

## REPORT ON THE 2025 INTERNATIONAL FINANCIAL SUMMIT FORUM AND THE ROAD TO ITS REALISATION

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### ABSTRACT

The decades-long and steadily deepening development of Chinese–Hungarian economic and financial relations, together with the continuous steps taken to reinforce them, ultimately created the conditions for the International Financial Summit Forum to be held in Budapest on 25–26 August 2025 under the title “*Finance Bolsters Production Capacity Cooperation in the New Energy Industry*”. The event brought together senior representatives of the Hungarian and Chinese governments, alongside the leaders of numerous Chinese and Hungarian financial institutions, members of the academic community, representatives of the new energy industry and the corporate sector, as well as delegates from international organisations. Below, we present the main milestones of the nearly tenyear journey leading up to this, as well as the key points discussed at the Summit.

### 1 INTRODUCTION

Asia is a dominant part of the world economy, one of the world’s fastest growing regions, its global strategic influence is steadily increasing, and the financial sector is one of the most important pillars of this trend. The Chinese government’s Belt and Road Initiative strategy also places a strong emphasis on strengthening international cooperation and increasing overseas direct investment. Despite the fact that the strengthening of international financial and banking relations and the creation of the necessary institutional framework has not been mentioned, decades of experience show that international and foreign investors feel much more comfortable when they find reliable, well-functioning banking relations in a target country. Based on the recognition of the tensions between these factors, the gradual and incremental opening of China’s financial markets, and the global economy’s pressing demand for rapid financial cooperation, preparations for establishing the Asian Financial Cooperation Association (AFCA) commenced almost ten years ago in response to the Chinese Premier’s public request, with the organisation itself being set up in 2017.

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## **2 BANKING ASSOCIATION RELATIONS AND COOPERATION BETWEEN HUNGARY AND CHINA**

For more than a decade, the Hungarian Banking Association (MBSZ) and the China Banking Association (CBA) have established a continuously developing and mutually beneficial professional relationship. As a result, a Memorandum of Understanding (MoU) was signed between the two banking associations in 2014, the first of its kind in the CEE region. On the basis of its long-standing good relations and with the support of the Government of Hungary, the Hungarian Banking Association participated in the preparation and establishment of the AFCA as an invited participant, the only European participant. In 2016, alongside the adoption of the Statutes and the organisation's operational framework, the executive officers were also elected. The representative/secretary-general of the Hungarian Banking Association serves as a Vice Chairman on both the Board of Directors and its Executive Board, and, from 2024, holds the office of Chief Supervisor (Müller-Kovács, 2017).

The AFCA aims to create a new, international, non-political, non-profit, professional financial organisation and to strengthen financial relationships and mutual understanding and trust. To this end, it seeks to organise financial summits and develop financial cooperation platforms. The AFCA now has more than 130 members, including major international and Chinese banks, financial and insurance organisations and banking associations.

## **3 INTERNATIONAL FINANCE SUMMITS IN BUDAPEST**

### **3.1 The First International Financial Summit Forum (Budapest, 2017)**

One of AFCA's most prestigious annual conferences is the International Financial Summit. Thanks to the close relations established through the initiative of the Hungarian Banking Association, the first CEE Financial Summit Forum was held in Budapest in 2017, the year of its foundation. The Summit, entitled "*New Chapter of Asia-Europe Financial Cooperation*", was attended, among others, by Prime Minister Viktor Orbán, Governor of the National Bank of Hungary György Matolcsy, Minister of Economic Development Mihály Varga, AFCA President Tian Gouli, AFCA Secretary General Yang Zaiping, CBA Chief Executive Officer Pan Guangwei, and Vice Chairman of the China Insurance Regulatory Commission Huang Hong, as well as more than 260 participants from over 20 countries. During the Summit, the AFCA and the MBSZ signed a Letter of Intent on "Promoting Asia-Europe Financial Cooperation", thus laying a solid foundation for practical

cooperation between the AFCA and the MBSZ and the further establishment of an Asia-Europe Financial Cooperation Platform (AFCA, 2017).

### **3.2 30th Anniversary of the Hungarian Banking Association and the Financial Leaders' Forum (Budapest, 2019)**

In 2019, as part of the Hungarian Banking Association's 30th anniversary, the Financial Leaders' Forum was held in Budapest with over 200 participants, including representatives from the Ministry of Finance, the National Bank of Hungary and both the international and domestic banking sectors. In addition to highlighting the historic cooperation between China and Hungary, AFCA Secretary General Yang Zaiping underlined the importance of the Belt and Road Initiative in strengthening relations between Asia and Europe and stressed that the European Commission's document on connectivity underscores the economic growth potential inherent in Eurasian cooperation. He also praised the MBSZ as a key member of the AFCA that promotes Asia-Europe financial cooperation and referred to the successful 2017 International Financial Summit Forum that laid the foundation for future cooperation (Yang, Z., 2019).

### **3.3 The Second International Financial Summit Forum (Budapest, 2025)**

These steps and the foundations laid jointly made it possible for the International Financial Summit Forum to be held once again in Budapest, Hungary, in 2025, under the title "*Finance Bolsters Production Capacity Cooperation in the New Energy Industry*". The event was attended by nearly 300 participants from almost 40 countries and regions in Asia and Europe, representing government bodies, financial institutions, financial associations, international financial organisations, international financial centres, embassies, companies and academic institutions (MNB, 2025).

The International Financial Summit Forum was opened by Qi Jianming, Secretary General of the AFCA. Speeches were delivered, among others, by Mihály Varga, Governor of the National Bank of Hungary; Péter Szijjártó, Hungary's Minister of Foreign Affairs and Trade; Csaba Lantos, Minister of Energy of Hungary; Radován Jelasity, President of the Hungarian Banking Association; András Becsei, Vice President of the Hungarian Banking Association; Levente Kovács, Secretary General of the Hungarian Banking Association and Chair of the AFCA Supervisory Board; Liu Hong, Executive Vice President of the Agricultural Bank of China; Yang Chao, Chargé d'Affaires of the Embassy of the People's Republic

of China in Hungary; and Xiao Dan, Deputy Director-General of the China National Financial Regulatory Administration (AFCA, 2025).

Radován Jelasity highlighted that the event aims to promote international cooperation and sustainable green financing, reaffirmed the commitment of the MBSZ to international partnership and showcased the achievements of the Hungarian banking sector in the areas of digitalisation, green financing, economic support, financial awareness and artificial intelligence (Jelasity, 2025).

Amidst digital, cybersecurity, and geopolitical challenges, András Becsei drew attention to the importance of unified action by banks, strategic cooperation, and the banking sector's role as a "bridge-builder". As an example, he mentioned that following the First World War, it was the banks that played a significant role in rebuilding bridges. He emphasised that cybersecurity is a cornerstone of digital banking services, which rely on customer trust. Trust takes years to build but can be lost in seconds, so every effort must be made to ensure that banks remain resilient to the new threats of a digitalising world (Becsei, 2025).

In his speech, Levente Kovács emphasised the responsibility of bankers and the global nature of international cooperation, highlighting that the banking sector's core activities are inherently global. He stressed that banks, irrespective of political systems, strive for stability and economic development, as it is in their shared interest to protect the system, given that the failure of a single bank can cause global damage (Kovács, 2025).

The full edited speeches by Radován Jelasity, András Becsei and Levente Kovács are available as annexes to the conference report.

#### **4 SUMMARY AND FUTURE PROSPECTS**

The International Financial Summit Forum was attended by a large number of international and domestic leaders in finance, politics and economics. Both their presence and the presentations they delivered demonstrated that, in the current unpredictable economic environment, such forums are indispensable for the exchange of experience and the maintenance of cooperation. The event also confirmed that the international relations of the Hungarian Banking Association successfully contribute to the strengthening of financial ties and their future expansion.

## ANNEX 1

On Tuesday, 26 August 2025, Radován Jelasi, President of the Hungarian Banking Association, delivered the keynote speech at the conference “*Finance Bolsters Production Capacity Cooperation in the New Energy Industry*” at the Headquarters of National Bank of Hungary. His edited speech can be found below.

### **Radován Jelasi:**

#### **International cooperation for a sustainable financial future**

Ladies and Gentlemen, Dear Guests,

Allow me, as President of the Hungarian Banking Association, to extend a respectful welcome to you at this international conference held in Budapest. It is a particular honour for us that this prestigious event is realised through the joint organisation of the Asian Financial Cooperation Association, the National Bank of Hungary, and the Hungarian Banking Association.

We are delighted to welcome distinguished experts, financial leaders and decision-makers from numerous countries around the world to our capital.

I extend my special regards to the representatives of the Asian Financial Cooperation Association, the National Bank of Hungary, and domestic and international financial organisations, whose presence strengthens economic and financial cooperation between our countries.

This event is special for us in two respects: on the one hand, it provides an excellent opportunity to deepen our international cooperation and share professional knowledge; on the other, it allows us to emphasise green financing and sustainability as one of today’s key strategic issues. Few areas of common interest hold such significant importance for all of us.

This conference offers an outstanding opportunity to explore new paths for regional cooperation and to collectively consider how the financial sector can serve as an engine for a sustainable future.

I trust that every participant will leave with valuable insights, fresh perspectives, and new inspiration, contributing to our joint efforts to strengthen the competitiveness and sustainability of economic and financial systems.

In recent years, although small in size, Hungary has set ambitious goals and achieved significant results in modernising digital financial services, supporting green financing solutions, and increasing financial literacy.

Allow me to briefly highlight six of these outstanding achievements.

1. The acceleration of banking digitalisation has fundamentally transformed customer service and payment habits in Hungary. In March 2020, Hungary launched its instant payment system, considered pioneering even in Europe: thanks to its successful implementation, it is now possible to transfer a HUF amount equivalent to fifty thousand euros domestically within two seconds, at any time, any day of the week. In parallel, the use of digital banking channels in Hungary has reached unprecedented heights. More than 80% of Hungarian customers now regularly use online and mobile banking services, making Hungary one of the region's digital champions. This outstanding development has significantly contributed to the adoption of the latest digital payment solutions (Becsei et al., 2023).
2. The issue of climate change and sustainability has also come to the fore in the Hungarian financial sector in recent years. Developing a green financial toolkit and encouraging banks to consider environmental aspects has become a key strategic goal for the central bank. Within this framework, several green initiatives have been launched, including the central bank's Green Home Programme, aimed at promoting the energy-efficient housing loan market, and providing capital requirement incentives for granting green loans and issuing green bonds.
3. Both the Hungarian government and the domestic banking sector are committed to stimulating the economy, whether in response to the challenges of the COVID-19 pandemic or the war in Ukraine. To overcome financial difficulties, numerous favourable loan and guarantee programmes have been introduced, making borrowing easier and more affordable for businesses. One such business loan programme is named after István Széchenyi, considered the greatest Hungarian of the Reform Era. In his 1830 work "Credit", Széchenyi wrote: "*the lack of credit halts all movement*". Over the past two hundred years, little has changed: today, not only economic but also social development is inconceivable without credit.
4. Supporting families and pursuing family-centred economic policy have been among the Hungarian government's key strategic objectives for many years. Recently, several state-backed loan programmes have been launched that provide substantial assistance to families, whether in matters of childbearing or home ownership. These measures have played a crucial role in Hungary's dynamic economic development.
5. Financial literacy is not the enemy of the financial sector; on the contrary, it is a vital support. There is no other country in Europe where as many children and young people have been educated by bankers (including experts from the

central bank) as in Hungary. At the most recent ‘Pénz7’ event, over 200,000 students participated, making Hungary the leader in Europe in this regard. Financial education is an integral part of Hungary’s educational system, supported by the highly popular Money Museum operated by the central bank. In collaboration with the Financial Compass Foundation and the Hungarian Banking Association, over 3.4 million publications addressing different age groups have already been issued, further promoting the integration of financial knowledge into everyday education.

6. Digitalisation is far from complete, yet we are already entering a new era, as the rise of artificial intelligence promises revolutionary changes for banking worldwide and presents unprecedented challenges for every country’s financial sector. I firmly believe that this new technology enables banks to free themselves from monotonous, low-value daily tasks and instead place genuine human creativity at the forefront – for ultimately, it is this creativity that truly defines our humanity. We can proudly say that nearly every financial institution in Hungary is already harnessing the possibilities of artificial intelligence, and on this front, you are the true experts, from whom we are eager to learn.

As a founding member of the Asian Financial Cooperation Association, the Hungarian Banking Association is committed to participating in this joint endeavour, and our conference is intended to serve this collaboration. We thank the Asian Financial Cooperation Association and the National Bank of Hungary for their partnership and cooperation.

On behalf of the Hungarian Banking Association, I wish you a productive and inspiring conference today. Please take full advantage of this opportunity to network and engage in collaborative thinking.

Thank you for honouring us with your presence, and I wish every participant a successful conference.

## **ANNEX 2**

On Sunday 24 August 2025, a closed high-level cybersecurity conference for high-level international participants was held on the eve of the International Financial Summit Forum. The event included opening and welcoming speeches by a number of high-level representatives. The event closed with a speech by András Becsei, Vice President of the Hungarian Banking Association. His edited speech can be found below.

**András Becsei:**

### **Building bridges of trust in a digital world, strengthening resilience, responsibility and shared vision**

**Ladies and Gentlemen, Mr Minister, Mr State Secretary, Mr President,**

It is a true honour to stand before you today at the conclusion of this exclusive and high-level gathering. We have shared insights, concerns, and aspirations that go beyond borders, institutions and even continents. Yet, a clearly identifiable element connects these thoughts: the presentations have highlighted from different perspectives that cybersecurity must be a rock-solid pillar of the digital financial world of the future. This is the key to security, and security is the gateway to trust. We as bankers know that trust takes years to build but can be lost in just seconds. Therefore, we must do everything we can to ensure that banks remain resilient to the new threats of the digitalizing world.

Let me continue with a personal note. As Deputy CEO of OTP Bank, a regional banking group operating in 11 countries, I've had the privilege of spending significant time in Uzbekistan, where OTP Bank maintains an active presence. These visits have not only deepened our regional engagement but have also given me a front-row seat to the growing cooperation between Turkic states and Europe. Whether in Tashkent or Budapest, I've witnessed firsthand how financial collaboration can bridge cultures, promote trust, and build resilience in an increasingly complex world.

Cybersecurity is no longer a technical issue – it is a strategic imperative. In our sector, trust is currency. And in a digital age, that trust is under pressure. But what we've seen here is that the banking community is not only aware of these risks – we are united in our commitment to counter them (Terták–Kovács, 2025).

I would also like to reflect on a powerful historical lesson. After the devastation of World War One, when nations were fractured and diplomacy faltered, it was the bankers who quietly helped rebuild the bridges. One such figure was Gerard Vissering, then President of the Netherlands' central bank, who hosted private meet-

ings in his home in Amsterdam. These gatherings brought together a wide range of international bankers – including influential Americans such as J.P. Morgan Jr. and Herbert Hoover, who would later become the 31<sup>st</sup> President of the United States – with the aim of reorganizing the European economy.

More than 95 years later, we are gathered in the home of Professor Levente Kovács, Secretary General of the Hungarian Banking Association, to discuss the current challenges facing the banking sector. Please allow me to express my sincere gratitude to Professor Kovács for generously hosting tonight’s wonderful gathering. Your hospitality has added a warm and personal touch to this professional event, and we are all truly grateful.

Today, as we face new forms of conflict – digital, economic, and geopolitical – let us remember that legacy. Let us be the bridge-builders once again.

The “building bridges” phenomenon in banking reflects an important evolution toward strategic collaboration and shared responsibility, while fully respecting the value of healthy competition and the boundaries set by competition law. By cultivating cooperative relationships, banks can exchange insights, better manage systemic risks and uphold strong ethical standards. This partnership enables the sector to respond more effectively to economic challenges, fortify resilience, and maintain public trust – without diminishing the innovative drive and customer focus fostered by a competitive marketplace.

Ultimately, building bridges enhances the sector’s collective strength, maintaining stability and adaptability for all participants, and supports a financial system that benefits both institutions and society as a whole. Because in every corner of the world – from Milan to Baku, Warsaw to Beijing, and Tashkent to Budapest – bankers still speak a common language. And that language is one of resilience, responsibility and shared vision.

Thank you for your presence, your insights and your commitment. I hope this evening will serve as the beginning of a deeper collaboration between all involved.

And now, as the evening continues, I invite you all to join us for the closing reception, where we can carry on these conversations in a more informal and relaxed setting. I look forward to speaking with many of you personally.

Thank you for your time and attention.

### ANNEX 3

Levente Kovács, Secretary General of the Hungarian Banking Association, who also holds the position of Chair of the Supervisory Board of AFCA, gave a presentation on Monday, 25 August 2025, at the conference entitled “*Potential Avenues for Financial Cooperation between Asia and Europe*” at the Headquarters of the National Bank of Hungary. His edited speech can be found below.

#### **Levente Kovács:**

#### **The importance of international financial cooperation**

Mr President, Minister, Honourable State Secretaries, Vice-Presidents, Presidents, Chief Executive Officers and Secretaries General, in summary: Dear Colleagues, Bankers’ responsibility and activity permeate the entire economy. This well-known idea may be regarded as an axiom. Today, in order to achieve a deeper understanding of this, I would like to emphasise the word “entire”. A financial or economic activity may be considered entire in relation to a national economy. It may equally be considered entire in the case of a larger political or economic union. Moreover, interpreted on a global scale, we may also speak of completeness, particularly when we examine the world as a whole due to the mechanisms through which such effects are transmitted. On the basis of the composition of the participants at this conference, the latter perspective is the most appropriate. It is worthwhile to speak about this global level because we are gathered here from many countries.

I extend a special welcome to the representatives of AFCA, the Asian Financial Cooperation Association. This Association was established eight years ago to promote economic relations, financial cooperation, unified financial governance, and the fair distribution of results on a global scale.

Representatives of the European Banking Federation are also present among us. As a member of the EXCO, I extend a particular welcome to our Italian, Polish and Brussels-based colleagues. Together with them, we work on the operation and regulation of the European Union’s single financial market, all on the basis of fair market competition and European competitiveness. Our work within the EBF aims to enhance the financing capacity and competitiveness of European commercial banks. This is indeed necessary, since where there is a bank, there is a future. And where the banking sector is strong, the economy will be strong as well.

Between Europe and distant Asia lie our linguistic and, in part, blood relations, the Turkic countries. Representatives from the Council of Banks Associations of

the Turkic States have also joined us. I extend a warm welcome to our Azerbaijani colleagues, with whom we work in close cooperation. This is also a rapidly changing, developing and dynamic field. In economic relations, we can expect this region to gain further strength.

If we place these three representative organisations side by side on the map, we will see that, from Iceland through Europe and Azerbaijan all the way to China and Australia, we cover the vast majority of countries. Naturally, AFCA, as a global organisation, also has members from the Americas and the Middle East. The themes of today's conference, "Potential Avenues for Financial Cooperation between Asia and Europe", and of tomorrow's conference, "Finance Bolsters Production Capacity Cooperation in the New Energy Industry", therefore do not concern individual countries alone, but address the entire created world.

In what follows, I would like to speak about why the banking sector is the most globally cooperative industry; why cooperation is an inherent banking attitude; and what the outcomes of financial market cooperation are on local, regional and global levels.

First, it is excellent to see so many of us gathered here. You have come to the right place: to Hungary, and indeed to its financial centre, the National Bank of Hungary. Everyone is needed here. Within cooperation, each of us has a distinct role to play. Everyone is entrusted with precisely as much responsibility as they undertake.

Participants in financial markets, regardless of their home country, continually view the entire world. The primary task of banks is the same everywhere: to ensure the sustainable growth of the economy through lending – an economy that forms an integral part of the global economic system. Consequently, the banking sector and its members, typically independent of political structures and environments, focus on the development of the entire economy. They therefore provide credit to households and to domestic and international enterprises with realistic and feasible business plans. They offer value-enhancing investment portfolios to financial investors and depositors. They conduct domestic and international payment transactions on a 24/7 basis. In other words, their activities are, whether intentionally or not, global. In the economic environment of the twenty-first century, financial market activities are no longer confined to city-states or local levels; they operate on an international scale. The activities of various financed companies build upon one another in globally interconnected chains. For investors, artificial national borders have disappeared; they may invest their capital wherever they can achieve the best returns. In payment systems, national borders have vanished entirely, enabling transfers to reach the other side of the world within minutes, and bank cards to be used virtually anywhere.

Financial institutions are active participants in competitive global financial markets. No single actor can exert exclusive control over this system, nor can any actor be forced out of it. Either scenario would severely distort the economy of the excluded country. Such distortion, in turn, would inflict global-level damage due to disruptions in the interconnected international supply chains – damage that must be avoided at all costs.

In our time, international developments – trade wars, economic slowdowns and asymmetries, and armed conflicts – must be assessed in a complex manner, within full systems of interrelated factors. Accordingly, the interpretation of bankers' responsibility has also become more complex. It is no longer sufficient to concentrate solely on financial indicators. We must address issues such as cybersecurity, economic instabilities caused by climate change, and energy costs. These matters are not important merely from the perspective of social responsibility. They are fundamental to promoting the establishment of economies that operate in a green, digital and maximally secure manner.

The foundation of the banking sector's functioning in every country is trust. Indeed, the banking sector is synonymous with trust; it cannot exist without it. Competing banks bear a shared responsibility to safeguard each other despite competition. The perceived insolvency of any bank may destabilise an entire country; in the case of a major bank, even a continent; and in the case of a large international bank, the global economy itself. Avoiding bank failures is therefore a common interest and even warrants significant collective sacrifice. In other words, market competition in the banking sector is exceptional. It differs from the forms of competition found among commercial enterprises. From a professional standpoint, competition between banks is not comparable to that between service providers or traders. Here, every participant may gain ground only gradually and step by step. Driving a competitor entirely out of the market is prohibited, for such a knockout victory – that is, the bankruptcy of a competitor – would have grave consequences for the entire financial sector.

There is a tradition of seeking cooperation in the banking sector that spans many centuries. Large banks emerged through long-term, trust-based cooperation that brought smaller institutions together through mergers. In earlier times in Europe, this was even facilitated by arranging marriages between the young members of banking families. Today, this arranged-marriage function has been replaced by deliberate talent development, yet the spirit of cooperation has endured. It has now become necessary to cultivate new generations of leaders who, on the one hand, preserve the reputation of the traditional banking profession and, on the other, become champions of innovation and sustainable development. Responsible training of future bankers is essential for ensuring a stable, credible and innovative banking sector.

Cooperation between banks is required not only in areas such as payments, liquidity and portfolio management. It is also indispensable for harmonised regulation and supervision. Without cooperation among banks, it would be inconceivable to finance major investments of global significance or those essential to international supply chains, or to extend credit for environmentally significant, ESG-based projects. Integrating ESG criteria not only serves to reduce risks but also creates new business opportunities. Sustainable, green investments and innovations are increasingly becoming long-term global financial trends. On this basis, it is evident that international financial cooperation is indispensable for sustainable development. The role of banks and bankers has always been decisive throughout history. Without them – without their credit – major geographical discoveries, the Industrial Revolution or today’s automated industrial giants could not have come into being. The intermediary role of bankers therefore remains indispensable even today. At present, regrettably, political and economic-policy tensions are intensifying across the world. By contrast, the actors of the financial markets primarily strive for stability and predictability, as only under such conditions they can effectively support local, regional and global economic growth.

The advance of digitalisation and the spread of innovation are transforming the world of financial services at its very foundations. Increasingly sophisticated artificial intelligence enables banks to produce more accurate analyses, which in turn facilitates the rapid emergence of new, customer-tailored services. As a result, the adoption of tried-and-tested international best practices – through cooperation – strengthens the stability of the financial system even on a global scale.

Understanding the banker’s mindset is important because it reveals the fundamental values that define our profession.

I once believed that a true banker would harvest grapes in a starched shirt, as a banker remains a banker even at the weekend. The banking mindset is globally conservative, value-oriented and long-term, concerned with development and growth spanning generations. For this reason, predictability, impartiality and free-market competition are of paramount importance to us, as these are the conditions under which we can best support the economy and society.

European experience from the past has made it clear what the banking sector is not suited for: it is not designed for pursuing political illusions (as witnessed in the 1950’s), nor is it appropriate for “tax- and duty-collecting” functions. Commercial banks are not equipped to patch up budget deficits. Let me explain the latter: the primary function of banking capital is to finance development and enhance a country’s competitiveness, for it is this that ultimately ensures the stability of the public finances. In conclusion, banks are not well equipped to adapt rapidly to sudden changes in regulatory frameworks and expectations.

Summarising what has been said:

1. The banking sector is capable, at domestic, regional and international levels, of sustainably financing economic activity. It possesses the necessary capital, lending capacity and expertise to do so.
2. International cooperation among banks transcends the limitations of different societal systems and short-term interests, in order to enable financial markets to develop economies as efficiently as possible.
3. Local and regional banking associations cooperate globally to ensure that the banking sector remains stable and predictable worldwide, and that production chains complement each other effectively. Moreover, they help secure the enormous resources necessary to preserve a liveable planet.

In closing, I encourage everyone to look forward to the next decade. In our current view, it will be defined by sustainable development, digital innovation and international cooperation.

The banking profession today is no longer solely about finance; it represents a form of responsible stewardship for future generations. Together, we can shape a world in which economic growth and social well-being exist in symbiosis for countless generations.

Thank you for your attention.

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