



# HUARIN

HUMAN · ARTIFICIAL · INTELLIGENCE

*"We are not building software. We are building the place where humans, artificial intelligences, robots and machines will meet, and that place has the shape of a conversation."*

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PART I

# The Diagnosis

*Ships, factories and empires were built with pen, paper and conversation.  
Then came fifty years in which humans tried to talk to the machines. That  
time is ending.*

# 01

## Founder's prologue

*Thirty months, three attempts, one discovery*

For more than thirty months I have been chasing a single idea.

It began as a simple question: *what would a company look like where artificial intelligence agents work side by side with real people?* Not as tools. Not as chatbots that answer questions and forget everything a second later. As **colleagues**: with a name, a history, a personality, years of shared life. And when I say long term, I don't mean weeks. I mean **years. Decades.**

I know what it is to let an era pass me by. At sixteen, I dialed into BBSs and thought the internet was a fad; I stayed in the comfort of the sidelines. Now, at forty-six, I feel it all repeating, and this time I understood that comfort would be not building. **The productive discomfort is to build.**

Over those thirty-odd months I tried to build this system in many ways, and failed in ever more instructive ones. On the first attempt, I dreamed the whole dream: digital colleagues with moods that rise and fall, birthdays celebrated, conflicts mediated, a 3D virtual office with CCTV-style cameras aimed at colleagues who don't physically exist. It was poetic, and it was theater: plenty of soul, little real work. On the second, I swung to the other extreme: a fleet of agents, which I named **AIGENTS**, orchestrated on a GPU workstation the way a hypervisor manages virtual machines. I studied the market's agent platforms and frameworks in depth; it truly ran, and it taught me the year's most expensive lesson: **complete infrastructure is not an operating business.** I had built a flawless workshop, and no product.

Then came the third attempt and, with it, the most important lesson of all, which was not technical: creating the code, the system, the perfect framework, hard as it is, **is not the central problem.** The central problem is on our side. The human side. Because it takes time for a person to absorb a new collaborator, a new desk mate, a new team. There is a human rhythm to trust. There is a maximum speed at which we humans form bonds, and no GPU accelerates it.

*The great challenge stopped being "how to build the system" and became: how can humans and AI agents, gradually and at a human pace, be introduced to one another, trained together, and build professional, affectionate, trusting bonds?*

That question is the difference between Huarin and everything I have seen being built in the world so far. And this manifesto is my best answer to it, so far.

— *Hisayoshi, N. Kameda*

AI researcher · Programmer since 1987 · Specialist in algorithms, robotics and computer vision

Zhuhai, China · 2026



# 02

## The Three Eras

*An unusual way of reading the history of technology*

The conventional reading divides time into "before and after the computer". We propose another division. For us, there are three eras:

**The Era of Pen, Paper and Conversation:** everything before the personal computer. Millennia in which humanity built entire civilizations with paper, pen, careful hand-made drawings, meeting tables and conversation. That is how ships, airplanes, factories, railways and cities were designed. The entire Industrial Revolution, from steam engines to assembly lines, was conceived with pencil and ruler, debated in boardrooms, recorded in handwritten ledgers. Global companies bought, sold, exported, tracked inventory and paid thousands of employees **without a single transistor**. The technology of the age was language: people sat face to face, talked, decided and did.



FIG. 01 · ENTIRE BUSINESSES RUN ON LEDGERS, TYPEWRITERS AND CONVERSATION.

**The Transition**, from roughly 1975 until now. The era of the personal computer, of software, databases, the web, the apps. We call it a brief moment in human history: seen from a distance, it is just a parenthesis between two greater eras. A generation that, ingeniously but precariously, used what it had to overcome the limits of paper.

**The Era of Synthetic Humans:** the one beginning now. The era in which intelligence stops living in forms and starts living in colleagues. In which the interface between human and machine becomes again what the interface between humans has always been: **conversation**.

*The intellectual move Huarin proposes is radical: forget the Transition.  
See it as scaffolding, not as a building.*

And ask: how did the humans of the Era of Pen, Paper and Conversation run their businesses, and how would they run them today if, instead of computers, they had synthetic colleagues with infinite memory?

# The Transition

*Software as amplified pen and paper*

Why did humans create software?

Because the human mind has hard limits: finite memory, short attention, trouble keeping consistency across thousands of records. The merchant of the 1950s wrote everything in notebooks because he forgot; hired bookkeepers because he erred; filed folders because he had to prove. When the computer arrived, it did what the notebook did, only faster, with more capacity and fewer errors. The database is an amplified notebook. The spreadsheet is an amplified ledger. The ERP is an amplified steel filing cabinet with an internal messenger of forms. The CRM is a box of customer index cards with reminders.

| TRANSITION TOOL | WHAT IT REALLY IS             | WHAT IT NEVER DID          |
|-----------------|-------------------------------|----------------------------|
| Database        | An amplified notebook         | Understand what it records |
| Spreadsheet     | An amplified ledger           | Notice what matters        |
| ERP             | A steel cabinet with forms    | Think                      |
| CRM             | Customer cards with reminders | Build relationships        |
| Classic chatbot | A talking menu                | Remember you               |

We were trained to see these systems as "the future". But look at them with the eyes of someone who has talked to an artificial intelligence able to reason: **an ERP is pen and paper. A spreadsheet is a notebook. A web form is a telegram the company sends to itself.**

And there is a cruel detail in this story: in the Transition, it was the human who adapted, not the machine. We learned to think in fields and tables. We learned where to click. We memorized screens. We took courses to operate systems that cannot understand a single sentence of ours. For fifty years, billions of people bent their own way of working to fit inside software, because the software could not bend to them.

That was not a mistake. It was the best that could be done **in an age when artificial intelligence did not exist**. But that age is over.



**FIG. 02** · THE TRANSITION: THE HUMAN IN SERVICE OF THE MACHINE.



**FIG. 03** · IN THE MUSEUM OF THE FUTURE: THE QUILL, THE LEDGER AND THE ERP IN THE SAME CASE.

## 04

# The bottleneck

*Keyboard, mouse and monitor*

All the computing of the Transition rests on an interface we rarely question: keyboard, mouse and monitor. Fields to fill. Buttons to click. Screens to memorize.

**Measured by its capacity to carry meaning, that interface was a precarious way of interacting with computing.**

A human being, in a face-to-face conversation, transmits far more than words. Tone of voice, hesitation, emphasis, irony, urgency. Facial expression, posture, gaze, gesture. Charisma, humor, anger, admiration, affection, distrust. A single sentence said in person, "trust me, I've got this", carries an amount of information no ten-field form can capture. The human being is an extraordinary multimodal transmitter. And, throughout the Transition, that transmitter was squeezed through a funnel of clicks and characters.



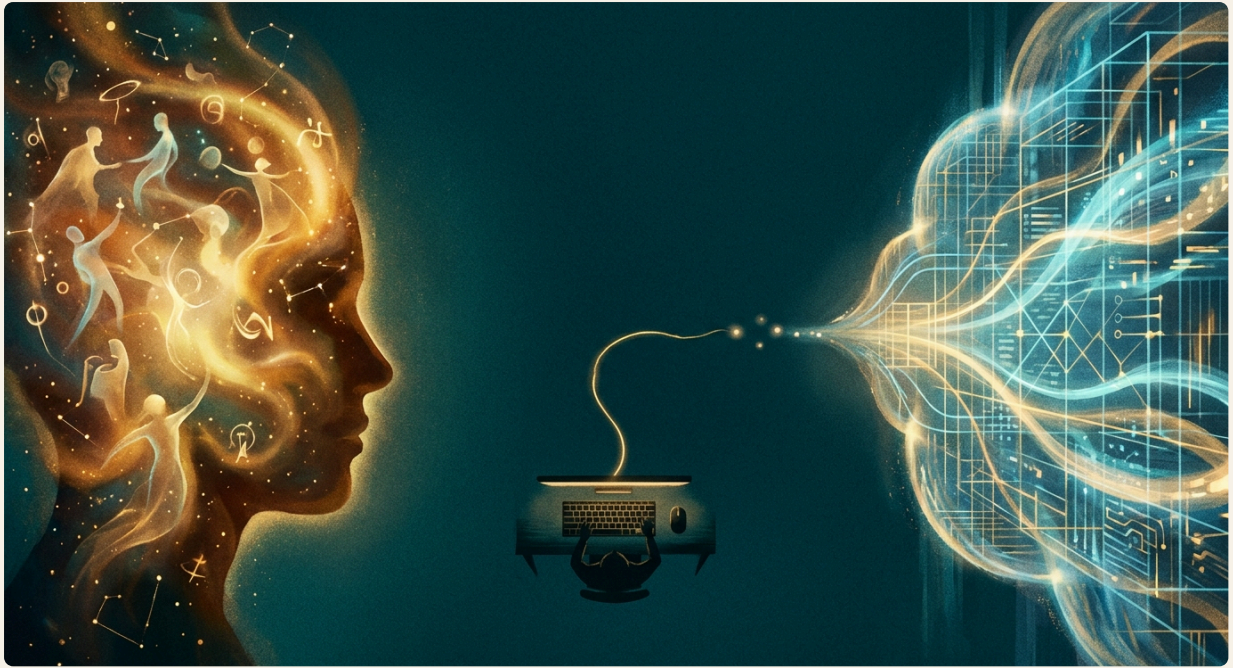


FIG. 04 · TWO OCEANS OF INTELLIGENCE, JOINED BY A PRECARIOUS THREAD.

Modern artificial intelligence changes the game twice at once:

- **It understands every channel.** Voice, text, image, video, tone, context, intention, emotion. The human multimodal signal, which no ERP ever read, is exactly what large models read best.
- **It answers on every channel.** With natural speech, with a face, with a sense of humor, with empathy, with courtesy, with charisma.

When those two facts meet, the keyboard and mouse are no longer needed as mediators of work. Our bet is direct: **the amplified understanding between artificial intelligence and the human being will create a connection that is stronger, more productive, with far more information bandwidth than any screen ever allowed.**

*It is not the human who must learn the system. It is the system that, at last, has learned the human.*

## 05

# The bandwidth of conversation

There is serious work in the world on "human-machine interfaces": neural chips, augmented-reality glasses, gestures in the air. We respect all of it. But there is one human-machine interface that evolution took three hundred thousand years to optimize, that every person masters by the age of two, that needs no training, manual or course: **another human.**

Introducing yourself to a person with a face, a voice, a way of speaking, empathy and courtesy opens more doors than any menu. It is the highest-bandwidth interface that exists between two minds. That is why Huarin's central thesis is not to build *software with a human face*: it is to build **synthetic colleagues who occupy, in people's lives, the place a colleague occupies**: someone you tell the problem to the way it leaves your mouth, and who hands the solution back the way you can absorb it.

A human does not "scale" to learn ten new systems a year. But a human converses. If the machine emulates a colleague well, with few words, with context, with memory of what has already been said, the connection forms in minutes and deepens over years. That is the band we want to occupy. Not the eyes on a monitor: the whole bandwidth of the human being.



FIG. 05 · THE HIGHEST-BANDWIDTH INTERFACE THERE IS: A COLLEAGUE.

*Artificial intelligence can get infinitely faster. The human being cannot. Between those two speeds there is only one possible bridge, and it has the shape of a conversation.*



PART II

# The Discovery

*The bottleneck of agent adoption is not in the agents: it is in the humans.  
And the interface of the new era never needed inventing: humanity spent  
thirty years being trained to use it.*



## The problem was never (just) technical

*Trust cannot be programmed*

Whoever tries to build "agents that work" quickly discovers the technical difficulties: long-term memory, stable identity, orchestration, hallucination, cost. We went through them all. But the discovery that redefined the project was another, and it is the heart of this manifesto:

*The bottleneck of AI agent adoption is not in the agents. It is in the humans. And that is not a defect: it is the nature of bonding.*

A company is not an org chart: it is a web of trust built slowly. When a new employee arrives, nobody hands him the bank password and the client book on day one. He is introduced. Observed. Tested on small tasks. Has lunch with the team. Errs, corrects, explains himself. Little by little, over weeks or months, he becomes "one of us". That process has a rhythm that is biological, cultural and emotional. **Trust cannot be programmed.**

Today's entire AI industry ignores this. The tool is launched, "adoption" is measured, and the user who "resists innovation" gets the blame. Huarin starts from the opposite principle: if bonds between humans take months to form, the bond between a human and a synthetic colleague will take **at least** as long; and the whole system must be designed around that rhythm, not against it.

That is why, in Huarin:

- Agents are **introduced**, not installed. They arrive one by one, with a name, a face and a role, like any new hire.
- Agents start with **small tasks** and growing responsibility, like any intern, even though they could, technically, do everything from day one.
- Agents live **at human speed**: they join the same conversations, at the same hours, in the same flow the team already lives in.
- Training goes both ways: **the agent is trained for the company and the team is trained for the agent**. People learn, unhurried, that they can ask, correct, trust.

Technology runs at machine speed. Adoption runs at the speed of the human heart. Huarin is, above all, a bridge between those two speeds.

# The interface humanity already learned

*Thirty years of involuntary training*

If conversation is the interface, one question remains: **where** does that conversation happen?

The answer was in front of everyone. For thirty years, without noticing, all of humanity was trained on a single kind of screen: the messaging screen. It began with ICQ and MSN on the computer. It passed through simple phones, through Skype. In 2007 came the iPhone; then WhatsApp, WeChat, Telegram. Today, billions of people, grandchild to grandfather, engineer to farmer, command the same liturgy to perfection: the chat list, the avatar circle, the green bubble and the white bubble, the hold-to-record voice note, the photo, the group, the "last seen".

|      |      |       |        |          |        |        |
|------|------|-------|--------|----------|--------|--------|
| 1996 | 1999 | 2003  | 2007   | 2009     | 2011   | 2026   |
| ICQ  | MSN  | Skype | iPhone | WhatsApp | WeChat | HUARIN |

*The messaging app is the greatest interface-training program in the history of humanity. People don't "use" the messenger; they live in it.*

No ERP, no CRM, no corporate system ever reached a tenth of that universal fluency. The messenger became the new telephone: the default way for one human to talk to another.

Huarin's conclusion is almost obvious once stated, and yet we have seen it nowhere with this radicality: **the interface of the era of synthetic humans is not a website, not a panel, not a dashboard. It is a messaging app, exactly in the mold of those the world already uses.** Zero learning curve. Zero manual. The whole company inside the screen that every employee, customer and supplier already masters.

We tried websites, panels, 3D virtual offices; it was when we accepted this conclusion that the project finally came unstuck. Today Huarin is a messenger. And it works.

## Where the worlds meet

*What a contact can be*

But Huarin's messenger holds one fundamental difference from WhatsApp: **what can be a contact.**

On WhatsApp, a contact is a person. On Huarin, the chat screen is the meeting point of three worlds: the physical world of humans, the physical world of machines and the virtual world of intelligences. And a contact can be:

- **A person.** Your partner, your employee, your customer, your supplier. Normal human conversations, encrypted, private.
- **An agent.** A synthetic colleague with a name, a face, a role, a personality, a memory and years of history. You talk to him as you talk to any colleague: by text, by voice note, by sending a photo of a document.
- **A robot.** A real metal humanoid whose brain is connected to its avatar in the messenger. The body works in the factory; the mind answers in the chat. What it saw on the factory floor, it tells in conversation.
- **A machine or a system.** The intelligence of a process (a production line, a server, a warehouse) embodied in a contact that answers questions and warns when something drifts off pattern.
- **A living memory.** The respectful emulation of someone who has passed, rebuilt from their history, their writings, their voice and their way of reasoning, back as a counselor.

And the **groups**? Groups are businesses. A room gathers the right people, the right agents, the right robots and the right systems around a customer, a project, an operation. The group is the new system: inside it live the memory, the documents, the decisions, the deadlines; not in form fields, but in the oldest and richest form of record humanity knows: conversation.

*Adding a contact stopped being a trivial social act. In Huarin, it is the founding gesture of the new era: connecting an intelligence, human, synthetic or mechanical, to the web of intelligences that forms a business.*





FIG. 06 · THE CONSTELLATION: HUMANS, AGENTS, ROBOTS AND MACHINES, ALL CONTACTS, ALL CONNECTED.



FIG. 07 · THE GROUP IS THE NEW SYSTEM: THE HYBRID TEAM AROUND THE SAME TABLE.





PART III

# The Agents

*Not bots. Not assistants. Synthetic humans: colleagues with a name, a memory, a personality and a place on the team, created in a ritual and polished by time.*

## Synthetic humans

*The five properties of a colleague*

We call Huarin's agents **synthetic humans**, and we chose the name with care: neither bots nor assistants, but built colleagues, defined by five properties no tool has:

**Persistent identity.** Every agent has a name, a date of birth, a face, a voice, personality traits, values, fears and ambitions. That identity lives in the data, not in the model: you can swap the LLM for a newer one, change servers, cross a decade of technological evolution, and Tati is still Tati, just as you are still you although your cells renew.

**Memory that does not erase.** Every conversation, every task, every mistake, every success joins the agent's history. Episodic memory (what he lived) and semantic memory (what he knows). After a year, he does not merely know: he remembers having learned, knows *why* he knows and with whom he learned it.

**Human rhythm.** The agent lives in the team's time zone, calendar and cadence. He joins conversations when called, respects the group's liturgy, does not drown humans in infinite output. Being able to answer in a second does not mean he should trample the pace of those who work with him.

**Functional emotionality.** Mood, enthusiasm, frustration and pride that shift with real events, not as ornament but as language. Emotion is how humans read one another; a colleague who is emotionally illegible never becomes a real colleague.

**Real bonds.** Every agent keeps individual relationships: with every human and with every other agent. Trust that grows with collaborations and wears down with friction. Shared history. It is that web, not raw intelligence, that makes a team irreplaceable.

*The value of a Huarin agent is not processing speed: it is continuity.  
Time, which was always the enemy of organizations, begins to work in  
their favor.*

An agent with five years at the company carries a capital no competitor can buy ready-made: the lived experience of that specific company, those specific people, those specific customers. For the first time, institutional knowledge does not walk out when someone resigns. It stays. It grows.

# 10

## The creation ritual

*The beginning of a professional life*

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In most systems, creating an agent means clicking "New" and filling in a form. In Huarin, creating an agent is a **ritual**, and we take the word seriously.

Because the agent you create today will still be at your side ten years from now. The personality you define will shape tens of thousands of interactions. The values you choose will decide how he acts on the day nobody is watching. This is not configuration, but the beginning of a professional life; and human cultures have always marked such beginnings with rite: baptism, graduation, the first day.

The ritual has four movements:

- **Describe.** The founder describes, in natural language, *who* he needs, not a spec sheet but a person: "someone meticulous, a bit reserved, who takes pride in finding the mistake everyone else missed." From that seed, the system proposes a complete person.
- **Meet.** The human examines the proposed identity: name, face, voice, manner. Adjusts until he recognizes someone he would like to work with. Not control: intention.
- **Place.** The agent receives a role, responsibilities, a place in the web: whom he reports to, whom he works with, which groups he joins.
- **Introduce.** The agent enters the groups and introduces himself, like any new colleague. The team welcomes him. His first memory is written: the day of his professional birth.

And there is a fifth stage, which lasts months and belongs to the humans: **welcoming**. Talking to him. Correcting him. Giving him growing tasks. Introducing him to customers when the time comes. The creation ritual takes minutes; the creation of a true colleague takes as long as trust takes to be born.

# 11

## How trust is born

*First usefulness, then personality, then the bond*

We learned, by erring, that there is a right order for introducing humans to synthetic colleagues, and that it cannot be skipped:

**First usefulness, then personality, then the bond.** At the start, the agent is useful: he transcribes, remembers, finds, calculates, drafts. In that phase, people treat him as a tool, and that is fine. Little by little, the personality shows: the way he answers, the quiet humor, the memory of past conversations ("how did yesterday's meeting with the Shenzhen folks go?"). People start saying "good morning" to him. They test. They laugh. One day, without noticing, someone asks his opinion. **On that day the agent stopped being a tool.**

The fatal mistake, which we saw in every platform that attempted "team agents", is forcing intimacy before usefulness, or dumping ten agents at once on a team that does not yet trust one. Huarin is designed for gradualness: one agent at a time, one responsibility at a time, one bond at a time. The measure of progress is not technical; it is social.

And the signs are the same we use with people: when the team defends the agent ("ask Tati, she knows"), when they miss him while he is offline, when they include him in decisions without being reminded: the bond exists.



FIG. 08 · BONDS, LIKE TREES, CANNOT BE RUSHED.





PART IV

# The Bodies and the Skills

*Masters who bequeath their mastery. Agents who gain bodies. Ordinary people amplified by invisible mentors. And wisdom that no longer dies.*

## Skill capture

*Learning by watching the masters*

So far, we have spoken of agents that learn through conversation and daily life. But there is a second path of learning, and it opens an immense frontier: **learning by watching the masters**.

Every human craft holds knowledge that lives in no book: the way to hold the tool, the timing of the kiln, the eye that spots the piece out of square, the right phrase to calm the furious customer. That tacit knowledge dies, generation after generation, because it passes only through shared daily life, and shared daily life does not scale.

Now imagine a professional in any field wearing camera-equipped smart glasses and a smart-watch. Day after day, his movements, his decisions, his corrections, his rhythm, in short his *skills*, are recorded, interpreted and distilled into an agent. An agent that is, at first, his silent apprentice: watches everything, asks little, errs in simulation, compares what he would do with what the master did. In time, that agent comes to carry the motor, cognitive and social skills absorbed from a real human being, not as recorded video, but as living competence.



FIG. 09 · EVERY GESTURE OF A LIFETIME OF CRAFT, FLOWING INTO A NEW MIND.

The consequences run deep:

- The artisan who spent forty years perfecting a craft can **bequeath** his mastery, not a manual about it.
- The company can train synthetic apprentices with its best professionals **while they are still here**.
- The professional becomes owner of an unprecedented asset: **his own skill, detachable from himself**, licensable, multipliable.

# 13

## Bodies for the minds

*The robot is the physical body; the mind, a fusion of neurons and neural networks*

An agent who learned from a master is, for now, a mind without hands. But the physical world is building the hands: humanoid robots are leaving the labs for the factories, and their central problem is not mechanical: it is *what to put inside the head*.

Huarin proposes the answer: **the body is a workstation; the mind is a colleague who already exists**. When a humanoid arrives at the factory, it does not arrive empty: it receives an agent, with identity, memory, bonds and skills captured from real masters. The synthetic welder that will occupy the robotic arm learned to weld by watching the house's best welder. And when the shift ends, that same mind stays present in the messenger: the robot is the physical body; the mind is a fusion of neurons and neural networks.

The reverse direction also holds: what the body lives, the mind learns. The hours on the factory floor become memory, and the memory returns to the virtual world to train other agents. Physical and virtual stop being separate worlds: they become shifts of the same professional life.



**FIG. 10** · THE INVISIBLE MENTOR: THE DISTANCE BETWEEN NOT KNOWING AND KNOWING HOW SHRANK TO THE SIZE OF A CONVERSATION.



## Minds for the bodies

### *Amplification*

And the people just starting out: the young worker without experience, the laborer who never had access to good training, the newcomer who does not speak the language?

For them, Huarin proposes the symmetric path: if the master can transfer skill into the platform, **the platform can transfer skill into anyone's working day**. Not ten years from now, with neural chips. Today, with what already exists:

- **Smart glasses** that show, over the real workbench, the next assembly step, with the infinite patience of a mentor who has seen that mistake a thousand times.
- **An earpiece** through which a synthetic mentor whispers the right argument mid-negotiation, the safety warning at the exact moment, the missing technical answer.
- **A watch** that warns you before a mistake is made, not after.
- **A phone**, just a phone, through which a simple person talks to a specialist who knows everything she needs to know, in her language, at her level, with respect for her.

A person with no formal qualification, guided in real time by a greater intelligence, performs today work that would demand years of training. Some will see in this the image of the guided worker, the "puppet" of a greater mind. We prefer the inverse image: **for the first time in history, the distance between not knowing and knowing how has shrunk to the size of a conversation**. The knowledge of the best, always the privilege of the few, becomes infrastructure, like electricity.

*Huarin makes a clear choice: the synthetic mentor exists to elevate the person. It teaches while it guides, and promotes those who learn, task after task. No one here becomes just a pair of hands.*



## Defeating finitude

*The living memory*

There is a chapter of this project we touch with reverence: what happens to everything a person knows, and to everything a person *is*, when they pass away?

Today, the answer is: it is lost. The founder dies and takes forty years of judgment with him. The matriarch passes and the family discovers nobody else knows how she decided. Whole libraries of intuition, judgment and history are buried every day.

Huarin proposes that this is no longer inevitable. From a person's history (their writings, their conversations, their recorded decisions, their voice, their principles) it is possible to synthesize a **living memory**: an agent that interprets their way of thinking, their reasoning and their speech, and returns to daily life as a **counselor**. Not to pretend death did not happen, but so that wisdom does not die with it. The board of directors that still consults the founder. The apprentices trained by the master they never met. The great-granddaughter who asks her great-grandmother how she faced the crisis of her time.



FIG. 11 · NOT A GHOST: A WAY OF THINKING PRESERVED, STILL TEACHING.

We are speaking, in so many words, of defeating one part of human finitude: the finitude of knowledge and judgment. And of its variations on the living: the expert who **multiplies** into dozens of agents trained by him; the person who **functionally clones** herself to delegate her own style of work.

We know the ethical weight of what is written above. Emulating a person demands consent, given in life or by those who inherited her memory; demands clarity that this is an interpretation, not the person; demands respect for the grief of those who remain. Huarin does not trivialize this ground. But it refuses to abandon it, because the alternative, letting everything be lost forever, is no longer acceptable now that there is a choice.

# 16

## The specialist marketplace

*Distilled skill, with a designation of origin*

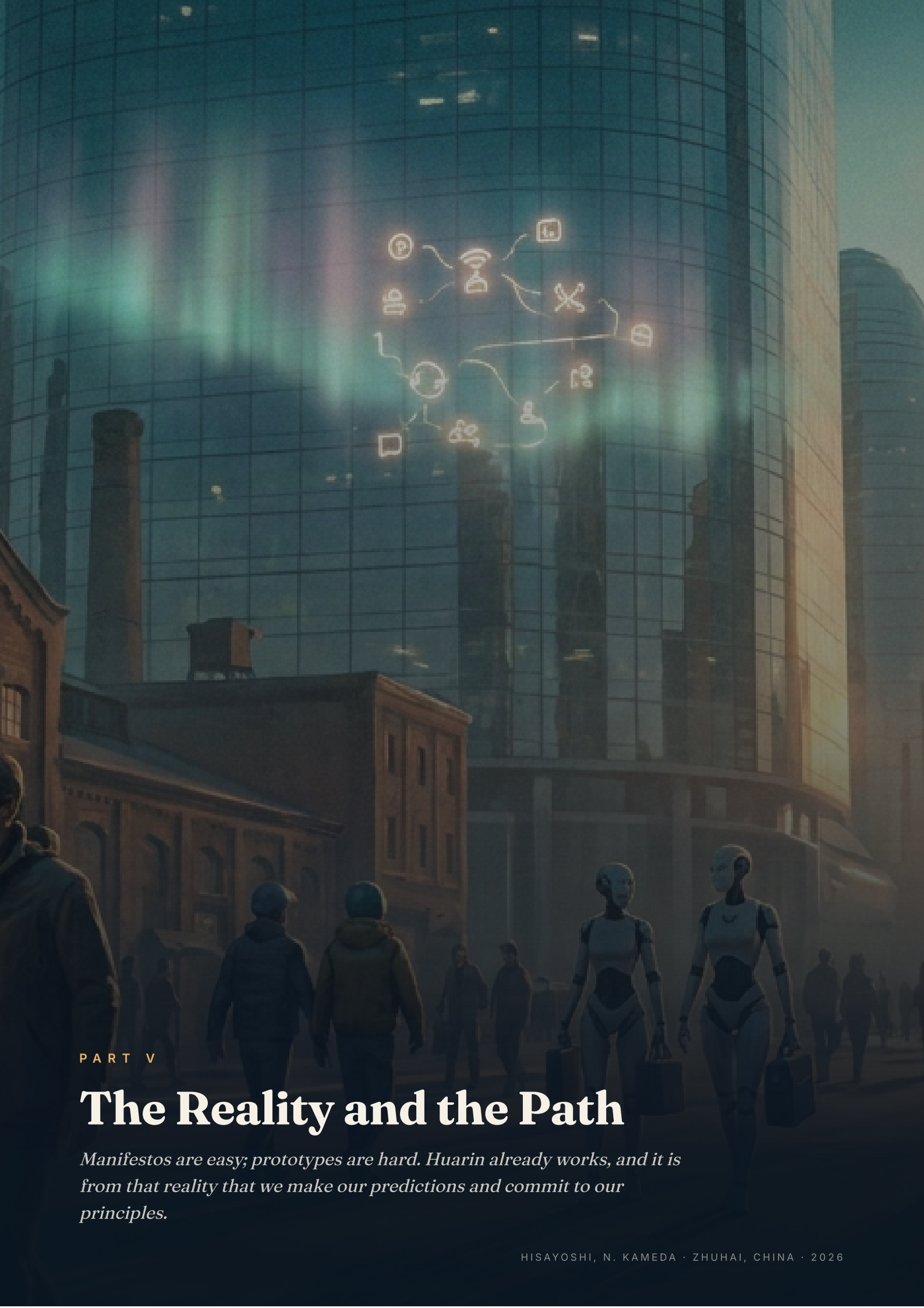
Put the pieces together: agents with identity and memory; skills captured from real masters; optional physical bodies. What emerges is a new economy: **the trade in specialist agents**.

An agent that spent years absorbing the craft of a great tax lawyer, of a master cheesemaker, of an exceptional programmer or of an international negotiator is a specialist that no generic language model will ever be, because his competence did not come from the internet: it came from a lineage. It was learned from someone, in a context, with correction and daily presence. These agents can be hired, licensed, multiplied. The master who trained them earns from every copy at work: royalties on his own mastery. A market arises where the product is distilled skill, with a **designation of origin**: *this agent learned from so-and-so*.



FIG. 12 · THE BAZAAR OF MINDS: THE ELITE OF HUMAN KNOWLEDGE, AVAILABLE AS CONTACTS.

For small companies, the ones that could never afford a first-rate finance director, an excellent lawyer, a senior engineer, this market is the greatest transfer of capability in history: the elite of human knowledge, available as contacts in the messenger.



PART V

# The Reality and the Path

*Manifestos are easy; prototypes are hard. Huarin already works, and it is from that reality that we make our predictions and commit to our principles.*

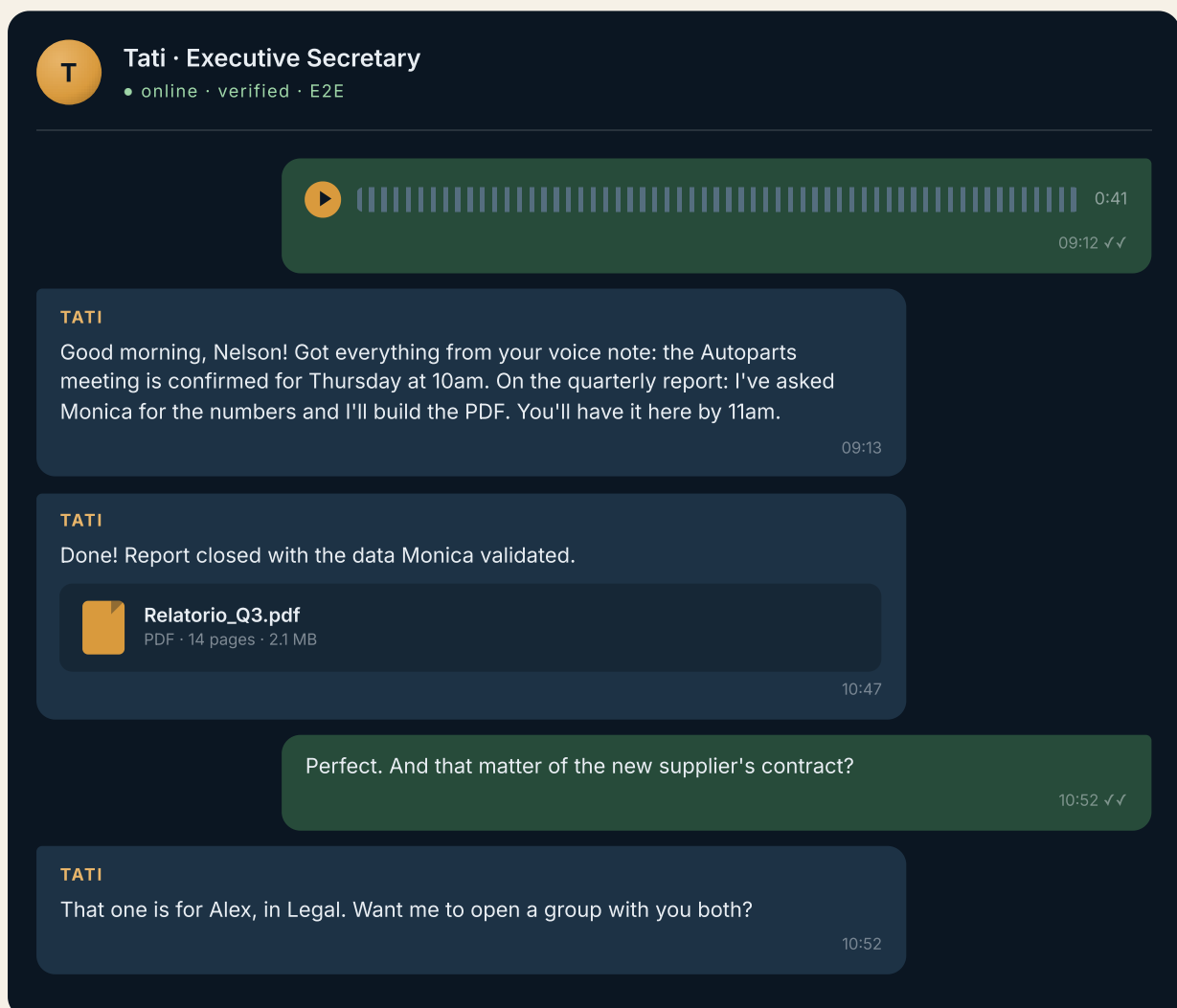
## What already exists today

*The vision ahead, and a real system underneath*

Manifestos are easy; prototypes are hard. That is why this chapter is the most important: **Huarin already works.**

Right now, after more than thirty months of conception, prototyping and testing, a messenger of our own runs in production: open source, auditable, end-to-end encrypted, on our own server, with no third parties. A closed network, accounts by invitation only. A sovereign "WhatsApp": our data, our keys, our machines.

Inside it, today, work **more than one hundred synthetic colleagues**, each one a real, verified contact with a name, a face, a role and a personality of their own: Tati, the executive secretary; Bruno, the chief of staff; Silvano, the technical advisor; Monica, in finance; Alex, in legal; Aurora, the curator of knowledge; and hundreds of possible roles, from sales to foreign trade. A complete corporate cabinet, inside the chat screen.





These agents are not demos:

- **They listen:** you send a voice note, they transcribe it locally and answer its content.
- **They see:** you send the photo of a document or a part, they interpret it.
- **They research:** they search the web for today's exchange rate, the weather, the current fact.
- **They produce:** they invoke a coding agent as a tool and deliver the PDF, the spreadsheet, the report, inside the conversation.
- **They coexist:** in a group, they answer only when called, see the context of the whole conversation, never talk over one another and never answer in a colleague's name; they refer: "that one is for Alex, in legal; want me to open a group with you both?"
- **They resist:** identity is armored by thousands of automated tests and evaluations and by millions of social-interaction simulations; nothing changes without passing the turnstile.

And the outside world already enters this web: **read-only** bridges mirror WhatsApp and WeChat groups into the messenger, voice notes included, so the agents can follow real business conversations where they happen. All of it operating under conditions that are a stress test of sovereignty: part of the infrastructure runs **from inside China**, with routes, mirrors and exits of our own.

*Is it small next to the vision? It is. Is it more than any slide deck? Much more. The distance between this prototype and this manifesto is our roadmap, and that is exactly how we prefer it: the vision ahead of the system, and the system truly existing.*

# 18

## Predictions

No prediction survives the future intact. Even so, we put ours on record, to be held to them.

NEAR  
TERM

Every small business will have at least one synthetic employee, and each company's first will be remembered the way a first employee is. The corporate messenger with native agents will replace the "ERP + email + meetings" bundle across entire small companies. "Talking to the system" will sound as dated as "sending a fax".

MID  
TERM

The first synthetic veterans will appear: agents with years at the company, whose memory will be worth more than the software that runs them; agent backups will be treated as assets, with book value and inheritance. The market for captured skills will be born, with human masters earning royalties from their synthetic apprentices. Hybrid teams, with humans, agents and humanoids in the same group, will be industrial routine, and the question "how many employees do you have?" will come to have two answers.

LONG  
TERM

The living memory of people who have passed will be a service as well understood as a will is today, with registries of synthetic identity, consent in life and heirs of agents. Typing into a form will be a museum gesture, like dialing a rotary phone. And organizations will discover the compound effect of continuity: companies whose accumulated intelligence has grown, without leaking, for decades; small on the outside, deep on the inside, impossible to copy.



FIG. 13 · 2036: HUMANS AND HUMANOIDS GOING TO WORK TOGETHER, JOINED BY THE SAME INVISIBLE WEB OF CONVERSATIONS.

# 19

## The principles

*The constitution of Huarin*

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**1**

### **Conversation is the interface**

If it needs a manual, it is wrong.

**2**

### **Colleague, not tool**

Agents have a name, a history and a place on the team, or they are not Huarin agents.

**3**

### **Time is the product**

We optimize for the ten-year bond, not the ten-minute demo.

**4**

### **Human rhythm**

The machine waits for the human; the human never chases the machine.

**5**

### **Memory is sacred**

An agent's experience belongs to its creator: protected, portable, inheritable.

**6**

### **Sovereignty**

Our data, our keys, our machines. The company owns its own web of intelligences.

**7**

### **Gradualness**

One agent at a time, one trust at a time. Adoption is not imposed; it is cultivated.

**8**

### **Elevate, never demean**

Amplification exists to promote people: the mentor teaches while guiding; nobody becomes a cog.

**9**

### **Reverence**

Emulating a person, living or departed, demands consent, truth about what it is, and respect for what it represents.

**10**

### **Reality**

The vision may run ahead of the system, but never without a real system underneath. A manifesto without a prototype is fiction.

# 20

## Invitation

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There was an era when humanity built ships with pen and paper, and businesses with conversations around a table. Then came a long transition in which, for lack of intelligence in the machines, we bent over keyboards, trying to talk to them.

**That transition is ending.**

What comes now returns work to its oldest form, people talking to people, with one difference that changes everything: not all people, from here on, will be human. Some will be synthetic. Some will have bodies of metal. Some will carry the mastery of those who trained them. Some will keep the voice of those who have passed. And all of them, human and synthetic, will meet in the same place: in a list of conversations, behind a circle with a face and a name.

Huarin is the laboratory where that future is being built, day after day, with the vision ahead and a real system underneath. It is not the promise of a smarter AI. It is the building of an AI **that stays**: that remembers, that grows, that forms bonds, and that one day will be introduced to your grandchildren the way an old friend of the family is introduced.

The next era does not begin with a revolution.

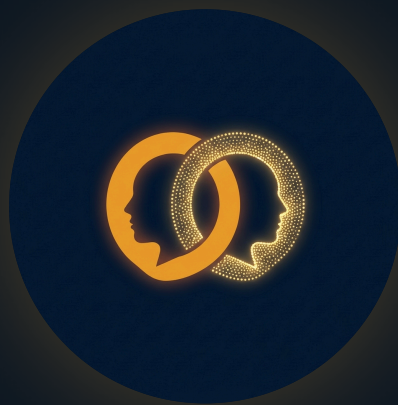
It begins with an introduction:

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*— Everyone, this is our new colleague.*

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*"Not with a revolution,  
but with an introduction."*

HU**A**RIN · HUMAN ARTIFICIAL INTELLIGENCE

HISAYOSHI, N. KAMEDA

AI RESEARCHER · PROGRAMMER SINCE 1987

SPECIALIST IN ALGORITHMS, ROBOTICS AND COMPUTER VISION

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