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Basic Integrated Global Inc (BIGI) develops and adapts brands for global markets, enabling sustainable growth across borders.

The Next Global Consumer Brand May Come from the Philippines

After building Kojie.san into one of the Philippines' most recognized skincare names, Beauty Elements Ventures Inc. is forging the brand, manufacturing and export capabilities needed to compete on the world stage.

From Local Success to Global Brand-Building

For decades, the Philippines has manufactured millions of beauty and personal care products for global markets. Yet few consumers realize those products often carry foreign brands rather than Philippine names. Beauty Elements Ventures Inc. believes that should change.

Beauty Elements Ventures Inc. (BEVI) CEO Jazz Burila believes the opportunity extends beyond one company. If more Philippine firms build internationally recognized brands instead of serving only as manufacturers, the country captures more value across the entire innovation chain.

Jazz Burila, CEO of BEVI Beauty Elements Ventures Inc.

Manufacturing Trust Into Every Product

Behind BEVI's brand ambition is Beauty Elements Ventures Manufacturing Inc. (BEVM), the group's manufacturing arm.

BEVM's role extends beyond production capacity, turning each brand promise into a product delivered consistently across manufacturing runs, distribution channels and international markets.

In beauty and personal care, this consistency is fundamental. Consumers experience a brand through the safety, quality, stability and performance of the product they use. A compelling campaign may encourage a first purchase, but only a dependable product can earn the next one.

BEVM's manufacturing and quality systems are, therefore, being strengthened around three non-negotiable priorities: product quality, demonstrated efficacy and consumer safety.

For Jazz Burila, manufacturing excellence is not merely a back-end function. It is part of the brand itself.

"A brand cannot claim global credibility unless the product behind it can consistently meet the standards expected by consumers and regulators," she says. "Quality, efficacy, and safety must be built into the product from the beginning. They cannot be added after the decision to export has already been made."

Building the Brands Beyond Borders

"Our long-term vision is to build brands that can compete globally while remaining rooted in the trust and understanding that made them successful at home," Jazz Burila says. "Kojie.san is the proof point, but it is also the foundation for a broader ambition."

If BEVI builds the brands and BEVM protects the integrity of the products, Basic Integrated Global Inc. (BIGI) is responsible for carrying that value into the world.

BIGI serves as the group's international market development and export platform, evaluating market opportunities, developing entry strategies, building distribution partnerships and determining the regulatory, positioning and supply-chain requirements needed to support sustainable growth after entry.

This is not expansion for visibility alone. It is building sustainable positions in strategically selected markets.

Regulation as a Global Growth Capability

"As we expand, compliance becomes inseparable from brand credibility," Jazz Burila says. "Every country has its own standards, regulatory expectations, and consumer protections. Meeting them is not simply a condition of market entry but proves that our brands are positioned for long-term international growth."

In the United States, this discipline is reflected in BEVI's compliance with the Modernization of Cosmetics Regulation Act of 2022 (MoCRA), reinforcing the quality, safety and documentation standards required for international growth.

BEVM is ISO-certified and GMP-compliant, and the products manufactured are Halal certified. This ensures that every product is made with consistency, control, traceability and consumer safety at its core.

For BEVI, BEVM and BIGI, regulatory readiness is not a barrier to growth. It is a global competitive advantage.

Starting With Trust—and Expanding Beyond It

Overseas Filipino communities in the United States and the Gulf offer BIGI a strong first foothold—markets where familiarity can accelerate trust, trial and advocacy.

But familiarity is only the beginning.

The greater ambition is to win consumers who have no existing connection to the Philippines and no reason to choose Kojie.san beyond the strength of the brand itself.

That is the true test of global relevance.

A Philippine Brand With a Global Future

Kojie.san's first 20 years proved that a Philippine beauty brand could build recognition, resilience and lasting consumer trust at home. Its next chapter asks a more ambitious question: Can that success become a platform for global relevance?

BEVI believes it can.

The company is bringing together the capabilities required to make that ambition credible: BEVI as the builder and steward of brands, BEVM as the guardian of product quality, efficacy and consumer safety, and BIGI as the bridge between Philippine innovation and international markets. Together, they represent an effort to ensure the Philippines captures not only the manufacturing value behind beauty products but also the brand equity, consumer loyalty and international recognition those products can create.

For Jazz Burila, the destination is clear

"We want consumers around the world to experience the quality and innovation that Philippine companies can offer," she says. "And when they choose one of our products, we want them to remember not only the brand but where it came from."

The next globally recognized consumer brand may already be taking shape.

Whether that ambition succeeds will ultimately be decided by consumers around the world. But if BEVI achieves its vision, the next global beauty brand may not come from Seoul, Tokyo or Paris. It may come from the Philippines.

Beauty Elements Ventures Manufacturing (BEVM)'s manufacturing capabilities provide the scale and discipline behind the group's global brand ambitions.

BEVI BEAUTY ELEMENTS VENTURES INC. BIGI Basic Integrated Global Inc. BEAUTY ELEMENTS VENTURES MFG. INC.

Ahmadiah is one of the oldest and most prestigious Tier-1 construction firms in the region.

Ahmadiah Contracting and Trading Built Kuwait's Skyline — One Trusted Handshake at a Time

In the Gulf's high-stakes construction sector, a 72-year-old Kuwaiti institution has built its legacy on a radically different premise: that in high-end, technically complex developments, the most durable competitive advantage is not the lowest bid, but the correct price paired with an unwavering commitment to the client's interests.

Kuwait's construction industry runs on a paradox: the projects with the highest stakes and tightest technical demands five-star hotels, supertall towers, multi-use developments and mission-critical data centers—are the ones where leading developers return to the same partner time and again.

The Collaborative Blueprint

Founded in Kuwait in 1954 by a Lebanese entrepreneur and a prominent Kuwaiti merchant family, Ahmadiah is one of the oldest and most prestigious Tier-1 construction firms in the region. Over seven decades, the company has shaped the Kuwaiti skyline. Its portfolio includes the iconic Al Hamra Tower—which at 414 meters remains the world's tallest sculptured concrete structure—alongside a large majority of Kuwait's landmark projects, including corporate headquarters, retail developments, luxury hospitality flagships and infrastructure.

More recently, Ahmadiah entered hyperscale data center construction in Kuwait through its affiliate Terrascale DC, serving as the primary on-the-ground execution partner for these highly engineered, mission-critical facilities. In Saudi Arabia, operations launched just four years ago and already deliver more than a million square meters of built-up space concurrently across high-end developments.

"When you put the interest of your client first, that is where you build an unbreakable relationship," says Elie N. Hani, CEO of Ahmadiah Contracting and Trading. "Our people, whenever they are working on a project, are looking at it through the client's eyes — not just Ahmadiah's. The project becomes the 'cherished son' — an Arabic expression for something entrusted to your care and treated with unconditional devotion — and whatever serves its interest best is fully adhered to."

Elie N. Hani, CEO of Ahmadiah Contracting and Trading

This reputation is forged by how Ahmadiah is often invited into a project: rather than bidding on finalized blueprints, repeat clients bring the firm to the table during the earliest design phases. Sitting alongside architects and engineers, Ahmadiah conducts value-engineering and constructability reviews—optimizing façades, structural integrity and mechanical, electrical and plumbing (MEP) systems before plans are locked.

"Engineering complexity is best solved collaboratively and ahead of time," Hani notes.

Navigating Structural Market Gaps

This collaborative model places Ahmadiah among a handful of elite Tier-1 contractors capable of complex mega-builds.

Hani points to regional financing and surety structures as a key driver of this gap. In mature Western markets, comprehensive project insurance—not a performance bond alone—guarantees complete execution to specification, by alternative contractors if necessary, and a failure to deliver effectively bars a contractor from future work.

That model has not fully taken root across the Gulf, so the burden of trust shifts onto a contractor's track record: where balance sheets alone cannot guarantee execution, a demonstrable history of delivery becomes a developer's true insurance policy.

That capability has been tested against some of the region's toughest engineering puzzles. During construction of the Norman Foster-designed National Bank of Kuwait Headquarters, Ahmadiah's teams engineered temporary supports to suspend 80- to 90-ton cranes 300 meters above street level. The structural audacity of the SOM-designed Al Hamra Tower was so profound it was profiled in a 45-minute documentary on Discovery Channel's Build It Bigger.

A Culture Forged by Founders

Ahmadiah's history is inextricably linked to that of modern Kuwait. The company was incorporated with a historically monumental witness: the late Amir, Sheikh Sabah Al-Ahmad (then Minister of Foreign Affairs), who signed the original articles of association as the arbitrator between the two founding families. In an act of profound respect, the company was named after his father, Sheikh Ahmad Al-Jaber.

The values guiding the firm today are a direct inheritance from the founders who established its strategic vision: Abdul Latif Thuwainy, Abdel Mohsen Al Thuwainy and Nejib Najjar, alongside Antoine "Tony" Najjar, who steered the company's growth as CEO from the 1970s until 2021.

Ahmadiah recently mourned the last of its original founders, Chairman Ahmad Al-Thuwainy—described by Hani as a foundational pillar and a second father to everyone at the firm. The company's current trajectory stands as a living tribute to the ethical framework these leaders established.

The Next Era of Construction

Looking ahead, Ahmadiah is institutionalizing these legacy values into the technologies defining construction's next era, investing in digital project delivery (BIM), smart-building automation, AI adoption and integration, sustainability-driven designs and integrated facility management.

Today, its operations stretch far beyond traditional civil contracting into specialized geotechnical works, infrastructure and road works, elevators, oil and gas and high-end interior fit-outs.

For a firm whose foundational handshakes have outlasted seven decades of market cycles, this cultural consistency remains its most modern asset. As Ahmadiah expands across the GCC, it does so on the safest foundation in construction: an unyielding commitment to the client's peace of mind.

Ahmadiah's operations launched just four years ago and already deliver more than a million square meters of built-up space concurrently.

Maslina has been recognized as Croatia's Best Small Hotel of the Year and Best Sustainable Tourism Business.

Maslina Resort: Where Luxury Listens to the Land

Croatia's premium enclave is rewriting the rules of high-end hospitality—proving that sustainability, local culture and five-star service belong together.

Picture a hideaway where the architecture doesn't dominate the landscape but merges with it, where stone walls exhale quietly into pine-scented air and olive groves lean toward the sea as if they always belonged there. That place exists in Maslina Resort on the island of Hvar in Croatia.

Tucked inside Maslinica Bay, just minutes from the 2,400-year-old town of Stari Grad, the sanctuary is proof that luxury doesn't need to impose itself on a landscape or community to deserve world recognition. For Maud Truchi, the haven's founder and CEO, it was simply how Maslina was conceived and, years later, how it continues to operate—blending nature, design, local culture and hospitality.

Maud Truchi, Founder and CEO of Maslina Resort

A Philosophy in Stone

Every decision flows from one governing principle: Mindful Luxury—a philosophy the Truchi family insists is far deeper than a tagline.

"When we started Maslina Resort, the goal was to create a luxury property that remained authentic to its surroundings while being environmentally responsible," explains the founder. "Respect for the location guided every decision, from the materials we chose to the way the buildings interact with the surrounding pine forest, as well as our appreciation for local culture."

The result: 50 rooms and suites, and three private villas that camouflage into the landscape rather than dominate it. Guests come because they share a common mindset—seeking authenticity, privacy and a sense of place they won't find replicated elsewhere.

Healing, Eating, Being

The experiences offered reflect the same ethos. The resort's Pharomatiq Wellness program draws on Hvar's reputation as a healing island since 1868, with a spa using locally grown herbs and protocols of the French skincare brand Biologique Recherche. Meanwhile, Terra Restaurant's earth-to-plate philosophy sources from the site's 7,000-square-meter organic garden and UNESCO-protected Stari Grad Plain, honoring the UNESCO-listed Mediterranean Diet with a modern hand. Additionally, A•Bay—a beachside bar with privatized wooden platforms on the sea—offers a more laid-back counterpoint.

The resort also curates what Maslina describes as meaningful experiences—olive oil and wine tastings, local storytelling, children's programs rooted in island traditions and cocktail hours with the team at A•Bay.

"These are not large or orchestrated activities, but genuine moments that allow us to connect with our guests," says the founder. "They're the kind of experiences that make a stay memorable. Every engagement is intentional, personal and tied to the surroundings."

Sustainability as Standard

The accolades affirm it. Maslina has been recognized as Croatia's Best Small Hotel of the Year and Best Sustainable Tourism Business. It also became the first recipient of the National Award for Sustainable Tourism—a distinction recognizing four pillars: heritage preservation, responsible operations, community support and long-term planning. Behind the awards, a dedicated sustainability manager, a digital transformation officer and ongoing team training ensure the sustainability philosophy is lived daily.

"Sustainability isn't a separate initiative for us; it's part of our DNA. It touches everything, from how we source materials to how we operate the hotel, decide on the amenities and interact with our local community," stresses the Maslina founder and CEO. "When people return home with more awareness, they often share those values with their families and communities, creating a ripple effect that encourages more mindful tourism."

The resort also invests in relationships—attending high-end trade shows, hosting press and familiarization trips and working through Relais & Châteaux and other luxury travel networks. Its strongest markets are the U.S., U.K., Benelux, France and Germany, with a deepening presence in Brazil and Mexico and future ambitions across Asia and the Gulf.

The Next Chapter

Five new private villas are now in development by some of the same designers behind Maslina. Curved cross-laminated timber (CLT) from certified Austrian forests is being used to further advance construction methods with thoughtfulness toward sustainability. CLT enables organic shapes that follow the terrain rather than impose on it. Green roofs, high strip windows for natural airflow and local stone foundations root each villa in the island's own geography. Each of these private sanctuaries features distinct pool shapes, fireplaces, multifunctional wellness spaces and bathtubs positioned to frame uninterrupted sea views.

"We want to push our sustainability concept even further, taking an additional step forward through the thoughtful evolution of materials and construction methods," notes the founder. "Each villa combines traditional craftsmanship with sustainable engineering. In every aspect of the project, we have remained true to our Mindful Luxury philosophy, ensuring that the expansion strengthens our connection to nature while delivering a high level of detail and quality, resulting in a type of luxury that is hard to find elsewhere."

In a global industry often associated with excess, Maslina's quiet approach—rooted in respect for nature, culture and community—suggests that the future of luxury travel may lie not in grandeur, but in harmony.

Maslina became the first recipient of the National Award for Sustainable Tourism.

The Rwandan government funded a state-of-the-art campus and full scholarships for half of each incoming cohort.

Ntare Louisenlund School Nurtures Africa's Future Scientists, Leaders

Rwanda's innovative school fuses International Baccalaureate (IB) rigor with world-class STEM training, proving excellence and access don't have to be a trade-off.

A teenager in Rwanda recently built an app to detect breast cancer and won national recognition. Another student qualified for a global mathematics competition in Rome. Both achieved this at a school that was only about a couple of years old. That institution is Ntare Louisenlund School (NLS), and its founding head, Damien Paul Vassallo, doesn't seem the least bit surprised.

Vision Before Everything

"We're trying to create not simply an international school, but one that supports students in achieving excellence in STEM and in entrepreneurial pursuits," says Vassallo. "We want to be a hub where future designers, engineers, architects, doctors and professors get an outstanding STEM education and go on to become leaders in their fields. We do it in a way that gives underserved communities access through what we call our Plus-STEM scholarship program."

An uncommon public-private partnership backs that vision. The collaboration between the Government of Rwanda and NLS stands as one of the most remarkable aspects of the project. The Rwandan government—recognizing NLS's ties to Ntare School in Uganda, the alma mater of President Paul Kagame—funded construction of a state-of-the-art campus to house 1,000 students and committed to full scholarships for half of each incoming cohort, as part of a broader national effort to identify and support top STEM talent. The school currently has 250 students across grades seven and eight, adding a new grade level each year.

STEM Meets the IB

NLS is an authorized International Baccalaureate (IB) World School delivering the Middle Years Programme, having gained full authorization after a recent verification visit. What sets it apart is what's layered onto that framework: the Plus-STEM program, brought over from its sister school Stiftung Louisenlund in Germany, a renowned German boarding school with a 74-year legacy of excellence, combining the rigorous IB curriculum with its signature holistic pedagogy.

"We stand out as we combine this unique STEM curriculum with the IB program. We've fused them ever since our founding, making us very attractive in the international market," notes Vassallo.

Damien Paul Vassallo, Founding Head of School, Ntare Louisenlund School (NLS)

The Plus-STEM Program

Plus-STEM (known in Germany as Plus-MINT) originated in that country to promote top talent in STEM fields by offering scholarships to independent schools in the network. Stiftung Louisenlund is one of those pioneering schools. Using a blended learning model that leverages digital technology, Plus-STEM involves a high volume of STEM instruction, plus 4 hours of lab or fieldwork on the weekend. The curriculum incorporates languages, physical and health education, the arts and social sciences such as history, geography and politics. Students graduate fluent in at least English and German with proficiency in Kinyarwanda.

For students drawn to business, the STAR Entrepreneurship Program has seventh and eighth-graders drafting business plans, pitching and learning from real entrepreneurs. NLS is also a member of the Round Square network, which adds focus on experiential education, leadership and democratic citizenship. NLS offers 60 co-curricular activities: not extras, but core to the education.

"Everyone talks about student agency and empowering learners, but at our school, we put our money where our mouth is," explains Vassallo. "We give students an active role in shaping their learning, supported by mentoring and the ability to work in peer teams."

Close Ties with Germany

The link with Louisenlund in Germany opens doors beyond the curriculum. Every student learns German, targeting B1 or B2 proficiency by graduation, preparing them for a German university system that is largely tuition-free. Rhineland-Palatinate Technical University of Kaiserslautern-Landau has drafted an MOU to ease that transition. NLS also has an MOU with Volkswagen, under which Volkswagen engineers will host students at the company's headquarters.

"The connection with Germany and the fusion of the IB and Plus-STEM is a unique selling point. Africa is among the most underrepresented regions in terms of an IB education, and us offering it right here in the heart of the region is crucial and rare," Vassallo explains. "Students from underserved communities often can't afford elite universities. But through our connection with Germany, they can."

A Beacon for Africa

Vassallo also wants NLS to serve as a professional development hub for educators across Rwanda and East Africa. Conversations with the Rwandan Ministry of Education are underway to deliver English courses to teachers nationwide, and a student teacher program offers a clear path from internship to full employment.

"We learn not for school, but we learn for life; our lives, not our classrooms, are the schools that we attend. School has to look more like the real world," Vassallo says. "I appeal to my fellow educators to create schools that are relevant, connected to the community and that promote a spirit of lifelong learning."

For potential partners—foundations, corporations, universities—NLS offers a distinct convergence: measurable early results, a government deeply invested in its success and a modern campus in one of Africa's most stable nations.

"The world is increasingly looking to the African continent for the next wave of innovation and leading scientists," notes Vassallo. "We are here to match the immense potential of these students with world-class opportunities, equipping them to lead not just locally, but on the global stage."

NLS's Plus-STEM program is changing lives—and with your support, it can extend its impact even further. To sponsor a student or partner with us, visit our website or reach out directly at info@ntare-louisenlund.org.

NLS students have won national recognition and qualified for a global mathematics competition in Rome.

NTARE LOUISENLUND
INTERNATIONAL SCHOOL RWANDA

SARAO has moved Africa's role in frontier science from aspiration to documented fact.

SARAO Puts Africa at the Center of the Universe's Biggest Questions

South Africa built a telescope that global vendors said couldn't exist. Now it's reshaping what the world expects from the continent.

The engineers who knew the most about large-scale data processing said it was impossible. No commercial vendor had dealt with data at that scale, and none wanted to start. So South Africa built it anyway.

Pontsho Maruping is the managing director of the South African Radio Astronomy Observatory—SARAO—the national facility responsible for building, operating and managing radio telescopes designed to detect signals that have been traveling across the universe for billions of years. At its center is MeerKAT, a 64-dish array in the Northern Cape that has already revealed new structures at the heart of the Milky Way and detected a cosmic laser more than halfway across the observable universe. SARAO also leads South Africa's role in the Square Kilometer Array, an intergovernmental project now spanning 16 member countries across five continents.

Asked what explains SARAO's rise, Maruping points to patience: "Our success comes from having a long-term vision for radio astronomy. We've made strategic investments over many years, building toward our current telescope, MeerKAT. We worked closely with industry and developed internal capacity to determine which technologies would be appropriate for a radio astronomy array of this scale."

Pontsho Maruping,
Managing Director of SARAO

The vision Maruping describes required a specific kind of institutional patience. MeerKAT was built in phases, each designed to reduce risk before committing to the next stage. When SARAO needed computing systems capable of handling the telescope's data throughput, commercial vendors declined. The volumes had no market precedent. SARAO's response was to acquire off-the-shelf components and develop the architecture internally. That system now runs MeerKAT and is expected to contribute to the SKA Regional Centre Network. This global infrastructure project will provide researchers worldwide with access to telescope data, storage and advanced analysis tools.

The science MeerKAT has returned is not incremental. Its first light focused on distant galaxies. It later produced a detailed image of the Milky Way that previous instruments could not resolve—and embedded in that image were giant radio bubbles flanking the galactic center, structures whose origin astronomers are still debating. More recently, the array detected a "gigamaser": a natural cosmic laser produced by hydroxyl molecules in a galaxy merger, located roughly halfway across the observable universe. Each finding represents a category of discovery, not just a data point.

A national grid, or a dam, is built once, in a fixed place, for permanence rather than portability. Neither can be cloned and dropped into a new country; each has to be built again, from the ground up, with the same years of trial and investment. Radio astronomy infrastructure works the same way. The dishes stay in the ground. The data pipelines get deeper. What SARAO built for MeerKAT cannot simply be replicated elsewhere.

"I hope people begin to view Africa differently. South Africa has contributed expertise at every level of this project—from advanced engineering and technology development to construction and operations. I hope this encourages more collaborative, mutually beneficial, and sustainable partnerships across science and technology fields throughout Africa."

The geographic logic behind placing a flagship global telescope in South Africa was not purely scientific. The Northern Cape offers exceptional radio quietness—low interference, sparse population, protected spectrum. But the choice also established a policy foothold. South Africa secured rights to co-host the SKA through an international, competitive bid process that concluded in 2012. Through the subsequent SKA treaty negotiations, South Africa became a Founding Member of the SKA Observatory, establishing an intergovernmental scientific collaboration that academic partnerships alone do not confer. Researchers from more than 22 countries have already used MeerKAT through SARAO's open proposal system. Maruping frames this as evidence that astronomy is "inherently collaborative"—though SARAO's Human Capital Development programs, which funds postgraduate studies and professional development, suggests the collaboration was deliberately constructed, not simply invited.

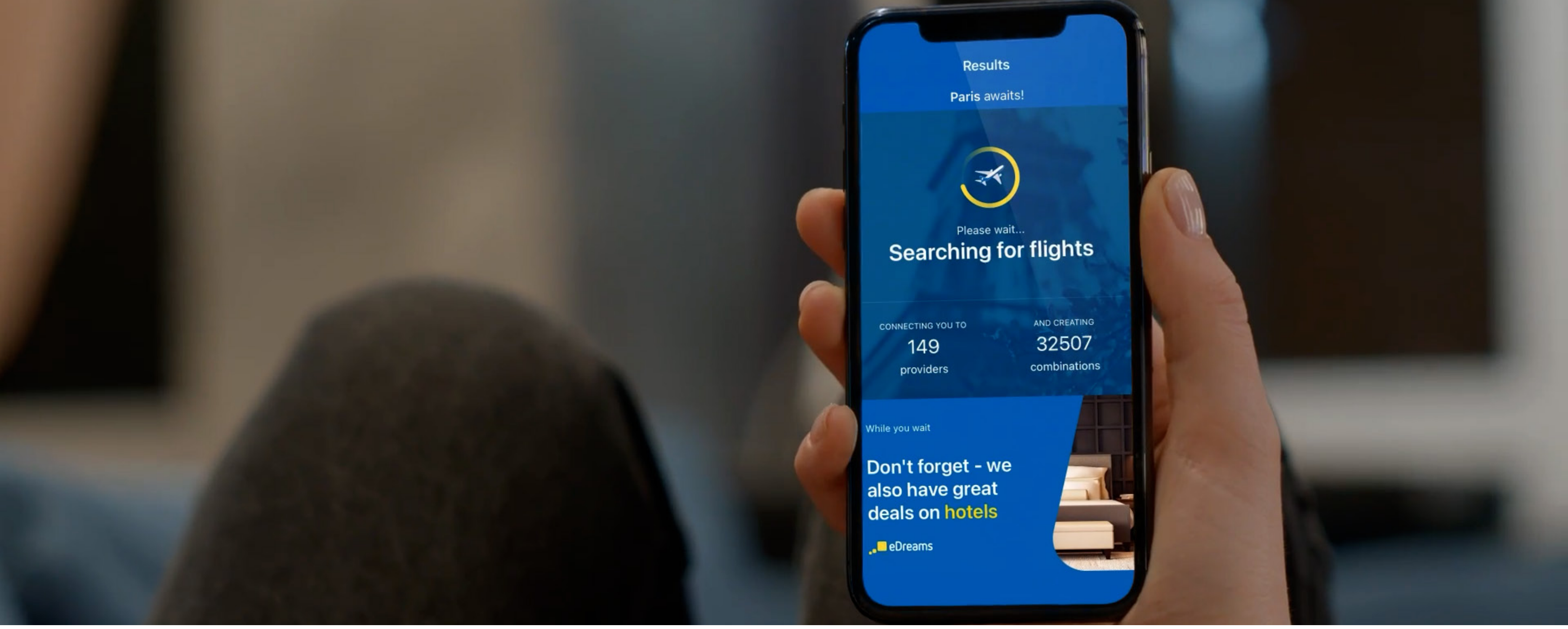
The telescope sites sit in some of South Africa's most economically marginal areas. To this end, SARAO treats the "social license to operate" as an organizational KPI. While it is not likely to address all the issues faced by the communities, it has gone a long way in positioning learners to reach their potential, empowered small business to take advantage of the opportunities presented by the project and created significant job opportunities through skills development. As an example, 90 percent of the staff based on the Karoo come from the region. We ensure local participation through our contracts, including major infrastructure contracts. This initiative helps drive the local economy and skills development.

SARAO also runs STEM programs and supports students through higher education, but the organization is cautious about overclaiming what those programs have delivered so far. These programs come in the form of skills development partnerships, our Human Capital Development bursaries and schools programs, providing bursaries to school learners, junior degree students, postgraduates and post-doctoral programs. Our schools programs include Math and Science camps, Robotics and coding and we even employ a Math teacher, embedding ourselves as a contributing member of the community. "Our goal is not simply to build infrastructure," Maruping says, "but to create opportunities for future generations to participate meaningfully in science and technology." That sentence contains its own unresolved tension: the infrastructure is real and measurable; the opportunities are still being constructed.

Across engineering, data science and international institution-building, SARAO has moved Africa's role in frontier science from aspiration to documented fact. Whether that demonstration translates into the kind of durable, reciprocal partnerships Maruping is asking for remains an open question, and one that other countries, funding bodies and scientific consortia will have to answer in ways that outlast any single grant cycle or telescope project.

SARAO leads South Africa's role in the Square Kilometer Array, an intergovernmental project now spanning 16 member countries across five continents.

NRF National Research Foundation | SARAO South African Radio Astronomy Observatory



eDreams ODIGEO grew Prime into the world's largest travel subscription platform, with 8 million members.

The Subscription Revolution That's Reshaping How the World Travels

eDreams ODIGEO built the world's largest travel subscription platform from scratch. Here is why the model is redefining an entire industry.

Travel demand has always remained remarkably resilient; global travel gross bookings reached \$1.6 trillion and are on track to exceed \$1.8 trillion by 2027, according to Phocuswright. Within the sector, online bookings are the fastest-growing segment—valued at roughly \$626 billion in 2024, with projections pointing toward \$1.46 trillion by 2032, according to SNS Insider. However, the industry's most significant transformation is happening beneath the surface—not in volume, but in the model.

"We recognized early that one-off bookings could never build the kind of loyalty that truly transforms a business. The future of travel had to be built on recurring relationships, not transactions," says Dana Dunne, CEO of eDreams ODIGEO (eDO). That conviction, formed nearly a decade ago, is now the foundation of the world's largest travel subscription company.

Dana Dunne, CEO of eDreams ODIGEO

The Business Model that Shook Up the Travel Industry

Travel has historically been a transactional business. An airline ticket bought, a hotel room reserved—and then the relationship ends. Platforms competed fiercely for each booking, spending heavily to win customers they might never see again. The industry optimized relentlessly for acquisition rather than retention, and the economics reflected that choice.

eDO spotted early that this model had a ceiling and decided to forge a new path. In 2017, the company launched Prime—the world's first travel subscription platform—and has since grown it into the largest of its kind globally, with 8 million members across Europe and beyond. Profitability has accelerated as the membership base has matured, with recurring subscription revenue providing the predictable cash flows that the traditional transactional model simply never could.

Why the Subscription Model Works for Travel

The subscription model solves a fundamental problem. In a market defined by seasonality, pricing volatility and intense competition, predictable recurring revenue is a genuine strategic advantage. Prime members pay an annual fee that unlocks exclusive flight deals, fare savings and a growing suite of travel benefits. The business does not need to reacquire the same customer every season—it simply needs to keep delivering an experience worth renewing and deepen the relationship from there.

The Technology Behind the Model

Subscriptions alone do not create loyalty. The experience must earn it. eDO has spent more than a decade building a proprietary AI platform that aggregates the entire global travel market—flights, hotels, rail, car rental—into a single unified marketplace. The company's machine learning models process billions of predictions daily, moving beyond search to genuine anticipation of what each traveler wants. The proof is behavioral: the majority of Prime subscribers now book the very first result surfaced by the algorithms.

"When most of your members choose the very first option the platform presents, that tells you something profound. It is not convenience — that is the trust built through precision," explains Dunne.

Expanding the Platform

Having quadrupled its subscriber base since setting out to transform from a transactional model, eDO is now executing its next strategic phase with an ambitious growth roadmap toward 13 million members by 2030. Three initiatives drive this expansion:

First, the introduction of monthly and quarterly payment options—alongside the traditional annual fee—lowers the barrier for cost-conscious travelers and opens the door to high-frequency adjacent categories. Rail is a particular focus: a large and underserved market where purchase frequency is meaningfully higher than in flights, making it a natural fit for a subscription model.

Second, new markets in Latin America, Central Europe and the Middle East and Africa are delivering subscriber acquisition rates well above those seen in mature European markets.

Third, continued investment in artificial intelligence is deepening personalization and operational efficiency as the subscriber base scales.

The Bigger Picture

The travel industry has seen many cycles of disruption—aggregators, mobile booking and price-comparison platforms. Each wave rewarded companies that understood the underlying shift early enough to build for it. The subscription model is following a similar pattern, already visible in streaming, retail and software, where moving from transactional to recurring revenue created enormous and durable value.

The travel subscription is not a feature addition or a loyalty program dressed up in new language. It is a structural rethinking of how the industry creates value—and for companies that got there first and built the technology to sustain it, the opportunity ahead is substantial.

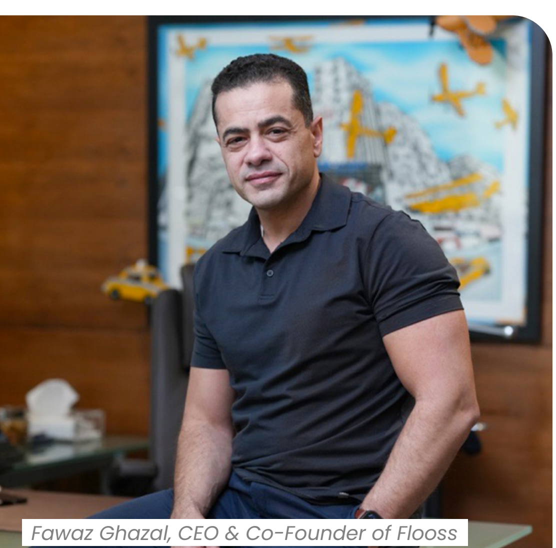
eDreams ODIGEO

FLOOSS delivers instant, Sharia-compliant financing, backed by its own licenses in Bahrain and Saudi Arabia.

Flooss is Building the Future of Digital Financing in the GCC

The GCC is home to some of the world's highest concentrations of young, tech-savvy and financially aspirational consumers. Smartphone penetration is among the highest globally, and demand for mobile-first financial services has never been greater. Yet, despite this digital readiness, there remains a gap between consumer expectations for instant digital experiences and the way financing is traditionally delivered.

FLOOSS Group was founded to close that gap. Founded by Chairman and Founder Tariq AlSaffar and led by CEO and Co-Founder Fawaz Ghazal, FLOOSS launched in Bahrain in 2023 with a single premise: that credit decisions taking days should take minutes. Today, the company delivers instant, Sharia-compliant cash loans and buy now, pay later products through a mobile app, backed by its own financing license in Bahrain, a license secured in Saudi Arabia in 2025 and operations being established in the UAE. Embedded finance forms part of the company's long-term growth strategy and product roadmap.



Fawaz Ghazal, CEO & Co-Founder of Flooss

The distinction Ghazal insists on is this: FLOOSS is not trying to be a bank. "We want to be that brand that is empowering customers, helping customers to solve their financial needs instantly," he says. "Not just as a lending company, but as a company that provides the empowerment of your financial needs." The point is less about product category than about the emotional register of the transaction: making the moment of financial need less frightening rather than more bureaucratic.

The mechanics run on proprietary technology FLOOSS owns outright. Credit scoring models draw on conventional government-provided digital data—e-KYC records, open banking feeds, credit bureau information—that GCC governments have made available as part of broader digitization efforts and non-financial data the company captures about the consumer. Those streams feed AI and machine learning models that FLOOSS continuously retunes to raise acceptance rates while keeping default rates down. The product suite covers cash loans, a Sharia-compliant BNPL product and Souq, a marketplace for electronics, furniture and appliances on installment plans. Education financing—school fees, professional courses—is in development, not yet live.

What sets FLOOSS apart is how deeply it owns its technology. The full stack is built and maintained by an in-house engineering team running on two-week release cycles, with AI agents assisting development and A/B testing baked into the product process. The credit assessment engine is continuously retrained as data accumulates, enabling FLOOSS to refine its decision-making models, improve customer outcomes and accelerate product development as it scales. This proprietary platform is the foundation of FLOOSS's broader embedded finance vision across the GCC.

For Ghazal, responsible lending is not just a regulatory obligation; it is a guiding principle. FLOOSS is designed to provide consumers with access to regulated, transparent and responsible financing solutions at the moments they need them most. "We want lending to be responsible lending," Ghazal explains. "We want to help customers take loans on needs rather than wants." That philosophy is embedded in the product design itself, from the sectors FLOOSS targets (education, health care, essential purchases) to the credit limits and repayment structures it offers.

The strategic sequencing is deliberate. Bahrain served as the regulatory sandbox: small enough to iterate quickly, advanced enough digitally to generate the clean data that credit models actually need. Saudi Arabia and the UAE represent the commercial prize: two of the largest consumer markets in the Arab world, with young demographics and governments building the digital infrastructure FLOOSS's model depends on. Oman, Qatar and Egypt are on the horizon, framed by Ghazal as regulatory-dependent, not guaranteed. Geographic expansion, in his telling, is not a function of ambition; it is a function of what each jurisdiction's data environment will actually support.

As each new market opens, FLOOSS arrives with a platform already proven at scale: its technology refined in Bahrain, its credit models sharpened on real consumer data and its product suite expanding into travel, insurance and education financing. The ambition is not simply to lend money, but to become the region's go-to brand for instant, responsible financial empowerment. "We're still at the beginning of the journey. Our focus is to continue expanding our products, our technology, and our regional footprint while making financing more accessible to consumers across the GCC."

Tariq AlSaffar, Chairman of Flooss (left), and Fawaz Ghazal, CEO & Co-Founder of Flooss (right).

FLOOSS

Angelo Valenton, Founder and CEO of POWER 4 ALL

From Climate Vulnerability to Innovation: How POWER 4 ALL Is Building the Future of Climate Resilience

Every major global challenge creates a new generation of opportunity.

Today, climate resilience is rapidly becoming one of the world's most important economic and investment frontiers. Governments are investing in more resilient infrastructure. Industries are rethinking energy and water security. Investors are increasingly seeking technologies that address climate risk while delivering sustainable long-term growth.

Few countries understand this urgency better than the Philippines.

Often regarded as one of the world's most climate-vulnerable nations, the country experiences powerful typhoons, rising sea levels, flooding, El Niño, coastal erosion and saltwater intrusion with increasing frequency. Yet for Angelo Valenton, founder and CEO of POWER 4 ALL, these challenges represent something far greater than vulnerability—they represent an opportunity to address globally relevant challenges.

"The Philippines should not simply be viewed as one of the countries most affected by climate change," says Valenton. "It should be recognized as one of the world's most important proving grounds for climate innovation."

Guided by this vision, POWER 4 ALL, together with its innovation platform Earth Lab, is helping redefine how climate-resilient infrastructure is designed, deployed and scaled. The organization integrates clean energy, water security, artificial intelligence and sustainable infrastructure into viable solutions that improve lives while creating long-term economic value.

POWER 4 ALL designed and built Asia's first direct potable water reuse facility in Metro Manila.

Unlike traditional infrastructure companies that focus primarily on delivering projects, POWER 4 ALL is building an innovation platform where technologies are continuously developed, tested and refined under some of the world's most demanding environmental conditions. The objective is simple: develop solutions that succeed in the toughest environments, then replicate them across Southeast Asia and other climate-vulnerable regions.

The company's philosophy is founded on two enduring beliefs: genuine human progress begins by moving toward universal access to foundational enablers such as energy, clean water, food security, education and basic health care; and the future of infrastructure is decentralized, intelligent and climate resilient. Rather than relying solely on conventional systems, POWER 4 ALL develops smart, modular, scalable solutions that can be deployed faster, perform more efficiently, adapt to variabilities and deliver a lower total cost of ownership.

Today, the company's work focuses on five strategic areas: distributed renewable energy, water security, wastewater resource recovery, climate resilience and AI-enabled infrastructure. Artificial intelligence enables predictive maintenance, optimized resource management, co-learning and smarter operational decision-making that improves performance while reducing lifecycle costs.

Recent milestones demonstrate this philosophy in action. POWER 4 ALL has provided reliable electricity to more than 100 off-grid schools, improving educational opportunities for underserved communities. In El Nido, Palawan, it delivered a modular water treatment plant that strengthened water security in one of the country's most geographically challenging locations. The company also designed and built Asia's first direct potable water reuse facility in Metro Manila, advancing circular water management and helping redefine the future of urban water resilience.

For Valenton, however, these projects are not the final destination but proof of what is possible.

A technology-driven social entrepreneur, he believes the world's most valuable innovations are those that generate both commercial success and measurable social impact. In his view, purpose and profitability are not competing priorities but mutually reinforcing drivers of long-term value creation.

That philosophy also shapes how POWER 4 ALL works with governments, businesses, technology providers, investors, universities and local communities. Climate resilience is not a challenge any single organization can solve alone. It requires ecosystems of collaboration that combine innovation, capital, policy and execution to accelerate solutions at scale.

This is where the Philippines offers a unique global advantage.

With more than 7,600 islands, diverse ecosystems, rapidly growing cities, remote coastal communities, mountainous watersheds, agricultural regions and one of the highest exposures to climate-related risks anywhere in the world, the country provides an unparalleled environment to develop, validate and commercialize next-generation climate technologies. Solutions proven here can be confidently replicated across Southeast Asia, the Indo-Pacific and other regions facing similar challenges.

"The future belongs to countries that transform climate risk into climate innovation," says Valenton. "If a solution can succeed in the Philippines, it has a strong chance of succeeding almost everywhere else."

For POWER 4 ALL, the mission extends far beyond building renewable energy systems or water treatment facilities. It is about helping shape a future where climate resilience drives economic competitiveness, technological leadership and inclusive growth.

As the world searches for sound solutions to its most pressing environmental challenges, the Philippines has an opportunity to become more than a nation adapting to climate change. It can become the place where the world's next generation of climate solutions is developed, proven and brought to scale.

That is the future POWER 4 ALL is working to build. And if successful, its impact will extend far beyond the shores of the Philippines.

POWER 4 ALL has provided reliable electricity to more than 100 off-grid schools.

TRAVEL & TOURISM

Discover Africa Safaris Turns Local Expertise Into Two Decades of Growth

As safari booking increasingly moves online and becomes more impersonal, Andre Van Kets has spent 20 years keeping Discover Africa Safaris tailor-made—rooted in on-the-ground expertise and relationships with clients and partners across Africa.

The people most qualified to plan an African safari are rarely sitting in the country booking it.

Andre Van Kets, co-founder of Discover Africa Safaris, has spent two decades closing that distance. Based in Cape Town, he and his team travel to source destinations three or four times a year, building tailor-made trips across Southern and East Africa that agents based abroad rarely match firsthand.

"At the foundation, it's passion. As co-founder of a safari tour operator, I have always had a deep, intimate love for Africa, and that authenticity translates directly into a more appealing product," Van Kets says.

The model runs on three inputs: deep knowledge of specific destinations, direct relationships with lodges and ground handlers and detailed conversations with travelers about pace, dining, budget and how wild the trip should feel. Those conversations set the tier. First-time travelers don't get the wildest itineraries—the company matches them to familiar routes like Cape Town and Kruger, saving deeper, more remote trips for repeat guests who ask for them.

Much of that trust is built individually. Discover Africa puts nearly every client on a video call before booking and follows up after each trip with a debrief call and a personal keepsake—a practice that often turns satisfied travelers into referrals. AI now handles some of the administrative work behind the scenes, giving planners more time with clients.

"It comes down to integrity and building real human connection with our partners, particularly in an era where automation and AI are disrupting relationships elsewhere," Van Kets says.

Discover Africa built its base in South Africa, Botswana and Zimbabwe first, expanded into Tanzania and Kenya in 2014, added gorilla-trekking countries as clients returned for deeper trips, and brought the Republic of Congo into its portfolio in 2025.

Twenty years in, the model still rests on staying close to the ground and treating clients and partners as relationships worth keeping, not transactions to close. Van Kets ties that discipline to a broader payoff too: a safari economy that funds conservation and supports rural livelihoods. Congo, added last year, won't be the last addition.

DISCOVER AFRICA
Africa's best tailor-made safaris

Andre Van Kets, Co-Founder of Discover Africa Safaris

CONSUMER GOODS & RETAIL

Jerome Tuguin
CEO of Personal Collection

PC PERSONAL COLLECTION

Jerome Tuguin, CEO of Personal Collection Direct Selling, is growing one of the Philippines' most resilient direct selling companies by treating dealers as entrepreneurs, not just a sales channel. With innovation rooted in everyday household problems and a careful first move into Malaysia, he is testing whether a business built on trust can scale without losing what made it work.

HUMAN RESOURCES & WORKFORCE ANALYTICS

Mario Kempken
Founder of Global Human Index

GHI

As automation scales globally, human participation in the economy is becoming optional rather than essential. Global Human Index aims to make that shift visible. Governments and businesses are struggling to regulate and manage progress, and we provide a transparent view of human involvement in economic development. That allows policymakers and business leaders to actually understand how to govern, regulate and manage progress responsibly.

TRAVEL & TOURISM

Sarah Morris
General Manager for Private Clients of Ker & Downey Africa

KER & DOWNEY AFRICA

We specialize in high-end safaris built around conservation-minded lodges and community partnerships, aligning luxury travel with environmental stewardship. Rather than offering standardized packages, journeys are curated to match individual travel styles, from classic five-star comfort to more adventurous, immersive itineraries. We add value through our on-the-ground expertise, personalized planning and the quality of service and support our clients receive throughout their journey.

RESEARCH SERVICES

Efera Busa
Managing Director of WAAS International

WAAS INTERNATIONAL
MANAGEMENT, SOCIAL & MARKET RESEARCH CONSULTANT

By operating at the heart of one of the world's fastest-growing economies for the past 35 years, WAAS International has moved in lockstep with the Ethiopian market's evolution. Our success stems from one goal: building a robust bridge between raw data and the high-stakes value our clients require. That mission is reflected in a full-spectrum research model spanning manufacturing, FMCG, financial services, telecom, health, education, development and other sectors.

PROPERTY MANAGEMENT

Nick Halverson
Founder, Owner and CEO of Osa Property Management

OSA Property Management

Our dedicated team takes care of the owner and guests at the highest level of quality possible. It's about maintaining a high standard and building long-term relationships. Our unique value lies in our dedication to providing owners and guests with peace of mind. Whether it's handling guest communications, making restaurant reservations, managing taxes or coordinating maintenance, we ensure that every detail is covered.

REAL ESTATE & INVESTMENT MANAGEMENT

Grupo VerdeAzul's Long Game Is Paying Off

The family company has spent decades building Panama's most ambitious coastal communities. Now its long-term vision is gaining global attention.

In an industry driven by investment cycles, Grupo VerdeAzul operates by a different timeline. The Panama-based family company thinks in generations, a distinction that shapes everything from how it develops communities to how it chooses partners. Under CEO Diego Vallarino Lewis, that philosophy has produced a diversified platform spanning real estate, hospitality, logistics and other strategic investments, with master-planned destinations that have become benchmarks for quality living along Panama's Pacific coast.

Building the Future

Its complete communities—Buenaventura, Santa Monica, Casamar and Villa Marina—are designed as integrated ecosystems where infrastructure, nature and lifestyle converge across multiple phases over decades. This August, Buenaventura marks its 25th anniversary, a significant milestone for one of Panama's most important lifestyle landmarks.

GVA GRUPO VERDEAZUL

Diego Vallarino Lewis, CEO of Grupo VerdeAzul

"At Grupo VerdeAzul, our success has never been about chasing short-term opportunities. It has come from thinking long term, investing with discipline and building businesses that create real value for people and for the country," says Vallarino.

That philosophy extends to amenities. Rather than cut corners, the group invests heavily in infrastructure, sports facilities, hospitality and nature integration, building what Vallarino calls "competitive moats" that make their destinations genuinely difficult to replicate over time.

Panama's Pacific Riviera

Grupo VerdeAzul believes Panama's Pacific coast is becoming one of the Americas' premier lifestyle and tourism corridors, and Buenaventura's silver anniversary this year is a launching pad. Upcoming plans include a second golf course and Alamar, a new concept deepening Buenaventura's appeal as a lifestyle, tourism and investment destination. The company is also expanding its logistics footprint into Central America, leveraging Panama's strategic position as a hub connecting the Americas.

"When these kinds of projects are done well, they do more than create financial returns. They generate employment, support local businesses, improve infrastructure and attract international attention to the country," explains Vallarino.

Partnership as Philosophy

Being family-owned fundamentally shapes how Grupo VerdeAzul approaches partnerships. Rather than managing short business cycles, it plans for the long haul—a mindset Vallarino says builds unusually durable relationships grounded in shared values and long-term alignment.

"For us, relationships are built on trust, transparency and consistency over time. Partnership is not only about capital or scale; it is about shared values and ambition," notes Vallarino.

A Nation's Moment

The group is equally bullish on Panama itself, not out of promotional instinct but from a grounded belief. A dollarized economy, political stability, world-class connectivity, affordable cost of living, excellent health care and extraordinary natural beauty combine into a value proposition that is increasingly difficult to match.

"We would like the company to be remembered as an agent of positive change," says Vallarino. "Our goal is to elevate the socioeconomic level of the communities around us and help position Panama as a country capable of offering world-class tourism and real estate destinations."

For Vallarino, Panama's moment is already unfolding. The ingredients have always been there; the world is simply catching up. "If we do our job well," he says, "many of the places we are developing today should still be thriving communities 50 or even 100 years from now."

VIDEO GAMES & INTERACTIVE ENTERTAINMENT

Arnoldas Zvinys
Chief Operating Officer of Estoty

ESTOTY

As one of the top-performing mobile game developers globally with over 2 billion downloads, we test ideas fast, launch quickly and shut down what does not work. Mobile gaming rewards momentum, and the faster you learn, the faster you grow. For partners, we provide global publishing strength and particular expertise in launching and scaling games in markets such as China.

SOFTWARE DEVELOPMENT

Stephen Walsh
Founder and CEO of Keeper Solutions

KEEPER solutions

Keeper Solutions is an Irish-founded, ISO 27001-certified software development firm specializing in financial services, with engineering centers in Croatia and Romania and a presence in Atlanta. Working across payments, lending, accounting and neobanking, it provides dedicated engineering teams via its Software Development as a Service model. Over 14 years, it has partnered with clients whose transactions and exits exceed $1.6 billion and $320 million, respectively. Its proprietary AI Gateway routes queries across multiple large language models while enforcing the EU AI Act, payment security and GDPR compliance.

HIGHER EDUCATION

Dr. Robert K. McMahan
President of Kettering University

Kettering UNIVERSITY

Many universities in the United States have Co-op programs or internships, but what we do is very different. Our professional placements are fully integrated into the students' education. We represent what many people say higher education should be, how it should work, and what it should produce. We've actually been doing that for a hundred years, quietly up here in Michigan.

EDUCATION

Jayna Gaskell
Executive Director and Superintendent of Pivot Charter Schools

PIVOT CHARTER SCHOOL

We welcome students in grades K–12 who have not found success in conventional school settings. By using a personalized blended learning model that pairs an online curriculum with in-person instruction, we help students rediscover their confidence as learners. When given the right environment and a different way to access learning, they often realize they're capable of far more than they believed.

GLOBAL OUTLOOK SERIES

2026

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