo Folha in Brazil, discussed the strategic direction of media and journalism’s essential role in promoting understanding among nations. ‘Good storytelling opens a clear



Srikanth Reddy, Executive Vice Chairman, Sonata Software, India



Sekai Holland, Chairperson of Board of Trustees, Zimbabwe Peacebuilding Initiative

focus in complex issues,’ she said, while noting that there is ‘a decline of cooperation among countries’ and a growing polarization of information. Frias stressed that reliable journalism helps preserve a sense of shared truth and that communication itself can be a form of civic cooperation. **Sekai Holland**, Chairperson of the Board of Trustees of the Zimbabwe Peacebuilding Initiative and Former Minister of State for National Healing, Reconciliation and Integration of Zimbabwe, closed the discussion by highlighting the moral dimension of cooperation. She emphasized that peace cannot be imposed but must be cultivated through dialogue and respect for history. ‘All of us need to take a deep breath and understand world history,’ she said. ‘If we continue with an eye for an eye, eventually



Lucas Ferraz, Former Secretary of Foreign Trade; Professor, Fundacao Getulio Vargas, Brazil



Panelists of ‘Cooperating for Utopian Futures’, led by Petra Borgmann Durrie, Managing Partner, key designs, Germany

we are blind.’ The plenary concluded that cooperation is not only a principle but an instrument of effective governance. Whether in political participation, industrial management, truthful communication, or peacebuilding, cooperation remains the essential condition for progress.

The second plenary panel of the morning examined the *World Economic Outlook*, focusing on how cooperation can help stabilize a global economy marked by technological disruption, geopolitical uncertainty, and structural transformation. The discussion was chaired by **Ligia Guimarães**, Editor of *Valor Econômico* in Brazil, who opened by reflecting on the responsibility of economic journalism to provide accuracy and perspective in a volatile world. She underlined that media must not only report events but also shape informed debate through context and clarity. ‘Truthful storytelling,’ she noted, ‘helps societies understand the causes behind economic turbulence and find common ground for solutions.’ **Lucas Ferraz**, Former Secretary of Foreign Trade and Professor at Fundação Getulio Vargas in Brazil, addressed the dynamics of international commerce. He observed that Brazilian exports to Asia could help mitigate the forecast decline in Brazil’s trade surplus this



Claude Béglé, Chairman, SymbioSwiss, Switzerland



Kaspar Grathwohl, Executive Vice Chairman, UBS, Switzerland



Alejandro Valenzuela, Chief Executive Officer, Banco Azteca, Mexico, one of the meeting co-chairs

year, demonstrating the country's capacity to diversify and adapt. Ferraz emphasized that cooperation among emerging markets remains a decisive factor for maintaining trade stability. 'In a fragmented global economy,' he said, 'Brazil's partnerships with Asia illustrate how diversification and dialogue can secure resilience.' From the financial sector, **Kaspar Grathwohl**, Executive Vice Chairman of UBS in Switzerland, outlined the major trends shaping global wealth management and investment banking. He noted that investors today face a complex intersection of digitalization, demographic shifts, and new forms of risk. 'The role of financial institutions,' he stated, 'is to guide clients through volatility, ensuring that long-term value creation aligns with global responsibility.' Grathwohl underlined that cross-border collaboration in regulatory frameworks and sustainable finance remains essential for restoring confidence in the markets.



Denise Endringer, Rector, Vila Velha University, Brazil



Jessica Kantor, Freelance Journalist, USA

Claude Béglé, Chairman of SymbioSwiss in Switzerland, pointed to innovation as the primary driver of future growth. 'Innovation is the best opportunity we have to grow the economy,' he said, emphasizing the speed of change driven by digital technologies and Artificial Intelligence. Béglé cautioned that the AI landscape is currently dominated by

the United States and China but predicted that Asia's economic expansion would increasingly shape the global balance. 'In the long run,' he observed, 'Asia will grow and dominate the world, and America will decline gradually. The key will be cooperation between regions that share innovation and regulate it wisely.' Adding a perspective from Latin America's banking sector, **Alejandro Valenzuela**, Chief Executive Officer, Banco Azteca, Mexico, described how financial technology is transforming transactions and consumer behavior. 'There is a revolution coming in financial transactions,' he said, 'and a key requirement will be cybersecurity.' Valenzuela underscored that cooperation between banks, technology companies, and regulators will be essential to ensure both trust and efficiency in the digital economy. Throughout the session, speakers agreed that while global growth remains uneven, strategic cooperation can mitigate risk and unlock opportunity. Whether in trade diversification, sustainable investment, or financial innovation, collaboration between governments, markets, and institutions will determine how well the world manages its next cycle of change.

A major topic in the discussion on the world economy – and recurring throughout many of the parallel sessions – concerned the



Plenary 'Rethinking Climate Cooperation'

impact of tariffs and protectionist measures on global stability. Delegates agreed that rising trade barriers have become a significant source of uncertainty for investors and exporters alike. **Guilherme Ferreira**, President, JiveMauá, Brazil, noted that 'trade fragmentation is now as damaging as any fiscal imbalance,' stressing that higher tariffs distort value chains and weaken productivity growth. Participants also examined how national growth figures are increasingly influenced by the surge in AI-related investment, especially in the United States, where data-center expansion and semiconductor demand have inflated headline GDP numbers. Several experts cautioned that this concentration of value in a handful of large technology firms has increased systemic risk. As **GK Reid**, Chief Communications Officer, Open Origin, USA, remarked, 'Markets are benefiting from technological exuberance, but resilience will depend on diversification – economic and geographic.'

Speakers pointed out that the same digital infrastructure driving growth could amplify volatility if policy coordination lags behind innovation. **Alf Rehn**, Professor of Innovation, Design, & Management, University of Southern Denmark, Denmark, observed that 'we are witnessing the fastest capital

cycle in modern history, powered by AI and automation, yet without the stabilizing frameworks that global cooperation requires.'

The debate also anticipated the IMF's post-summit assessment, which confirmed the tone of caution expressed in São Paulo. The Fund's World Economic Outlook projected global growth slowing from 3.3 percent in 2024 to 3.2 percent in 2025 and 3.1 percent in 2026, with advanced economies expanding by around 1.5 percent and emerging markets just above 4 percent. Inflation, though moderating, remains uneven and subject to renewed tariff pressures. As **Andrea Raballo**, Chair Professor of Psychiatry, University of Lugano, Switzerland summarized, 'Short-term policy wins cannot replace long-term cooperation – tariffs may protect today, but they destabilize tomorrow.'

The third plenary of the morning addressed one of the defining challenges of our time: **Rethinking Climate Cooperation**. The session was chaired by **Nisaa Jetha**, Founder, ImpactforSDGs, United Kingdom, whose work focuses on impact strategy, accountability, and the pace of delivery for the United Nations Sustainable Development Goals (SDGs). She emphasized that cooperation in climate policy must bridge



Simona Ceci, Partner,
E4Revive, USA



Fabio Bottacci, Founder and Chief
Executive Officer, VINCI Digital,
Brazil



Nisaa Jetha, ImpactforSDGs and Jojo Mehta, Stop Ecocide International



Sarah Siqueira, Founder, Rampa, Brazil, speaking about the need to tackle climate change



Analia Cervini, Head of Communications for Latin America, LinkedIn, Brazil

the gap between capital and conscience – between financial systems and moral responsibility. Jetha underscored that Brazil, as the host of COP30 to be held in Belém in November, carries both an opportunity and a duty to demonstrate leadership. ‘Brazil must transform the global spotlight into tangible outcomes,’ she said, ‘not only through investment and technology but by integrating the voices of indigenous peoples and ensuring that environmental stewardship becomes a shared civic commitment.’

She also called for a paradigm of ‘climate leapfrogging’, in which emerging economies adopt innovative, low-emission technologies without repeating the carbon-intensive paths of industrialized nations. ‘The Global South,’ she argued, ‘has the chance to lead not by following old models, but by inventing new ones.’ **Sarah Siqueira**, Founder, Rampa, Brazil, spoke about the crucial role of scientific research in addressing environmental challenges. Drawing from her experience with collaborative projects at SERC, she emphasized how interdisciplinary science can illuminate the long-term effects of human activity on ecosystems. She urged for stronger links between research institutions, industry, and government to ensure that science guides sustainable policy.

Gladys Martínez, Chief Executive Officer, Interamerican Association for Environmental Defense, Costa Rica, expanded the discussion to include marine ecosystems. ‘With the accelerating climate and biodiversity crises,’ she warned, ‘time is not a luxury – we have to put ocean health back on track.’ She emphasized that protecting the oceans is inseparable from broader climate policy, as marine degradation directly undermines both biodiversity and economic resilience.

Adding a creative and humanistic perspective, **Juliana Schürmann**, Co-founder and President, Impact Coalition Institute, Brazil, reflected on her work as an architect, entrepreneur, and environmental advocate.



Gladys Martínez, Chief Executive Officer, Interamerican Association for Environmental Defense, Costa Rica



Catherine Shiang, Managing Director, ACA, Hong Kong making a point on the panel The Future of Economies

Her approach focuses on mobilizing people and institutions into collective action. ‘We need to unite people, ideas, and actions to restore the planet,’ she said. ‘In doing so, we restore the pact of serving the Earth.’ The discussion underscored that effective climate cooperation requires alignment between science, finance, and civil society, supported by inclusive governance. As Brazil prepares to host COP30, speakers emphasized that the world will look to it not only for declarations but for examples of implementation – demonstrating that the Global South can lead through innovation, solidarity, and moral conviction.

After the morning plenaries, the Summit’s dialogue broadened across two rounds of parallel sessions held throughout InovaUSP. In the economic discussions, participants reflected on how collaboration can sustain growth amid geopolitical uncertainty. The session on investing in Brazil set the tone, emphasizing that the country’s reform momentum, demographic strength, and natural resources are positioning it as one of the most promising destinations for global investment. **Helio Magalhães**, Chairman, Evoltz Participações, Brazil, described the national economy as ‘an engine of potential ready to be synchronized with the world.’

Monique Evelle, Founder, Inventivos, Brazil, stressed that inclusive entrepreneurship is fast becoming the new frontier of competitiveness: ‘Brazil’s future growth will come from empowering innovators outside the traditional centers of finance.’

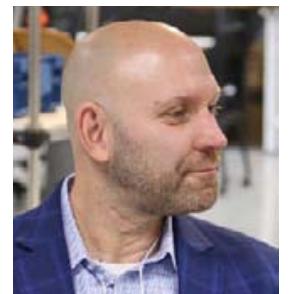
Catherine Shiang, Managing Director, ACA, Hong Kong, noted that ‘investment must serve a larger purpose – building prosperity that is both profitable and fair.’

Lynn Connolly, Founder, Harbor Peak, USA, added that modern investors are looking for meaning as much as for margin: ‘Capital is flowing toward companies that combine growth with purpose.’

This vision extended naturally into a wider discussion on the future of economies.

David Graff, President, Corner Capital Management, USA, observed that ‘macro - economics today is less about control and more about coordination.’ **Marcelo**

Marzola, Board Member, GSA Group, Brazil, agreed that fiscal prudence must now be paired with sustainability metrics, while **Mandi Rukuni**, Chairman, Zimbabwe Council for Higher Education, Zimbabwe, called for renewed South-South partnerships to stabilize trade and create shared resilience. ‘No nation can stand alone against inflationary shocks,’ he remarked. ‘Regional cooperation is the new form of sovereignty.’



Jon Soberg, Managing Partner, MS&AD Ventures, USA



Heloisa Glad, C-Level Executive, Board Member & Mentor, Brazil



Habib Paracha, Co-founder, Blinq Solutions, Pakistan



Pieter Perrett, Professor, University of Applied Sciences Northwestern Switzerland, Switzerland



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

Global trade and supply chain resilience were recurring themes throughout the afternoon. At the session on rebuilding supply chains, **Wolfgang Lehmacher**, Operating Partner, Anchor Group, Hong Kong SAR, argued that ‘the supply chain of the future will be both local and global – regional clusters connected by trust and technology.’ **Gabriel Gurovich**, President, Cuponatic Latam, Chile, added that the lessons of recent crises have redefined competitiveness itself: ‘Resilience is the new efficiency.’ In the discussion on digitalization versus protectionism, **Monique Lima**, Co-founder and Chief Executive Officer, Mimo Live Sales, Brazil, and **Carina Cunha**, Founder, Y42, USA, explored how technology can mitigate the distortive effects of tariffs and trade barriers. **Thaís Magrini Schiavon**, Founding Partner, Magrini Schiavon, Brazil, summarized this shift succinctly: ‘Data flows are the arteries of the modern economy. When they are blocked, the whole organism suffers.’

Technology and innovation framed another dominant current of debate. In sessions devoted to artificial intelligence and the Fifth Industrial Revolution, speakers examined the convergence of automation, robotics, and human creativity. **Pieter Perrett**, Professor, University of Applied Sciences

Northwestern Switzerland, Switzerland, argued that ‘AI should not replace human decision-making but reinforce it – cooperation between human judgment and machine precision defines the next phase of productivity.’ **Lorena Tolesani**, Chief Executive Officer, Vitrina Care, Brazil, warned that automation risks hollowing out middle management unless organizations rethink education and ethics to ‘keep the human in the loop.’ **Nikolaos Mavridis**, Startup Mentor, Massachusetts Institute of Technology (MIT), USA, and **Beatriz Ambrosio**, Chief Executive Officer, Mention, Brazil, noted that artificial intelligence can accelerate inclusion if its design is transparent and its data sets representative. **Habib Paracha**, Co-founder, Blinq Solutions, Pakistan, emphasized that international



Participants sharing a light moment



Panel 'Embracing Digital Currencies'



Marko Kasic, Founder, FundLife, The Philippines

cooperation in research and governance is essential: 'The digital divide is no longer between nations but between mindsets.'

The same call for coordination ran through the discussions on digital currencies, tokenization, and financial technology.

Thierry Arys Ruiz, Chief Executive Officer and Chairman, AgAu, Switzerland, described tokenization as 'the architecture of the fluid economy.' **Vitor Braga**, Co-founder and Chief Technology Officer, CryptoLovers, Brazil, underlined that blockchain technologies are reconfiguring trust, creating systems that demand collaboration between regulators and innovators.

Andrea Burattini, Founder, Dinie, Brazil, observed that 'fintech can be a social catalyst, expanding credit and dignity at the same

time.' **Alexander Lieber**, Representative, Deutsche Bundesbank, Brazil, and **Tevfik Kaan Soyak**, Chief Executive Officer, SoyakTech International, Türkiye, warned that policy fragmentation could undermine innovation. 'The risk,' Soyak said, 'is not overregulation but isolation – when every jurisdiction moves alone, cooperation fails.'

Corporate strategy and leadership under uncertainty were also in focus. In the session on *navigating ambiguity*, **Pedro Guimarães**, Senior Partner and Managing Partner Brazil, Roland Berger, Brazil, urged leaders to see unpredictability as a condition to be managed, not feared. 'We cannot predict the future,' he said, 'but we can prepare for it – together.' **Camila Moletta**, Co-founder and Chief Executive Officer, More Grls, Brazil, argued that decisive leadership today must also be collective: 'The most innovative organizations are those where everyone leads from where they stand.' **Heloisa Callegaro**, Managing Partner, McKinsey, Brazil, echoed this sentiment: 'Resilient companies cooperate internally as much as they compete externally.'

Environmental sustainability was another defining theme across the parallel sessions. In discussions on the circular economy, urban futures, and sustainable tourism, participants



Thierry Arys Ruiz, Chief Executive Officer and Chairman, AgAu, Switzerland



Panel speakers critical thinking



Vitor Braga, Co-founder and Chief Technology Officer, CryptoLovers, Brazil

explored how to balance development with regeneration. **Chicko Sousa**, Founder, GreenPlat, Brazil, remarked that ‘the circular economy must move from compliance to conviction – sustainability cannot remain an afterthought.’ **Emily S. Ewell**, Founder and Chief Executive Officer, Pantys, Brazil, emphasized that transparency in supply chains is now a competitive advantage.

Patrick Brown, Mayor, City of Brampton, Canada, and **Marta Dinis**, Director of Entrepreneurship, Municipality of Lagos, Portugal, focused on urban equity, arguing that ‘cities must be built not only for growth but for inclusion.’ In the tourism dialogue, **Iván X. Eskildsen**, Former Minister of Tourism, Panama, and **Jaqueline Gil**, Founder, Amplia Mundo, Brazil, proposed a model of regenerative tourism that benefits local communities while preserving ecosystems. **Charles Munn**, Executive Director, SouthWild Travel, USA, concluded that ‘sustainability is no longer a niche – it is the new benchmark of competitiveness.’



Livia Silva Louvel, Chief Executive Officer, GoGlobal Consulting, Brazil



Hakan Dogu, Chairman, Alagan Mobility Solutions

Social and generational issues infused the conversations with a human dimension. In the session on **Gen-Z as a Force for Cooperation**, **Aline Both**, Founder, Essere Amalfi, Brazil, and **Katia Rangel**, Chief Executive Officer, Key Lead Solutions, Brazil, explained how a new generation of

workers is redefining loyalty around shared purpose rather than hierarchy. ‘For Gen-Z, cooperation is identity,’ Rangel observed. ‘They join movements, not companies.’

In the dialogue on **critical thinking in a world full of bias**, **Janaína Chezanoski**, Head of Business Development Americas, PMA, Brazil, warned that ‘without critical thinking, even the most connected societies risk fragmentation.’ **Marko Kasic**, Founder, FundLife, The Philippines, added that ‘critical thinking is the literacy of cooperation – it enables people to engage, not just react.’

Panels on governance and civic trust offered a more institutional perspective. **Akira Tsuchiya**, President, The Global Institute (TGI), Japan, and **Peter Lu**, Partner, McDermott Will & Emery, United Kingdom, examined how governments can rebuild public confidence in democratic processes. **Radu Predescu**, Executive Officer, Autonom Group, Romania, concluded that ‘cooperation must be redefined as strength, not compromise.’

The conversation then expanded into the cultural and creative spheres, where cooperation is expressed through imagination and shared meaning. In the sessions on the passion economy and entrepreneurial



Panel 'The New Human — Consciousness Meets Technology'

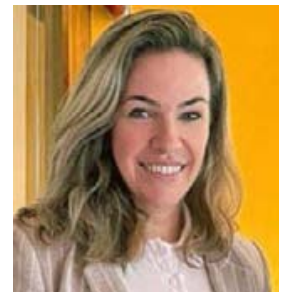
alchemy, **Paula Costa**, Founder, Passion Economy Journey, Portugal, described collaboration as 'a regenerative cycle – when human creativity meets collective purpose, value multiplies.' **Anna Pietraszek**, Professor of Marketing, Florida International University, USA, and **Pedro David Espinoza**, Chief Executive Officer, Pan Peru, USA, agreed that the next era of entrepreneurship will hinge on empathy as much as efficiency. 'Trust,' Espinoza said, 'is the new infrastructure of global commerce.' In the dialogue titled *The New Human: Consciousness Meets Technology*, **Ligia Zotini**, Founder, Voicers, Brazil, guided a reflection on the ethical dimension of innovation. **Gustavo Nogueira**, Founder, Temporality Lab, The Netherlands, observed that 'technology accelerates, but consciousness must evolve at the same pace.'



Ligia Zotini, Founder, Voicers, Brazil

Tania Zacharias, Founder, INNER Co, Brazil emphasized that cooperation between humans and machines must be guided by ethical codes that protect human agency. Finally, in the session on *reimagining Latin American identity*, **Andrés Felipe Cano Pineda**, Managing Director, Metódik, Colombia, and **Juan Suarez**, Co-founder, Arkano Software, Uruguay, discussed how regional collaboration could transform Latin America's diversity into a source of global strength. 'Cultural cooperation,' Suarez said, 'is our most strategic resource.'

Taken together, these sessions revealed that cooperation operates at every level – from global supply chains to local governance, from corporate decision-making to cultural identity. Across disciplines, participants expressed a shared belief that the next stage of globalization will depend less on competition for dominance and more on coordination for mutual gain. As **Marina Kim**, Founder and Chief Executive Officer, Orere, Brazil, concluded in her session on collective intelligence, 'the future will belong not to those who think alike, but to those who think together.' The afternoon's dialogues demonstrated that while the world faces uncertainty, the willingness to collaborate remains humanity's most renewable asset.



Karen Schneider, Director, IBREI



Plenary panel *Leveraging Technology for Humanity's Progress*

The afternoon plenary sessions continued the Summit's central inquiry into how co-operation can shape the future of progress. The first, *Leveraging Technology for Humanity's Progress*, brought together leaders from journalism, technology, industry, and innovation to examine how digital transformation can be aligned with human values. The session was chaired by **Jessica Brice**, Senior Investigative Reporter, Bloomberg News, USA, whose work often combines data and geospatial analysis to uncover high-impact stories in corporate accountability, environmental governance, and global supply chains. Drawing on her experience as a journalist operating at the intersection of technology and truth, Brice reflected on the shifting balance between transparency and privacy. 'If we want protection,' she said, 'we need to start thinking of our data also as our property, because it is unlike [bricks and mortar] property which is protected legally.' She argued that data has become the world's most valuable asset – a resource that empowers innovation but also exposes societies to new forms of vulnerability. 'The challenge is not data itself,' she observed, 'but how we choose to govern it.'



Akinori Seki, Professor,
Tokyo Keizai University, Japan

Carlos Creus Moreira, Founder and Chairman, WISEKey, Switzerland, built on

this idea, warning that digital abundance has created a paradox of disconnection. 'We're getting digital fat,' he said, describing how the overproduction of information risks eroding individual autonomy. His call for 'cyber sovereignty' – giving individuals control over their digital identity – reflected a concern shared by many participants. Moreira envisioned a world in which each person possesses a 'virtual identity' that manages information responsibly: 'It should carry everything about us, but release only what is necessary for a transaction. That is the future of digital trust.' He emphasized that education, both in schools and at home, remains the most powerful safeguard of digital ethics. 'Cybersecurity begins in the mind,' he added. 'Without digital literacy, we cannot cooperate effectively.'



Carlos Creus Moreira, Founder and Chairman,
WISEKey, Switzerland



Capturing the Horasis moment when argument gives way to synthesis



The Horasis community in action



A symposium of global leaders



A meeting of minds



One of the many many panels



A laboratory for new ideas



A lively debate unfolds as perspectives collide



Co-creating the future at Horasis



Jessica Brice, Senior Investigative Reporter, Bloomberg News, USA



*Rüdiger Leutz, Managing Director,
Porsche Consulting, Brazil*



Ani Chahal Honan, Founder, Yunity, USA

Raj Nandwani, Managing Director, Advane, Hong Kong, shifted the discussion toward the moral dimension of technological change. ‘We need to use technology to build empathy,’ he said, ‘because too often it removes empathy from the world.’ He underlined that cooperation in the digital economy must rest on mechanisms that translate complex innovation into practical benefit. ‘We need frameworks that turn abstract possibilities into actionable strategies,’ he argued, particularly in sectors such as fintech and cryptocurrency, where human behavior still determines technological impact.

From the perspective of industry transformation, **Rüdiger Leutz**, Managing Director, Porsche Consulting, Brazil, highlighted Brazil’s culture of resilience as a model for

adaptive innovation. ‘Brazilians are not known for sticking their heads in the sand,’ he said, ‘but for pulling together.’ He described his business philosophy, which he calls ‘Consultainment’ – a blend of consulting with enthusiasm and enjoyment – as a method to overcome resistance to change. ‘Technology succeeds,’ he explained, ‘when it is implemented with passion and shared purpose. Cooperation is not just a process; it is an attitude.’ The session also featured **Ani Chahal Honan**, Founder, Yunity, USA, whose work focuses on bridging human consciousness and digital design. She emphasized that technology should serve as an amplifier of human connection, not as its replacement. ‘We are standing at a threshold,’ she said, ‘where our tools are evolving faster than our collective wisdom. The true progress of technology will be measured not by speed or scale, but by its capacity to deepen empathy and elevate human potential.’ Together, the panelists agreed that humanity’s digital future depends on aligning technological innovation with ethical stewardship and education. From data ownership to AI governance, from industrial cooperation to emotional intelligence, their discussion reaffirmed that progress without humanity risks becoming regression. As the dialogue concluded, one insight resonated throughout the room:



Raj Nandwani, Managing Director, Advane, Hong Kong



*Piruz Khambatta, Chairman,
Rasna Group, India*



Tobias Ellwood, Former Minister for Defence Veterans, Reserves and Personnel, United Kingdom



Jerry Hultin, speaking about peace in a fragmented world



Sundeep Waslekar, President, Strategic Foresight Group, India

technology's highest purpose is not to outpace human beings, but to empower them to cooperate more wisely.

The following plenary, ***Achieving Peace in a Fragmented World***, addressed one of the most urgent and complex challenges facing the international community. Bringing together leaders from government, business, and diplomacy, the session explored how cooperation and accountability can rebuild trust in an era marked by conflict, division, and disinformation. The discussion was chaired by **Rhett Power**, Forbes Columnist and Chief Executive Officer, Accountability Inc, USA, who began by emphasizing that accountability is not a constraint but the foundation of leadership. 'Accountability,' he said, 'is the true driver of success. In business culture, it is often a scary word, but it is also the mainstay of any enduring organization.' He reminded the audience that the tone of cooperation is set from the top: 'If we don't set the tone, if we as founders and CEOs don't set that tone and that cooperative culture, somebody else is going to set it for us – and it's probably not the culture we're going to want. The problems start with you.' His call underscored the session's central idea: that peace, whether in organizations or among nations, begins with responsibility and moral clarity.



Rosemary Carina Simoes, Chief Executive Officer, Wongo, Cabo Verde

Sundeep Waslekar, President, Strategic Foresight Group, India, broadened the conversation to the global level, arguing that the economics of peace are often underestimated. Drawing on decades of work in foresight and conflict resolution, he noted that cooperation and preventive diplomacy can drastically reduce the human and financial cost of wars. 'Every dollar spent on foresight saves a hundred in recovery,' he observed. 'Global cooperation is not only a moral necessity; it is sound economic policy.' He urged participants to view peace as a shared investment rather than a political aspiration – one that demands long-term vision and institutional cooperation.

Jerry Hultin, Chief Executive Officer, Global Futures Group, USA, added a forward-looking dimension, connecting



Rhett Power, Forbes Columnist & Chief Executive Officer, Accountability Inc, USA



Plenary Economic Development in the Age of Cooperation

security to innovation. He argued that technology and peacebuilding must evolve in tandem: ‘If we want peace to be sustainable, we must embed it into the design of our systems – in the way we govern AI, manage resources, and educate future leaders.’ He emphasized that the same ingenuity driving technological progress should be applied to strengthening global cooperation. ‘The future,’ Hultin stated, ‘belongs to those who use innovation to solve human problems, not deepen divisions.’

From his experience in public service, **Tobias Ellwood**, Former Minister for Defence Veterans, Reserves and Personnel, United Kingdom, reminded the audience that peacebuilding also requires compassion toward those who have borne the cost of

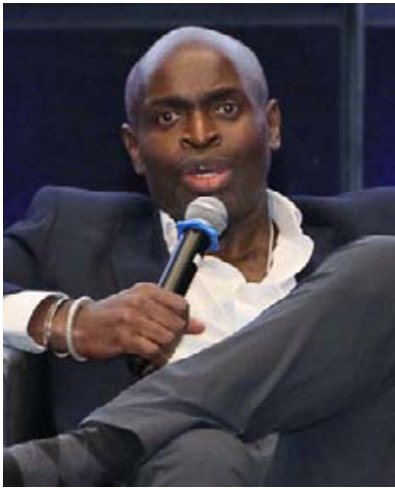


HH Princess Nisreen El-Hashemite, Executive Director, Royal Academy of Science Inter. Trust, USA

conflict. Drawing on his work with military veterans, he emphasized that ‘the physical and mental wounds should be treated the same.’ His intervention drew attention to the often-overlooked dimension of human recovery: the need to eliminate stigma around mental health in the armed forces and beyond. ‘True peace,’ he said, ‘demands that we heal minds as diligently as we rebuild nations.’ The discussion concluded with a powerful appeal from **Her Highness Princess Nisreen El-Hashemite**, Executive Director, Royal Academy of Science International Trust, USA, who spoke passionately about equality and dignity as the foundations of peace. ‘If you feel like you’re inferior, you will never achieve anything. It is you who makes your life beautiful or not.’ She warned that ‘dialogue is most perilous today, as there is no trust in international cooperation mechanisms,’ yet insisted that trust can only be rebuilt through persistent engagement and inclusion. Together, the panelists converged on a clear conclusion: that peace is inseparable from cooperation, and cooperation is inseparable from accountability. From boardrooms to battlefields, from digital platforms to diplomatic tables, the cultivation of trust remains humanity’s most demanding – and most necessary – task.



Elysangela Rabelo, Life Sciences and Healthcare Partner, Demarest Advogados, Brazil



Steven Ogunro, Managing Partner,
Late Stage Venture Partners, USA



Mikhail Higgins, President, Bahamas
Fibroid & Interventional Clinic, Bahamas



Sai Kumaran, Partner, CrossWork Ventures, USA

The final plenary of the day, ***Economic Development in the Age of Cooperation***, brought the conversation full circle – from geopolitics and peacebuilding to the concrete mechanisms that translate vision into progress. The dialogue examined how entrepreneurship, healthcare, and investment can converge to drive inclusive growth when guided by integrity and cooperation. The session was chaired by **Steven Ogunro**, Managing Partner, Late Stage Venture Partners, USA, whose career embodies the principle that the world's most pressing problems can become its most transformative opportunities. 'The world's most important stories,' he said, 'are also its most investable ideas.' Ogunro described his mission as 'investing in visionaries solving global challenges of humanity,' underlining that capital must serve creativity and conscience alike. His belief that transformative ventures can generate both financial and social dividends framed the discussion's central theme – that cooperation is not an abstraction, but an actionable investment strategy.

Sai Kumaran, Partner, CrossWork Ventures, USA, followed with pragmatic advice for new entrepreneurs. He emphasized that cooperation begins with discipline and transparency in building strong foundations.

'Ensure all your paperwork is in order right from the outset,' he said. 'Make sure everything is done properly from day one, and seek assistance from a reputable professional for this task. Many individuals postpone such essential steps until later, only to encounter problems down the road.' His remarks reflected the broader principle that sustainable partnerships depend on institutional trust and procedural rigor – qualities as essential to start-ups as to global economies.

Kyle Sokol, General Surgeon, Memorial Hospital of Converse County, USA, brought a different but complementary perspective from the field of medicine. He argued that innovation requires a culture of inquiry and courage to question entrenched assumptions. 'Investigative thinking,' he said, 'can change many businesses – and many lives.' His point



Sandra Sokol, Executive Director, Converse County Hospital
Foundation, USA



Tabata Amaral, Federal Deputy — one of the youngest elected officials in Brazilian Congress



At the Opening Dinner

was reinforced by **Mikhail Higgins**, President and Medical Director, Bahamas Fibroid & Interventional Clinic, Bahamas, who spoke about the transformative power of applying modern medical science to long-neglected public health issues. ‘My goal is to serve people through my skill set,’ he explained. ‘One of the conditions I treat — fibroids — is an epidemic in The Bahamas. Some 50 to 70 percent of women in the region are affected at some point in their lives. Many were going untreated because of antiquated views.’ His remarks served as a vivid reminder that economic development must include investment in healthcare innovation, particularly where social taboos and outdated practices hinder progress. Adding a philanthropic and organizational perspective, **Sandra Sokol**, Executive Director, Converse County Hospital Foundation, USA, spoke about the power of collective action in building resilient health systems. ‘Cooperation in healthcare,’ she said, ‘means breaking down silos — between practitioners, administrators, and communities. When we align our efforts, we don’t just improve hospitals; we strengthen society’s capacity to care.’ Her words bridged the themes of the entire Summit, linking human compassion to structural transformation.

Together, the speakers underscored that economic development in the age of cooperation must integrate vision with execution, values with value creation. Investment must empower people, innovation must serve humanity, and institutions must cultivate trust. The session closed with a sense of forward momentum — a recognition that cooperation, when practiced deliberately, is both an economic multiplier and a moral compass guiding societies toward shared prosperity.

The evening concluded with a reception-style dinner celebrating *20 Years of Horasis — Two Decades of Cooperation*. Held in the welcoming atmosphere of the USP restaurant, the event marked both the twentieth anniversary of the Horasis community and the tenth edition of the Horasis Global Summit. Guests from around the world gathered to honor two decades of partnership, dialogue, and shared vision — a journey defined by trust, openness, and collective purpose. The evening was more than a commemoration; it was a reaffirmation of Horasis’ founding ethos: that meaningful cooperation across borders remains the most powerful driver of human progress. As old friendships were rekindled and new alliances began to form, participants reflected not only on the past but also on the



Ligia Guimaraes, Editor, Valor Economico, Brazil



Kyle Sokol, General Surgeon, Memorial Hospital of Converse County, USA



Panel 'Cooperating with the Machines'

promise of future collaboration in shaping a more inclusive and interconnected world.

The second day of the Horasis Global Summit began in an atmosphere of intellectual anticipation. Seventeen simultaneous panel discussions unfolded across the campus of the University of São Paulo, each probing a different facet of how cooperation can guide humanity through the accelerating turbulence of the digital age. The central question was not whether technology would reshape the world – but whether humanity could learn to govern it wisely, and together.

Artificial intelligence, the defining force of our time, was at the forefront of debate. In the session *Who Controls the Code? AI Governance at a Crossroads*, De Kai, Professor of Computer Science and Engineering, The Hong Kong University of Science and Technology, Hong Kong SAR, argued that 'AI does not yet understand ethics, but it is already rewriting the moral code of our societies.' He urged global cooperation in setting the principles that guide intelligent systems, noting that no single nation or corporation can shoulder that responsibility alone. Ewen Ku, Founder and Creative Director, Whaleshark Studio, USA, echoed this call for inclusivity:

'Diversity in data must begin with diversity in dialogue. Otherwise, we risk training our machines on the narrowest version of humanity.' Nick Nayfack, Chief Executive Officer, Team Ikigai, USA, reminded delegates that emerging markets have a unique opportunity to lead rather than follow: 'The Global South can show the world how to develop AI grounded in social purpose, not just profit.'

The discussion on *The Global Tech War: Redefining Digital Sovereignty* reflected the urgency of these concerns. The intensifying competition between the United States and China in AI, semiconductors, and cybersecurity has redrawn the geopolitical map, leaving emerging economies to navigate between opportunity and dependency.



Jan Eichbaum, President, European Network of Research and Innovation Centres, Brazil



Karina Chuquimia, Founder, Immigration Consulting, Brazil, chairing a panel

Samuel Oliveira, Managing Partner, Northstone, Brazil, described digital sovereignty as ‘the new currency of power,’ while **Alexander Kulitz**, Chairman, Germany Foreign Council on Economic Relations, Germany, cautioned that ‘technological protectionism risks fragmenting the global economy just when we most need integration.’ **Angelica Mari**, Co-founder, Futuros Possíveis, Brazil, struck a hopeful note: ‘Digital sovereignty doesn’t mean isolation. It means shaping the future on our own terms – as partners, not as spectators.’

In other rooms, the conversation turned to the ethical and philosophical dimensions of cooperation. At The Ethics of Unity, **Bruno Girardi**, Director of Impact Investment, SITAWI Finance for Good, Brazil, proposed that ‘cooperation itself is an ethical act – a daily choice to privilege understanding over domination.’ **Flávia Martins**, Executive Director, Museu Afro Brasil Emanuel Araújo, Brazil, reflected on cultural diversity as a source of moral wisdom, urging societies ‘to see plurality not as fragmentation, but as the raw material of solidarity.’ The arts provided another lens through which participants examined the meaning of global unity. In *Cultural Synergy: The Role of Arts in Fostering Global Unity*, **Aldo Rubino**, Founder and President,

Museum of Contemporary Art of Buenos Aires, Argentina, reminded participants that ‘art can create the empathy politics has forgotten.’ **Edwin Chan**, Founder and Creative Director, EC3, USA, spoke of architecture as ‘a social act – a form of cooperation built in concrete.’

Tato Carbonaro, Director of Communication, Fundação de Apoio ao Museu Paulista, Brazil, noted that museums are becoming ‘bridges between communities that no longer speak to each other.’ The panel agreed that creative expression may be among the most powerful forces for reconciliation in a fragmented age.

In parallel, several sessions examined the fragile relationship between democracy and markets. *Markets and Democracy: Friends or Foes?* raised fundamental questions about capitalism’s capacity to sustain fairness.

Luiz Cláudio Allemand, Partner, Allemand Consultoria e Advocacia Empresarial, Brazil, argued that ‘capitalism must rediscover its moral purpose – profit cannot be detached from participation.’ Building on this, **Amber Batchelor**, Managing Partner, Batchelor & Bradley Insights Group, USA, called for ‘a renewal of civic responsibility in the private sector,’ suggesting that corporate leaders must act as ‘stewards of democracy, not just of shareholders.’



Lauri Tähtinen, Chief Executive Officer and President, Mission Grey, USA



Richard Freund, Chief Executive Officer, Konker, Brazil



Luiz Cláudio Allemand, Partner, Allemand Consultoria e Advocacia Empresarial, Brazil



Eelco Fiole, Founder & Managing Partner, Alpha Governance Partner, Switzerland



Sebastian Schäfer, Chief Executive Officer, House of Finance & Tech Berlin, Germany

Finance, too, was viewed through the cooperative lens. In *FinTech Frontiers and InsureTech for Economic Resilience*, innovators described how technology is expanding access to capital and insurance for populations long excluded from traditional systems. **Roberto Ibarra**, Founder, xpAzul, Mexico, stated plainly: ‘Financial inclusion is not a gift – it is the foundation of social stability.’ **Sebastian Schäfer**, Chief Executive Officer, House of Finance & Tech Berlin, Germany, added, ‘When innovation and regulation learn to trust each other, everyone gains.’ These conversations reinforced the idea that progress in finance depends as much on institutional cooperation as on technical ingenuity. The summit’s focus on Agentic AI explored the frontier where machines move from data analysis to autonomous action. **José Luis Menghini**, Chairman, NTT Data Energy & Utilities, Brazil, warned that ‘when AI starts to decide, not just compute, the question of who sets its values becomes existential.’ **Olivier Khatib**, Founder, La Pietra Capital, United Kingdom, described agentic AI as ‘the most powerful amplifier of human will ever created – one that must be governed not by fear, but by collective wisdom.’ His view was echoed by **Scott M. Warner**, Chief Executive Officer, Secours.ai, USA, who stressed that ‘autonomy must always serve

empathy.’ Meanwhile, the theme of Networks and Resilience explored how organizations thrive under uncertainty. **Divya Lal**, Founder, Fliplearn Education, India, observed that ‘resilient systems are not those that resist stress, but those that adapt through cooperation.’ **Alyne Freitas da Silva**, President, ABAS, Brazil, described water management as a metaphor for collaboration: ‘Like rivers, institutions must flow together – no single current can reach the sea alone.’

Several sessions focused on the future of learning and leadership. In *From Learning to Leading: Driving Sustainability*, **Erlan Dias**, Founder, Centro de Gestão e Liderança Contemporânea, Brazil, defined leadership as ‘the courage to act collectively.’



Juliana Schurmann, Co-founder and President, Impact Coalition Institute, making a point on a plenary panel



*Martín Burt, Founder and Executive Director,
Fundacion Paraguaya, Paraguay*



Panel 'Passion Economy – Building Regenerative Communities'

Elaine Palmer, Founder, Interseções Gestão de Conflitos Organizacionais, Brazil, emphasized the importance of listening: 'Sustainability begins when we stop talking over one another.' The conversation concluded that true leadership in the age of cooperation depends not on hierarchy, but on humility – the willingness to learn from others. A cluster of sessions turned the spotlight on Brazil itself, reflecting on the nation's emerging global role. In *Brazil's Ascent: Unleashing Potential for Global Leadership*, **Aline Frimm Krieger**, Founding Partner, Frimm Krieger Advogados, Brazil, highlighted the country's expanding influence in technology and sustainability. **Arao Sapiro**, Chairman, Vistage, Brazil, called for 'a new pact of trust between

public and private sectors,' while **Taísa Trevisan**, President, Trevisan Soluções, Brazil, observed that 'Brazil's diversity is its greatest strategic advantage – we just need to coordinate it.'

The creator economy also drew attention as a laboratory for cooperation. **Sthefany Barbosa**, Managing Partner, Able Interaction Center, Brazil, explained that 'in the new economy, the true influencers are collaborators.' **Pankaj Choudhary**, Founder, Let's Do It India Foundation, India, added that 'collective creativity is not dilution – it's amplification.' Such insights resonated strongly with the session *Collaborative Creators: Beyond Competition*, which reimagined entrepreneurship as a communal rather than solitary pursuit. The morning closed with a reflection on the moral and political stakes of global transformation. 'We live in an age where our technologies move faster than our ethics,' observed **Ralf Hirt**, Founder and Chief Executive Officer, CovQ by 8W8, USA, drawing applause from across the hall. 'If we do not learn to cooperate – between sectors, between generations, between nations – then our intelligence, artificial or otherwise, will outpace our wisdom.'



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



*David Gershon, Founder, Empowerment Institute Center
for Reinventing the Planet, USA*



*Maria Athayde, Co-Founder,
Future Hacker, Brazil*



Plenary panel 'Shaping Humanity Together'

The first plenary of the day, ***Shaping Humanity Together***, set a reflective and aspirational tone. Chaired by **Natália Ariede**, Anchor, CNBC, Brazil, the session explored what it truly means to design the future of humanity through empowerment, innovation, and inclusion. The speakers approached this question from markedly different worlds – from politics and philanthropy to social entrepreneurship and cultural activism – yet their visions converged on a shared belief: that lasting progress begins with individual agency and collective responsibility. **Vít Jedlička**, President, Liberland, opened the dialogue with a radical vision of freedom and governance. He spoke of Liberland – a micro-nation founded on the principles of minimal government and cryptocurrency – as a laboratory for reimagining the relationship between citizens and the state. 'The goal,' he said, 'is to create a society where honest people can prosper without the state making life miserable for them with unnecessary prohibitions and taxes.' His words challenged the audience to consider how freedom, innovation, and trust could be recalibrated in modern governance systems. Picking up the theme of empowerment, **David Gershon**, Founder, Empowerment Institute Center for Reinventing the Planet, USA, urged participants to shift from problem-

solving to possibility-thinking. 'If we focus on solutions, or what we want, we gain insight into those,' he said. 'It is a more efficient use of our time and enables more dynamic growth to focus on a vision of what we want.' He described his approach as empowering the space – creating environments where people feel safe enough to risk growth and transformation. 'Empowerment,' he added, 'is not about control, it's about trust.'

Martín Burt, Founder and Executive Director, Fundación Paraguaya, Paraguay, grounded the discussion in humility and inclusion. 'We have to ask the poor what it means for them not to be poor,' he reminded the audience, 'and include them in the design process of anti-poverty programs.'



Guilherme Stefanini,
Chief Marketing Officer,
Stefanini Group, Brazil



Natália Ariede, Anchor, CNBC, Brazil
chairing the plenary panel 'Shaping Humanity Together'



Indrani Pal-Chaudhuri, Founder, Open Origin, USA



Vít Jedlička, President, Liberland



*Cordell Carter, Founder,
The Festival of the Diaspora, USA*

Burt's words brought moral depth to the debate, reminding participants that cooperation must be anchored in listening. 'The Sustainable Development Goals,' he said, 'must be reimagined not as policies imposed from above, but as processes co-created with those we serve.' From a humanistic and cultural perspective, **Indrani Pal-Chaudhuri**, Founder, Open Origin, USA, spoke of education and creativity as the universal keys to empowerment. 'Whatever you do, wherever you live, and whatever society you're in, there is so much power you have as an agent of change,' she said. 'Each of us has a responsibility to make the world a better place.' Her statement captured the panel's essence: that humanity's progress is not the task of institutions alone, but of every individual who chooses to act with awareness and compassion.

Bringing an analytical yet impassioned close, **Cordell Carter**, Founder, The Festival of the Diaspora, USA, called for courage and imagination in philanthropy. 'Philanthropy should be more risk-taking,' he declared. 'Foundations are too often risk-averse, forgetting that their role is catalytic, not conservative.' He argued that data-driven approaches must serve not only efficiency but empathy, helping donors understand

impact beyond numbers – in lives transformed and communities strengthened. Together, the panelists issued a resonant message: humanity's progress depends on cooperation between freedom and responsibility, innovation and empathy, risk-taking and care. Their conversation reminded participants that shaping humanity's future begins not with systems, but with a mindset – one that values courage over comfort and inclusion over control. As one participant reflected afterwards, 'The most profound act of cooperation is to believe, together, that the world can still be made better – and then to act accordingly.'

The first plenary set the tone for the day and was immediately followed by two rounds of parallel sessions that traced a clear arc from technological disruption to institutional renewal, and from national competitiveness to cooperative globalism. Discussions returned repeatedly to three imperatives: build innovation capacity in Brazil and across the Global South; exercise leadership that is decisive under uncertainty yet anchored in ethics; and reconcile long-term ambition with near-term responsibility as economies rebuild, systems digitize, and climate constraints harden.



*Ana Paula Braga, Founder,
Braga & Ruzzi, Brazil*



*Rodrigo Borges, Co-Founder,
DOMO.VC, Brazil*



André Aquino, Director of Science, Technology and Innovation, Government of São Paulo



Ciprian Dan Costea, Member of the Board, Autonova, Romania



Ayelet Vardi, Founder, Cinema Tribu, USA

Innovation and entrepreneurship in Brazil framed the opening strand. **André Aquino**, Director of Science, Technology and Innovation, Government of São Paulo, Brazil, and **Bernardo Mira**, Managing Partner, Mira Global Partners, Brazil, described a deepening ecosystem where public policy, university research, and venture capital are beginning to align. Speakers pointed to fintech, agritech, and e-commerce as near-term growth engines, with international investors urged to partner locally to convert scale into productivity. The leadership sessions running in parallel stressed execution under ambiguity. **David Chang**, Co-Founder, Intergen.family, USA, **Ciprian Dan Costea**, Member of the Board, Autonova, Romania, **Lexi Mills**, Chief Executive Officer, Shift6, United Kingdom, **Mariana Ricardo**, Founder, WhatsNxt, UAE, and **Jorgete Vitorino**, Business Strategist and Board Advisor, Germany, converged on a shared view: in volatile environments, leaders earn trust by communicating trade-offs plainly, distributing decision rights, and building coalitions that outlast market cycles.



Bruno Pina, Founder and Chief Executive Officer, Synapse, Brazil

The philosophical debate on longtermism brought the moral dimension into sharp focus. **Vivek Atray**, Founder, Vibrant Advisory Services, India, **Bruno Pina**,

Founder and Chief Executive Officer, Synapse, Brazil, **Juliana Ramalho**, Chief Executive Officer and Founder, Talento Sênior, Brazil, and **Ayelet Vardi**, Founder, Cinema Tribu, USA, weighed intergenerational stewardship against present urgency. Moderated by **Lou Marinoff**, Professor of Philosophy, The City College of New York, USA, the discussion acknowledged that future-first thinking can sharpen priorities (safety, sustainability, inclusion) but must not eclipse today's poverty, conflict, and adaptation needs; the practical test is whether long-horizon choices improve near-term welfare as well. With wars dislocating economies, **Katerina von Baudissin**, Co-founder, Ukrainian Association in Trondheim, Norway, and **Valeriya Hjertenaes**, Chief Sustainability Officer, Fueltech Solutions,



Valeriya Hjertenaes, Chief Sustainability Officer, Fueltech Solutions, Norway



John D. Graham, Founder, Global Ideation, USA



*Semyon Dukach, Founding Partner,
One Way Ventures, USA*



*Carol Gilberti, Founder and CEO,
Mubius WomenTech Ventures, Brazil*

Norway, outlined a reconstruction approach that joins hard infrastructure with institutional modernization and SME revival-linking donor finance to local ownership and transparent procurement so that recovery builds competitive capacity, not dependency.

Technology panels pressed on how to absorb disruption without eroding social trust. In *Harnessing Disruptive Technologies*, **John D. Graham**, Founder, Global Ideation, USA, and **Camila Nunes**, Founder and Chief Executive Officer, IMPACTO, Brazil, noted that breakthrough tools often overrun budgets and schedules in their early phases and fail when communication is opaque. **Jerry Power**, Founder, I3 Systems, USA, concluded that ‘trust and risk were

identified as important issues that can undermine the disruption process,’ urging teams to pair honest milestone reporting with stakeholder training to smooth adoption. In *the Unicorn Crucible*, **Semyon Dukach**, Founding Partner, One Way Ventures, USA, **Carol Gilberti**, Founder and Chief Executive Officer, Mubius WomenTech Ventures, Brazil, and **Jhoselin Romero Alvarez**, Chief Executive Officer, Lexia, Peru, emphasized disciplined go-to-market sequencing, founder resilience, and ecosystem scaffolding (from research consortia to scale-up finance) as determinants of hypergrowth, while reminding that governance and culture are what sustain valuation through shocks.



Learning, debating, building



Thanos Mitrelias, Founding Director, Cambridge BioMagnetics, United Kingdom



‘...governance and culture are what sustain valuation through shocks.’



Monalisa Gomes Mühlböck, Country Manager, Schauer Agrotech, Austria

Sessions on globalization and green technology mapped the next regime of industrial policy. **Ricardo Bacci G. Amaral**, Ambassador, Planet Youth Brazil, Brazil, **Hakan Güner**, Chairman, United Partners, Türkiye, and **Luiz Pedrucci**, Former Chief Executive Officer, Renault Group Latin America, Brazil, described ‘Globalization 2.0’ as a more digital, more regionalized system: supply chains shorten; data, software, and standards matter as much as goods; and protectionist impulses must be managed so that openness survives where it creates mutual advantage. In *The Green Tech Revolution*, **Nobumitsu Akai**, Director, JFR Group, Japan, **Thanos Mitrelias**, Founding Director, Cambridge BioMagnetics, United Kingdom, and **Abby Seneor**, Chief Executive Officer and Co-Founder, Treelyon, France, highlighted grid

modernization, storage, materials science, and AI-enabled resource management as immediate decarbonization levers if supported by scale procurement and carbon-aligned incentives.

Governance for the Proud South examined institutional innovation – charter cities, digital economic zones, and cosmo-local networks – where **Alla Adam**, Startup and VC Mentor, Forbes Coaches Council, USA, **Kimberly Adams**, Founder and Chief Executive Officer, OnChain Cities, Barbados, **Hossam Ezzeldin**, Founder and Managing Director, GSI green sustainable industries, Egypt, and **Florencio Noceti**, Chief Product Officer, Planetary X, Argentina, argued that rule-of-law, interoperable digital IDs, and predictable dispute resolution are the real differentiators; technology



Panel ‘Cooperating for Utopian Futures’



Panel 'Cooperating Through Football'



Sérgio Costa, Chief Executive Officer, Strings Group, Brazil

is accelerant, not substitute. *Rewiring the Future with AI and Quantum Computing* brought **Jesse Anderson**, Founder, IdealLead.ai, USA, **Alexander Avramov**, Co-founder, EBAC, Brazil, **Shadab Hussain**, Co-Founder, Quantum Computing India, India, **Minesh Pore**, Co-Founder and Chief Executive Officer, BuyHive, Hong Kong, and **Srini Vasan**, President and Chief Executive Officer, Quantum Ventura Inc, USA, to the same conclusion: without shared guardrails on data access, export controls, and talent circulation, frontier technologies risk amplifying inequality rather than productivity.

Strategy-oriented sessions broadened the horizon. In *Global Megatrends*, **Adriana Alves**, Founder, Lupa, Brazil, **Bruce Garvey**, Founder and Managing Director, Strategy Foresight Limited, United Kingdom, and **Jaana S. Goeggel**, General Partner and Co-founder, Sororitê Ventures, Brazil, urged leaders to embed 'pre-commitments' into plans – scenario rehearsals, surge capacity, and trigger-based pivots – to move from reactive crisis management to designed resilience. *AI as Creative Catalyst* with **João Marcelo Furlan**, Founder, Hubbo.AI, Brazil, and **Anna Gong**, Founder and Chairwoman, Perx Technologies, USA, treated authorship and

authenticity as business – not only cultural – questions: clear provenance, consented training data, and credit-sharing frameworks can let industries capture efficiency without eroding the human signature. Session on the *Language of Change* connected inclusive communication to institutional performance; **Susana Arbex**, Managing Partner, Betafly Brandmakers, Brazil, **Parikshit Dhume**, President Intellectual Cell, Bharatiya Janata Party (BJP), India, and **Rosa Madera**, Founder and Chief Executive Officer, Empatthy, Chile, showed that precision in language, disciplined listening, and psychological safety materially improve decision quality and reduce execution risk. *Future Visions* considered how science fiction influences investment theses and regulation, with **Clayton Aires**, Chief Executive Officer, BotAtende, Brazil, and **Marcos Paulo Nascimento Guimarães**, Chief Executive Officer, Speech, Brazil, noting that pre-emptive ethics reviews and horizon scanning help separate plausible paths from hype.

The second half of the morning widened to systems questions facing Brazil and peer economies. São Paulo's strategies to become a leading global city, discussed by **Sérgio Costa**, Chief Executive Officer, Strings Group, Brazil, **Ludmilla Figueiredo**,



Jessica Regina, Founder, Financ.ia, Brazil



Mikhail Treyvish, President, OmniGrade Universal Crowdsourcing Agency, Spain



Osama Bin Noor, Chief Operating Officer,
Youth Opportunities, Bangladesh



Parag Amin, Chief Mentor and Founding Director,
iCreate, USA



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

Chief Executive Officer and Founder, Global Markets Capital Partners, UAE, **Patricia Ellen da Silva**, Co-founder, Aya Earth Partners, Brazil, and **Klaus Hepp**, Chairman, KFH Services, Brazil, focused on investment attraction, talent retention, and clean-tech deployment, with **Thiago Camargo**, Director, InvestSP, Brazil, emphasizing one-stop digital interfaces and predictable permitting. *Generating Sufficient Power for AI* framed the energy challenge candidly: **Parag Amin**, Chief Mentor and Founding Director, iCreate, USA, argued for diversified generation portfolios, better demand-side management (including 'prompt management'), and reliability contracts to keep data centers resilient without crowding out community needs.

Social entrepreneurship panels, with **Nadait Gebremedhen**, Founder and Chief Executive Officer, Hagush, USA, **Sara Hughes**, Chief Executive Officer, Scaffold Education, Brazil, **Osama Bin Noor**, Chief Operating Officer, Youth Opportunities, Bangladesh, and **Stacy Scott**, Founder and President, Global Sustainable Inc., USA, chaired by **Rania Hoteit**, Founder, ID4A Technologies, USA – demonstrated how venture methods can scale public-good solutions when procurement opens to outcomes-based contracts.



Jéssica Leite dos Santos, Founder &
Chief Executive Officer, Lab F+,
Brazil

Rewilding for Biodiversity with **Kais Ismail**, Founder, Verde Amor Bio, Brazil, **Mauro Rebelo**, Founder, Bio Bureau Biotechnology, Brazil, **Estevan Sartoreli**, Co-founder, Dengo, Brazil, and **Connie D. M. Allsopp**, Founder, The World's Registrar, Canada connected ecological corridors, financing instruments, and community co-management, showing conservation as rural development rather than constraint. Natural-resource governance received further focused attention.

In *Water: The New Global Currency*, **Stiphan Beher**, Chief Executive Officer, International Water Security Foundation, USA, **Gisela Damm Forattini**, Special Advisor, Brazilian National Water and Sanitation Agency, Brazil, **Ludovic Claude**, Founder and Chief Executive Officer, Aquaful, Switzerland, **Caroline Takita Levy**, Chief Executive Officer, eAmazonia, Brazil, and **Marcela Nectoux**, Director of Water Resource, Government of the State of São Paulo, Brazil, advocated basin-level planning, true-cost pricing for industrial users, leakage reduction, and nature-based storage, framed by **Alice Bouman-Dentener**, Co-founder, Cansu Global, The Netherlands, as 'the economics of resilience.'



During a lunch break



Team Romania



Discussion 'The Social Contract Reimagined'



The power of collective thinking



Capturing the moment when argument gives way to synthesis



Speakers at the Opening Dinner gather prior to their presentations



Breaking the ice between sessions



Panel 'Cooperating for Gender Equality – Building Inclusive Futures'



Erih Carneiro, Founder, Gombo Agency and Ketyanne Dos Santos Silva, Social Trend Hunter, OLIVER, Brazil



Joshua Haarbrink, Founding Member, Loci, USA



Vera Calenbuhr, Founder, BlueMarble, Switzerland



Carla Maldonado, Member, The Boardroom, Switzerland

The ***Future of Work*** session with **Christina Diller**, Partner, Kollie.AI, Switzerland, and **Joshua Haarbrink**, Founding Member, Loci, USA, chaired by **Carla Maldonado**, Member, The Boardroom, Switzerland, emphasized that hybrid collaboration and AI-augmented roles require redesigned incentives, coaching, and norms to maintain cohesion and performance. ***Web 3.0 discussions*** led by **Johnny Gabriele**, Founder, Daedalus, USA, and **Michael Haiden**, Research Associate, University of Hohenheim, Germany, chaired by **Bogdan Vacusta**, Chairman, Blockchain Intelligence Professionals Association, Romania, treated decentralization as governance design: token incentives, identity, and compliance by code can lower coordination costs, but only if consumer protection and interoperability



Bogdan Vacusta, Chairman, Blockchain Intelligence Professionals Association, Romania

evolve in parallel. ***The Global South*** track **Naira Bonifácio**, Founder, 360Nexus, Brazil, **Andrea Machado**, Founder, UiDo, Brazil, **Mabel Lu Miao**, Co-founder and Secretary-General, Center for China and Globalization, China, and **Samo Tosatti**, Head of International Affairs, State of São Paulo, Brazil – argued for a practical agenda of standards co-development, south-south finance, and value-added manufacturing to move from commodity cycles to capability cycles.

Urban transition and food systems rounded out the systems lens. ***Smart and Green Cities***, chaired by **Jerry Hultin**, Chief Executive Officer, Global Futures Group, USA, with **Begüm Aydınoğlu**, Founder, BEGA – Begüm Aydınoğlu Architects, Türkiye, and **Dalia Stoian**, Board Member, EFdeN, Romania, highlighted the pairing of district-scale retrofits with participatory planning to avoid digital divides in service delivery. ***Feeding the Future*** brought **Cristiane Rocha**, Founder and Chief Executive Officer, RAE Nutrition, Brazil, **Eugene Scholten**, Managing Director, Beko Cooperative, The Netherlands, and **Can Yurdakul**, Chief Executive Officer, ANT Systems, The Netherlands, to a concrete list: regenerative agriculture, data-driven irrigation, cold-chain efficiency, and



Aaron Stanley, Founder and Chief Executive Officer, Brazil Crypto Report, Brazil



Debating the future, together

alternative proteins – all accelerated by trade openness and standards that reward low-emission production.

Innovation management and risk were tackled head-on. *AI as Innovation's Co-Creator* with **Anuuj Chauhan**, Founder and Chief Executive Officer, YS Tech, India, and **Paula Coelho**, Founder, Conecta Cientista, Brazil, chaired by **Francesca Faraggi**, Founder and Chief Executive Officer, 100 Minds, Chile, recommended shifting metrics from activity to learning velocity and from output to validated outcomes, while investing in data stewardship and bias audits. *Ensuring Growth in the Risk Storm*, with **Andrej Fatur**, Vice Chairman, OTP Bank, Slovenia, and **Vivian Portella**, Group Chief Executive Officer, B&T Group, USA, chaired by **Vera Calenbuhr**, Founder, BlueMarble, Switzerland, called for public-private co-investment in resilience assets – grids, cybersecurity, skills – paired with scenario-linked prudential rules. Trust in the digital realm was treated as an economic fundamental. *Cyber Resilience as the Bedrock of Digital Trust*, with **Paksy Plackis-Cheng**, Co-Founder, Staex, USA, and **Chantal Spleiss**, Chair, Rocking Wolf Technologies, Switzerland, chaired by **Claudia Jacy Barenco Abbas**, Professor, University of Brasília, Brazil,



Santosh Kaveti, Chief Executive Officer and Founder, ProArch, USA

urged encryption-by-default, post-quantum planning, and culture-first user practices to close the gap between enterprise defenses and personal habits. *Strengthening Human Resilience Through Shared Purpose*, chaired by **Camille Burns**, Chief Executive Officer, Women Presidents Organization, USA, argued that teams outperform under stress when organizations institutionalize reciprocity and peer support.

Health, finance, and regional opportunity closed the morning on a forward-leaning note. Longevity Innovations assembled **Alejandro Amicone**, Founder, SilverXperience, Peru, **Alain Bindels**, Founder and Managing Partner, Basel Investor Forum, Switzerland, **Midhun Kunj**, Founder and Chief Executive Officer, Vowels



Ideas await. The stage is set



Plenary panel Co-Creating Solutions for Global Challenges

Group, India, **Luciana Sakellariou**, Founder, Purpose Beyond, Greece, **Kate Tulenko**, Chief Executive Officer, Corvus Health, USA, and **Michael Ringel**, Chief Operating Officer, Life Biosciences, USA, to consider accessible longevity (screening, prevention, workforce redesign) that complements, rather than strains, social contracts. *Digital Banking Revolution* with **Aparajit Bhandarkar**, Partner, Varanium Capital, India, **Feng Bo**, Partner, Nayuta Capital, China, and **Matthias Krug**, Chief Sales Officer, Velmora Capital, Germany, chaired by **Diego Perez**, Chief Executive Officer, ABFintechs, Brazil, emphasized interoperability, proportional regulation, and consumer protection as the keys to financial inclusion at scale. *Africa Rising* featured **Francis Meyo**, Chief

Executive Officer, Busara, Kenya, chaired by **Paschal Anosike**, Founder, Forum for Innovation in African Universities, United Kingdom, who underscored digital public infrastructure, visa openness, and skills mobility as the fastest levers for translating demographics into competitiveness.

Taken together, these two rounds of sessions made a single argument in many voices: economies, cities, and firms will only thrive if they learn to cooperate across disciplines and borders – pairing frontier technologies with institutional trust, coupling long-term ambition with short-term delivery, and ensuring that inclusion is treated as strategy, not sentiment.

The afternoon plenary, *Co-Creating Solutions for Global Challenges*, was chaired by **Catherine Carlton**, Council Member and Former Mayor, Menlo Park, USA, bringing together voices that spanned from Silicon Valley to Riyadh, Beijing, Cape Verde, São Paulo, and Johannesburg – each offering a distinct yet harmonious perspective on how cooperation can translate global uncertainty into shared progress. Catherine Carlton opened the session by reflecting on the delicate balance between global innovation and local impact, drawing from her experience at the crossroads of techno-



Marjorie Lisette Garces Ocares,
Chief Education Officer,
IFFAmerica, Chile



Feng Bo, Partner, Nayuta Capital, China



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



Catherine Carlton, Council Member and Former Mayor, Menlo Park, USA, chairing a plenary panel



Ahmed Bin Dawood, Chief Executive Officer, BinDawood Holdings, Saudi Arabia

logy and governance in California. ‘Global players and local communities must grow together,’ she emphasized, ‘so that transformation does not overwhelm the residents it is meant to serve.’ Her words set the tone for a conversation grounded in responsibility – one that sought to re-humanize growth.

Ahmed Bin Dawood, Chief Executive Officer, BinDawood Holdings, Saudi Arabia, brought the conversation into the boardroom, where legacy meets transformation. Speaking candidly about family-owned enterprises navigating modern capital markets, he noted, ‘The majority of family businesses don’t survive the transition to the third generation.’ For him, transparency and trust are the new cornerstones of longevity. ‘Our IPO had two main angles,’ he said, ‘sustainability and continuity of the business first, and diversification for the family second.’ His story resonated as a metaphor for the wider global challenge – sustaining continuity while embracing change. From the Atlantic, **Pedro Lopes**, Secretary of State of Digital Economy, Cape Verde, offered a hopeful vision of how small nations can lead through agility and openness. ‘We believe we can be more flexible and faster than the others,’ he said, describing Cape Verde’s emergence as a

digital bridge between Africa, Europe, and the Americas – transforming historic routes of trade into new routes of knowledge and innovation. His country, he said, is determined to become ‘a global laboratory where cooperation replaces extraction.’

Henry Wang, Founder, Center for China and Globalization, China, placed the discussion in a broader geopolitical frame. ‘The pandemic revealed not only the failure of globalization,’ he said, ‘but the need to innovate global governance systems and boost international cooperation.’ He urged a reinvention of globalization – not as an era that has ended, but as one evolving toward shared problem-solving and co-development. His appeal to build bridges between China and the world echoed the



Pedro Lopes, Secretary of State of Digital Economy, Cape Verde



Charles Tang, Chairman, Brazil-China Chamber of Commerce & Industry, Brazil



In the crucible of a Horasis debate, good ideas are tested and great ideas are forged

central theme of the summit: cooperation as an engine of renewal. That bridge was vividly illustrated by **Charles Tang**, Chairman, Brazil-China Chamber of Commerce & Industry, Brazil, who reminded participants of the depth of Brazil's economic partnership with China. 'The benefits for Brazil are incalculable,' he said. 'Last year we had almost US\$ 80 billion in trade surplus with China, and the accumulated balance already surpasses US\$ 500 billion.' Tang invited the audience to imagine what might be possible if the world's two superpowers – the United States and China – chose collaboration over rivalry. 'The impact on humanity,' he said, 'would be beyond measure.'

Rounding off the session, **Nkululeko Khumalo**, Chief Executive Officer, Mbulase Group, South Africa, turned attention to the future. Looking ahead to the G20 Summit in Johannesburg – the first to be held in Africa – he described it as 'a realization by global powers that collaboration must extend beyond the usual suspect areas.' Africa, he said, is ready to shape solutions that are globally relevant and locally tested. 'Technological progress on our continent often leapfrogs existing models – just look at what digital fintech has achieved. Africa is not following; it is redefining.' Together, these voices formed a mosaic of

optimism – not naïve, but grounded in real cooperation already at work – envisioning a world where shared innovation is the default mode of progress. As one participant reflected after the session, 'If this is what global leadership sounds like – pragmatic, diverse, and human – then perhaps cooperation is not just possible, but inevitable.'

Much of the afternoon discussion began with Brazil itself. Panels exploring the nation's digital transformation and venture-capital resurgence identified Brazil not only as Latin America's largest economy but as a proving ground for sustainable growth.

Hans J. Apostel, Founder, OSF Invest, Brazil, observed that venture funding had matured since the pandemic, producing 'a generation of disciplined entrepreneurs focused on substance rather than slogans.'

Rodrigo Baer, Managing Partner, Upload Ventures, Brazil, noted that 'profitability has become the new signal,' while **Eduardo Küpper**, Founding Partner, Airborne Partners, Brazil, added that AI-driven efficiencies will help local start-ups attract global capital once again. Collectively, the group agreed that the new entrepreneurial mindset prizes resilience, not speculation – and that co-operation between investors, universities, and the public sector will define Brazil's next innovation cycle. Leadership and edu -



Luigi Cavallito, Multilateral and Institutional Partnerships, Catalyst Now, Lebanon



Scott Rosenstein, Visiting Professor, New York University School of Global Public Health, USA



Sheri Herndon, Founder, Viriditas Consulting, USA



John Blakey, Co-Founder and Chair,
The Coaching Circle, United Kingdom



Panel 'Investing in the Next Growth Stories'



Rob Roggema, Founder and
Management Director,
Cittaideale, The Netherlands

cation emerged as equally decisive. In a session on the *polymathic global leader*, **Sandra Colhando**, Co-founder, TransforME Learning & Leadership Solutions, Australia, reflected that the most critical skill in times of volatility 'is the courage to unlearn.' **Mauricio Goldstein**, Partner, HoloFlow, Brazil, framed leadership as 'a choreography between intuition and data,' while **Donny Huang**, Managing Partner, 4stones, China, reminded the audience that leaders must master ambiguity as much as analysis. Chair **Stefan Remhof**, Professor, IU International University, Germany, concluded that the future leader will be measured by coherence – the ability to align diverse cultures and technologies into shared purpose.

This notion of purpose resurfaced in discussions about corporate ethics and governance. In *Embedding ESG and Purpose-Driven Leadership*, speakers rejected the idea that responsibility and profitability stand in opposition. **Thais Carneiro**, Chief Executive Officer and Founder, FIND, Brazil, remarked that 'embedding ESG is no longer about compliance; it is about competitiveness.' **John Blakey**, Co-Founder and Chair, The Coaching Circle, United Kingdom, added: 'This isn't the end of purpose – it's the end of the version we've been sold.' **Adriana Valadão**, Chief

Executive Officer, Nojumo.ai, Brazil, called for measurement frameworks that capture 'relationships as much as revenue.' The consensus was clear: corporate impact must be evidenced in trust, transparency, and tangible social value.

Artificial intelligence, inevitably, dominated many rooms. In *Navigating AI's Ethical Dilemma*, **Nicoletta Iacobacci**, Founder, EducatingAI, Switzerland, cautioned that 'if AI is a mirror designed to please, what we teach it to please becomes an ethical act.' **Mattias Bergstrom**, Founder, Internet of Everything Corp, USA, warned that regulation is trailing learning speed: 'Every second we debate, the algorithms continue to evolve.' **Rufus Lidman**, Founder, Digitalenta, Singapore, later summed up a parallel discussion on agentic AI: 'The



Rufus Lidman, Founder, Digitalenta, Singapore



Oliver Keilhack, Chief Financial Officer, Kymati, Germany



*Marcelo de Andrade, Founder, Pro Natura International and
Juliana Rolla, Chief Executive Officer, OMA Ativos Ambientais*

challenge is not automation but agency — how to ensure human intent remains the compass of machine intelligence.’ Delegates widely agreed that AI’s potential will only be realized when transparency, inclusivity, and accountability become built-in standards rather than retrospective corrections.

In the related *AI Economy session*, **Joe Honan**, Co-Founder, Yunity, USA, imagined intelligence as ‘a commons, not a commodity.’ **Rafael Delara**, Founder and Chief Executive Officer, EvaChat, Brazil, proposed that data should now be treated as the third factor of production, joining labour and capital. **Michael Diller**, Partner, Kollie.AI, Germany, and **Harold Schultz**, Chief AI Officer, MakeOne, Brazil, discussed frameworks for transparent data sharing,



Nisaa Jetha, Founder, ImpactforSDGs, UK on the need to bridge the gap between capital and conscience

while **Mihaela Ulieru**, President, IMPACT Institute for the Digital Economy, USA, concluded that ‘the true test of AI leadership will be whether it enlarges dignity as well as GDP.’ Digital transformation themes extended beyond AI. **Tháila Maschio**, Founder and Chief Executive Officer, Digital Fácil, Brazil, insisted that digitalization ‘must be treated as national infrastructure,’ with universal connectivity and skills development considered public goods.

Anna Lucia Berardinelli, Partner, Villemor Amaral Advogados, Brazil, addressing *Redefining Digitalization*, reminded delegates that ‘trust is the real backbone of the digital age.’ **Eleonora Christofidou**, Founder and Chief Executive Officer, Cali, Brazil, called for sovereign digital identities anchored in human rights, while **Alexander Pohlein**, Chief Executive Officer and Co-Founder, Ticketbro, Germany, concluded that security and privacy are ‘twin pillars of digital citizenship.’ The afternoon’s technological optimism was balanced by realism in *Cooperatively Developing Techno-Optimism*. **Bruno Gurgel**, Founder, EquilibriOn, Brazil, urged that ‘hope without structure becomes inertia.’ **Oliver Keilhack**, Chief Financial Officer, Kymati, Germany, argued for regulatory clarity that encourages experimentation rather than constraint, while **Mattia**



Joe Honan, Co-Founder & Chief Executive Officer, ULedger, USA



Luciano Brunherotto, Co-founder, ARO Facilities Management, Brazil



Tháila Maschio, Founder and Chief Executive Officer, Digital Facil, Brazil



Mihaela Ulieru, President, IMPACT Institute for the Digital Economy, USA



Alessandra Lehmen, Head of the ESG Committee, 30% Club Brazil, Brazil

L. Rattaggi, Managing Partner, METI Advisory, Switzerland, framed techno-optimism as ‘a disciplined belief – ambition matched by accountability.’

The environmental discussions added moral gravity. Panels on *Cooperative Management of Climatic Disaster*, *Accelerating Market-Driven Decarbonization*, and *Proffering Plans for COP30* drew consistent attention. **Marcelo de Andrade**, Founder, Pro Natura International, Brazil, emphasised that ‘regional solidarity is our first line of climate defence.’ **Claudio Hirsch**, President, National Parks Foundation, Argentina, described AI-based early-warning systems as vital to coordination. **Alessandra Lehmen**, Head of the ESG Committee, 30% Club Brazil, Brazil, urged that COP30 ‘must move from declarations to delivery,’ while **Constanza Soler**, Director, EcoNews, Argentina, insisted that local communities be integrated into climate diplomacy. **Marco Funk**, Founder, Decarb.earth, Switzerland, proposed treating carbon budgets as financial liabilities, reinforcing the Summit’s consistent message that accountability is the currency of credibility. Agriculture and energy proved critical components of this transition. **Helena Araujo**, Executive Director, BRF Institute, Brazil, described Latin America’s ‘green

revolution’ as a convergence of technology and tradition, while **Teresa Vendramini**, President, Federation of Rural Associations of Mercosur, Uruguay, called for coordinated regional policy. **Camila Ramos**, Chief Executive Officer and Founder, CELA, Brazil, noted that ‘Latin America can become a living laboratory for decarbonization if investment aligns with policy.’

A deeper cultural and ethical dimension was offered by *Wisdom for the World: Indigenous Paths to Renewal*, where **Siriani Txana Huni Kuin**, Indigenous Leader from Aldeia Segredo do Artesão, Brazil, explained that reciprocity is the original sustainability model: ‘The forest gives because we give back.’ **Cleicí Patauaú**, Chief Advocate for Ethical Business in the



Johanna Wagner, Co-starter, Agence HoPe, France



Panel 'Embracing Cooperative Capitalism'

Amazon, Brazil, spoke of listening before measuring, and **Marco van der Ree**, Co-Founder of SocioBio Hub, The Netherlands, called on corporations to translate indigenous wisdom into boardroom practice. Their dialogue reminded participants that cooperation is not an invention of modern governance but an ancient principle of coexistence.

Economic philosophy evolved further in *Embracing Cooperative Capitalism*. **Ricardo Dória**, Founder, Aldeia, Brazil, defined it as 'a system where success is shared because risk is shared.' **Ana Fontes**, Founder, Rede Mulher Empreendedora, Brazil, and **Amelia Lopez Huix**, Founder and President, MCIP, Italy, urged new valuation models rewarding contribution rather than extraction. Chair **Andres Hayes**, President and Chief Executive Officer,

Airtifae Group, USA, observed that this approach 'rebalances capitalism from ownership to stewardship.' Finance and empathy converged in *Impact Investing: Driving Change through Collaborative Action*. **Bruna Constantino**, Founding Partner, Positive Ventures, Brazil, described impact investing as 'capital with a conscience.' **Solange Luz**, Co-founder, Movimento Conexão Favela, Brazil, presented community-based success stories, while **Carolina Suarez**, Chief Executive Officer, Latimpacto, Colombia, concluded that scale arises 'not from capital intensity but from relational depth.'

Parallel conversations revisited innovation ecosystems. In *Local Innovation Hubs: Disruption, Inclusion, Grit*, **Simone Garcia**, Executive Director, Fetraport, Brazil, noted that true inclusion means 'building for scarcity, not abundance.' Participants highlighted that when technology reflects cultural diversity, it becomes self-sustaining rather than extractive. This insight echoed discussions in *Cooperating to Reduce Technological Cycles*, where **Álvaro Eiras**, Chief Executive Officer, InnoVec, Brazil, urged small firms to pool knowledge rather than guard it: 'Shorter cycles demand longer partnerships.'



Andres Hayes, President and Chief Executive Officer, Airtifae Group, USA



Ameer Ibrahim, Chairman,
Future Governance Forum, United Kingdom



Simone Garcia, Executive Director,
Fetransportes, Brazil



Jouko Ahvenainen, Chairman, Mission Grey, USA



Raquel Molina, Co-founder and
CEO, Futuriste Technology, Brazil



Dimas Timmers, Founder,
Universo Ventures, Brazil



Mike Feerick, Founder and Chief
Executive Officer, Alison, Ireland

Geopolitical foresight also resonated throughout. In *The Rise and Fall of Great Powers*, **Felipe Freller**, Professor of Political Science, University of São Paulo, Brazil, stated that ‘power vacuums are filled by cooperation as often as by conflict.’ **Maxim Jago**, Chief Executive Officer, Maxim Limited, United Kingdom, and **Diego Ontaneda**, Chief Executive Officer, Latin American Leadership Academy, Brazil, emphasised that the Global South’s leadership will depend on how effectively it articulates a collective identity grounded in inclusivity and innovation.

Social sustainability threaded through the later sessions. In *Reimagining Education to Nurture Global Citizenship*, **Patric Timmermans**, President, Pegasus Customer Marketing, USA, described education as ‘the immune system of civilization,’ while **Mario Humberg**, Member of the Supervisory Board, Embraer, Brazil, stressed the integration of ethics and digital literacy in curricula. Cultural leaders such as Rosane Ghedin and **Marcelo Lopes** demonstrated through *Breaking Barriers: Cultural Education as a Gateway to Opportunity* that artistic education remains one of the most effective tools for social inclusion. Adding to this human-centered dialogue, **Carolina da Costa**, Chief Impact Officer,

Stone, Brazil, speaking in *Innovation for a Poverty-Free Future*, reminded participants that inclusion itself can be an act of innovation. ‘Eradicating poverty is not about charity,’ she said, ‘it’s about redesigning systems so that value creation includes everyone. True innovation happens when technology, finance, and empathy converge.’ Her call to ‘place dignity at the center of economic design’ resonated strongly with delegates across sectors, bridging impact investing, education, and digital transformation. The human dimension culminated in *Building a Global Culture of Peace* and *Building the Spirit of Community*. **Al Jubitz**, Founder and President, Jubitz Family Foundation, USA, defined peace as ‘an applied technology of cooperation,’ while **Ameer Ibrahim**, Chairman, Future Governance Forum, United Kingdom, reminded delegates that the pandemic had exposed ‘the loneliness of efficiency.’ Communities, he said, must again become the architecture of resilience. As **Nathália Santos**, Founder and Chief Executive Officer, Paralelo.app, Brazil concluded, ‘We are inventing faster than we are agreeing – yet every act of agreement is itself an invention.’ The day’s debates thus reaffirmed the Summit’s enduring conviction: that progress without partnership is illusion, and that the true measure of innovation is how deeply it serves humanity.



Mariana Luz, Chief Executive Officer, Maria Cecilia Souto Vidigal Foundation, Brazil, chairing the summary plenary



Carolina da Costa, Chief Impact Officer, Stone, Brazil



Aftab Hasan, Chairman, Risk Exchange (DIFC) Limited, UAE

The next plenary, *Scaling Green Technologies for Global Impact*, was chaired by **Jan Eichbaum**, President, European Network of Research and Innovation Centres, Brazil, who emphasized the importance of deepening scientific and technological cooperation between Europe and Brazil. ‘Brazil has a large domestic market and projected future economic size, with strengths in agribusiness, energy, and aerospace,’ he noted, highlighting the country’s potential as both a research hub and a testbed for global sustainability initiatives. Yet, Eichbaum cautioned that long-term competitiveness must lean firmly toward sustainability. **Eduardo Aranibar**, Founder, Compass Earth Capital, Brazil, shared his optimism that Brazil’s policy direction is now increasingly aligned with

COP30 objectives, signalling ‘a rare alignment between opportunity and responsibility.’ **Christine Schönfelder**, Founder, CircularityMatters, UAE, underlined the urgency of coordinated action between policymakers and investors: ‘We won’t be able to move at the speed we need without public policies and incentives, and without, in turn, investment from the private sector.’ She called for new financing mechanisms grounded in predictability and long-term vision, warning that despite Brazil’s relative geopolitical stability, ‘political, fiscal, and regulatory insecurity’ continues to deter some investors. The session concluded with a shared conviction that Brazil, by bridging public and private sectors and fostering international partnerships, can become a true catalyst for green transformation on a global scale.



Claude Bégél, Karen Schneider, Frank-Jürgen Richter, with Carolina da Costa, Chief Impact Officer, Stone, Brazil

The meeting’s summary plenary, *Cooperation is a Strength, not a Weakness*, brought together an atmosphere of reflection and renewal as delegates considered the key takeaways from three days of dialogue. Chaired by **Mariana Luz**, Chief Executive Officer, Maria Cecilia Souto Vidigal Foundation, Brazil, the session reaffirmed that cooperation is not merely an ethical ideal but an operational necessity in a world of intertwined risks. Luz, known for



Christine Schönfelder, Founder, CircularityMatters, UAE



Eduardo Aranibar, Founder, Compass Earth Capital, Brazil



Jojo Mehta, Co-Founder and CEO, Stop Ecocide International, United Kingdom

her advocacy of early childhood development and social transformation through collective effort, emphasized the urgency of citizen engagement: ‘Public mobilization is fundamental to a behavior change. The risk that the climate issue can bring to business, in terms of impacting economic returns, is real. The international community is increasingly aware of the risks.’ She reminded participants that cooperation begins not in grand summits but in the quiet commitment of individuals choosing to act together.

Jojo Mehta, Co-Founder and CEO of Stop Ecocide International, framed cooperation within the rule of law, arguing that moral renewal requires legal redefinition. ‘Criminal law has a particular role to play because we use criminal law to draw moral lines,’ she said. ‘Changing a law doesn’t cost very much money, but the effect is enormous.

It would change where investments go, where decision-makers focus, and how we judge right and wrong.’ She described the potential of criminalizing ecocide as ‘a game changer – it forces decision-makers to pause and ask: Could this action land me in court? That’s a powerful shift, one that could prevent damage before it happens rather than dealing with consequences later.’ Her appeal extended beyond jurisprudence: ‘Existing international law is very much focused on damage to people and property. A shift is

required to acknowledge that damage to the environment itself is just as wrong and just as dangerous as the atrocity crimes we already recognize.’

Tabata Amaral, Federal Deputy, Brazil, brought a generational and political dimension to the discussion. One of the youngest elected officials in Brazilian Congress, Amaral has become a voice for democratic renewal and the inclusion of youth in decision-making. She called for rebuilding the social fabric necessary for collective problem-solving: ‘For cooperation to happen, we need some consensus – and we’ve lost those spaces of consensus-building.’ She argued that polarization, amplified by disinformation, weakens societies’ ability to mobilize toward shared goals. ‘Politics should be about listening and



David Wu, Founder and Chief Executive Officer, Motus Nova, USA



Phil Eyre, Founder, Leaders Consultancy, United Kingdom



‘... the true measure of innovation is how deeply it serves humanity.’



Benjamin J. Butler, Founder, Embassy of the Future – If you can't imagine a positive future, how can you create one



Sujith Ravindran, Mystic, Embassy of the Future, The Netherlands



Sunday Adejo, Co-Founder, Biodry2Energy, making an announcement

building, not about winning. We cannot afford to treat every difference as a division.' Her intervention struck a hopeful tone, reminding the audience that progress, like trust, must be rebuilt one dialogue at a time. **Marcelo Zuffo**, President of Inova USP and a pioneer of Brazil's digital transformation, linked these moral and political insights to innovation. He argued that technology must be 'socially relevant, not just advanced.' For him, cooperation is the foundation of innovation ecosystems, where academia, industry, and government form a single learning community. 'A robust innovation system is not built on competition alone,' he said. 'It thrives on bridges – between science and society, between invention and implementation.' Zuffo's perspective underlined that sustainable growth requires an integrated framework where knowledge creation serves social purpose.



The warmth of the Horasis community, captured in a single moment.

Benjamin J. Butler, Founder, Embassy of the Future, Hong Kong, closed the panel as its rapporteur. A futurist known for his work on global foresight and narrative change, Butler urged participants to see cooperation as an act of imagination: 'If you can't imagine a positive future, how can you create one?' He described humanity's challenge as 'a storytelling crisis' – the need to shift from narratives of rivalry to narratives of regeneration. 'We are not passengers of history; we are its authors,' he said. 'And cooperation is the pen.' His words resonated deeply, bridging the philosophical and the pragmatic dimensions of the Summit's theme. As the plenary drew to a close, the energy in the room shifted from reflection to celebration. Several key participants gathered on stage – leaders, entrepreneurs, artists, and policymakers – symbolically joining hands to reaffirm the spirit that had animated the three days in São Paulo. Their gesture embodied the Summit's conviction that cooperation is not a passive agreement but a living force, one that grows stronger through shared purpose. The closing moments were marked by a deeply moving song led by **Alves de Almedida Katukina Renaldo**, Chief and Shaman of the Sacred Village, Peru. His voice, carrying ancestral resonance, filled the hall with a sense of unity that



Juliana Oliveira Nascimento, Co-founder, Compliance Women Committee, The Netherlands



Speakers of the panel 'Reconstructing War – Ravaged Economies'

transcended language and geography. As the final notes lingered, delegates stood together in quiet reflection, aware that the challenges ahead are vast – but also that cooperation, as both strength and promise, remains humanity's most enduring tool for transformation.

The Horasis Global Summit 2025 concluded with a celebratory dinner under the theme *Being Together – to Cooperate*. Over three days, we explored how collaboration can serve as the cornerstone of a more inclusive and sustainable world. This closing evening brought these reflections to life – a moment to honor our shared journey, our collective achievements, and the enduring bonds we have built here in Brazil.

I would like to express my sincere appreciation to the **Government of the State of São Paulo** and its Governor, **Tarcísio de Freitas**, for his foresight in inviting Horasis to convene in this remarkable city – a global hub of innovation and resilience. His commitment to fostering dialogue between public institutions, academia, and business stands as an inspiring example of how visionary leadership can transform cooperation into action.

I wish to extend my deepest gratitude to all those who made this historic edition possible: Professor **Marcelo Zuffo**, President of Inova USP, whose vision and hospitality gave our gathering its intellectual home; **Jan Eichbaum**, President of the European Network of Research and Innovation Centres, whose dedication turned the Summit into a reality; **Carolina da Costa**, Chief Impact Officer, Stone, **Anastasia Kalinina**, Founder of the SuperSymmetry Institute, Switzerland, **Rüdiger Leutz**, Managing Director, Porsche Consulting, Brazil, **Mahesh M. Gandhi**, President of AFII Capital, Germany, **Mauricio Prazak & Karen Schneider** of IBREI, for their enduring support and engagement. My special thanks go as well to **Jerry Zhang**, **Parag Amin**, and **Ani & Joe Honan** for their support and friendship.



Frank-Jürgen Richter, making an announcement at the final session



Celebrating the success of the 2025 Horasis Global Summit

Throughout the Summit, we were reminded that cooperation is not a sign of weakness, but a profound strength – the courage to trust, to share, and to act together for the greater good. In an age marked by uncertainty and fragmentation, it takes vision to cooperate, humility to listen, and determination to build together. True progress begins when leaders move beyond competition and rediscover the power of common purpose.

This year's Horasis Global Summit – our tenth, and the twentieth anniversary of the Horasis Global Visions Community – has shown that the world is not short of ideas or innovation, but of trust. And trust is born not in isolation, but in encounter – when people meet, exchange, and see their own hopes reflected in the eyes of others. Brazil, with its energy, diversity, and resilience, offered us the ideal stage to renew this spirit. Here in São Paulo, we have seen that cooperation is not an abstract aspiration but a living practice – one that unites policymakers, entrepreneurs, and citizens in shaping a fairer and more sustainable future.

As we look ahead, Horasis will continue to serve as a platform for this shared endeavor; bridging continents, industries, and cultures,

and helping to shape a world where growth regenerates what it touches. We shall deepen our commitment to dialogue that inspires, partnerships that endure, and solutions that uplift. Our task is not only to anticipate the future but to imagine it together – to transform cooperation from a response to crisis into a permanent architecture of hope.

Horasis looks forward to welcoming its global community once again at the next edition of the Horasis Global Meeting – to continue our dialogue, renew our commitment, and transform cooperation into lasting impact. For it is only by being together, and by believing in one another, that we can truly harness the power of cooperation.



Plenary 'Harnessing the Power of Cooperation'



The Horasis model for problem-solving



Secretary Jorge Lima speaking to CNN



Ready for the conversation ahead



Live a Great story



Indigenous leaders at the Horasis Global Summit



Final reception on the University's rooftop



The Horasis element of global business – sharing a smile and building trust



The lighter side of Horasis



Horasis bossa nova rhythms



Building bonds beyond the agenda



The Horasis team – students of University of Sao Paulo



The Horasis Ideas Lab



Serendipity Walk



Horasis

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