CEO Clubs Network

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AMERICA 250 LEGACY AWARDS & CELEBRATIONS

EMIRATES EXPANDS PAYMENT OPTIONS WITH CRYPTO.COM

STIRIXIS GROUP MARKS THREE DECADES OF EXCELLENCE

THE LEADER'S BRAIN: FROM BOARDROOMS TO BASIC FEARS

NEETU CHOUDHARY

FOUNDER

EVOLVITUDE FZE & EVOLVITUDE SPEAKERS BUREAU

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Connecting Minds,
Creating Opportunities

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- **Community Building**
- **Event Marketing**
- **Communication**
- **Trade & Investment Promotion**
- **Burj CEO Awards**
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- **Global/China Outsourcing**

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CEO Clubs Network®

CEO Clubs Network is an award-winning, globally recognized organization specializing in community building, event marketing, communications, entity formation, trade and investment promotion. Our purpose is to nurture relationships, share knowledge, and create opportunities for C-level executives across the private and government sectors. With a strong presence in USA, UAE, and China, we distinguish ourselves by providing tailored advice, fostering strategic collaborations, and empowering businesses to thrive within an influential global network.

Our regional headquarter, CEO Clubs Network UAE, has been in the industry for more than **20** years. Showcasing a list of high-profile members plus 3,000 affiliations, our organization is grateful for the patronage of **His Highness Sheikh Juma bin Maktoum Al Maktoum, a member of Dubai royal family.**

We are a proud winner of the **Dubai Quality Appreciation Awards Cycle 2017 and 2022** which were presented by **His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of United Arab Emirates and Ruler of Dubai.**

Among our numerous major international awards, we are elated with EXPO 2020 Dubai Recognition by His Highness Sheikh Ahmed bin Saeed Al Maktoum, Chairman & Group **CEO of EXPO 2020 Dubai Higher Committee for our invaluable contribution to the success of EXPO 2020 Dubai.**

MISSION

CEO Clubs Network creates the most effective business platform for CEOs and Seniors Executives to share experiences, explore opportunities and grow business locally and internationally.

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Dear Members & Readers,

As we conclude an inspiring month of July, I am delighted to reflect on the meaningful conversations, valuable connections, and exciting milestones that continue to strengthen the CEO Clubs community across the globe.

This month's cover proudly features **Ms. Neetu Choudhary** a Strategic Thinking Partner for CEOs and Boards, Independent Non-Executive Director, International Keynote Speaker, Author, and Founder of Evolvitude & Evolvitude Speakers Bureau. Her remarkable leadership journey and commitment to empowering organizations through strategic thinking make her an inspiring voice for today's business leaders.

July was marked by engaging interactions and impactful learning experiences. Our **CEO Clubs Networking Breakfast** with Ms. Neetu Choudhary brought together valued members and invited guests for a vibrant morning of networking, insightful discussions, and meaningful business connections. The session reflected the true spirit of CEO Clubs bringing leaders together to exchange ideas, inspire growth, and create opportunities for collaboration.

Our global network also continued to expand its reach with the **CEO Clubs Network Shanghai High-Tea Networking Event.** The gathering welcomed entrepreneurs, senior executives, and industry leaders from diverse sectors in an elegant setting, fostering conversations around industry trends, business innovation, and international collaboration.

Embracing the future of business, our **Global Synergy Hub** hosted an engaging online session on **"AI Agents in Action"** where participants explored how artificial intelligence is transforming decision-making, productivity, and the future of enterprise. The overwhelming participation highlighted our members' enthusiasm for staying ahead in an ever-evolving business landscape.

We are also pleased to welcome **Elite College Hacker, Yongyijinryi Decoration Engineering Limited Company, and Xue's Soap** as the newest members of the CEO Clubs community.

Looking ahead, excitement continues to build as we prepare for the prestigious **America 250 Legacy Awards**, taking place in **Washington, D.C., on August 9**. This landmark celebration will honor visionary leaders whose contributions are shaping industries and creating lasting impact.

Our momentum continues with an exciting lineup of upcoming programs, including exclusive networking events, leadership forums, business roundtables, and international engagements. We are especially looking forward to our upcoming **Members' Company Visit to REGENT Global**, as well as the **Global Synergy Hub online session on "China Outsourcing,"** where members will gain valuable insights into global sourcing strategies & cross-border business opportunities.

Together, we will keep creating opportunities, building meaningful relationships, and shaping the future of business leadership. Wishing you a successful and inspiring month ahead.

Warm regards,

Sarah Dong

Editor-in-Chief | CEO Clubs Magazine

LEADERSHIP MEETS NEUROSCIENCE AT CEO CLUB'S NETWORKING BREAKFAST WITH NEETU CHOUDHARY

Dubai, UAE | 23 July 2026| – An inspiring morning of leadership, learning, and networking unfolded as **CEO Club presented an exclusive Breakfast with Neetu Choudhary, proudly hosted by our valued member Neetu Choudhary, Founder & CEO of Evolvitude FZE.**

Bringing together CEO Clubs members and guests across the sectors, the event featured Neetu sharing valuable insights on the intersection of neuroscience and leadership in today's fast-evolving business environment.

The session, titled **"The Leader's Brain: Neuroscience for High-Stakes Decisions in GCC Boardrooms,"** explored how understanding the science behind human decision-making can help leaders navigate uncertainty, enhance performance, and make more effective strategic choices.

Drawing from her extensive experience as a Business & Leadership Coach, Board Director, and International Keynote Speaker, Neetu Choudhary highlighted how neuroscience can support leaders in managing cognitive biases, strengthening resilience, improving executive decision-making, and building high-performing teams.

The event also provided members with an opportunity to learn about the success story of Evolvitude FZE, a Dubai-based global leadership advisory firm founded by Neetu Choudhary, dedicated to empowering leaders and organizations through science-backed coaching, leadership development, and transformational strategies.

Through exclusive experiences such as Breakfast with CEO, CEO Club continues to bring together influential leaders, entrepreneurs, and executives to foster meaningful connections, encourage knowledge exchange, and support leadership excellence across the region.


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Google 4.8/5 Rating ★★★★★ 30,000+ Reviews


None of this needs new technology.
It needs five habits, rehearsed before the day you need them.
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CEO CLUBS NETWORK SHANGHAI HIGH-TEA NETWORKING EVENT – INFORMATION SHARING, RESOURCE CONNECTIONS, AND INVESTMENT OPPORTUNITIES

Shanghai, China – July 7, 2026 — The Shanghai Chapter of the CEO Clubs Network successfully hosted its High-Tea Networking Event at Dragon Heart.

The gathering brought together entrepreneurs, senior executives, and industry leaders from diverse sectors in a relaxed yet sophisticated setting to exchange insights on industry trends, business innovation, and international collaboration opportunities. The event further strengthened connections among members while facilitating high-value business networking and resource integration.

As a key strategic presence of the CEO Clubs Network in China, the Shanghai Chapter is committed to serving as an important bridge connecting Chinese enterprises with global business resources.

Leveraging the CEO Clubs Network's worldwide membership and international business network, the Shanghai Chapter brings together globally minded entrepreneurs, business decision-makers, and industry professionals to foster meaningful collaboration, support Chinese companies in expanding into international markets, and promote the exchange and integration of global business resources within China.

The event commenced with guest registration and networking in an elegant and welcoming atmosphere. Entrepreneurs representing industries including international trade, intellectual property, artificial intelligence, healthcare and wellness, beauty, fashion, and lifestyle brands engaged in in-depth discussions on business development, industry trends, market opportunities, and potential collaborations.

The event concluded with a group photo, followed by an extended networking session where guests exchanged business cards, expanded their professional networks, and discussed potential future collaborations.

The program then moved into the keynote session, where **Mr. Jin Guoli, General Manager of the CEO Clubs Network Shanghai Chapter,** delivered the opening address. Mr. Jin shared the Shanghai Chapter's development roadmap, mission, and long-term strategic vision. He emphasized that Shanghai, as one of China's most important international economic hubs, possesses unique global connectivity and tremendous commercial potential. The Shanghai Chapter will leverage the city's strategic advantages to serve Shanghai, extend throughout the Yangtze River Delta, and connect businesses worldwide by continuously building a high-quality ecosystem for business leaders. The platform will provide entrepreneurs with international networking opportunities, business resource matching, and strategic collaboration to support sustainable growth.

GLOBAL SYNERGY HUB: AI AGENTS IN ACTION

The latest edition of **Global Synergy Hub** successfully brought together members of our global CEO Clubs community for an engaging session focused on networking, knowledge sharing, and business collaboration. The event reinforced our commitment to fostering meaningful connections by providing a platform for members to exchange experiences, explore emerging business trends, identify partnership opportunities, and strengthen professional relationships.

A key highlight of the event was the insightful presentation, **"AI Agents in Action,"** delivered by an AI expert. The session demonstrated how autonomous AI agents are reshaping the way businesses operate, make decisions, and drive sustainable growth.

Participants gained practical insights into how AI agents can automate complex workflows, improve operational efficiency, enhance executive decision-making, and create competitive advantages across various industries.

The presentation also sparked engaging discussions on the future of AI adoption, real-world business applications, and the opportunities and challenges organizations face in integrating AI into their operations

The event concluded with an interactive networking session, where members exchanged ideas, explored potential collaborations, and strengthened valuable business connections..

Chatbots vs AI Agents Discussion

Farrukh Nizami conducted a presentation on the differences between chatbots and AI agents, explaining that agents have persistent memory, planning capabilities, and verification processes that chatbots lack. He discussed how agents work in a sandbox environment using virtual machines to isolate their operations and emphasized the importance of human specification of tasks and verification of outcomes. Farrukh also explained the concept of converting repeated prompts into skills and mentioned the creation of activity files in markdown format to maintain persistent memory of agent actions.

Stateless AI System Benefits

Farrukh explained the benefits of using a stateless, stateful system for AI that stores all data in local files on a computer rather than in the cloud, allowing users to transfer information between different LLMs like Claude and ChatGPT. He demonstrated how Claude's desktop version can work with agents and manage projects through special folders, with features for recording skills and approvals for sensitive actions. Farrukh also discussed token usage limits in LLMs and mentioned the competition between Claude and ChatGPT regarding token allocation.

Claude Capabilities and Features Demo

Farrukh demonstrated various capabilities of Claude, including creating a newsletter from Gmail emails, conducting competitor analysis, and building Excel spreadsheets.

He showed how agents can perform multiple tasks simultaneously, such as web research, data analysis, and content creation, with the ability to schedule recurring tasks. Farrukh explained the difference between using the free plan (limited to basic features) and the paid plan (access to advanced models like Fable 5), emphasizing the importance of choosing the appropriate model for specific needs.

AI Features Demonstration Meeting

Farrukh demonstrated various AI features, including vibe coding, which allows users to develop programs without writing code by providing prompts. He showed how an AI agent can handle tasks like invoice development, data analysis, and file organization on a user's computer through persistent memory and structured folder management. The CEO expressed appreciation for the demonstration and opened the floor for questions, with Anthony beginning to ask about the difference between AI and coding.

AI Implementation Without Coding

Farrukh explained that coding is not necessary for implementing AI agents like Claude, as LLMs can handle coding tasks. He demonstrated how AI agents can be used for various business applications without coding, including data analysis, content generation, and process automation. Farrukh emphasized that AI consulting can help companies integrate AI into their daily operations, with the goal of eventually allowing employees to use AI tools independently without requiring a permanent IT department.

NEETU CHOUDHARY

A Strategic Thinking Partner
for CEOs & Boards,
Independent Non-Executive Director,
International Keynote Speaker,
Author, and Founder of
Evolvitude & Evolvitude Speakers Bureau.

Neetu Choudhary is a Strategic Thinking Partner for CEOs & Boards, Independent Non-Executive Director, International Keynote Speaker, Author, and Founder of Evolvitude & Evolvitude Speakers Bureau.

She helps CEOs and boards think smart, speak smart, and lead smart—especially under pressure—by combining neuroscience, Six Sigma, and proprietary strategy frameworks developed through 25+ years of experience working with more than 150 organisations across 30+ countries.

Neetu advises leaders on strategic decision-making, board effectiveness, executive communication, and leadership development. She is also the host of the Lead With Neetu podcast and Boardroom Broadcast, and the author of four books on leadership and executive presence.

A Certified Corporate Director (Institute of Directors), Neetu also holds credentials as a Six Sigma Black Belt (USA), EFQM Certified Assessor (Brussels), ISACA CGEIT (USA), PMI-RMP, with certifications in CMMI, ITIL, PRINCE2, ISO 9001, ISO 20000, DevOps, Agile, and a Master of Computer Applications (MCA).

She has also served as a jury member, assessor, and team leader for several prestigious national and international business excellence, innovation, quality, customer experience, employee happiness, and leadership awards, bringing deep expertise in evaluating organisational excellence and executive leadership. Her work has helped organisations improve leadership capability, strengthen decision-making, enhance executive communication, increase team collaboration, and accelerate business growth, making her a trusted advisor to CEOs, boards, and senior leadership teams across the GCC and globally.

THE LEADER'S BRAIN: WHY YOUR BOARDROOM RUNS ON THE SAME ORGAN THAT FLINCHES AT SPIDERS

Neuroscience for high-stakes decisions and five habits every board should rehearse before the crisis, not during it

Every board in the room makes decisions with the same organ that flinches at a spider and craves dessert .

That's not a metaphor to soften a leadership talk it's the finding underneath a growing body of research into how fatigue, hierarchy, tunnel vision, and unrehearsed stress quietly steer the highest-stakes calls a boardroom makes. Strategy decks, risk matrices, and governance frameworks all assume a rational decision-maker at the table. The neuroscience says otherwise. The brain making a nine-figure call at 4pm is not the same brain that walked into the room fresh at 9am and five real-world cases, from a parole board to a cockpit over the Hudson River, show exactly how that gap plays out.

1. Fatigue: When the Clock Outvoted the Case

In 2011, researchers published a study in PNAS analyzing over a thousand real parole rulings handed down by experienced Israeli judges over ten months. The pattern was stark: judges granted parole in roughly two-thirds of cases right after a food break and that favorable rate drifted toward zero as the session wore on, before snapping back to its original level the moment the next break arrived.

The law hadn't changed between the first case of a session and the last. The room's glucose and patience had.

It's worth noting, in fairness, that some researchers have since argued case-ordering not fatigue alone explains part of the pattern. But the finding that survives that scrutiny is the one that matters for boards: non-legal, physical factors measurably move high-stakes rulings, whether or not fatigue is the entire story.

Try this: Before your next high-stakes vote, ask the room out loud "Has everyone eaten or taken a break in the last two hours?" If the honest answer is no, move the vote. Self-care isn't a soft skill in a boardroom. It's a decision-quality control.

2. Ground Truth: When a $1,200 Repair Became a Global Story

In 2009, musician Dave Carroll watched baggage handlers at Chicago O'Hare throw his guitar, breaking it. United Airlines' claims process refused to cover the roughly $1,200 repair after months of back-and-forth. Carroll wrote a song about it "United Breaks Guitars" and posted it to YouTube. It became a global story watched by tens of millions of people, born entirely from a policy that wouldn't budge on a small, ground-level sum.


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The lesson isn't about one bad customer service call. It's about distance. The complaint traveled through enough layers of policy and process that by the time it reached anyone with the authority to simply fix it, it had already become unfixable.

Try this: Before your next board pack goes out, pull one unedited customer complaint not a summary, not a sentiment score and read it. Dashboards are where ground-level problems go to become invisible.

3. Hierarchy: When Rank Overruled the Data

The night before the Space Shuttle Challenger launched in 1986, Morton Thiokol engineers told NASA on a conference call that the O-ring seals had never been tested at such low temperatures, and recommended against launching. One manager reportedly told his own engineering VP to set aside his engineering judgment and "think like a manager instead." The no-launch recommendation was reversed.

The shuttle launched into 36°F air fifteen degrees colder than any previous launch, and exactly what the engineers had warned would be too cold. Seventy-three seconds later, it exploded, killing all seven crew.

This wasn't a data failure. The data existed, and it was correct. It was a hierarchy failure leaders who chose to please the people above them instead of listening to the people closest to the problem.

4. Tunnel Vision: When the Warning Light Ate the Room

Approaching Portland in 1978, a DC-8's landing gear indicator light failed to illuminate. The captain a thirty-year veteran held the plane in a holding pattern to diagnose the gear problem. The flight engineer gave soft warnings about fuel state, but the crew's attention stayed locked on the gear light. All four engines eventually flamed out from fuel exhaustion. Ten of the 189 people on board died.

The crew wasn't careless. They were completely focused on the wrong risk in the room. This crash is the direct reason the aviation industry invented Crew Resource Management training, now standard worldwide.

Try this: Make "the second question" a standing rule in crisis meetings: what risk are we taking by ignoring it, while we're all staring at today's headline issue? Focus is not the same as coverage.

5. Readiness: 208 Seconds They'd Never Rehearsed

In 2009, a bird strike took out both engines of an Airbus A320 shortly after takeoff from LaGuardia. Captain Chesley "Sullenberger" and First Officer Jeff Skiles had 208 seconds a scenario they had never specifically trained for before landing on the Hudson River. All 155 people aboard survived.

Sullenberger has since described his own pulse spiking and his visual field narrowing in those seconds the same acute stress response anyone in a high-stakes boardroom feels, not immunity to it.

What got the crew through wasn't the absence of stress. It was decades of general training giving them a small number of clear priorities to fall back on, and the discipline to ignore everything they couldn't act on.

Try this: Once a year, pick one plausible worst-case scenario your team has never rehearsed, and simulate the first ten minutes of it out loud, live, imperfectly. Keep it cheap and rough on purpose.

The point is that the first ten minutes have been said out loud once before, so they aren't being invented live during the real thing.

Five Habits for the High-Stakes Boardroom

1. **Self-care recharge before you rule**
2. **Listen to customers, seriously read the raw complaint, not the score**
3. **Challenge decisions name the dissenter, protect the data**
4. **Some risks can't wait ask the second question**
5. **Upskill rehearse the scenario before the day you need it**

Evolvitude

None of this requires new technology. It requires five habits, rehearsed before the day you need them because the alternative isn't a rational boardroom making a careful exception. It's the same brain that flinches at spiders, quietly running the vote.

You don't rise to the crisis. You fall to the level of your last rehearsal.

Neetu Choudhary is a Strategic Thinking Partner for CEOs and Boards, Non-Executive Director, international keynote speaker, and author, and the Founder of Evolvitude and Evolvitude Speakers Bureau.

She works at the intersection of board governance, executive communication, and organizational performance, drawing on 25+ years across IT, business excellence, and large-scale transformation with 150+ companies in 30+ countries.

UNEARTHING ZIMBABWE'S POTENTIAL

THE GATEWAY TO SOUTHERN AFRICA

Zimbabwe is land-linked and strategically located in Southern Africa to connect with South Africa, Zambia, Mozambique, Botswana, Namibia, Angola, Malawi and the DRC. Zimbabwe is the perfect hub to set up regional operations in Southern Africa. With a population of 16 million, Zimbabwean people are the most valuable asset.

Opportunities in Zimbabwe

Zimbabwe offers a wealth of investment opportunities in all sectors of the economy including agriculture, mining, manufacturing, services, tourism, energy and infrastructure development. Investment in these sectors does not only promise attractive returns but also align with Zimbabwe's Vision 2030 development goals, making them prime areas for strategic investment.

Agriculture:

Zimbabwe's fertile lands and favourable climate present opportunities for large scale farming, agro-processing, and value addition, for all agricultural produce, particularly in cash crops like horticultural products (fruits and vegetables), tobacco, maize, and wheat.

The government's focus on national food security and agricultural transformation through mechanization and modernization further enhances the sector's appeal to potential investors. Zimbabwe has the largest number of dams in Africa which guarantees enough water supplies for irrigated agribusiness ventures. The priority is on climate smart agriculture and irrigation infrastructure development to move away from over-reliance on rain-fed agriculture.

Mining:

Zimbabwe is blessed with over 60 different types of tradable mineral resources including critical minerals such as lithium, platinum group of metals, diamonds, gold, chrome, iron ore, copper, cobalt, coal, rare earth minerals, among others. Zimbabwe has the second largest platinum deposits and high-grade ores in the world.

Zimbabwe also holds the largest lithium reserves in Africa and is among the top ten in the world. Opportunities are available in prospecting and exploration, mining, mineral value addition and beneficiation, and investing in greenfield projects.

Manufacturing:

Zimbabwe is currently on a re-industrialization drive to support economic diversification and structural transformation. Investment opportunities are available in all manufacturing sector value chains including food processing, clothing and textiles, leather-to-leather products, iron and steel, lithium processing to electric vehicle batteries, fertilizers and chemicals. Investments in modern production facilities and technologies are driven by a growing consumer base and create export opportunities within the region.

Energy:

Energy remains a critical area for investment, with opportunities in renewable energy projects, such as solar, wind and hydropower, as well as the modernization of the national grid. Zimbabwe's energy sector is pivotal to supporting industrial growth and addressing the country's power deficits.

Infrastructure Development:

Zimbabwe requires infrastructure development to support industrialisation and economic transformation, including transport networks, water supply systems, and telecommunications.

There are opportunities for partnering with Government in the rehabilitation and upgrading of road and rail networks, health infrastructure and water and sanitation.

There are opportunities for the development of cargo terminals, airport free zones, airport hotels and parking lots, and runway expansions at the major international airports in Zimbabwe.

Tourism Infrastructure

Zimbabwe is a prime destination for tourism because of the diversity of its natural endowments and tourist sites which include, the mighty Victoria Falls and Hwange National Park which boasts of the Big-5 animals.

Investment opportunities exist in the development of tourism and hospitality infrastructure and downstream services, modern hotels and conference centres, and safari and tour operations. The new designated Victoria Falls Special Economic Zone is open for international investments.

Investment in all these critical sectors does not only promise attractive returns but also aligns with Zimbabwe's broader development goals, making them prime areas for strategic investment.

Investment Climate

Zimbabwe has a very stable political environment and conducive investment climate for investments to thrive. The Zimbabwe Investment and Development Agency (ZIDA)'s One Stop Investment Services Centre is in place to facilitate investments towards improving investors' linkages and experiences in Zimbabwe.

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VIETNAM: A TRUSTED DESTINATION FOR SUSTAINABLE INVESTMENT AND LONG-TERM PARTNERSHIP

By H.E. Nguyen Thanh Diep

Ambassador Extraordinary and Plenipotentiary of the Socialist Republic of Vietnam to the United Arab Emirates

The global economy continues to navigate a period of profound transformation, shaped by geopolitical uncertainty, technological disruption, climate change, and the restructuring of global supply chains. Against this backdrop, Vietnam has maintained strong economic momentum, reaffirming its position as one of the world's most dynamic and resilient emerging economies.

The first half of 2026 provides compelling evidence of Vietnam's ability to sustain growth while preserving macroeconomic stability and advancing structural reforms.

These achievements not only reinforce confidence among international investors but also create new opportunities for deeper economic cooperation with partners around the world, including the United Arab Emirates.

Strong Growth Driven by Confidence and Reform

Vietnam's economy expanded by 8.18% in the first six months of 2026, representing one of the highest growth rates in Asia and the strongest first-half performance in many years.

Growth was broad-based across all major sectors. Industry and construction continued to serve as the principal engine of expansion, supported by recovering global demand, rising manufacturing output and accelerated public investment. The services sector maintained robust performance, reflecting resilient domestic consumption, tourism recovery and expanding digital services, while agriculture continued to provide a stable foundation for food security and exports.

Equally important, Vietnam has maintained macroeconomic stability despite a volatile international environment. Average consumer price inflation (CPI) during the first half of 2026 was 4.38%, remaining broadly within the Government's policy objective while preserving purchasing power and supporting business confidence.

Vietnam Continues to Attract Global Investors

International investors continue to view Vietnam as one of Asia's most attractive investment destinations. During the first six months of 2026, **registered foreign direct investment (FDI) reached approximately USD 34.65 billion, an increase of 61% compared with the same period of 2025, while disbursed FDI reached a record USD 13.03 billion, up 11.2% year-on-year,** demonstrating that investor commitments are translating into concrete projects.

This strong performance reflects growing confidence in Vietnam's political stability, transparent policy direction, improving investment climate, skilled workforce and expanding industrial ecosystem.

Today, Vietnam is no longer viewed solely as a competitive manufacturing base. Increasingly, multinational corporations are establishing research and development centres, high-tech production facilities, innovation hubs and regional supply-chain operations in Vietnam, particularly in sectors such as semiconductors, electronics, renewable energy, digital technologies, artificial intelligence, logistics and healthcare.

A Dynamic Trading Nation Connected to Global Markets

Vietnam remains among the world's most open economies. In the first half of 2026, the country's total import-export turnover approached USD 550 billion, reflecting the resilience of Vietnam's external trade and its deep integration into global value chains. Five major export categories each exceeded USD 10 billion, underscoring the country's increasingly diversified industrial base.

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Strong Growth Driven by Confidence and Reform

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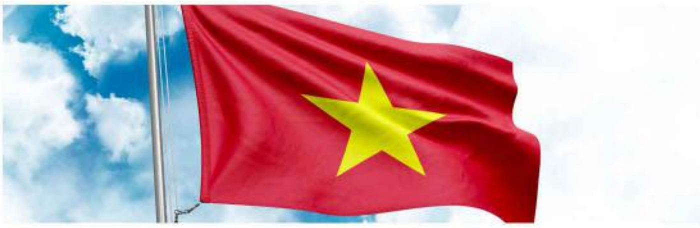
Vietnam's extensive network of free trade agreements—including the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP), the EU-Vietnam Free Trade Agreement (EVFTA), the Regional Comprehensive Economic Partnership (RCEP), and numerous bilateral agreements—provides investors located in Vietnam with preferential access to many of the world's largest consumer markets.

Promising areas for future cooperation include renewable energy, logistics, infrastructure development, food security, Halal industries, digital economy, financial services, healthcare, tourism, advanced manufacturing and innovation.

An Invitation to Global Partners

Vietnam's achievements during the first half of 2026 demonstrate more than impressive economic statistics. They reflect the country's unwavering commitment to reform, openness, international integration and sustainable development.

The Government of Vietnam remains committed to improving the business environment, streamlining administrative procedures, strengthening legal certainty and creating favourable conditions for responsible domestic and foreign investment.



As global businesses seek resilient supply chains, stable investment destinations and reliable long-term partners, Vietnam stands ready to welcome investors who share our vision of sustainable, inclusive and mutually beneficial growth.

The Embassy of Vietnam in the UAE warmly invites businesses, financial institutions and investors from the UAE and around the world to explore the abundant opportunities that Vietnam offers.

Together, we can build stronger partnerships, unlock new opportunities and contribute to a future of shared prosperity for our two nations and the broader international business community.

Infrastructure and Digital Transformation Accelerating Growth

Infrastructure development remains one of the Government's highest priorities.

Major investments in expressways, airports, seaports, logistics centres, industrial parks and energy infrastructure are significantly improving national connectivity and reducing logistics costs. Public investment disbursement continued to accelerate during the first half of 2026, providing an important stimulus for economic growth while creating new opportunities for domestic and foreign investors alike.

At the same time, Vietnam is advancing an ambitious digital transformation agenda that encompasses digital government, artificial intelligence, semiconductor development, fintech, e-commerce and smart manufacturing.

Supported by a young, educated and increasingly innovative workforce, Vietnam is steadily strengthening its position as one of Southeast Asia's emerging centres for technology and innovation.

Green Growth for a Sustainable Future

Vietnam is committed to achieving net-zero greenhouse gas emissions by 2050.

This national commitment has opened significant opportunities for international cooperation in renewable energy, green infrastructure, circular economy, sustainable agriculture, energy efficiency and climate-resilient urban development.

The Government continues to improve legal and regulatory frameworks to facilitate high-quality investment projects that support sustainable development while creating long-term value for investors and local communities.

Vietnam and the UAE: Expanding Strategic Economic Cooperation

Economic relations between Vietnam and the UAE have entered an exciting new phase.

The Comprehensive Economic Partnership Agreement (CEPA) establishes a strong institutional framework to expand bilateral trade, investment and business cooperation across multiple sectors.

As one of the world's leading financial, logistics and commercial centres, the UAE serves as an ideal gateway connecting Vietnamese products with markets throughout the Gulf region, the Middle East and Africa.

Conversely, Vietnam offers UAE investors direct access to one of Asia's fastest-growing economies and an increasingly sophisticated manufacturing ecosystem integrated into global supply chains.

CEO Clubs Network®

AMERICA 250th ANNIVERSARY

The AMERICA 250 LEGACY AWARD & CELEBRATION

★ 9 August 2026 ★

Washington, D.C., U.S.A.

In celebration of the 250th Anniversary of the United States of America, CEO Clubs Network Worldwide proudly presents a landmark global initiative:

The America 250 Legacy Awards & Celebration

This prestigious platform recognizes from USA Government officials & departments, exceptional leaders, innovators, investors, institutions and more whose contributions have shaped industries, empowered communities, and advanced global progress. Bringing together an elite audience of CEOs, policymakers, diplomats, and global influencers, this initiative represents a powerful convergence of legacy, leadership, and opportunity.

★ A GLOBAL PLATFORM OF INFLUENCE ★

- USA BUSINESS LEADERS & INVESTORS
- HIGH-LEVEL GOVERNMENT & DIPLOMATIC PARTICIPATION
- EXCLUSIVE NETWORKING WITH DECISION-MAKERS
- MEDIA VISIBILITY AND BRAND POSITIONING
- BLACK TIE AWARD GALA DINNER AT A FIVE-STAR HOTEL

Ribbon-Cutting Ceremony of the Photovoltaic Solar Park in the Municipality of Luau (Moxico East), conducted by President João Lourenço on May 5, 2026, with an installed capacity of 31.85 megawatts.

ANGOLA: THE ENERGY GIANT THAT FOREIGN PRIVATE INVESTMENT HAS YET TO DISCOVER

BY: ESTANISLAU DOMINGOS, ANALYST FOR LEGAL AND ECONOMIC AFFAIRS

The electricity sector is committed to the energy transition. Hydropower and solar energy together form the foundation of the National Renewable Energy Strategy. Our country currently has seven photovoltaic parks in operation.

When discussing energy transition in Africa, the spotlight tends to focus on a few countries, but one name is quietly emerging as one of the most promising destinations for private investment in the electricity sector: Angola.

The numbers speak for themselves. In just eleven years, the country's total installed capacity jumped from 2,365 MW (2015) to 6,346 MW (2026), a growth of 168%. But the most impressive figure that should capture the attention of any institutional investor is that **91% of Angola's total electricity consumption now comes from renewable sources: 88% hydropower and 3% solar.** In a world racing against the clock on climate goals, this is a strategic asset of great importance.

The current energy matrix in Angola is divided among hydropower (60%), thermal (34%), solar (5%), and hybrid (1%).

The government's declared goal, through the Ministry of Energy and Water (MINEA), is to reach 9,618 MW of installed capacity by 2027, with 77% from renewable sources, 62% hydropower and 15% solar. This is not a vision; it is an ongoing program, funded and with deadlines.

The environmental results are tangible. Between 2015 and 2025, Angola reduced diesel consumption in electricity production by 68%, equivalent to about 931 million litres of fossil fuel that were no longer burned.

During the same period, CO_2 emissions associated with the electricity sector dropped from 3.5 million to 1.1 million tons, also a reduction of 68%.

These are numbers that any emerging economy would be proud to have and were publicly presented by the National Electricity Production Company (PRODEL) by its Chairman, Engineer Pedro Afonso.

SOLAR IS NO LONGER A PROMISE; IT HAS BECOME A REALITY

Angola currently operates seven photovoltaic parks with a combined capacity of about 370 MW. Notably, the Biópio Solar Plant (188 MW) in Benguela province is described as the largest solar plant in Sub-Saharan Africa, alongside the Baía Farta Plant in the same region.

In 2025, the plants in Cuíto (14.1 MWp), Bailundo (7.8 MWp), and Cazombo (25.4 MW), the latter already equipped with a 75.26 MW battery storage system - a critical factor for grid stability - began operations.

In 2026, the Luau Solar Plant (26.7 MW) was added, inaugurated by Angola's President, João Lourenço, on May 5, capable of electrifying over 20,000 households.

This project is part of the "Angola Energy 2025" program, which aims to cover 60 locations by 2027.

But the pipeline is even more ambitious. Large-scale solar parks are planned in the province of Malanje (400 MWp), Catete (104 MWp), and Cabinda (90 MWp), in addition to rural electrification projects with solar plants and batteries in over 125 locations.

On the hydropower side, highlights include the Caculo Cabaça megaproject (2,172 MW) in Cuanza Norte; the binational Baynes project (860 MW) at the border with Namibia; and the Vuca plant (121 MW) in the East region.

Laúca, Cambambe, and Capanda continue to serve as the backbone of the national system, ensuring clean and reliable base-load energy that allows for the integration of variable sources like solar.

In January 2026, the first power purchase agreement was signed on the sidelines of the 16th session of the Assembly of the International Renewable Energy Agency (IRENA) between the National Transport Network (RNT) of Angola and MASDAR (Abu Dhabi Future Energy Company) from the UAE.

A CLEAR SIGNAL FOR FOREIGN CAPITAL

A recent milestone worth noting is the signing in January 2026 of the first power purchase agreement between the Angolan government and MASDAR (Abu Dhabi Future Energy Company) from the United Arab Emirates for the Quipungo solar photovoltaic project (150 MW) in Huíla province. The agreement was signed on the sidelines of the 16th session of the Assembly of the International Renewable Energy Agency (IRENA) in Abu Dhabi, with the presence of Minister João Baptista Borges and the representative to this multilateral organisation, Ambassador Júlio Maiato.

This contract is not just a business deal; it is a signal. It shows that Angola has the capacity to structure bankable projects, with solid legal and contractual frameworks, and that top-tier international partners are already investing on the ground.

Angola has been a member of IRENA since 2009, and Minister Borges has regularly participated in the Agency's Assemblies, reiterating the sector's openness to private investment through public-private partnerships.

OPPORTUNITY AND RISK: THE INVESTOR'S PERSPECTIVE

For foreign private investors, the Angolan energy sector presents a rare opportunity profile in Africa: an economy with immense needs for rural and urban electrification, a clear governmental commitment to renewables, and proven results in reducing operational costs (the integration of the Central and Southern regions saved 76 million litres of diesel between 2019 and 2025).

The risks are known: dependence on oil, currency volatility, and project execution challenges in remote areas; but the alignment between the national strategy and global decarbonization goals gives Angola a competitive position that few African countries can claim.

The country is not just planning the energy transition; it is executing it. For private capital seeking predictable returns, institutional frameworks, and real impact on decarbonization, Angola today offers a window of opportunity that deserves serious consideration.

The question for investors is not whether Angola needs investment. It is whether they are willing to arrive before the door closes.

CONTACT US

All information about private investment can be found on the AIPEX website:
https://www.aipex.gov.ao/,
available in multiple languages.

In the United Arab Emirates, you can contact the Angolan Embassy in Abu Dhabi, located at Al Mushrif Area, Salama Bint Butti Street, Villa 176, P.O. Box: 36532 Abu Dhabi, United Arab Emirates.

The embassy is open Monday to Friday, from 9:00 AM to 4:00 PM local time. Phone: +971 244 77042, Fax: +971 244 77043,
Email: info@angolaembassy.ae,
www.emiradosarabesunidos.mirex.gov.ao.

The Consulate General of Angola in Dubai is located in Bay Square, Building 2, BB02-6th Floor - 7 Al Asayel St – Dubai, open from 9:00 AM to 4:00 PM local time.
Phone: +971 44 56 58 74, Fax: +971 445 659 11,
Email: angola12@angolaconsulate.ae,
www.angolaconsulate.ae.

THIRTY YEARS OF BUILDING WHAT COMES NEXT

STIRIXIS Group marks 30 years of helping businesses turn strategy into measurable performance as it enters a new era defined by Artificial Intelligence.

Since 1996, the international strategy, design and consulting firm has delivered more than 900 projects across 29 countries, partnering with some of the world's leading organisations to shape high-performing environments and earning over 60 international awards. From Athens to London and Dubai, its growth has been driven by a deep understanding of organisational needs and the ability to turn complex challenges into measurable results.

STIRIXIS GROUP
True Prosperity.

That same philosophy now extends into the next generation of buildings.

Today, STIRIXIS Group is redefining how buildings perform in the AI era. Its Living Building approach combines a real-time digital twin with IoT sensors, enabling every property to monitor energy use, air quality, productivity and overall performance, while continuously adapting as conditions change.

For owners and investors, this shifts the conversation from cost to value. A digital twin allows tenants and buyers to experience a space before it exists, test scenarios and make faster decisions. AI transforms the building from a static asset into a continuously learning operational system.

To mark its anniversary, STIRIXIS Group unveils its redesigned website, built around the Value Creation Circle™, connecting Strategy, Design, Execution and Evolution under one accountable team. The platform demonstrates how strategy becomes measurable business outcomes throughout a project's lifecycle.

Thirty years on, the ambition remains the same: creating places where people, business and technology prosper together.

Explore what comes next at **www.stirixisgroup.com**

LULA MOHANTY

MANAGING PARTNER – MEA, IBM CONSULTING

BEYOND AI: THE NEXT LEADERSHIP CHALLENGE

Why quantum isn't changing how I think about technology. It's changing how I think about leadership.

A few weeks ago, I found myself in one of those rare conversations. Blue skies, open minds, no agenda. We drifted from technology to philosophy, from philosophy to spirituality. Then someone asked a question that stopped the room.

"Could quantum computing be a step toward immortality?" At the time, I thought it was a philosophical question, but I've since realised it was a leadership question.

A few days later, I came across a cybersecurity strategy with an unforgettable name: Harvest Now, Decrypt Later. The premise is simple. Encrypted information is being stolen today by people who can't read it... yet. Think Financial records. Customer information. Intellectual property. Government communications. They're betting that one day, quantum computers will be powerful enough to unlock what they've quietly collected.

What struck me wasn't the technology. It was the mindset. I'd assumed the quantum era would begin with a breakthrough machine. Instead, I realised it had already begun.

Not because quantum computers are everywhere, but because belief in their inevitability is already changing behaviour. Warren Buffett famously said that **"someone is sitting in the shade today because someone planted a tree a long time ago".**

Leadership has always worked that way. Leadership is often about invisible decisions whose consequences emerge much later. The best cultures are built before they're needed. Trust is earned before it's tested. Great companies invest before markets reward them. Resilience is created long before it's called upon.

The more I thought about Harvest Now, Decrypt Later, the more I realised it wasn't just describing a cybersecurity strategy. It was describing a pattern: that the future starts shaping decisions long before it arrives.

Earlier this year, I wrote about AI adoption and one lesson stood out. The organisations making the fastest progress weren't those waiting for certainty. They recognised that standing still carried its own risk. Quantum asks us to think the same way, but on a longer time horizon. That's why organisations are already beginning the transition to post-quantum cryptography. IBM researchers helped develop two of the algorithms that became the world's first global post-quantum cryptography standards in 2024. The technology is advancing rapidly. Leadership now has the opportunity to move before the consequences become visible.

Which brings me back to that afternoon… **"Could quantum computing be a step toward immortality?"** I don't think we were really talking about immortality. I think we were talking about legacy.

Every generation of leaders inherits systems they didn't build and leaves behind systems they will never use. The decisions that matter most are rarely the ones that deliver immediate results.

They are the ones that quietly shape resilience, trust and opportunity for the people who come after us. Perhaps that's what quantum really changes.

Not our understanding of computing. Our understanding of time. Because leadership has never simply been about responding to the future. It has always been about recognising it before everyone else does.

We're hurtling towards a future shaped by technologies advancing faster than any of us have experienced before. The challenge isn't simply to keep up. It's to recognise that the decisions we make today are already shaping tomorrow. Perhaps that's the closest thing leadership has to immortality.


DR. PHAKAPAN SALAO
FOUNDER & CEO, MONGKOL MUAYTHAI CORP
35+
YEARS
OF EXCELLENCE
Mongkol Muay Thai
FULL RULES
WCK
MUAYTHAI
30th
ANNIVERSARY

INSPIRING CONVERSATIONS WITH PHAKAPAN SALAO OF MONGKOL MUAY THAI CORP/MONGKOL MUAYTHAI FIGHT GEAR SHOP

Phakapan, we appreciate you taking the time to share your story with us today. Where does your story begin?

I'm Dr. Phakapan Salao I hold an Honorary Doctorate in Business Administration and I am founder and owner of Mongkol Muaythai Corp. I was born in Thailand, came to the USA pursue my MBA /Global Management, after graduating, I founded Mongkol Muay thai Corp s in downtown San diego 2013. I re registered the business in 2015 and trademarked the Mongkol brand in 2017. I then opened our first fight gear showroom in downtown San diego's East Village on 8th Ave between Market street & G Street.What I enjoy traveling designing , and creating custom Muay-thai gloves and fight gear for fighters and trainers around the world.

I'm sure it wasn't obstacle-free, but would you say the journey has been fairly smooth so far?

It hasn't been a smooth road, but every challenge made the business stronger. The biggest struggles were building brand recognition as a small business in a competitive market, and protecting our trademark from unauthorized sellers using the "Mongkol" name online. I also had to navigate updating legal filings and addresses with the USPTO while running daily operations.

To overcome this, I focused on strengthening our brand, securing our trademark registrations, and taking legal action when needed. These experiences taught me to be proactive about protecting the business and to stay focused on serving our customers with authentic MuayThai gear.

Great, so let's talk business. Can you tell our readers more about what you do and what you think sets you apart from others?

Mongkol Muay Thai Corp is a fight gear and equipment company specializing in authentic MuayThai products. We provide gloves, shorts, shin guards, and training gear for fighters, gyms, and martial arts enthusiasts in the U.S. and internationally.

What sets us apart is our commitment to authenticity and quality. The Mongkol brand is rooted in traditional MuayThai culture, and we work directly with trusted manufacturers to ensure our gear meets the standards fighters expect in the ring and in the gym. We're a registered trademark business, and protecting the integrity of the Mongkol name is a core part of what we do.

I'm most proud of building a brand that fighters recognize and trust. Our customers know that when they buy Mongkol, they're getting gear that honors the sport and is made to perform.

We love surprises, fun facts and unexpected stories. Is there something you can share that might surprise us?

Something surprising is that I handle almost every part of Mongkol Muay Thai myself – from product sourcing and trademark filings to customer service and fighting counterfeit sellers online.

Something most people don't know about me is that I'm extremely serious about the work I do, and I say no to drama. When I promote Muay Thai and build the Mongkol brand, I'm here to do real work, not play games. I don't see other people as competition. What matters to me is growing the community together, supporting each other, and creating a positive space where we can build champions and bring up the next generation of fighters the right way. That means no drugs, no drama — just real fight gear, real respect, and taking Muay Thai into fashion without losing its

I'm also someone who's both very funny and very serious at the same time. I like keeping things light with customers and my team, but when it comes to protecting the brand and doing the work right, I'm 100% focused

Pricing:

Muay Thai Gloves $80-$250 depending on model and size

Muaythai Shorts $35-$80 for training and competition styles

Shinguards & Protective Gear: $30-$150

Training Equipment: 20-$150 Including pads, wraps, and heavy bag

Wholesale & Gym Packages: Custom pricing available for bulk orders and gym partners

Contact Info: Website: https://mongkolmt.com/

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Horasis
The Global Visions Community
Horasis Asia Meeting · 8-10 July 2026, Hengqin

REFLECTING ON AN INCREDIBLE DAY OF DIALOGUE AT THE HORASIS ASIA MEETING IN HENGQIN/MACAU!

It was a true pleasure meeting new and old friends and colleagues while taking part in this gathering. **The Horasis Asia Meeting** is the foremost economic summit on Asia this year, and it was inspiring to see it bring together Global Leaders, Diplomats, Government Officials, Ministers, Senior Executives and Entrepreneurs from around the world.

I had the absolute privilege of joining the panel on **“Asia's Entrepreneurial Dynamism: The New Vanguard"** The energy in the conference room was fantastic as we dove deep into how Asia’s maturing innovation ecosystems and abundant venture capital are reshaping global startup development. The conversations around cross-border collaboration and uniquely Asian approaches to scaling businesses were truly thought-provoking.

..

While representing my organization, I spoke in my capacity as Founder and Chairman of the Global Association of InsureTek Professionals (GAIP). I took the opportunity to share our accomplishments over the last 2.5 years in the fields of insurance and technology, highlighting how we are adding tangible value to the global community. I also laid out **GAIP's Vision and Mission** moving forward.

Beyond our sector, I added my viewpoint on the broader economy, with a strong emphasis on the fact that we must join hands and work together. Cross-border collaboration is no longer optional; it is essential for sustainable growth.

A huge thank you to my fellow panelists for the insightful exchange, and to **Dr. Frank-Jürgen Richter and the Horasis team** for curating such a meaningful summit.

DR. SARA KHORAKIWALA

CAUSE, CONSEQUENCE AND THE MORAL ARCHITECTURE OF SOCIETY: BUILDING OF CHARACTER

The laws of cause and consequence operate far beyond the individual. They govern families, institutions, corporations and nations. Whenever power is exercised without accountability, a lesson is being written—not only for those directly involved, but for everyone watching.

When powerful nations appear able to wage wars, disregard international norms or evade meaningful accountability, many people conclude that power, rather than justice, determines outcomes. Whether or not one agrees with the motives or legality of any particular conflict, the perception of unequal accountability can erode confidence in international institutions. If laws apply only to the weak and not to the strong, respect for those laws inevitably diminishes.

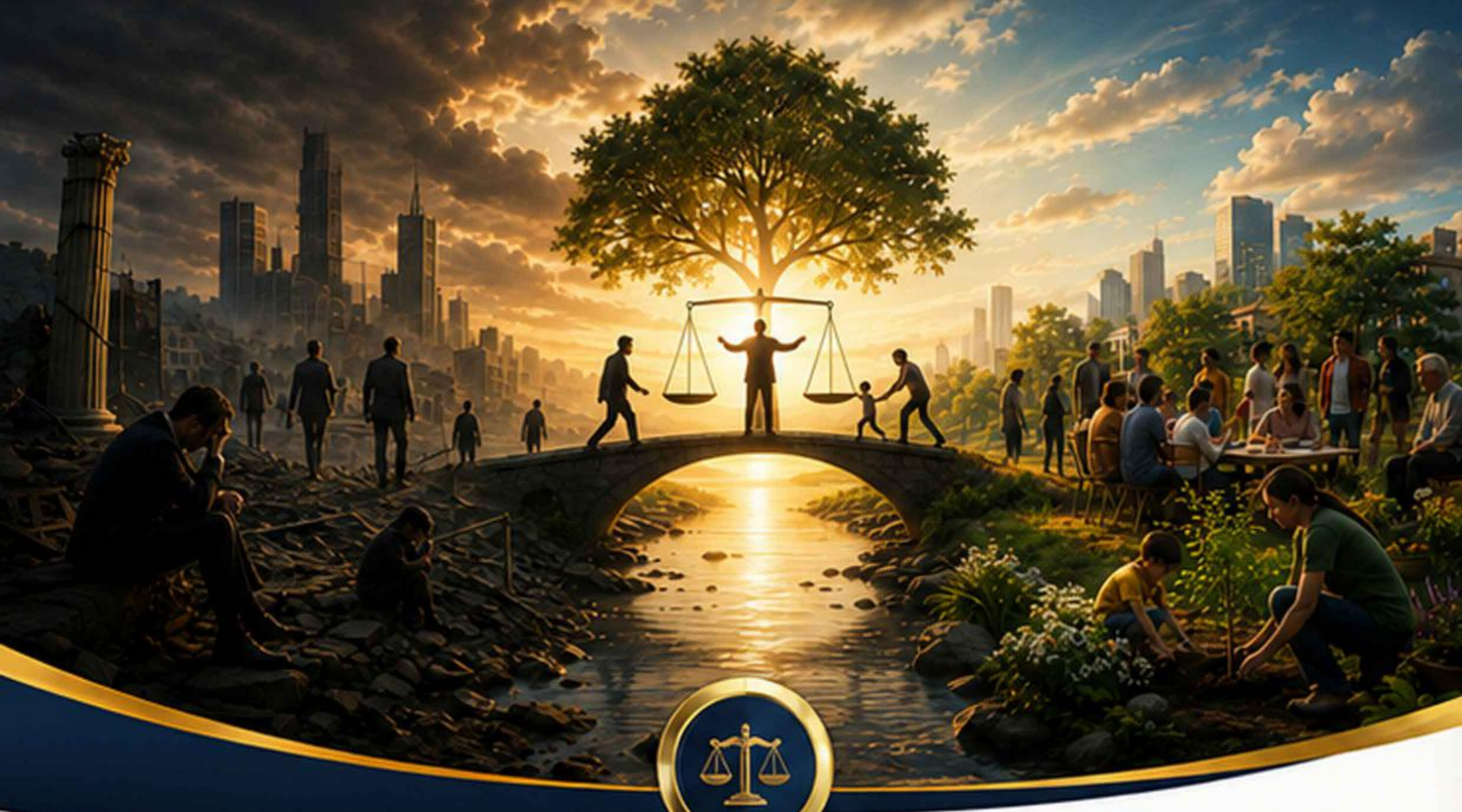
Institutions such as the United Nations were created on the premise that all nations, regardless of military or economic strength, should ultimately be answerable to principles larger than themselves. When those principles are perceived as inconsistently enforced, cynicism grows. Smaller nations may lose faith in diplomacy. Citizens may question whether justice is truly impartial. The long-term consequence is not merely geopolitical instability but a weakening of humanity's shared moral framework.

The same dynamic unfolds within a family and society.

When promises are repeatedly broken, agreements are disregarded, financial arrangements become instruments of control or family members experience intimidation rather than dialogue, the damage extends far beyond the immediate dispute. Trust—the foundation upon which every enduring family is built—begins to erode.

Children learn not only from what parents teach but from what parents model. If they observe that power prevails over fairness, that intimidation replaces discussion or that commitments can be abandoned without consequence, they may internalize those patterns or spend years struggling to overcome them. Others may react in the opposite direction, becoming fearful of commitment, authority or intimacy. In either case, the family bears a cost that may extend across generations.

Where a spouse or a member of the community believes they have been denied dignity, recognition or an equitable settlement after decades of contribution, the emotional injury often reaches beyond financial loss. It speaks to questions of justice, respect and acknowledgement. Regardless of the legal outcome, families and communities flourish when disagreements are addressed with transparency, fairness and respect rather than through coercion or humiliation.



The greatest harm to society occurs when people conclude that integrity is optional and that power is sufficient justification for ignoring obligations. Such a belief corrodes trust in marriages, businesses, governments and legal systems alike. Once trust is diminished, cooperation gives way to suspicion, relationships become transactional, and institutions lose legitimacy.

History nevertheless offers grounds for hope. Societies have repeatedly shown an ability to renew themselves by strengthening accountability, insisting on transparency and reaffirming that no person or institution should stand above the principles they expect others to follow.

Families, communities too, can heal when truth is acknowledged, commitments are honoured, retroactively reinstated and each person's dignity is respected.

The enduring lesson remains unchanged: character is revealed most clearly when one possesses power. Justice is measured not by how the powerless are treated but, by whether the powerful willingly submit themselves to the same standards they expect of everyone else. A civilization, a nation, a community or a family ultimately endures not because it is strong, but because it is trusted. Trust is earned only when cause and consequence remain inseparable from character.

Every human action begins with a choice. Every choice sets a cause in motion, and every cause eventually produces a consequence.

While we cannot always control the circumstances in which we live, we can always choose how we respond to them. It is within those choices that character is formed.

Character is not built during moments of comfort. It is forged through accountability. Every act of honesty strengthens integrity. Every act of kindness deepens compassion. Every act of courage diminishes fear. Equally, every act of arrogance, deceit or disrespect leaves its own mark upon the individual. Long before society judges us, our own habits have already begun shaping the people we become.

Consequences are not merely punishments; they are life's teachers. When consequences are fair and proportionate, they remind us that freedom and responsibility are inseparable.

A society that ignores consequences weakens personal responsibility. A society that applies them with wisdom, fairness and compassion creates citizens who understand that rights must always be balanced by duties.

True justice is therefore not simply about imposing a sentence. At its highest purpose, it seeks to awaken conscience, restore respect for others and encourage personal growth.

The greatest victory of justice is not that someone is punished, but that someone chooses never to repeat the same mistake because they have learned from it.

History repeatedly demonstrates that nations, organisations and families flourish when people understand the unbreakable relationship between cause and consequence. Every decision plants a seed.

Some seeds grow into trust, opportunity and fulfilment; others grow into regret and loss. We cannot escape the harvest of what we sow.

The enduring lesson is simple yet profound: character is our greatest asset. It is built one decision at a time, strengthened by accepting responsibility for our actions and refined by learning from their consequences.

In the end, it is not our status, possessions or influence that define us, but the character we have patiently built through the choices we make each day.

DAWN THOMAS

ARCHITECTING THE FUTURE OF REGTECH:

HOW DAWN THOMAS IS TRANSFORMING COMPLIANCE FROM A COST CENTER INTO A COMPETITIVE ADVANTAGE

The financial landscape across the Middle East and North Africa (MENA) region is undergoing a massive paradigm shift. As regulatory frameworks tighten and digital economies accelerate, organizations face an unprecedented challenge: how to navigate complex, fast-evolving compliance mandates without stifling operational growth.

Historically, corporate Governance, Risk, and Compliance (GRC) has been treated as a fragmented, manual, and reactive cost center—a defensive shield built on spreadhseets and siloed legacy systems. But visionary technologists look at bottlenecks and see a canvas for disruption.

Enter **Dawn Thomas,** Senior Partner at Crowe UAE and the Founder of Cygnus. Over a career spanning more than two decades, Dawn has successfully pioneered the intersection of advanced engineering and regulatory integrity. By engineering a comprehensive, intelligent, tech-driven compliance ecosystem, he has fundamentally redefined how hundreds of organizations across the region manage risk.

From a Single Tool to a Global RegTech Ecosystem

True innovation is rarely born overnight; it is forged by recognizing a widening gap between market needs and operational realities.

Identifying a critical vulnerability in how financial institutions and enterprises handled escalating compliance pressures, Dawn founded Cygnus.

What began as a highly focused Anti-Money Laundering (AML) and sanctions screening solution, known as Cygnus Scan, has under his strategic guidance evolved into a state-of-the-art enterprise ecosystem. Today, the Cygnus GRC suite represents a masterclass in scalable enterprise architecture, featuring modular solutions designed to tackle every facet of modern risk:

1. **Cygnus Atlas :**
   Sovereign AI Cloud Platform

2. **Cygnus Nova :**
   Enterprise AI Intelligence Engine

3. **Cygnus Nexus :**
   Enterprise Risk Management (ERM)

4. **Cygnus Aura :**
   Internal Audit Management

5. **Cygnus Regulas :**
   Regulatory Compliance Management

6. **Cygnus Vigilus :**
   Transaction Monitoring & AML Surveillance

7. **Cygnus Scan :**
AML Name Screening & Sanctions Screening

8. **Cygnus Identia :**
Digital KYC & Customer Due Diligence

9. **Cygnus Vault:**
Policy & Document Governance

10. **Cygnus Lumina :**
Learning Experience Platform (LXP)

11. **Cygnus Humana:**
Human Capital Management

12. **Cygnus Veritas :**
Fraud Monitoring & Investigation

13. **Cygnus BrandGuard :**
Brand & Reputation Monitoring

14. **Cygnus Hub :**
Corporate Services & Compliance Workspace

By unifying these critical compliance vertices, Dawn's proprietary architecture empowers thousands of compliance professionals and financial institutions to navigate complex regulatory landscapes with absolute, automated precision.

The Intersection of Engineering Excellence and Market Realities

Great technology cannot exist in a vacuum. A software platform can be architecturally flawless, but if it does not solve real-world operational pain points, it fails. Dawn's unique approach to product development solves this fundamental industry disconnect.

Holding a foundational degree in Computer Science Engineering, Dawn naturally possesses deep technical acumen. Yet, it is his strategic management style that sets him apart.

Crucial to the roaring success of Cygnus has been his leadership in hand-picking and building a elite technical team of domain experts to engineer the ecosystem from scratch.

To ensure the software resonated with market needs, Dawn deliberately instituted a collaborative bridge within the firm. He actively leveraged the profound regulatory, audit, and market knowledge of in-house veteran consultants—professionals with decades of hands-on regulatory compliance backgrounds—to co-design and refine every tool within the Cygnus GRC suite.

Furthermore, Dawn understood that a world-class product requires equally robust commercial execution. He was instrumental in designing the ecosystem's marketing properties and architecting a highly resilient business growth network.

This comprehensive commercial engine successfully bridges a direct, elite business development team with a dynamic partnership network expanding rapidly across the GCC.

Today, his cross-border execution expertise spans digital e-governance, application modernization, and ICT sector industry development, making him a highly sought-after advisor for top-tier institutions looking to de-risk their digital evolution.
Setting the 2030 Global Standard

Dawn's leadership style is defined by an ambitious, forward-leaning momentum.

Far from resting on current laurels, he is actively steering Cygnus toward a definitive 2030 Vision: establishing a global compliance ecosystem that allows financial institutions to detect risks earlier, adapt to shifting international regulations autonomously, and foster deep-rooted trust in the global digital economy.

"The regulatory landscape will continue to evolve, and organizations will increasingly need intelligent systems that not only support compliance but strengthen governance and risk management across the enterprise," Dawn notes.

"Cygnus represents an unyielding commitment to innovation, integrity, and responsible technology."

Crowe

A Vision for Leadership

True technology leadership isn't just about writing code or scaling software deployments; it is about solving systemic industry problems. Dawn Thomas identified a massive friction point in the financial ecosystem—fragmented, spreadsheet-reliant compliance—and engineered a modern, intelligent, and scalable answer.

By seamlessly blending technical engineering excellence with absolute regulatory integrity, Dawn has done more than just scale a successful venture. Through his cross-border delivery expertise and deep industry credentials, including being a Certified ACAMS Specialist and Certified GRC Professional, he has fortified the very financial foundations of the region.

As organizations look toward a digital-first future, Dawn's blueprint for tech-driven compliance stands as a benchmark for the global industry, making his work a testament to what modern technology leadership truly looks like.

VASS INTERNATIONAL AND DR. HAJRA NAZIR ACHIEVE DUAL RECOGNITION AT THE INTERNATIONAL PRIME AWARDS ASIA 2026

VASS International (SBC Global) has earned distinction with **"Excellence in Global Audit, Tax & Advisory Services"** and I have personally been honoured with **"Leadership in Business Administration and Compliance Award"** at The International Prime Awards Asia 2026- 8th Edition, graciously presented by H.E Princess Isabelle Lafforgue (International Princess of Mindanao and Ambassador of Goodwill at Large Tsim Sha Tsui Kowloon, Hongkong together with Ms Sujany Rodrigues, Founder and Managing Director and Mr Daniel Salter Co-Founder and Director of Prime.

This is not a single achievement but a shared triumph. Behind the company's award stands a team that turned ambition into outcomes, one deliverable at a time. Behind the personal honour stands every mentor who challenged me, every client who placed their faith in my judgment, and every setback that quietly became a lesson.

True influence is never measured by authority, it is measured by the trust one earns across people, industries, and borders. To everyone who has walked this path with me — my colleagues, my clients, my partners , I carry this honour on behalf of all of us.


GRAND
MILLENNIUM
KUALA LUMPUR


PRIME
AWARDS & EVENTS
BKB
CYBERTRONIUM
nutricircle


INTERNATIONAL
PRIME
AWARDS
ASIA EDITION
2026
SBC GLOBAL
VASS INTERNATIONAL
PRIME

insuranceMARKET.ae™
Google 4.8/5 Rating ★★★★★ 30,000+ Reviews

Advising Through Change:

The Data-Led Future of Health & Benefits in the UAE

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+971565484454

ADVISING THROUGH CHANGE: THE DATA-LED FUTURE OF HEALTH & BENEFITS IN THE UAE

AHMED KANDIL, CHIEF CORPORATE OFFICER, INSURANCEMARKET.AE

Health and benefits in the UAE have entered a new era. Over the past year, mandatory health cover has expanded across all seven emirates, minimum benefit limits have increased, and the move toward Emirates ID-based patient records represents a meaningful digital shift for the sector.

For employers and families, the pace of change is significant. Premiums are rising, expectations are evolving, and navigating coverage and care now requires greater expertise than ever.

At InsuranceMarket.ae our promise remains unchanged: to provide individuals, families, and businesses with clarity, advocacy, and the right cover at the right price, supported by guidance they can trust.

As Chief Corporate Officer overseeing our medical business, I see every day how important these decisions are for our clients, their teams, their families, and their peace of mind.

That responsibility is shaping our next chapter. We are shifting the conversation from price comparison to strategic advisory, ensuring the client receives the right coverage, market positioning, and long-term value.

Through real claims and utilisation insights, we can anticipate needs, identify risks, and personalise cover before issues arise.

This combination of scale, trust, and intelligence has made InsuranceMarket.ae a household name across the UAE, and will continue to define the future of health and benefits advisory.

Top rated insurance platform

Over 30,000+ Google reviews and 4.8 rating: customer satisfaction is our number one priority and we've got the feedback to prove we deliver!

Dedicated insurance advisors

To help answer your questions and help you with your health insurance purchase and guide you in the process

Reliable

Responsive, reliable and dedicated claims manager to offer advice, reassurance and assistance when you need it most

Best pricing

Competitive prices and comprehensive products providing the cover you need at a price you can afford from the insurers you can trust

EMIRATES NOW ACCEPTS CRYPTOCURRENCY FOR FLIGHT BOOKINGS IN UAE: HERE'S HOW IT WORKS

Eligible UAE customers can now pay for Emirates flights in AED using Crypto.com Pay.

Dubai's flagship carrier Emirates has officially launched Crypto.com Pay, allowing its customers in the UAE to pay for flights using the digital payment solution when booking through the airline's website or mobile app. The new payment option is available to customers with a Crypto.com account who are booking flights priced and settled in UAE dirhams (AED).

The launch follows an MoU signed between Emirates and Crypto.com in July 2025 to explore integrating Crypto.com Pay into the airline's digital payment systems.

How does it work?

Customers booking through emirates.com or the Emirates App can now select Crypto.com Pay at checkout. Emirates said in a statement that transactions are processed securely and comply with UAE regulatory standards.

Adnan Kazim, Emirates' Deputy President and Chief Commercial Officer, said the launch gives customers more flexibility when paying for travel.

"Bringing this initiative to life delivers on our commitment to expanding customer choice in how they pay for travel."

He added that the move reflects the preferences of a younger, digitally connected generation that manages finances and travel through smartphones.

"Moving from signature to launch with Crypto.com in under a year is a credit to both teams, and to a regulatory environment that makes this kind of innovation possible, reflecting the UAE's and Dubai's ambition to lead in fintech and the digital economy."

According to Emirates, the launch supports the Dubai Cashless Strategy under the D33 Economic Agenda, which aims for 90 per cent of financial transactions across government and private sectors to be digital by the end of 2026.

The airline said the launch also builds on its partnership with Dubai Finance to advance digital payments and follows Crypto.com's collaboration with Dubai Finance to enable digital payments for government services.

Meanwhile, Eric Anziani, President and Chief Operating Officer of Crypto.com, described the partnership as an important milestone.

"Partnering with Emirates is a milestone for Crypto.com and our Pay feature, which is renowned for its ease of use and seamless integration."

He added, "This collaboration is a testament to the UAE's forward thinking approach to innovation and we're proud to support Emirates as it embraces the digital payments space."

How customers can pay

The payment process differs slightly depending on whether customers are booking through the app or on a desktop.

On the Emirates App

Select Crypto.com Pay during checkout.

Customers are redirected to the Crypto.com app to approve payment from their wallet.

They are then returned to the Emirates App, where their booking confirmation and e-ticket are issued.

On emirates.com

Select Crypto.com Pay at checkout.

Scan the QR code displayed on the payment page using the Crypto.com app.

Approve the payment in the app.

Once payment is confirmed, the booking confirmation and e-ticket are displayed

The launch of Crypto.com Pay is the latest in a series of initiatives by Emirates to make paying for travel more flexible. In recent years, the airline has introduced EMI payment options for its customers in India in collaboration with participating banks.

Emirates has also rolled out a very generous travel insurance package as an optional add-on during the booking process, enabling passengers to purchase coverage for trip cancellation, medical emergencies, baggage delays and other travel disruptions while booking their flights.


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DAVID M. WEBSTER

A CELEBRATION OF SERVICE: DAVID M. WEBSTER RECEIVES HUMANITARIAN AWARD FROM THE OLALUS FOUNDATION

I was blessed to receive the **Humanitarian Award for my work with my nonprofit, Classroom Donations International, from the Olalus Foundation.**

THE OLALUS FOUNDATION
EMPOWERING PEOPLE | TRANSFORMING COMMUNITIES | BUILDING LEGACIES

The Olalus Foundation is an international nonprofit organization founded by Mr. Sampha Olalus Kamara to empower vulnerable populations, support community development and fund humanitarian outreach primarily across West Africa (such as Sierra Leone and Liberia) and the diaspora.

The awarded was presented to me at the Olalus Annual All White Gala, held in Cinnaminson, New Jersey.

It was a spectacular event and attended by other honored guest and supporters of the Olalus Foundation.

I am humbled and very great full for this award and would like to thank Mr. Sampha Olalus Kamara for nominating me.

In the last two years, Classroom Donations International has sent a number of containers of classroom equipment and school supplies to schools in Liberia, Ghana, Ethiopia and the Ivory Coast.

For more information or to make a donation, please go to: **www.classroomdonations.org**

David M. Webster, CEO of Webster Marketing International LLC and President and Founder of a nonprofit called Classroom Donations International, recently sent a 40' container of classroom equipment, books and medical supplies to Liberia.

The container of classroom goods and medical supplies was sent to the daughter of Liberia's President, Ms. Marlee Yekeh Boakai. She is the Founder & Chief Executive Officer of a nonprofit called, African Women & Children Empowerment Initiative. (AWOCHI). Her nonprofit works to empower women, protect children, strengthen families and improve the health and well-being of communities across Liberia.

The classroom equipment, and hospital supplies were given to District 8 in Liberia and were distributed to schools, clinics and hospitals throughout the region.

In addition to the classroom goods, Mr. Webster, worked with his friend the Founder of Mission Relief Services who provided the medical supplies. Together, both nonprofits help countless men, women and children throughout Liberia.

Webster founded Classroom Donations International because he saw the need for general and basic school equipment and supplies to schools in many countries overseas.

BRIDGING BORDERS THROUGH EDUCATION: CLASSROOM DONATIONS INTERNATIONAL BRINGS HOPE TO LIBERIA

According to him, **"We have schools, colleges and universities that close, remodel or merge every year in the United States. The classroom equipment is generally sent to a landfill. Yet, it is very good equipment like desks, chairs, white and blackboards, office furniture and teaching aids. This equipment is so needed by schools overseas."**

"I have personally seen in my travels, children that want to learn, teachers who are committed to teaching and parents that sacrifice what little they have, to give their children and education. What they lack in many cases are simple things like desks, chairs, books, etc. We have such an abundance here in the US but so much is just thrown away. This is where our nonprofit can help."

If anyone would like to learn more about Classroom Donations International, they can go to the **website at: www.classroomdonations.org**

If anyone would like to make a tax deductible contribution to help support the work they are doing, you can donate on the website or send a check to

Classroom Donations International LLC
543 Cedar Drive
Lafayette Hill, PA 19444

ASCENTIA CELEBRATES SEVEN YEARS OF GROWTH AND GLOBAL EXCELLENCE

Ascentia proudly celebrated its seventh anniversary at Swissôtel, marking an important milestone in the organisation's journey of growth, trust, professional excellence, and international expansion.

The celebration brought together Ascentia's leadership team, employees, and well-wishers for a memorable occasion filled with gratitude, recognition, and shared pride.

The event was further honoured by the presence of Ascentia's sponsor, **Mr. Ayyoob Abdulla Ahmed Zareey,** whose continued support has been valuable to the organisation's journey.

What began seven years ago as a vision to provide dependable and value-driven professional services has grown into an expanding global consulting network. Today, Ascentia supports entrepreneurs, investors, corporations, and business leaders across multiple industries and international markets.

Over the past seven years, Ascentia has successfully delivered more than **30,000 advisory and consulting engagements and supported over 5,000 businesses. The organisation has established operations and a presence across 26 countries, supported by more than 30 international representative offices.**

Ascentia has also developed strategic relationships with over 50 international chambers of commerce, business councils, and global trade organisations. Through its international network, the organisation has connected more than 10,000 CEOs, investors, entrepreneurs, and business leaders, creating opportunities for investment, collaboration, market entry, and global business expansion.

The organisation provides multidisciplinary professional support in audit, taxation, corporate structuring, regulatory compliance, governance, anti-money laundering compliance, business establishment, investment facilitation, and international business advisory.

Under the leadership of **Mr. Shiju Peetambaran, Founder and CEO of Ascentia,** the organisation has developed a strong culture based on trust, teamwork, continuous learning, and professional development. Employees are encouraged to expand their knowledge, take on new responsibilities, and gain exposure across different areas of professional consulting.

Speaking about the milestone, Mr. Shiju Peetambaran highlighted that Ascentia's success is not measured only by the number of engagements completed or offices established.

It is measured by the confidence of its clients, the growth of its employees, the strength of its partnerships, and the lasting impact created through its services.

ascentia®

The anniversary celebration at Swissôtel was also an opportunity to reflect on the organisation's future direction.

Through its Vision 2030, Ascentia aims to expand its international presence, strengthen global partnerships, embrace technology and innovation, and become one of the world's most trusted consulting organisations.

Ascentia extends its sincere appreciation to every client, employee, partner, government authority, chamber of commerce, diplomat, investor, entrepreneur, and well-wisher who has supported its journey.

The first seven years have demonstrated what can be achieved through vision, trust, collaboration, and consistent commitment.

The next decade will redefine what is achievable.

Seven Years Completed. A Global Legacy in Progress.

Ascentia — Always Delivering More Than Expected.

The Chairman of Ascentia Group, Mr. Shiju Peetambaran, recently had the honour of meeting the Hon'ble Chief Minister of Kerala, Shri V. D. Satheesan.

Ascentia Expands Its Strategic Outreach into Southern India

Ascentia Group strengthens its commitment to connecting global investors with Kerala's emerging business opportunities

The meeting included meaningful discussions on Kerala's economic future, investment potential, entrepreneurial development, and opportunities for sustainable and inclusive growth. Ascentia Group sincerely appreciates the warm welcome extended by the Hon'ble Chief Minister and the valuable exchange of ideas during the interaction.

Kerala possesses a strong foundation for becoming one of India's most attractive destinations for investment, innovation, and entrepreneurship.

Its highly educated workforce, global diaspora, advanced social infrastructure, growing start-up ecosystem, and expanding focus on technology and sustainability provide significant opportunities for both domestic and international investors.

Under the leadership of the new government, Ascentia is confident that Kerala will continue to strengthen its entrepreneurial ecosystem, empower micro, small, and medium enterprises, attract global investments, and create greater employment and business opportunities for future generations.

As a global corporate advisory and business consulting group with a strategic presence across 26 countries, Ascentia remains committed to supporting Kerala's international investment ambitions.

The Group aims to serve as a bridge between global investors, entrepreneurs, institutions, and Kerala's growing business ecosystem.

Through its international network, Ascentia can support businesses and investors seeking opportunities in Kerala by facilitating market entry, business incorporation, licensing, regulatory compliance, corporate structuring, investment advisory, and long-term operational support.

The Group also seeks to connect Kerala with international chambers of commerce, business councils, financial institutions, global enterprises, and investor communities.

These connections can contribute to greater cross-border collaboration, knowledge exchange, strategic partnerships, and sustainable investment in the state.

Speaking about the meeting, Mr. Shiju highlighted Ascentia's commitment to contributing to Kerala's long-term economic progress.

"Kerala has the talent, knowledge, infrastructure, and global connections required to become a preferred international investment destination. Ascentia is committed to connecting global investors with the right opportunities in Kerala and supporting them throughout their business journey."

Ascentia believes that effective collaboration between the government, private sector, international investors, entrepreneurs, and professional advisory organisations will be essential to unlocking Kerala's full economic potential.

The Group looks forward to supporting initiatives that encourage entrepreneurship, strengthen MSMEs, promote innovation, attract responsible investment, and position Kerala as a globally competitive destination for business.

Ascentia Group extends its best wishes to the Hon'ble Chief Minister and his entire team for a successful tenure dedicated to Kerala's continued progress, innovation, economic development, and prosperity.

Together, let us build stronger global connections and position Kerala as a preferred international investment destination.

HOW DEMOGRAPHIC SHIFTS ARE INFLUENCING PROPERTY DEMAND IN DUBAI

Real estate markets rarely change overnight. They evolve as people do.

Every new resident needs a home, growing families look for more space, and entrepreneurs relocate for business, creating fresh demand for residential communities.

This simple relationship between population growth and housing demand is exactly what has been driving one of the world's most dynamic property markets: Dubai.

The conversation around Dubai real estate for foreigners revolves around tax benefits, luxury developments, and investor-friendly regulations.

While those factors certainly matter, the biggest story unfolding today is demographic change.

The city's population is expanding rapidly, international migration continues to rise, and long-term residency reforms have fundamentally changed how people view homeownership.

The result is a property market that remains supported by structural demand, even as market cycles create temporary disruptions.

Population Growth is the Foundation of Housing Demand

A healthy property market needs people before it needs projects.

Dubai crossed 4 million residents in 2025, a significant demographic achievement that reflects years of sustained economic growth, business expansion, and global talent attraction.

Government initiatives such as the Golden Visa and 2-year residency programs, remote work opportunities, and business-friendly regulations have encouraged professionals, entrepreneurs, and investors to settle in the city.

Unlike previous growth cycles that relied heavily on short-term expatriate movement, today's population increase powers a more permanent housing demand.

And this shift naturally strengthens demand across both ready homes and off-plan property developments.

Record-Breaking Transactions Reflect Strong Buyer Confidence

Population growth alone does not explain the scale of market activity witnessed in 2025.

According to Dubai Land Department data, the emirate recorded more than AED 917 billion in property sales across over 220,000 transactions during 2025, making it the strongest year on record, with transaction values increasing by more than 20% year-on-year.

DANUBE PROPERTIES

Industry analysts estimate that Dubai will need around 40,000 new residential units each year to keep pace with long-term housing demand and maintain market balance.

These numbers highlight something important. Demand is no longer concentrated among a handful of ultra-HNI investors.

It has broadened considerably across professionals, entrepreneurs, international families, and first-time overseas buyers looking to establish a long-term presence in the UAE. This broader buyer base has made the market more resilient than previous property cycles.

The 2025 market analysis: UAE Real Estate Market Review 2025: Record Sales, Price Trends, and Investor Activity

Why International Buyers Continue to Choose Dubai

The global appeal of Dubai's real estate among foreigners has strengthened considerably over the past few years.

Several structural advantages continue to attract overseas investors:

High rental demand
No annual personal income tax
Strong infrastructure investment
Transparent regulatory oversight
Digital property services that simplify overseas transactions
Long-term residency pathways linked to property ownership

Recently, the government of the UAE also removed the minimum eligibility threshold of 750,000 Dhs. for the 2-year residency program.

Combined with political stability and a diversified economy, these factors have positioned Dubai as one of the world's most accessible international property markets.

For many buyers, the question is not whether to invest. It is whether to buy property in Dubai now before prices move further upward over the long term.

Off-Plan Properties Continue to Dominate Demand

One of the strongest indicators of buyer confidence is the continued dominance of the off-plan property segment.

Industry reports show that approx. 73% of residential transactions during Q1 2026 involved off-plan developments.

Buyers continue to favour newly launched communities because they offer flexible payment plans, modern amenities, and greater capital appreciation potential before project completion.

Developers have also become significantly more disciplined than in previous market cycles.

Project approvals, escrow protections, and construction oversight have improved considerably, giving investors greater confidence when purchasing homes that are still under development.

This is one reason established developers with proven delivery records continue attracting sustained demand.

Danube Properties' strategically located off-plan property developments have thrived due to their combined flexible payment plans, lifestyle-focused amenities, and strong long-term investment potential, making them an attractive choice for both end-users and global investors.

Apartments Remain the Most Popular Choice

As demographics evolve, so do housing preferences.

Young professionals, digital entrepreneurs, and international investors are increasingly choosing compact, well-connected communities over large standalone villas.

This explains why apartments up for sale in Dubai continue to account for the majority of residential demand.

Modern apartment developments offer:

Better affordability
Strong rental appeal
Premium lifestyle amenities
Lower maintenance requirements
Access to business districts and transport networks
For investors focused on rental income, apartments also provide greater tenant liquidity because they appeal to a broader demographic.

And developments that combine location, lifestyle, and community infrastructure are particularly well positioned for sustained demand.

Is the Market Slowing Down?

Not exactly. After several years of extraordinary growth, the market appears to be entering a period of normalization.

Buyer activity remains healthy, but negotiations have become more balanced. Since developers are actively introducing attractive payment structures to remain competitive, the buying cycle has lengthened for some purchasers, and decision-making is a bit slower.

Similar to any mature property market, periods of consolidation help create healthier long-term growth by allowing supply and demand to rebalance.

What This Means for Investors

Markets driven primarily by speculation tend to lose momentum quickly.

But Dubai belongs to a second category, driven by people, which tends to sustain growth much longer.

The city's expanding population and infrastructure, diversified economy, global connectivity, and investor-friendly environment are testimonies to this.

For buyers considering whether to buy property in Dubai, demographic trends suggest that long-term fundamentals remain firmly intact.

Choosing the right project, location, and developer naturally becomes the deciding factor.

And with those criteria, Danube Properties continues to stand out, delivering communities designed around how modern residents actually live while offering flexible ownership opportunities that appeal to both investors and end users.

Final Word

For foreigners exploring Dubai real estate, today's market reflects one of the world's fastest-evolving urban economies.

So, whether considering premium apartments for sale in Dubai or future-ready master-planned communities, long-term demographic trends suggest that demand is likely to remain a defining force behind the city's real estate story for years to come.

PROTECTING CREATIVE IP IN THE AGE OF AI

STEVEN SAXTON ON PROTECTING CREATIVE IP IN THE AGE OF AI

Artificial intelligence is transforming creative work faster than many industries can adapt.

For writers, filmmakers, musicians and publishers, the opportunity is enormous. AI can accelerate research, generate ideas and streamline production. At the same time, it introduces difficult questions about ownership, copyright and creative control that have yet to be fully answered.

After spending more than three decades producing, financing and developing film, television and music projects, Steven Saxton believes the next challenge facing entertainment isn't simply how creators use AI, it's how they protect the intellectual property that makes their careers possible.

Intellectual Property Is a Creative Asset

Saxton's motivation became personal after the Woolsey Fire destroyed much of his creative archive.

The experience forced him to ask a simple question: why wasn't there a better way to protect valuable creative work?

For years, entertainment professionals have relied on hard drives, email attachments and cloud storage to share scripts, treatments, music and production materials. Those systems were never designed for an era where AI models can analyze, summarize and potentially learn from massive amounts of digital content.

Once a screenplay or manuscript leaves a creator's hands, it becomes increasingly difficult to know where it travels or how it may be used.

For creators whose livelihood depends on original ideas, that uncertainty carries real risk.

AI Should Inspire, Not Replace

Saxton is not opposed to artificial intelligence. In fact, he sees it becoming an essential creative tool.

The distinction, he argues, is how it is used.

AI can help writers brainstorm plot directions, research historical events or test ideas during development. It can accelerate the creative process without replacing the creator's own work.

Problems arise when AI begins generating substantial portions of the creative material itself.

If a screenplay, novel or song is largely written by an AI model, future copyright ownership becomes much harder to establish. Courts and regulators are still determining where those boundaries will ultimately be drawn.

Rather than avoiding AI altogether, Saxton advocates responsible use with clear guardrails that preserve the creator's ownership and document how AI contributed during development.

Building Trust Into Collaboration

Entertainment has always been collaborative.

Writers, producers, directors, financiers, actors, attorneys and distributors all contribute to bringing a project from concept to audience.

That collaboration, however, often requires creators to repeatedly send valuable intellectual property to people outside their immediate team.

Saxton believes that process needs new infrastructure.

His company, Hollywood Studios™, is building a platform designed to let creative teams collaborate inside a secure environment while maintaining clear records of authorship, revisions and ownership.

Instead of relying on scattered email chains and multiple versions of documents, projects can remain inside a controlled workspace where contributors know which version is current and how ideas evolved over time.

The goal is not only security, but confidence.

Why Chain of Title Matters

One concept that receives little public attention—but is critical throughout entertainment—is chain of title.

Before significant money is invested into a film, television series or publishing project, investors want confidence that the underlying intellectual property is legally secure.

Saxton compares it to real estate.

No one would build an expensive skyscraper on land with unresolved ownership disputes. Likewise, investors hesitate to finance projects whose underlying rights could become tied up in future litigation.

As AI-generated content becomes more common, proving exactly who created what may become increasingly important.

Documenting that process from the beginning could become a competitive advantage for creators seeking financing.

The Entertainment Business Is Changing

Saxton also sees broader structural changes affecting independent entertainment.

The disappearance of the DVD market fundamentally changed film financing. Independent producers now rely far more heavily on theatrical releases and streaming revenues, making it harder to attract investment for original projects. At the same time, creators have more opportunities than ever to produce content independently through social platforms and digital distribution.

That creates both opportunity and competition.

Millions of people worldwide are creating scripts, books, podcasts, music and video content. The challenge is no longer simply creating great work—it's standing out, protecting ownership and demonstrating value to potential partners and investors.

Technology, Saxton believes, can help solve some of those problems by giving creators better tools for collaboration, project development and data-driven decision making.

Supporting Creativity Rather Than Controlling It

Throughout the conversation, one theme remained consistent: technology should serve creators, not replace them.

Great storytelling still depends on imagination, experience and human judgment. AI may accelerate parts of the creative process, but it cannot substitute for originality or authentic artistic vision.

Instead, its greatest value may be helping creators spend less time managing files, protecting assets and organizing collaboration—and more time creating.

As entertainment enters another period of technological disruption, the biggest opportunities may belong to those who can combine creativity with trustworthy infrastructure.


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LYTEN 3D PRINTING FILAMENT NOW AVAILABLE THROUGH 3DSHQ, AN OFFICIAL LYTEN RESELLER

LytenLyten, the supermaterial applications company and manufacturer of high-performance **3D printing filament**, today announced that Lyten PA1205 filament is now available through 3DSHQ, an official Lyten reseller.

The announcement follows **3DSHQ's first stocking order of Lyten filament and expands customer access to PA1205**, a nylon-based additive manufacturing material reinforced with Lyten 3D Graphene™.

"Making Lyten PA1205 available through 3DSHQ is an important step in expanding access to our advanced 3D printing materials," said **Bryce Anzelmo, VP of Composites at Lyten.**

"PA1205 was developed to bring a breakthrough level of strength, toughness, and printability to nylon-based additive manufacturing. 3DSHQ is a great partner to help bring that performance to more engineers, designers, and professional users."

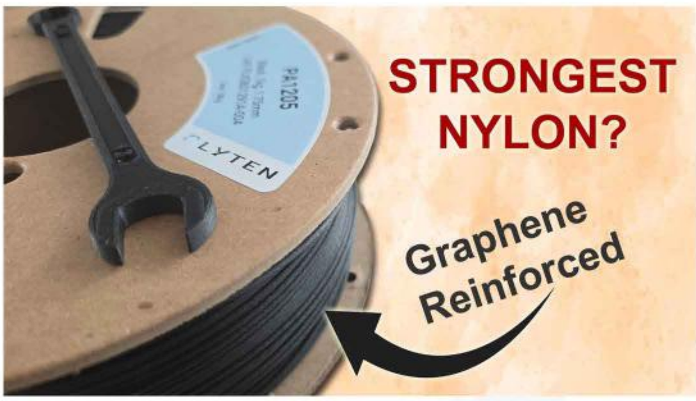
Lyten PA1205 filament is manufactured with proprietary Lyten 3D Graphene™ for demanding applications where strength, toughness, heat resistance, print quality, and weight all matter.

Lyten PA1205 delivers stronger structural performance across the X, Y, and Z axes, helping address one of the longstanding limitations of 3D printed parts: Z-axis strength.

“These enhanced capabilities make PA1205 a strong fit for motorsports, aerospace, robotics, UAV, and industrial applications where parts need to perform in demanding real-world environments,” said Anzelmo.

3DSHQ joins Lyten’s growing network of authorized resellers, making it easier for customers to purchase, test, and deploy the material for high-performance 3D printed parts, prototypes, fixtures, tooling, and end-use components.

Based in St. Charles, Missouri, 3DSHQ serves makers, educators, and businesses with 3D printers, filament, supplies, training, and technical support.



About Lyten

Founded in 2015, Lyten is a supermaterials company and the global leader in lithium-sulfur batteries and advanced 3D Graphene™ materials. Lyten holds more than 1,000 granted or pending patents and has developed products across lithium-sulfur batteries, advanced composites, sensors, adhesives, concrete, and additive manufacturing materials.

Headquartered in San Jose, Calif., Lyten is privately held, with more than $625 million in equity investment. Investors include Stellantis, FedEx, Honeywell, Prime Movers Lab, and the European Investment Fund.

Lyten has been recognized as Fast Company’s #8 Most Innovative Energy Company and named one of America’s Top Green Technology Companies by TIME in 2024, 2025, and 2026. In 2025, Lyten was also named to Silicon Valley Defense Journal’s Top 100 National Security Companies for the third consecutive year.

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CEO Clubs Upcoming Events

Club Event

Aug 09

The America 250 Legacy Awards –Washington D.C. USA

Club Event

Aug 12

CEO Clubs Member Company Visit to Regent Global

Club Event

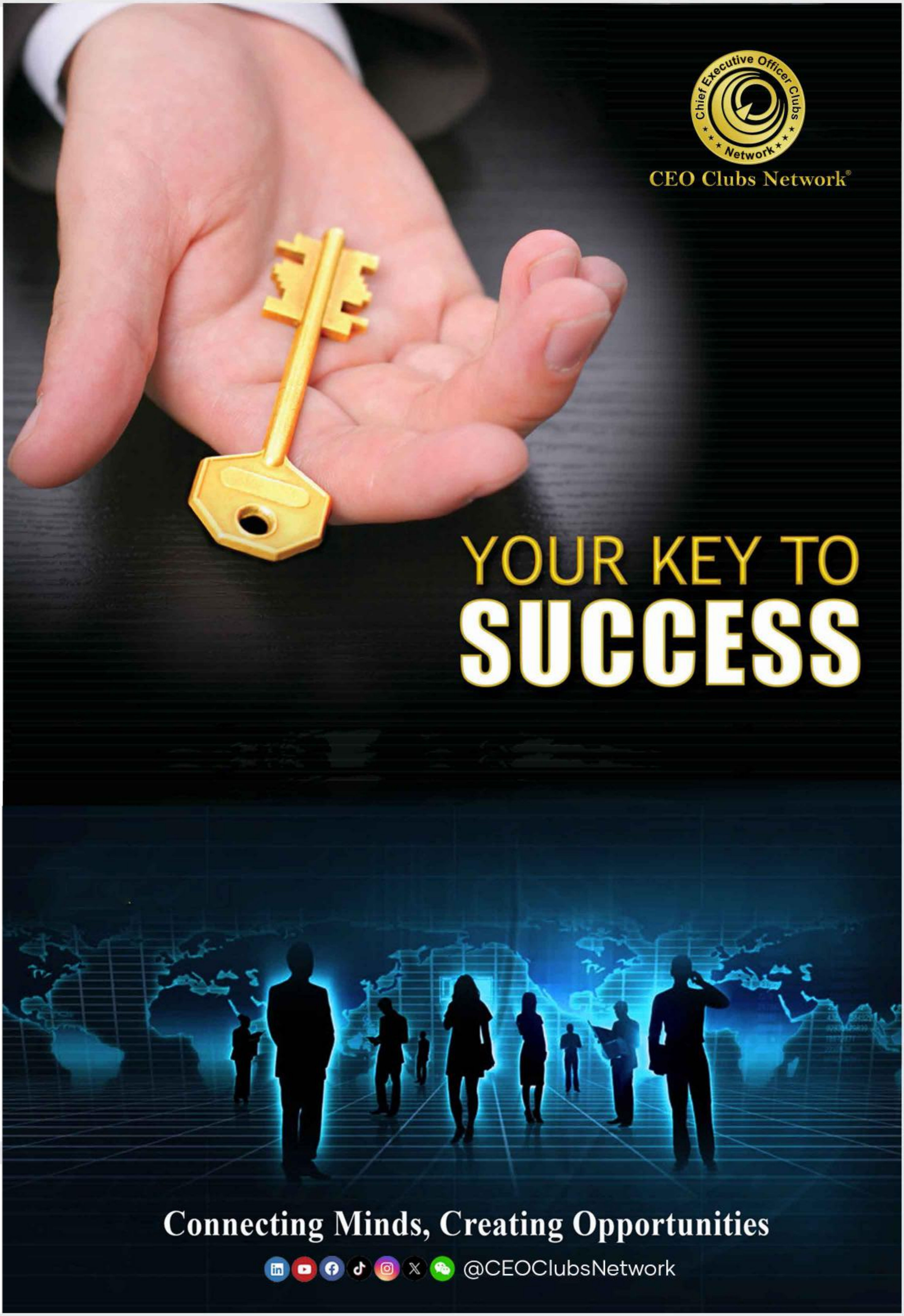
Aug 26

Global Synergy Hub

Club Event

Sep 02

CEO Clubs Lunch Meeting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