



International  
Hospitality  
Investment Forum

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ASIA

2026

# Programme

*Programme in development: topics and timings may change*

16–18 September 2026 | Regent, Hong Kong

### Resilient Growth. Real Returns.

Domestic hospitality consumption has returned to its peak, and regional travel is on track to recover fully, setting the stage for a more active capital deployment cycle in Asia. While macro conditions are stabilising, geopolitical developments still require resilient approaches and asset optimisation, from adaptive reuse in Northeast Asia to more efficient operating models and diversified capital structures across the region.

These shifts are creating immense opportunities for investors and operators to drive resilient growth and deliver real returns.

### Wednesday, 16th September 2025

#### THE NIPPON TRACK – NEW (Maple, Cypress and Pine)

08.30 Registration and welcome coffee

09.30 -09.35 Warm welcome from Questex

09.35 - 09.50 **Japan's hospitality reset: Capitalizing on new growth drivers, policy shifts and investment momentum**

Japan's hospitality market is being redefined by surging inbound demand, yen-driven pricing advantages, and policy tailwinds unlocking real estate value. Examines how capital is repositioning across assets, where pricing power is emerging, and how investors can navigate execution risks while capturing Japan's next phase of growth.

09.50 - 10.30 **Capital on the move: Where global & domestic investors meet**

Panel discussion

Japan is fast becoming a convergence point for global and domestic capital seeking higher yield, stability, and long-term value. Evolving return expectations, distressed opportunities, and new funding sources are reshaping investment strategies and deal structures. From institutional inflows to local partnerships, understand where capital is coming from, how it is being deployed, and what it signals for pricing, competition, and transaction dynamics in Japan's next investment cycle.

**Panelists:**

- **Kusumine Enami**, *Managing Partner & Japan Representative, AB Capital Investment*
- **Perry Tan**, *Managing Partner, Pegasus Capital*

10.30 - 11.00 **Networking morning coffee break**

11.00 - 11.20 **Investing in Japan: Demand, rate power & winning the deal through cultural intelligence**

Fireside chat

Dissects Japan's hospitality investment landscape—from inbound demand and pricing power to yield dynamics and asset performance—while highlighting how cultural understanding and operational alignment influence deal success. Provides practical insights on navigating negotiations and unlocking value in one of Asia's most competitive markets.

**In conversation with:**

- **Abhijay Sandilya**, *Managing Director - Japan & Micronesia/Chief Executive Officer, IHG Hotels & Resorts/ IHG ANA Hotels Group Japan*

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- 11.20 - 11.50  
Panel discussion
- Inside the owner-operator equation: Efficiency, brand standards & performance expectations in Japan**
- With capital flowing into Japan, owners are demanding greater operational discipline, brand consistency, and clear performance accountability. Unpack how global operators are recalibrating their models—balancing brand integrity with local market dynamics—to deliver measurable returns and meet rising expectations in an increasingly competitive landscape.
- Panelist:**
- **Hiroshi Tashiro**, Deputy Director of Hotels & Hospitality Business Headquarters, **NTT Urban Development Corporation**
  - **Yuri Tsujimoto**, Director, Development, Japan, **IHG Hotels & Resorts**
  - **Jeremy Gillet**, Managing Officer, Development Department, **SEIBU Prince Hotels Worldwide Inc**
- 11.50 - 12.20  
Panel discussion
- The rise of new hospitality asset classes: Serviced apartments, wellness resorts & integrated lifestyle concepts**
- Alternative hospitality assets are gaining momentum across Japan, as investors pivot toward serviced apartments, wellness-led resorts, and integrated lifestyle concepts to capture longer-stay demand and diversified revenue streams. These emerging formats are redefining development priorities, enhancing asset value, and aligning more closely with evolving consumer behavior. Powerful discussion on where capital is flowing, how alternative assets are being underwritten, and which formats are best positioned to deliver sustainable returns.
- Panelist:**
- **Sylvia Tang**, Co-Founder & Representative Director, **Apex Property**
  - **Angel Li**, Founding Partner, **Avatar Capital Partners**
- 12.20 - 12.45  
Fireside chat
- From blueprint to budget: How investors evaluate and mitigate construction cost risks**
- Rising construction costs are reshaping how investors approach capex planning and project feasibility. Find out how investors conduct rigorous due diligence, assess cost assumptions, and build effective contingency frameworks to safeguard returns. Gain insights into areas including contractor selection to budget stress-testing, mitigating execution risks and maintaining financial discipline across development cycles.

12.45 - 13.45  
Foyer outside  
Maple,Cypress,  
Pine @L1

**Networking lunch**

## Wednesday, 16th September 2025

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- 11.00  
**Registration opens**
- 11.00 - 12.00  
Peach
- Power hour with hospitality leaders – NEW**
- A powerful hour of curated networking powered by AI. Participants rate who they'd like to meet in advance, and the system schedules five high-quality meetings based on mutual interest and compatibility.

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- 12.15 - 13.30**  
Cherry **CEO council – Invitation only**  
In a trusted, exclusive and off-the-record setting, hospitality CEOs confront critical challenges, challenge conventional thinking, and unpack strategic priorities shaping the sector's next phase of growth. By fostering honest exchange and high-level perspective sharing, this dialogue sharpens strategic clarity and surfaces actionable insights.
- 12.15 - 13.30**  
Willow **Investor council – Invitation only**  
Designed to enable unfiltered, high-value dialogue, this exclusive, closed-door gathering of institutional investors, private equity leaders, and REITs unlocks candid perspectives on capital deployment, risk recalibration, and cross-border investment dynamics in an increasingly complex market.  
**Moderated by:**
- **Yona He**, *General Manager - North Asia, Head of Casinos, Asset Management & Owner Relations, JAPAC, Oracle*
- 13.40 - 14.00** **Opening cultural performance – The lion dance of Hong Kong**  
Founded during 475 – 221 BC, the lion dance is part of all important events and occasions and is believed to bring good luck and good health to participants. Its auspicious nature is thought to guarantee success.

## MARKET RESET

Powering the Next Cycle  
(Regent Main Ballroom)

- 14.00 - 14.10** **Welcome to IHIF Asia 2026**  
A warm welcome from Questex and introduction of the conference host.
- 14.10 - 15.00** **The world in 2026 and beyond: Geopolitics, growth and the new demand map**  
As we look ahead to 2027, global macroeconomic shifts, geopolitical tensions, and realigning global alliances and trade blocks are reshaping tourism flows and destination competitiveness. The interactive session brings together experts to provide clarity on the changing landscape—equipping investors with sharper insights to anticipate disruption, adapt strategies, and identify resilient opportunities in an increasingly dynamic market.
- 15.00 - 15.25** **Leadership in transition: Navigating change in hospitality**  
CEO Interview Disruption is no longer cyclical—it is constant. This CEO interview explores how leaders are embracing innovation, partnerships, and strategic clarity to stay competitive.
- 15.25 - 15.45** **Connectivity equals demand: The new rule of hospitality investment**  
Airline connectivity is emerging as the ultimate driver of destination performance and investment viability. As flight routes expand, frequencies shift, and new aviation corridors open, capital tends to follow the markets with stronger accessibility and demand visibility as connectivity is a leading indicator of asset performance, pricing power, and long-term growth potential. Unpacks how aviation trends are reshaping market selection and investment strategy.

**15.45 - 16.15** **Networking break**

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- 16.15 - 16.55  
CEO Panel Discussion
- Leadership in action: How CEOs are driving growth in a disrupted market**
- Leading hospitality CEOs reveal how they are converting evolving consumer demand into bold, strategic action. By fusing real-time data insights with long-term vision and disciplined execution, they are redefining growth across markets and cycles. In an environment shaped by volatility and rapid change, leaders are not just responding—they are anticipating, repositioning, and capitalizing on emerging opportunities. Gain a clear view into how top executives strengthen competitive advantage, unlocking new value streams, and building resilient, future-ready organizations.
- Panelists:**
- **Dillip Rajakarier**, CEO/Group CEO, **Minor Hotels/Minor International Pcl**
  - **Choe Peng Sum**, CEO, **Pan Pacific Hotels Group**
  - **Stephen Ho**, President, Greater China & Growth Asia Pacific, **Hyatt Hotels & Resorts**
  - **Yoshiki Kaneda**, President & Representative Director, **Seibu Prince Hotels. Worldwide Inc**
- 16.55 - 17.10
- Smart hospitality: AI, data and the new travel consumer**
- AI and data-driven insights are transforming how hospitality assets are priced, operated, and experienced. As personalization, generative AI, and shifting traveler expectations redefine demand, investors assess how technology is reshaping asset value and long-term performance.
- 17.10 - 17.40  
Panel Discussion
- From hype to returns: How AI and human intelligence combine in redefining hospitality performance**
- As AI reshapes travel, hospitality, and real estate, this session cuts through the hype to focus on where it truly drives ROI—from pricing and distribution to operations and asset performance. Explore how combining human insight with AI enables smarter investments, stronger guest engagement, and more resilient returns, while preserving the creativity, personalization, and spontaneity that define hospitality.

### Networking

Structured networking, designed for impact  
(Regent Ballroom & Foyer)

- 17.45 - 19.00
- IHIF ASIA - Welcome reception**
- An exclusive gathering offering the opportunity to reconnect with peers and establish new relationships setting the tone for the days ahead.
- 19.15 - 22.00
- Post event networking activities**

## Thursday, 17th September 2025

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- 08.00 - 08.45  
Cypress
- Women hospitality leaders' breakfast: Global perspectives from women leaders – NEW**
- An exclusive, invitation-only session, convening influential women leaders across real estate and hospitality investment. Designed as a trusted and confidential setting, it enables open, candid exchange on leadership, shifting market dynamics, and navigating opportunity in an increasingly complex landscape—fostering meaningful connections, shared perspectives, and actionable insights among peers at the forefront of the industry.
- 08.00 - 08.50
- Registration and welcome coffee**

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## CAPITAL RESET

Repositioning, Repricing, Returns  
(Regent Main Ballroom)

08.50 - 09.00 **Welcome to day 2**

09.00 - 09.30 **New debt playbook: Rewriting structure, risk and opportunity**

Financing conditions are reopening across Asia, but capital is far more disciplined, structured, and selective. As debt markets regain liquidity, investors are sharpening focus on private credit, capital stack optimization, and risk-adjusted returns, while lenders take a more active role in structuring deals. Unpacks how both sides are recalibrating lending metrics, forging innovative partnerships, and redefining capital deployment strategies while managing downside risks.

**Panelist:**

- **Tan Chun Meng**, *Head, Investment, Private Funds (Lodging)*, **CapitaLand Investment**

09.30 - 09.40 **Data insights: Growth, performance & investment signals**

Short, high-impact insights unpack the latest STR data on occupancy, ADR, RevPAR, and pipeline activity—revealing how shifting market fundamentals impact investor sentiment and capital allocation. This session highlights key performance trends, emerging demand patterns, and development signals shaping hospitality investment decisions across Asia Pacific.

09.40 - 10.00 **Investor lens: Winning strategies for high-return, future-proof hospitality portfolios**

Fireside chat

A thought-provoking fireside chat with a real estate investment leader on how capital is being strategically deployed and safeguarded in a repricing hospitality market. Unpack where conviction is building across APAC, how underwriting discipline is evolving, and the leadership decisions reshaping portfolios for the next cycle. Discover how scale, local execution, and sharper risk frameworks are driving resilient returns.

**In conversation with:**

- **Jason Leong**, *Executive Director, Head of Investment & Asset Management*, **Frasers Hospitality**

10.00 - 10.30 **Networking morning coffee break**

10.30 - 10.50 **Inside family office capital: Decision frameworks and deal strategy**

Fireside chat

Known for agility, family offices are rapidly reshaping the hospitality investment landscape. Discover how FOs evaluate deals beyond traditional metrics, align investments with generational objectives, and deploy capital swiftly to capture off-market opportunities. Also unpack how private wealth is influencing pricing, accelerating deal flow, and shifting competitive dynamics

10.50 - 11.30 **Capital Talk: Repricing risk, redeploying capital**

With competition intensifying for high-quality assets, industry demands sharper strategies and disciplined local execution. Institutional investors are actively recalibrating portfolios, positioning Asia as a core allocation target. Practical insights into capital deployment strategies, the types of asset classes, and on recalibrating investment performance metrics.

**Moderator:**

**Steve Carroll**, *Head of Hotels & Hospitality, Capital Markets Asia Pacific*, **CBRE**

**Panelist:**

- **Vinesh Motwani**, *Managing Partner & CIO*, **RV Capital**
- **Han Khim Siew**, *CEO & Executive Director*, **OUE REIT Management**
- **Rahul Ghai**, *Managing Director, Asia*, **Salter Brothers**

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11.30 - 11.50 **Short-term capital vs. long term assets: Aligning investment horizons in hospitality**

In a capital-intensive and cyclical industry, aligning short-term financial returns with long-term asset value remains a critical leadership challenge. In this session, it will share how investment strategies are to be repositioned to balance performance pressures with growth, creating an inherent operational resilience.

**In conversation with:**

- **Mak Hoe Kit**, *Managing Director (Private Equity Lodging), The CapitaLand Limited*

**Destination and Markets Hub**

Exploring high-growth markets where demand, infrastructure, and investment drive new opportunities

**South East Asia**

Rising SEA: Mapping high-growth hospitality destinations  
(Maple)

12.00 - 12.05 **Opening remarks**

12.05 - 12.25 **Chasing growth in South East Asia: Where capital meets opportunity**

Capital is accelerating into Southeast Asia, but returns are increasingly defined by precision—where to play, who to partner with, and how to execute. Institutional investors, private equity, and regional players are looking to sharpen strategies around market selection, platform partnerships, and risk-adjusted deployment tools. Equip yourself with actionable inputs to identify scalable opportunities, mitigate downside risks, and drive consistent returns across SEA.

12.25 - 12.55 **Destination creation: Turning vision into long-term hospitality value**

Panel discussion

Leading developers and operators are shifting from isolated assets to integrated, experience-driven ecosystems that unlock stronger, more resilient returns. By aligning placemaking, brand positioning, and mixed-use designs combined with changing demand patterns, investors can drive higher asset performance. The focus is now on translating vision into executable plans that differentiate various destinations with very differentiated toolkits for types of destinations.

**Panelist:**

- **Baron Ah Moo**, *Senior Vice President of Asset Management, Indochina Kajima Development – WINK Hotels*
- **Bryan Chan**, *Vice President, Development, South East Asia & Korea, IHG Hotels & Resorts*
- **Rakesh Patel**, *CEO & Founder, ALTA Capital Real Estate*

12.55 - 13.00 **Closing remarks**

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## ANZ & Oceania

Mature markets, smarter returns: Extracting value from stability in ANZ & Oceania  
(Cypress)

12.00 - 12.05 **Opening remarks**

12.05 - 12.20 **ANZ in focus: Stability, yield compression and the search for alpha**

While being viewed as safe markets for long, Australia and New Zealand, institutional capital is reassessing return expectations amid rising costs and yield compression. Learn how the focus is shifting toward identifying new sources of alpha across asset classes, structures, and operating models.

12.20 - 12.55 **From gateway cities to lifestyle destinations: Redefining demand in Oceania**

Panel discussion

Shifting travel demand, improved connectivity, and differentiated guest experiences are reshaping where value can be captured beyond the gateway cities. Market selection assessment and underwriting assumptions unlock growth in these new and emerging pockets. Explore what is driving capital reallocation in the next growth cycle.

**Moderator:**

**Mark Bullock**, *Co-Founder & Managing Director, Ark Capital*

**Panelist:**

- **Lucia Grambalova**, *Chief Investment Officer, Head of Asset Management, Hotel Capital Partners*
- **Andrew Brandon**, *Fund Manager, Serene Capital*

12.55 - 13.00 **Closing remarks**

## Greater China

Building Asia's next investment supercluster  
(Pine)

12.00 - 12.05 **Opening remarks**

12.05 - 12.20 **From policy to profit: Exploring China's 15th five-year plan through hospitality investment perspective**  
Fireside chat

China pivots toward high-quality growth and consumption-led expansion, hospitality and experiential luxury emerge as priority sectors under the 15th Five-Year Plan. Explore how investors and operators can tap into government-backed tourism infrastructure, premiumisation trends, and rising domestic demand—translating policy direction into scalable, investment-grade hospitality platforms.

12.20 - 12.50 **Where are the deals - Unlocking transaction flow in Greater China**

Panel discussion

Despite strong investor appetite, transaction activity is constrained due to structural readjustments. Ownership concentration tightly held by family assets, limited availability of new real estate to develop, and persistent valuation gaps continue to impact deal execution. Explore where real transaction momentum is emerging, what will catalyze big deal flow, and how investors can position ahead of market inflection.

**Panelist:**

- **Lily Zhu**, *Chairman & President, SSAW Hotels & Resorts Group*
- **Joseph Wong**, *Managing Director, China, The Ascott Limited*
- **Kent Sun**, *Chief Development Officer, Greater China, IHG Hotels & Resorts*

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12.50 - 12.55 **Investing in complexity: Decoding regulation, risk & return**  
Fireside chat Emerging from a real estate downtrend, China remains one of Asia's most complex yet high-potential investment markets, shaped by evolving regulations, shifting capital dynamics, and execution risks. This investor-led discussion explores how capital is being deployed amid uncertainty, how regulatory frameworks influence deal structures, and how investors balance risk and return while identifying resilient opportunities.

12.55 - 13.00 **Closing remarks**

### South Korea

From K-wave to cash flow: Monetizing Korea's tourism boom  
(Palm)

12.00 - 12.05 **Opening remarks**

12.05 - 12.40 **Decoding Korean capital: Deploying across hospitality, mixed-use and global real estate**  
Panel discussion

Korean institutional investors, family offices, and conglomerates are accelerating capital deployment beyond domestic boundaries, targeting hospitality, mixed-use, and diversified real estate assets globally. Portfolio strategies are shifting toward disciplined diversification, active risk management, and yield optimization amid heightened competition for assets. This session explores how capital is redefining global investment strategies.

**Moderator:**

**Dan Voellm**, CEO & Founder, AP Hospitality Advisors

12.40 - 12.55 **Profitability under pressure: Managing costs and driving returns**

Rising labor, operating, and development costs are compressing margins, demanding disciplined asset management and operational efficiency. Protecting profitability now depends on cost intelligence, technology-enabled optimization, and tighter performance control across the asset lifecycle. How to enhance productivity, extend asset longevity, and unlock hidden value without compromising service standards?

12.55 - 13.00 **Closing remarks**

13.00 - 14.00 **Networking lunch**

### Design & Development

Building for returns: Design, development and longer lifecycle  
(Pine)

14.10 - 14.15 **Opening remarks**

14.15 - 14.45 **Assets Under pressure: Managing costs in a high-capex environment**

Panel discussion

Rising development costs are forcing investors and developers to fundamentally rethink how capital is deployed and protected. Strategic value now depends on smarter allocation, disciplined cost control, and sharper execution across design, procurement, and delivery. Gain insights on how to balance efficiency, risk, and return within a complex and high-CAPEX development environment.

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14.45 - 15.05 **From space to place: Placemaking as a driver of demand and differentiation**  
Fireside chat  
As competition intensifies across real estate and hospitality, developers seek assets for creating integrated, experience-driven destinations. By blending hospitality, lifestyle, retail, and entertainment, placemaking is becoming a key lever to drive footfall and strengthen brand identity. Explore how destination-led strategies are capturing evolving consumer demand and deliver differentiated offering and sustainable returns.

**In conversation with:**

- **Sean Simms, CEO, SKS Studio**

15.05 - 15.10 **Closing Remarks**

### Adjacent Spaces

New frontiers of hospitality: Monetizing living, working & experiential spaces  
(Maple)

14.10 - 14.15 **Opening remarks**

14.15 - 14.30 **Student housing: Capturing demand from Asia's mobile talent boom**

Rising cross-border education flows are creating sustained demand for purpose-built student accommodation, yet supply remains structurally constrained. Investors are moving beyond traditional residential models to develop scalable, experience-driven assets. What is the role of design, operational platforms, and integration of lifestyle elements in providing higher occupancy and yield resilience?

14.30 - 14.50 **Extended stay: Redefining yield through hybrid living models**

Fireside chat  
Blending hospitality, residential, and flexible living, extended stay is emerging as a high-performing hybrid asset class. Driven by longer-stay demand from business travelers, digital nomads, and relocating professionals, these assets deliver stronger occupancy consistency and operational flexibility. Investors are rethinking design, branding, and service models to optimize both cost structures and guest experience. Find out why extended stay formats are outperforming traditional assets and how to position assets for sustainable yield growth.

**In conversation with:**

- **Chew Hang Song, Chief Operating Officer, Frasers Hospitality**

14.50 - 15.05 **Aged living: The next defensive growth asset in Asia**

Ageing demographics are driving aged living into a resilient, needs-led investment class. Capital is moving toward integrated care, hospitality-driven services, and community-based models that enhance asset longevity and stable income. The real opportunity lies in aligning investment with operational expertise, regulatory clarity, and demanding consumer expectations.

15.05 - 15.10 **Closing remarks**

*Programme in development: topics and timings may change*

## Sustainability

Sustainable value: Adapting ESG for long-term returns  
(Cypress)

14.10 - 14.15 **Opening remarks**

14.15 - 14.30 **Sustainability as strategy: From compliance to value creation**

ESG is no longer a compliance exercise—it is a core driver of investment performance and asset resilience. Embedded into design, operations, and capital allocation to reduce risk, to optimize costs, and to enhance brand value, sustainable elements get increased attention from regulators and funding institutions forcing investors to rethink future-proofing portfolios.

14.30 - 15.05 **Financing the future: ESG, green capital and sustainable debt structures**

As lenders and investors direct more capital toward ESG-aligned hospitality assets, find out how green bonds, sustainability-linked loans, and evolving debt structures are reshaping the industry. Examine how capital providers are incentivizing responsible development, managing risk, and in the process, helping develop sustainable investment frameworks.

15.05 - 15.10 **Closing remarks**

## Emerging Markets

Beyond the core: Laos, Cambodia and the new Asian markets  
(Palm)

14.10 - 14.15 **Opening remarks**

14.15 - 14.50 **Beyond the core: Investing in core markets**

Panel  
discussion

Capital is increasingly shifting toward frontier markets such as Laos and Cambodia in pursuit of higher yields and early-mover advantage. These markets present strong potential, but demand sharper underwriting discipline to navigate structural constraints, including limited transparency, execution complexity, and exit uncertainty. Uncover where real opportunities exist, how to price risk effectively, and how to execute with confidence in emerging markets.

14.50 - 15.05 **Structuring deals in emerging markets: Managing risk on the ground**

Structuring hospitality deals in emerging markets requires sharper risk discipline and tighter capital alignment. Focus centers on which development models work best that balances risk and return, prices uncertainty, and ensures deal resilience.

15.05 - 15.10 **Closing remarks**

15.10 - 15.40 **Networking tea break**

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## GROWTH & PERFORMANCE RESET

Resetting performance. reigniting growth.

(Regent Main Ballroom)

- 15.40 - 16.10  
Panel discussion
- From EMEA to Asia: Repositioning capital for yield, scale & growth - NEW**  
**Powered by IHIF EMEA**
- Global capital is actively repositioning, with EMEA investors accelerating deployment into Asia to capture growth, diversification, and long-term yield. Explore how institutional investors, sovereign wealth funds, and private capital are targeting Asia's high-growth, untapped hospitality and real estate markets—through strategic partnerships, platform investments, and cross-border deals—amid shifting economic dynamics and evolving market opportunities.
- Panelist:**
- **Robert Walters**, *Chief Investment Officer*, **Global Asset Solutions**
- 16.10 - 16.30  
Fireside chat
- Through owner's lens: P&L transparency & control**
- Margin compression is forcing owners to move beyond passive oversight and take a more active role in driving asset performance. Greater scrutiny on P&L transparency, fee structures, and operator alignment is reshaping traditional management models. Learn about data visibility, contractual flexibility, and operational control that tilts towards a preferred model.
- In conversation with:**
- **Alan Tang**, *Chief Executive Officer*, **Far East Orchard Limited**
- 16.30 - 17.05  
Adaptive re-use panel discussion
- Build, buy or convert: Turning cost pressure into opportunity**
- Rising construction costs force investors to rethink traditional development models especially in certain Asian markets. Adaptive reuse and conversions are emerging as faster, lower-risk alternatives to greenfield projects. Capital is increasingly flowing toward assets that can be repositioned rather than built from scratch. Learn how investors are weighing alternatives of build, buy, or convert—and where the smartest value is being created.
- Moderator:**
- Hok Yean Chee**, *President – Asia Pacific*, **HVS**
- Panelist:**
- **Paul Kitamura**, *Chief Hospitality Officer*, **Pontiac Land**
  - **James Mabbutt**, *Vice President, Development, Asia Pacific*, **Mandarin Oriental Hotel Group**
- 17.05 - 17.25  
Fireside chat
- Driving alpha through alignment: Rethinking owner-operator partnership**
- Success in today's hospitality landscape depends on how well owners and operators align. The shift toward collaborative, flexible models is transforming how value is created and sustained. Moving beyond traditional management agreements, this session explores how innovative partnership structures—from franchise to white-label—can enhance accountability, improve returns, and position assets for growth.
- In conversation with:**
- **Serena Lim**, *Chief Growth Officer*, **The Ascott Limited**
- 17.25 - 17.55  
Asset management panel discussion
- Maximizing asset yield from a developer's perspective**
- True value creation lies in how assets are optimized for higher yields over time. Explore how operational excellence, technology integration, and disciplined compliance frameworks extends asset lifespan, performance, and provides sustained returns. From predictive maintenance to data-driven decision-making, it will examine how owners and operators can "sweat the asset" more effectively transforming everyday operations into a strategic lever for yield improvement, and cost efficiency.

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17.55 - 18.00 **Closing remarks for day 2**

18.00 **Networking Reception**

Peach, Cherry,  
Willow &  
Poplar, L2

20.00 - 21.30 **Harbour cruise tour with welcome drinks onboard**

Guests will have the opportunity to stroll along the iconic Avenue of Stars, enjoying a breathtaking night view of Hong Kong Island as they make their way to Tsim Sha Tsui Pier 1. The evening includes a guided walk past K11 Musea, the Hong Kong Museum of Art, and other scenic landmarks, followed by a relaxing night cruise aboard the Aqua Luna.

## Friday, 18 September 2026

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**BxR ASIA – NEW** (Regent Main Ballroom)

08.00 **Registration and welcome coffee**

09.00 - 09.05 **Warm welcome from Questex**

09.05 - 09.20 **Data & insights**

**From trophy assets to scaled portfolios: The evolution of branded residences in Asia**

Branded residences in Asia are evolving from niche trophy assets into scalable, investment-grade portfolios. This data-led presentation examines where demand is accelerating, unpacking buyer profiles, pricing premiums, and brand positioning across key markets. With new hotspots emerging beyond traditional gateway cities, it sets the scene with a grounded view of market dynamics, growth patterns, and investment momentum shaping the sector.

**Riyan Itani, MPhil (Cantab), ISHC, Founder, Global Branded Residences**

09.20 - 09.35 **Branded residences at an inflection point: Redefining value, demand and appreciation**

Branded residences are entering a defining phase of growth, with 2026 marking a clear inflection point for the sector. Drawing on global data and real-world insights, this session goes beyond the numbers to explore how demand, pricing, and product evolution are reshaping the category. Through leading-edge examples, find out how developers and brands are unlocking new sources of value across markets.

**Jeff Tisdall, Chief Business Officer, Global Head of Mixed-Use, Accor One Living**

09.35 - 10.05 **BxR Developer Talks:**

Panel  
discussion

**Building for value: Where Asia's developers are placing their bets**

Asia's leading developers are deploying branded residences as a high-impact value creation lever across mixed-use and standalone portfolios. Gain insights into where returns are strongest across key Asian markets, how brand selection drives pricing power and absorption, and how deal structuring, capital partnerships, and phasing strategies are evolving. Unpack how developers are aligning product, capital, and timing to maximize yields, mitigate cycle risk, and optimize exit strategies heading into 2026 and beyond.

**Panelist:**

- **Stephane Michel, President, Valanti Group**

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10.05- 10.30  
Fireside chat

### **Selling at the top of the market: How operators and developers command Asia's highest price per sqmt**

Branded residential real estate is perched at new pricing peaks, intensifying the need for development push to retain premium valuations in competitive markets. Focus turns to differentiated service models, strong brand DNA, and design excellence that elevates buyer perception and reinforces pricing power. Gain actionable insights to accelerate sales velocity, enhance perceived value, and protect asset performance while consistently commanding top-tier price per sqm.

10.30- 10.50

### **Standalone vs mixed-use: Where does the brand truly drive value?**

As branded residences evolve, the question is no longer the format—but value perception and creation. This session examines how standalone and mixed-use models deliver brand premium, pricing power, and buyer appeal differently. From service integration to asset positioning, explore which model maximizes brand equity, and under what conditions each strategy delivers superior long-term returns

#### **In conversation with:**

- **Titawat Kuvijitsuwan**, *CEO, Capstone Asset*
- **Darlana Zhai**, *Head of Development, Swire Hotels.*

10.50 - 11.20

### **Networking morning coffee break**

11.20 - 11.40

Fireside chat

### **Global vs. local: Rethinking brand strategy in Asia's diverse residential markets**

Asia's branded residence landscape is far from uniform, requiring tailored brand strategies across markets. While global luxury brands bring recognition and pricing power, regional and lifestyle brands are gaining traction with localized appeal. Learn how developers are choosing between international prestige and local relevance, and how brand positioning impacts buyer demand, project differentiation, and long-term competitiveness in diverse Asian markets.

#### **In conversation with:**

- **Brad Berry**, *Head of Residences and Home, Mandarin Oriental Hotel Group*

11.40 - 12.15

Panel  
discussion

### **Beyond the brand: Delivering operational excellence in branded residences**

As competition intensifies, delivering consistent service standards while managing cost pressures and complex ownership structures has become critical. Operators are leveraging scalable operating models, disciplined cost control, and technology-enabled service delivery to ensure efficiency and uphold brand integrity.

#### **Panelist:**

- **Lachlan de Morton**, *Vice President – Asia Pacific, Accor One Living*

12.15 - 12.35

### **Structuring operator-owner partnership for long-term value in Asia branded residences**

Success in branded residences is no longer defined by brand alone. Investors and developers are demanding clearer alignment with operators on performance, cost structures, and asset control. Explore how operator-owner dynamics are restructuring the deals, and how to future-proof branded residential investments.

12.35 - 13.35

### **Networking lunch**

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- 13.35 - 14.05  
Panel discussion  
**Inside the buyer's mind: How branded residences are really sold in Asia**  
Unpack the real factors influencing buyers—from brand credibility and lifestyle positioning to nationality-driven preferences, targeted marketing channels, and the importance of post-sales engagement. The session also provides insights into how demand is shaped, how buyers perceive value, and what it takes for developers and operators to convert interest into committed investment. Shortly, what are the purchasing decisions?
- 14.05 - 14.30  
Fireside chat  
**Branded residences contracting in Asia: Navigating the new era of agreements**  
Branded residences place contractual frameworks under greater pressure to balance control, flexibility, and long-term value protection. Evolving agreements reflect shifting operating models, heightened buyer expectations, and increased scrutiny on governance, brand standards, and fee structures. Drawing on real-world deal structures, this session explores how owners and operators can align incentives, mitigate risk, and structure partnerships.
- 14.30 - 14.50  
Fireside chat  
**Redefining luxury in Asia: How branded residences are shaping the new standard**  
Asia's luxury real estate is being redefined by a new generation of discerning buyers who value privacy, wellness, flexibility, and highly personalized experiences. Focus turns to how developers and operators can enhance asset differentiation through design, service innovation, and market-specific execution across Asia's most competitive markets.  
**In conversation with:**  
• **Jagdish Johal**, *Managing Partner*, **Yoo Group**
- 14.50 - 15.20  
Closing Panel Discussion  
**The next decade of branded living in Asia**  
This forward-looking session explores how branded residences evolve and what their metamorphosis will be in the short-term across the region. Considering the diversity of markets, capital and demographics and heating competition, find where the next growth markets could be, where branding could lead to, and what it will take to deliver sustainable yield performance.
- 15.20  
**Closing remarks and see you next year!**

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