

A20 BE Forum & Indonesia Business Event Forum (IBEF) 2025

From Complexity to Clarity: The A20 Vision

South Asia's Path: Resilience & Leadership in Emerging Markets

Speaker: Sonia Prashar, Chairperson of the Board, Managing Director, NuernbergMesse India
Immediate Past President, Indian Exhibition Industry Association (IEIA)

South Asia's moment to lead global exhibition transformation.

Resilience & Imagination

The last five years tested our resilience; the next five will test our innovation.

Strategic Intersection

South Asia sits at the intersection of volatility and opportunity.

New Leadership Skill

Clarity is the new leadership skill.



RESILIENCE - AGILITY - LEADERSHIP

Momentum Meets Maturity.

Key Growth Indicators

- UFI Barometer 2025: Organisers project steady growth through 2025; 1/3 expect >5% revenue increase.
- South Asia's unique edge: young population, infrastructure boom, digital adoption.
- Geopolitical shifts, supply chain disruptions, evolving buyer expectations, and digital competition create an intricate operating environment.

South Asia isn't just recovering; it's reinventing the exhibition industry.



Resilience • Agility • Leadership → Clarity



Resilience

Anticipate, adapt, and absorb shocks.



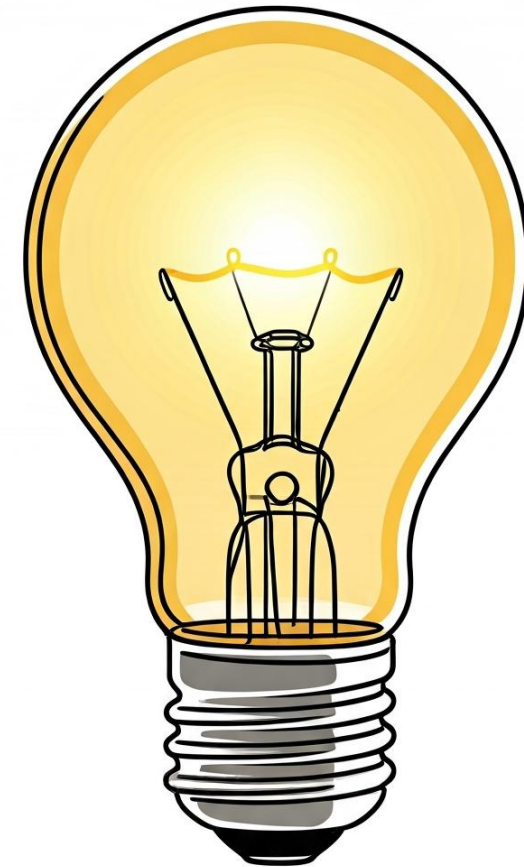
Agility

Move fast, iterate continuously.



Leadership

Align ecosystems and purpose.



Together → **Clarity in direction, design, and delivery.**

Resilience by Design



Sustained High Growth Despite Global Challenges

Insulation from Global Shocks Due to reliance on domestic consumption and internal market dynamics.



Growing Digital and Services Economy

The rapid growth of the digital economy and service sectors, which are less exposed to commodity price fluctuations and supply chain shocks.



Demographic Dividend and Workforce Dynamism

Large youth population entering the workforce generates a steady supply of labor and entrepreneurial potential, enabling adaptation to new technologies and market demands.



Regional Economic Integration

Efforts to reduce non-tariff barriers, expand trade agreements especially around services and digital trade, and ease foreign direct investment restrictions are aimed at deepening regional trade integration.

"Resilience is no longer about recovery — it's about readiness."

Agility: South Asia's Competitive Edge.



Dynamic Economies

One of the fastest-growing regions globally



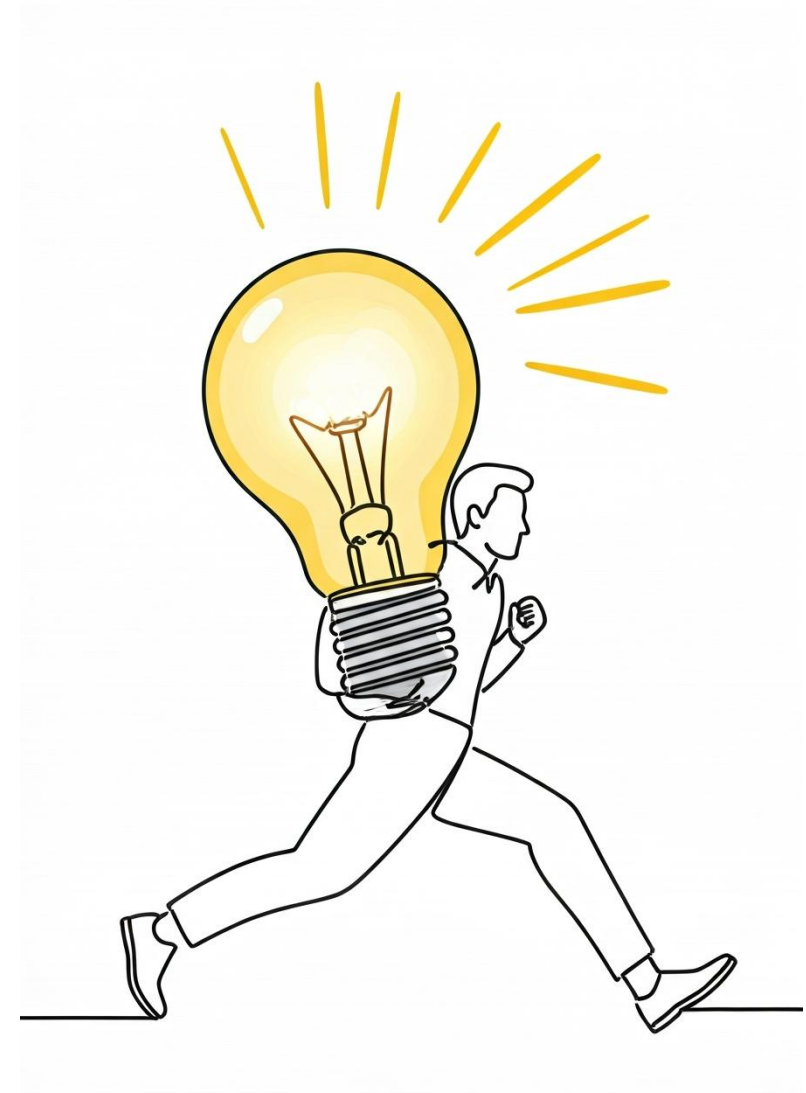
Digital Leapfrogging

Over 806 million internet users in India (about 55% of the population), overall internet penetration in South Asia reached 52.3% in 2024.



Policy Responsiveness

Governments across South Asia are reforming faster — adopting one-window systems, startup missions, and green infrastructure incentives.



Leadership: Designed for Scale, Driven by Purpose



Leadership through Scale & Diversity

Fast expanding market in terms of diversity of industries represented (from renewables to space tech to digital manufacturing)



Innovation from Constraint

Frugality has become our competitive advantage



Infrastructure as Intent

The region is designing capacity for the next decade, not the last one



Leadership through People Power

With over 65% of its population under 35, India has a large youthful workforce.



South Asia's leadership is collaborative, creative, and quietly setting global benchmarks

South Asia's Path to Clarity.



Collaborate Regionally

Standardise data, policy, and best practices.



Invest in Capacity

Digital, operational, and sustainability skills.



Measure What Matters

From counting visitors to counting value.

→ Across South Asia especially India, halls are full again — not just with exhibitors, but with new industries, first-time entrepreneurs, and regional collaborations.

The Defining Moment:

From trade corridors that link the Bay of Bengal to Central Asia, to digital networks that bridge linguistic and cultural divides,

South Asia

is showing that leadership in the 21st century is not about dominance — but about cooperation, innovation, and shared progress.

THANK YOU