

THE NEW WORLD ORDER: CHINA'S STRATEGIC ADVANTAGE IN THE AGE OF GEOPOLITICAL CRISIS

A Strategic Briefing on the Geopolitical Landscape of 2026

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THREE RESEARCH REPORTS | ONE STRATEGIC VISION

THREE INTERCONNECTED REPORTS — ONE STRATEGIC NARRATIVE

A roadmap for Chinese business leaders through the geopolitical landscape of 2026

REPORT 1: THE WORLD IN CRISIS

China's 17-year preparation for the 2026 crisis was war-gamed in 2009.

Relevance: Why China is the most resilient economy today.

REPORT 2: THE PETROYUAN STRATEGY

The yuan's rise in oil trade is a finite-window strategic tool.

Relevance: How de-dollarisation creates opportunities and risks.

REPORT 3: HONG KONG SEIZING THE MOMENT

Hong Kong has a 6–8 year window to become the financial hub of the new order.

Relevance: Where Chinese companies should position their capital.

LECTURE STRUCTURE (90 MIN)

Part 1: The World in Crisis	30 min
Part 2: The Petroyuan Strategy	25 min
Part 3: Hong Kong Opportunity	25 min
Part 4: Strategic Implications	10 min

THE 2026 IRAN CRISIS: THE MOMENT CHINA'S 17-YEAR STRATEGY BECAME VISIBLE

In early 2026, a military confrontation in the Strait of Hormuz triggered the most significant disruption to global energy markets since 1973. For most of the world, this was a crisis. For China, it was a confirmation.

- 01 Western Tankers Halted:** Lloyd's of London and major P&I clubs withdrew war risk coverage, paralyzing Western commercial shipping.
- 02 Chinese Tankers Continued:** COSCO vessels operating under Chinese state-backed PICC insurance continued to transit without interruption.
- 03 Oil Price Surge:** Price hit **~\$110/barrel** (~20% supply shortfall), yet remained far below the \$400/barrel scenario war-gamed in 2009.

THE CENTRAL QUESTION FOR EVERY CEO

Are you positioned to benefit from the structural shift that is now underway — or are you still operating on assumptions built for the old world order?

THE 2009 BEIJING WAR GAME IDENTIFIED FOUR EXISTENTIAL VULNERABILITIES

The Oil ShockWave simulation was a strategic inflection point that triggered a whole-of-government response lasting seventeen years.

VULNERABILITY	2009 STATUS (THE RISK)	2026 STATUS (THE SOLUTION)
No Strategic Buffer	~160 million barrels SPR (Negligible coverage)	~1.3 billion barrels (World's largest, >100 days)
Maritime Chokepoint Dependency	100% seaborne imports (Malacca/Hormuz risk)	2.5 mb/d overland capacity (Pipelines bypass chokepoints)
Western Shipping & Insurance Control	Dependent on Lloyd's & Western P&I Clubs	COSCO world's largest fleet; PICC provides war risk
US Dollar Financial Dominance	0% yuan oil trade (SWIFT dependent)	~33% yuan oil trade (CIPS bypasses SWIFT)

“The crisis is not a surprise. It is the outcome of choices made 17 years ago — by China, and by everyone else.”

DR ANTHONY NEOH, MARCH 2026

CHINA BUILT THE WORLD'S LARGEST STRATEGIC OIL RESERVE

From 160 Million to 1.3 Billion Barrels (2009–2026)

1.3 Billion

Barrels in strategic and commercial stockpiles by 2026, up from ~160m in 2009.

>100 Days

Of import coverage, providing the world's largest strategic buffer against supply shocks.

Resilience

Chinese energy-intensive industries face far less disruption risk than Western competitors.



China's response was not piecemeal; it was a comprehensive, whole-of-government strategy to neutralize each threat. The following sections detail this response, illustrated by the data.

3. Building the Great Wall of Resilience

Vulnerability 1: No Strategic Buffer

In 2009, China had a negligible strategic petroleum reserve (SPR). The simulation showed this was a fatal flaw. **Chart 1** shows the dramatic result of China's policy shift: a near-exponential growth in its strategic and commercial crude stockpiles, from ~160 million barrels in 2009 to an estimated **1.3 billion barrels** by 2026 [2] [3]. This massive buffer, representing over 100 days of import coverage, is now the largest in the world and the cornerstone of its crisis response.

COSCO'S 189% FLEET EXPANSION (2009–2026) MADE CHINA IMMUNE TO WESTERN SHIPPING EMBARGOES



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- COSCO grew its fleet capacity by 189% between 2009 and 2026, becoming the world's largest shipping company.
- Simultaneously, China established the **China P&I Club** to provide state-backed war risk insurance when Western insurers retreat.
- **2026 Reality:** When Lloyd's withdrew from the Strait of Hormuz, Chinese vessels continued operating — exactly as predicted.

STRATEGIC IMPLICATION FOR CEOs

“Chinese-flagged shipping and Chinese insurance are now strategic assets, not just commercial options.”

CHINA'S OIL SUPPLIER DIVERSIFICATION

Systematically Reducing Concentration Risk (2009–2025)

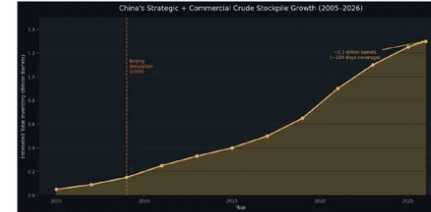
Russia is now the largest supplier: Share grew from 8% in 2009 to **22% in 2025**, surpassing Saudi Arabia.

Overland Advantage: Russian oil arrives via pipelines, immune to maritime blockades in the Strait of Malacca.

Power of Siberia: Completed in 2024, adding 38 bcm/year of gas capacity to the energy mix.

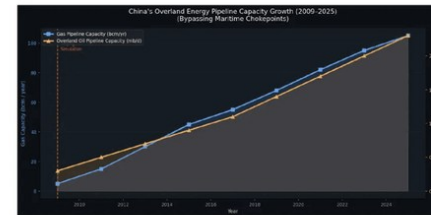
STRATEGIC IMPLICATION

“Supply chain diversification is not just a logistics strategy — it is a geopolitical strategy.”



Vulnerability 2: Maritime Chokepoint Dependency

China was critically dependent on the Straits of Hormuz and Malacca. To mitigate this, it invested hundreds of billions in overland pipelines. **Chart 7** shows the steady growth of this alternative infrastructure. By 2025, China had built over **2.5 million barrels per day** of overland oil import capacity and 120 bcm/year of gas capacity, primarily from Russia and Central Asia [4] [5]. These pipelines are immune to maritime blockade.

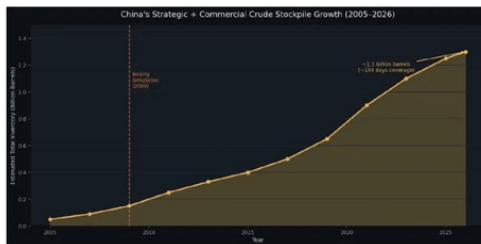


This was coupled with a diversification of seaborne suppliers. **Chart 3** shows the shift from 2009 to 2025. Reliance on Saudi Arabia decreased, while Russia's share grew from 8% to 22%, making it China's single largest supplier [6]. This reduced concentration risk and shifted imports towards a strategic partner with overland routes.

CHART 3: CHINA'S CRUDE OIL IMPORTS BY COUNTRY — 2009 VS 2025

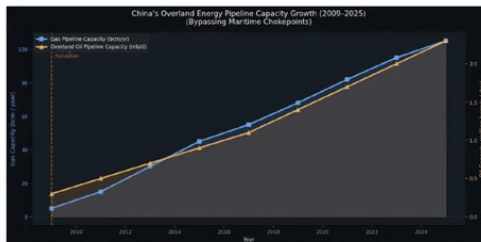
THE OVERLAND PIPELINE NETWORK

Bypassing Maritime Chokepoints (2009–2025)



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2.5 Million

BARRELS PER DAY

Overland oil import capacity built by 2025, primarily from Russia and Central Asia.

120 bcm

GAS CAPACITY / YEAR





Massive expansion of natural gas pipelines, including Power of Siberia.

STRATEGIC INSIGHT FOR CEOs

“These pipelines render the Strait of Malacca blockade scenario obsolete. Infrastructure investment is the ultimate geopolitical insurance.”

THE ENERGY CRISIS RESILIENCE SCORECARD

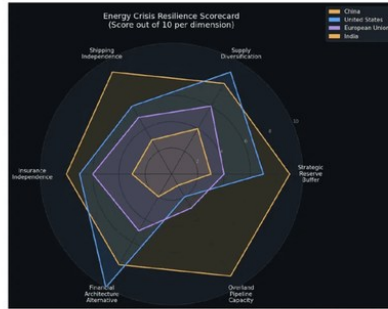
China vs. The World (2026 Assessment)

REGION / COUNTRY	STRATEGIC RESERVE	OVERLAND PIPELINES	SHIPPING & INSURANCE	FINANCIAL AUTONOMY
 China	★★★★★	★★★★★	★★★★☆	★★★★☆
 United States	★★☆☆☆	★☆☆☆☆	★★★★☆	★★★★★
 European Union	★★☆☆☆	★☆☆☆☆	★★★☆☆	★★☆☆☆
 India	★☆☆☆☆	☆☆☆☆☆	★★☆☆☆	★☆☆☆☆

“While the US retains financial dominance, China is the only major power with a ‘full-spectrum’ physical hedge against the 2026 crisis—specifically in overland pipelines and strategic reserves.”

THE OIL PRICE SHOCK IN HISTORICAL CONTEXT

The Crisis May Still Be Early (\$110 vs \$400 Scenario)



This brings us to the current crisis. **Chart 6** puts the 2026 oil price shock in historical context. The current mid-range price of ~\$110/barrel, resulting from a ~20% global supply shortfall, is still far below the peak levels modeled in the more severe simulations, such as the 2009 Beijing exercise which contemplated a full Iran confrontation and a resulting price of **\$400/barrel** [1] [9]. This suggests that the current crisis may still be in its early stages.

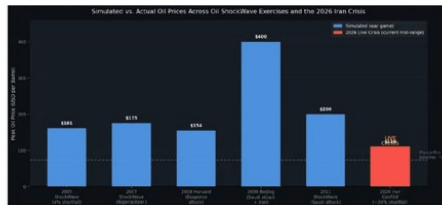


CHART 6: OIL PRICE SHOCK HISTORICAL CONTEXT (1973–2026)

CURRENT REALITY (2026)

~\$110 / Barrel

Resulting from a ~20% global supply shortfall. Significant, but manageable for resilient economies.

2009 SIMULATION WORST-CASE

\$400 / Barrel

Modelled outcome of a full Iran confrontation. We are nowhere near this level yet.

⚠️ STRATEGIC WARNING

“The current crisis may still be in its early stages. Scenario planning for extreme outcomes is not optional — it is a survival imperative.”

02 THE PETROYUAN STRATEGY

How China Is Rewiring the Global Financial Architecture

The 2026 Iran crisis has accelerated the most significant restructuring of the global financial system since 1944. The petrodollar system is fracturing as three forces converge:

FORCE 01

The Dollar's Slow Erosion

From 71% of global FX reserves in 2001 to ~58% by end-2024. A steady, structural decline.

FORCE 02

The Yuan's Rise in Oil

From near-zero in 2015 to an estimated 33% by 2026. A rapid shift in the world's most important commodity market.

FORCE 03

Weaponisation of the Dollar

Sanctions against Russia (2022) and Iran (2026) accelerated the global search for financial alternatives.

STRATEGIC IMPLICATION

“For Chinese CEOs, this is not an abstract geopolitical trend. It is a direct business opportunity — and a finite one.”

THE ARCHITECTURE OF DE-DOLLARISATION: A METHODOICAL 11-YEAR CONSTRUCTION

From CIPS in 2015 to the Petroyuan's 33% Share in 2026

2015 ○ CIPS PAYMENT SYSTEM LAUNCHED

Established an alternative to SWIFT for cross-border yuan transactions.

2018 ○ PETROYUAN FUTURES CONTRACT

Launched on Shanghai INE to create a yuan-denominated oil pricing mechanism.

2022 ○ DOLLAR WEAPONISATION

Sanctions on Russia accelerated the global search for dollar alternatives.

2024 ○ SAUDI ARABIA JOINS MBRIDGE

GCC petrostates began adopting yuan-based digital currency infrastructure.

2025 ○ YUAN SHARE REACHES ~25%

Structural shift in China's oil trade settlement becomes statistically significant.

2026 ○ IRAN CRISIS & 33% SHARE

Conflict stress-tests the system; CIPS bypasses SWIFT at scale.

“The infrastructure for yuan-denominated international business is now mature. The question is whether your company is using it.”

THE YUAN'S RISE IN OIL TRADE (2015–2026)

From Near-Zero to 33% — Accelerated by Dollar Weaponisation

33% Share

STRUCTURAL SHIFT

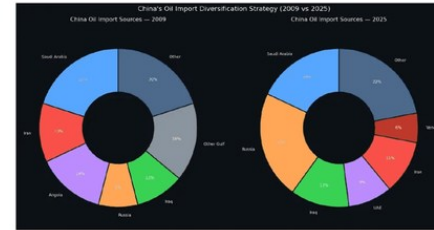
From near-zero in 2015 to one-third of China's oil trade by 2026.

CIPS

INFRASTRUCTURE

Settlement bypasses SWIFT entirely, immune to Western financial sanctions.

“If your company trades internationally, the question of which currency you use is now a strategic decision.”



Vulnerability 3: Western Shipping & Insurance Control

The simulation revealed that even if oil was available, it couldn't move if Western insurers (like Lloyd's) withdrew coverage. China's response was twofold. First, as shown in **Chart 2**, it massively expanded its state-owned shipping company, **COSCO**, which grew its fleet capacity by **189%** between 2009 and 2026, becoming the world's largest [7]. Second, it established its own state-backed maritime insurance providers, like the China P&I Club, capable of providing war risk coverage when Western markets retreat.

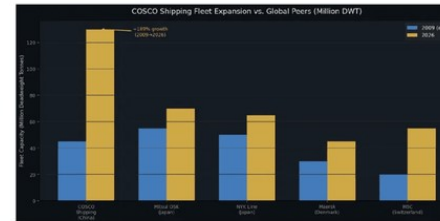


CHART 4: YUAN SHARE OF CHINA'S OIL TRADE SETTLEMENT (2015–2026)

THE UNWINDING OF PETRODOLLAR RECYCLING

A Structural Shift in Capital Flows (2013–2026)

THE OLD CYCLE



US Treasuries

Holdings reduced from >\$1.3 Trillion (2013) to <\$700 Billion (2026).

Systematic reduction of exposure to US financial sanctions and low-yield paper assets.

THE NEW CYCLE



Gold & Hard Assets

17 consecutive months of official gold purchases, plus massive unreported accumulation.

Capital is now redirected into tangible strategic resources: Energy, Mines, and Belt & Road Infrastructure.

“China is moving from storing wealth in ‘paper promises’ (US Debt) to storing wealth in ‘tangible power’ (Gold & Resources).”

THE STRATEGIC PARADOX

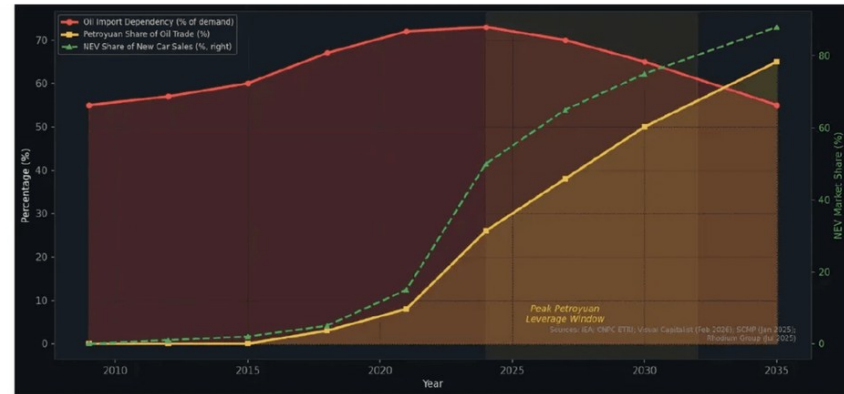
The Peak Leverage Window (2024–2032)

THE WINDOW IS FINITE

China's leverage to internationalise the yuan is highest **right now**—when its oil import dependency is at its peak.

THE PARADOX

As the Green Transition accelerates (EVs, Solar), oil imports will decline. The “Petroyuan” is a transitional tool, not an infinite project.



After this window, as China's oil imports shrink and its energy mix is dominated by domestic renewables, its leverage in global oil markets will wane. The petroyuan strategy is therefore not an infinite project, but a tool to be used decisively within this timeframe.

CHINA'S ENERGY TRANSITION: THE GREEN GREAT WALL

Strategic Displacement of Oil Demand (2020–2026)



1,200 GW

RENEWABLE CAPACITY

Solar and wind capacity now exceeds coal power, creating a massive domestic energy base.



>50%

EV PENETRATION

Over half of all new vehicle sales in China are New Energy Vehicles (NEVs).

Displaced

OIL DEMAND

Electrification is structurally reducing demand for imported gasoline and diesel.

“China is not just greening its grid; it is immunising its economy against oil shocks. Every EV on the road is one less reason to worry about the Strait of Hormuz.”

03 HONG KONG

The Indispensable Offshore Hub for the Petroyuan Era

As the petroyuan rises, it requires a safe harbor that bridges East and West. Hong Kong is the only city in the world that combines Chinese sovereignty with global trust.

PILLAR 01

Deepest Liquidity

Handling >75% of global offshore RMB payments. The undisputed engine of the yuan's internationalisation.

PILLAR 02

Common Law Trust

The "operating system" trusted by global capital. The only common law jurisdiction within China.

PILLAR 03

Digital Infrastructure

Leading the world in CBDC (mBridge) and tokenisation (Project Ensemble) to rewire global trade settlement.

STRATEGIC IMPLICATION

"Hong Kong is not 'over'. It is being rebooted as the financial capital of the new world order."

HONG KONG'S DOMINANCE IN OFFSHORE RMB SETTLEMENT IS UNASSAILABLE

Global Offshore RMB Payments Share (2026)

>75%

GLOBAL MARKET SHARE

NEAREST COMPETITOR (UK)

~5.3%

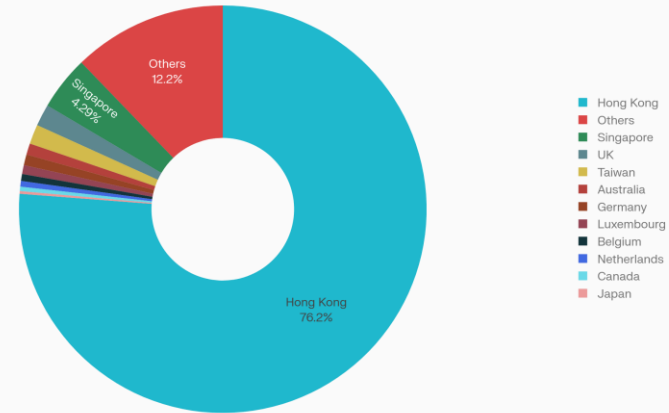
SINGAPORE

~3.1%

Offshore RMB Clearing Share by Market (Aug 2025)

Source: SWIFT RMB Tracker | HK dominates with 76%

Powered by perplexity



“Liquidity begets liquidity. Hong Kong’s massive lead creates a network effect that is virtually impossible to replicate elsewhere.”

HONG KONG'S DIGITAL FINANCIAL ARCHITECTURE

Six Interconnected Platforms (2026)

- mBridge (CBDC)
- Project Ensemble
- Project CargoX
- CIPS Connectivity
- Bond / Stock Connect
- Core Climate



Chart HK4: Hong Kong's six interconnected digital finance platforms (2026) — mBridge, Project Ensemble, CargoX, CIPS Connectivity, Bond/Stock Connect, and Core Climate — constituting a comprehensive yuan-denominated financial infrastructure.

Sources: HKMA inSight Oct 2025; HKMA Press Release Jan 2026; GTR Nov 2025; SCMP Mar 2026; HKEX Sep 2025.

“A fully operational, yuan-denominated financial infrastructure capable of bypassing SWIFT.”

2.3 Green Finance

Hong Kong's green and sustainable debt market surpassed US\$84 billion in 2024 [7] and the government has issued approximately HK\$250 billion equivalent in green bonds to date. The HKEX's Core Climate platform provides voluntary carbon credit trading, custody, and settlement, and the city's Phase 2 Sustainable Finance Taxonomy, published in September 2025, introduced a 'Transition Activity' category that aligns with China's own transition finance framework. [8] The Cross-Agency Steering Group's 2026–28 strategic priorities explicitly target the scaling of transition finance and the deepening of Hong Kong's sustainable finance ecosystem. [9]

STRATEGIC OPPORTUNITY MATRIX

Impact vs. Readiness (2026)

ACT NOW (HIGH IMPACT)

- Offshore RMB Yield Curve
- Dim Sum Bond Expansion
- mBridge Adoption

INVEST & BUILD

- Carbon Market (Core Climate)
- Green Bond Hub for China

“Resources must be ruthlessly focused on the ‘Act Now’ quadrant to secure first-mover advantage.”

3. The Strategic Opportunity Matrix

The twelve key opportunities available to Hong Kong can be mapped against two axes: their potential strategic impact and Hong Kong's current readiness to execute. This framework drives the prioritisation of recommendations in this paper.

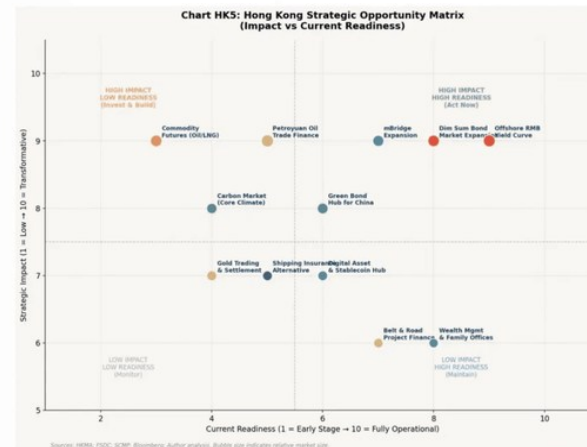


Chart HK5: Hong Kong Strategic Opportunity Matrix (Impact vs Current Readiness). The top-right ‘Act Now’ quadrant contains the offshore RMB yield curve, Dim Sum bond expansion, and mBridge expansion. The top-left ‘Invest & Build’ quadrant contains commodity futures and shipping insurance. Sources: HKMA; FSDC; SCMP; Bloomberg; Author analysis. Shaded area indicates relative market size.

The matrix generates a clear strategic hierarchy. Three areas demand immediate action because Hong Kong is already well-positioned and the impact is transformative: the offshore RMB yield curve, Dim Sum bond market expansion, and mBridge expansion. Three areas require significant investment to build from a low base but offer transformative returns: commodity futures, shipping insurance, and the carbon market. The remaining six areas are important but either less urgent or more incremental in their impact.

GLOBAL OFFSHORE RMB SETTLEMENT

Hong Kong's Dominance vs. Peers (2015–2025)

75%+

GLOBAL MARKET SHARE

Hong Kong processes three-quarters of all offshore yuan payments, dwarfing London and Singapore.

15T

RMB SETTLEMENT (2024)

A 60% increase from 2022, driven by the Petroyuan shift.

“Despite Singapore’s efforts, Hong Kong remains the undisputed clearing house for the new non-dollar trade system.”

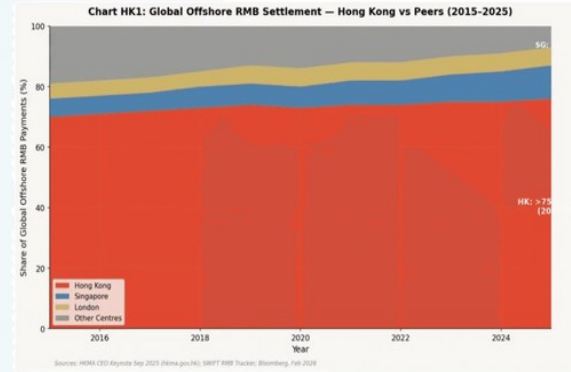


Chart HK1: Hong Kong's sustained dominance in offshore RMB settlement (2015–2025), holding more than 75% of global payments, with Singapore a distant second at ~11% by 2025.

Sources: HKMA CEO Keynote Sep 2025 (hkma.gov.hk); SWIFT RMB Tracker; Bloomberg, Feb 2026.

2.2 The Digital Finance Architecture

Hong Kong has built a sophisticated and interconnected digital finance ecosystem. The mBridge CBDC platform reached MVP stage in 2024, linking the e-HKD with the digital currencies of China, Thailand, and the UAE, reducing cross-border settlement times from days to seconds. Saudi Arabia joined the platform in June 2024. [5] Project Ensemble, launched in the same year, tested 20 tokenisation use cases in collaboration with the central banks of Brazil, France, and Thailand, covering tokenised bonds, deposits, and trade finance instruments. [5] Project CargoX, launched by the HKMA in April 2025, digitalises cargo data to streamline bank processes and improve SME access to trade finance. A landmark MOU signed between Hong Kong and Shanghai in March 2026 extended this to electronic Bills of Lading and blockchain-based cargo data sharing. [6]

GREEN BOND LEADERSHIP

Hong Kong vs. Peer Hubs (2020–2025)

\$84bn

ISSUANCE VOLUME (2024)

Hong Kong has surpassed Singapore in total green bond issuance, driven by mainland issuers.

#1

IN ASIA

The preferred listing venue for international green bonds in the region.

“Access to mainland China’s massive green asset pool is the decisive competitive advantage.”

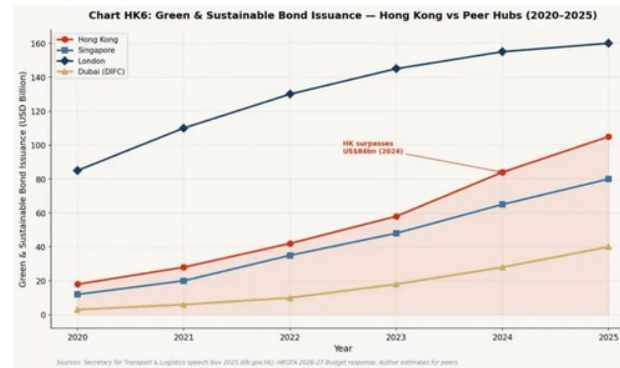


Chart HK6: Green & Sustainable Bond Issuance — Hong Kong vs Peer Hubs (2020–2025). Hong Kong grew from US\$18 billion in 2020 to US\$84 billion in 2024, narrowing the gap with Singapore. The trajectory suggests Hong Kong could surpass Singapore by 2027 if current momentum is maintained.

Sources: Secretary for Transport & Logistics speech Nov 2020 (tlb.gov.hk); HKGFA 2020–27 Budget response; Author estimates for peers.

2.4 Commodity Trading and Shipping

Hong Kong’s commodity trading infrastructure remains its most significant gap relative to Singapore and Dubai. The Financial Services Development Council published a detailed report in November 2025 recommending that Hong Kong develop physical commodity trading, trade finance, and hedging capacity, with priority given to iron ore, copper, gold, and — critically — oil and LNG. [10] The London Metal Exchange approved Hong Kong as a warehouse location in January 2025, with eight LME-certified warehouses operational by July 2025. However, Hong Kong lacks oil and LNG futures contracts, which remain dominated by the Shanghai International Energy Exchange (INE) for yuan-denominated instruments and by CME/ICE for dollar-denominated ones.

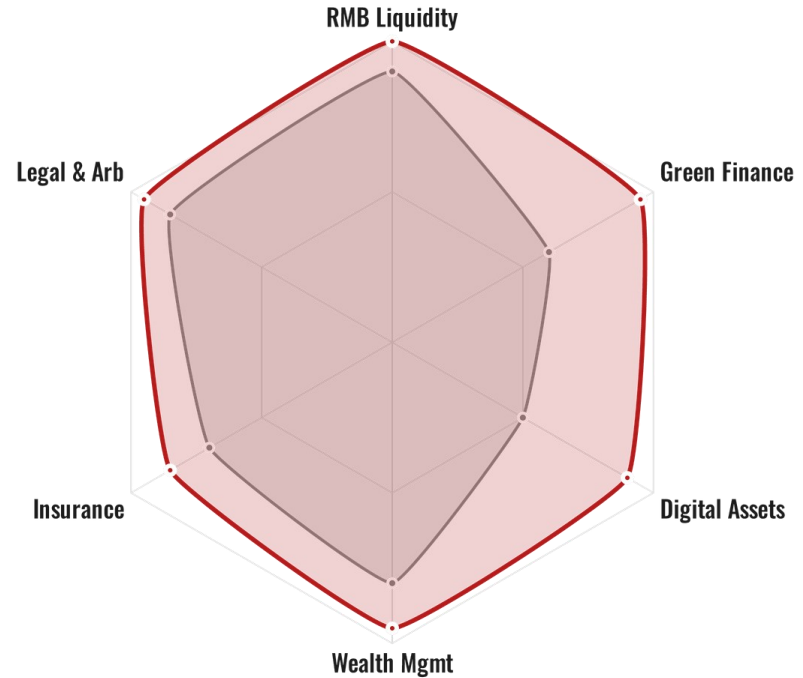
HONG KONG'S POTENTIAL VS CURRENT

The Gap Is The Opportunity (2026 Assessment)

- 2030 POTENTIAL
- 2026 CURRENT

STRATEGIC ANALYSIS

While **RMB Liquidity** is mature, the largest growth gaps exist in **Green Finance** and **Digital Assets**. These are the high-alpha opportunities for early movers.



THE COMPETITIVE LANDSCAPE

Hong Kong vs Singapore vs Dubai (2026)

SINGAPORE

The Neutral Wealth Hub

PRIMARY STRENGTH

Political neutrality and established wealth management ecosystem for family offices.

LIMITATION

Smaller capital markets depth; no direct “stock connect” access to mainland assets.

HONG KONG

The Sovereign Safe Harbor

PRIMARY STRENGTH

Unmatched Liquidity: The only hub combining Chinese sovereignty with global Common Law trust.

STRATEGIC VALUE

The exclusive bridge for the Petro Yuan and mainland green bond issuance.

DUBAI

The Emerging Trade Hub

PRIMARY STRENGTH

Proximity to energy flows and growing neutrality; rapid regulatory adaptation.

LIMITATION

Legal and financial infrastructure is still maturing compared to HK/SG.

THE VERDICT

“For Chinese capital seeking both safety and scale, Hong Kong remains the indispensable operating system.”

04 WHAT DOES THIS MEAN FOR INTERNATIONAL BUSINESSES?

Five Strategic Imperatives for the New Order

The geopolitical landscape has shifted. Passive neutrality is no longer a viable strategy. Chinese CEOs must now actively align their corporate strategy with the new national reality.

01 AUDIT CURRENCY EXPOSURE

Stop treating the US Dollar as the “neutral” default. Assess your vulnerability to sanctions and weaponisation.

03 RE-DOMICILE TREASURY

Move offshore capital and treasury functions from Singapore or Caymans to Hong Kong.

05 PLAN FOR THE 2032 HORIZON

Recognize that the current leverage window is finite. Build your permanent market position before the energy transition reshuffles the deck again.

02 HARDEN SUPPLY CHAINS

Prioritize resilience over lowest cost. Shift critical imports to overland routes or friendly jurisdictions.

04 ADOPT DIGITAL SETTLEMENT

Integrate mBridge and CIPS into your payment workflows now, before the crisis forces you to.

THE BOTTOM LINE

“Resilience is not a cost center. In 2026, it is the only competitive advantage that matters.”

STRATEGIC IMPLICATIONS: STATE-OWNED ENTERPRISES

Priorities for National Resilience and Security

ENERGY & RESOURCES

STRATEGIC MANDATE

Secure upstream assets in friendly jurisdictions (Russia, Iran, GCC) and accelerate the expansion of overland pipeline capacity to bypass maritime chokepoints.

BANKING & FINANCE

STRATEGIC MANDATE

Act as market makers for the Petroyuan. Provide deep liquidity for CIPS and aggressively expand digital currency (mBridge) adoption with trade partners.

SHIPPING & LOGISTICS

STRATEGIC MANDATE

Maintain 100% state-controlled insurance capacity for strategic routes. Ensure fleet readiness to operate independently of Western P&I clubs.

INFRASTRUCTURE

STRATEGIC MANDATE

Prioritise Belt & Road projects that enhance overland connectivity and energy security, focusing on Central Asia and the Middle East.

STRATEGIC IMPLICATIONS: PRIVATE SECTOR COMPANIES

Actionable Strategies for Tech, Manufacturing, and Finance



TECHNOLOGY & INNOVATION

ACTION: DECOUPLE & INSULATE

Audit supply chains for Western choke points. Accelerate domestic R&D for critical components. Prepare for non-SWIFT payment channels.



MANUFACTURING & EXPORT

ACTION: PIVOT TO GLOBAL SOUTH

Shift export focus to Belt & Road nations. Invoice trade in Yuan to reduce FX risk and bypass potential dollar sanctions.



CORPORATE FINANCE

ACTION: BUILD RESILIENCE

Integrate CIPS and mBridge into treasury operations. Reduce reliance on USD working capital.



WEALTH MANAGEMENT

ACTION: REALLOCATE ASSETS

Diversify away from US Treasuries and equities. Increase exposure to Gold, Commodities, and Asian growth assets.

“Agility is your greatest asset. The private sector must move faster than SOEs to capture the new market share in the non-dollar economy.”

THE TIMELINE: A FINITE WINDOW DEMANDS URGENT ACTION

Structural Shift from 2024 to 2032

2024



WINDOW OPENS

Infrastructure (mBridge, CIPS) matures. Saudi Arabia joins the digital yuan ecosystem.

2026



THE CATALYST

Iran Crisis forces global adoption of non-dollar settlement. **Peak Leverage** begins.

2030



CRITICAL MASS

Petroyuan becomes standard for non-Western trade. Last chance for early-mover advantage.

2032



WINDOW CLOSES

EVs displace oil demand. China's monopsony power—and the petroyuan's leverage—fades.



“The strategic window is open for less than a decade. Capital allocation decisions made today will define your standing in 2032.”

CONCLUSION: THE WORLD HAS CHANGED — HAVE YOU?

Summary of the Strategic Landscape

THEME 01

RESILIENCE

China has spent 17 years building a fortress economy. The 2026 crisis proved that energy security and supply chain sovereignty are the new baseline for survival.

THEME 02

OPPORTUNITY

The Petroyuan is not just a currency; it is a new global operating system. The window to leverage this shift for strategic advantage is open now (2024–2032).

THEME 03

ACTION

Hong Kong is the indispensable hub. Companies must re-domicile capital and adopt digital settlement tools to navigate the post-dollar world.

*“Are you building a strategy for the world that was,
or the world that is?”*

THE ERA OF PASSIVE NEUTRALITY IS OVER

THANK YOU

Dr Anthony Neoh, SC, JP

Chairman

Asian Academy of International Law

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STRATEGIC DISCUSSION

- 01** How exposed is your current supply chain to US dollar sanctions today?
- 02** Is your treasury function still domiciled in a jurisdiction vulnerable to Western pressure?
- 03** What is your specific timeline for integrating CIPS and mBridge into your payment workflows?