ADGM 10 Years

THE CAPITAL OF CAPITAL

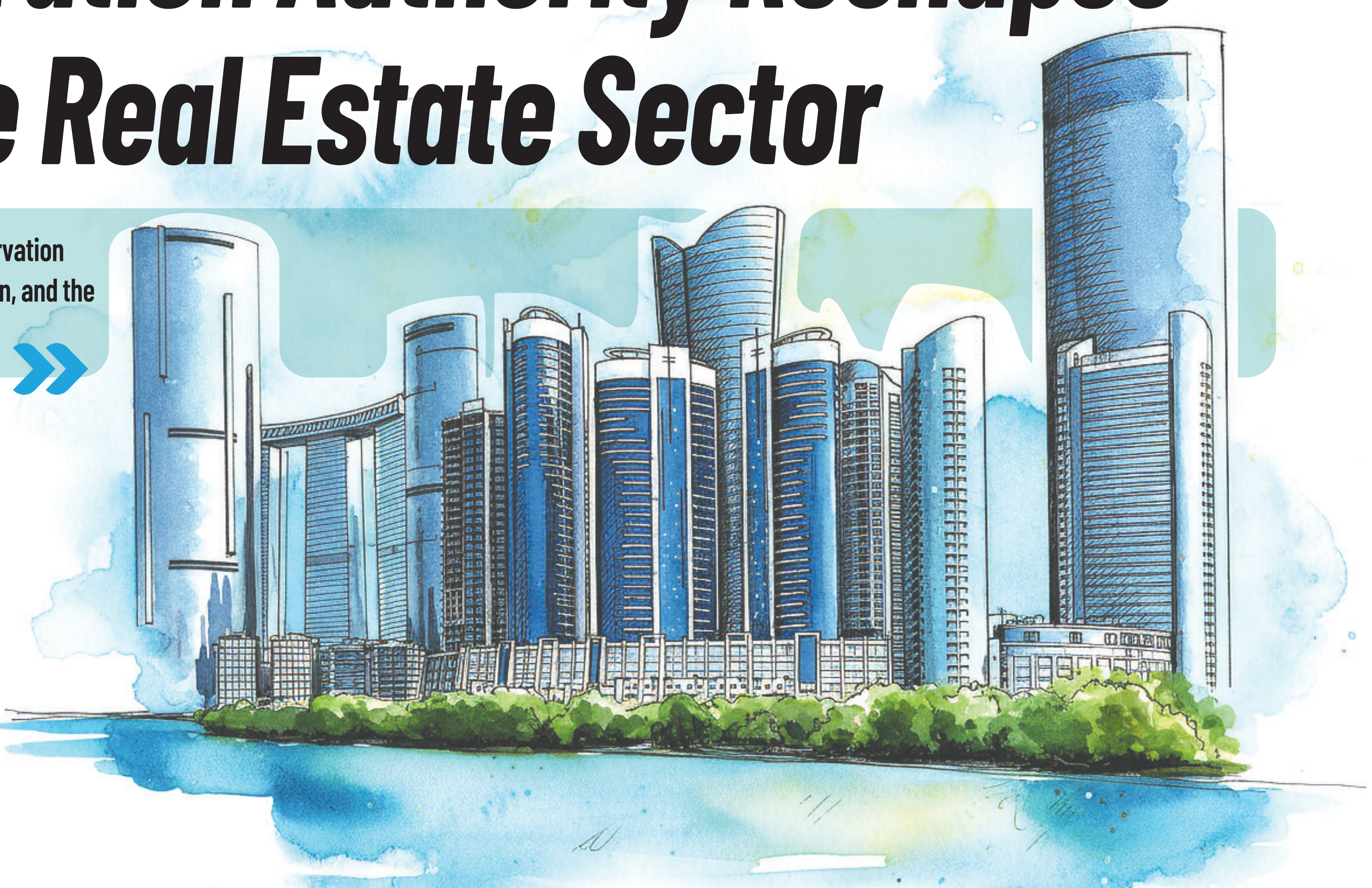
ADGM TIMES

Abu Dhabi | United Arab Emirates | January 2026 | Vol.21

Monthly Newsletter

ADGM's Registration Authority Reshapes Services in the Real Estate Sector

These services include off-plan agreement terminations, reservation agreement registration (new ownership type), SMART Valuation, and the enhancement of Leasing Services and Broker Permitting.



ADGM, through its Registration Authority, has announced a new suite of real estate services, building on top of the services introduced earlier last year. This expansion underscores ADGM's ongoing commitment to fostering a transparent, secure, and investor-friendly real estate environment and further strengthens Abu Dhabi and ADGM's position as a forward-looking, globally connected financial hub.

Following the successful completion of Al Reem Island's transition under ADGM's jurisdiction in 2024, the RA has introduced a comprehensive package of digital services tailored to support the growth and innovation of the Real Estate sector. These offerings are designed to enhance convenience, accessibility, and instant service delivery for property owners, developers, and investors.

Together, these new services move ADGM's real estate offerings from digital to smart services, elevating operational clarity, legal certainty, and market efficiency.

The Real Estate and Infrastructure Division in ADGM, has launched regulated procedures for Off-Plan Agreement Terminations, establishing a clear mechanism for termination. The new process aims to reduce disputes and ensure fair and transparent outcomes for both developers and buyers.

The launch of SMART Valuations allows property owners or their authorised representatives to request an evaluation certificate that provides the indicative valuations for land or units, streamlining transactional processes and supporting more informed decision-making.

Another notable service is the introduction of Registration of Reservation Agreements, a new ownership category that formalises property interests due to be transferred on a future date. This ensures property records remain up to date with regulatory requirements and helps safeguard contractual commitments and ownership rights for all parties.

These initiatives reinforce ADGM's commitment to building an integrated and robust real estate ecosystem and underline the RA's strategic role in driving regulatory excellence and a business-friendly environment following ADGM's expansion to Al Reem Island - now one of the world's largest financial districts, spanning 14.38 million square metres.

Commenting on these developments, H.E. Rashed Al Blooshi, CEO of the Registration Authority of ADGM, said, "The efforts of the Registration Authority put ADGM at the forefront of innovative real estate and property-related initiatives. These enhancements are a testament to the pivotal steps we are taking in reinforcing ADGM's real estate framework with greater transparency, efficiency, and investor protection. By continually expanding our regulated services and strengthening the legal and digital infrastructure, we are fostering an environment where developers, property owners, and investors can transact with confidence, aligned with Abu Dhabi's vision for a dynamic and sustainable real estate economy."

By extending its suite of services, ADGM continues to offer a comprehensive Real Estate platform that ensures easy access to real estate services and enhances investor confidence in Abu Dhabi's property market. These efforts contribute to ADGM's mission of supporting Abu Dhabi's economic transformation through a progressive, inclusive, and digitally enabled business environment.

ADGM Academy Launches Tech Centre to Shape the Future of Research and Innovation

ADGM Academy (ADGMA), the knowledge arm of ADGM, has announced the launch of the Tech Centre, a first-of-its-kind multi-sector platform in the region that reinforces Abu Dhabi's position as a global benchmark for research-driven innovation and strengthens its role as a global leader in technology and knowledge-based economies.

The ADGMA Tech Centre will be the core driver of the region's innovation ecosystem, fostering collaboration between academia, policymakers, regulators and industry leaders. Serving as a living lab where knowledge, policies, regulations and technologies evolve together, it will help translate discovery into practice while training the workforce of the future through specialised programmes, hackathons and research fellowships across Artificial Intelligence, Blockchain, Cybersecurity, InvestmentTech and EnergyTech.

As part of the launch, ADGMA hosted a closed-door stakeholder event at the Academy, where five founding initiatives signed a Commemoration Declaration, pledging to work collaboratively to advance Abu Dhabi's technology ecosystem, in alignment with the UAE's vision for a knowledge-based, innovation-driven economy.

These five founding initiatives represent the cornerstone of the ADGMA Tech Centre and will drive applied research and innovation across key sectors.

- **RealAssetX Abu Dhabi:** In collaboration with PGIM the initiative will advance AI to transform real assets, driving smarter investment and sustainability outcomes.
- **FutureTech 4.0:** In collaboration with ADI DLT Foundation the initiative will support in shaping the future of digital assets through research and education, with a goal of preparing 10,000 blockchain leaders.
- **Cyber Arena:** In collaboration with Cyber Falcon the initiative will develop next-generation defense strategies to protect critical infrastructure while strengthening the talent pipeline.
- **Freedom Investment Lab:** In collaboration with Freedom Management the initiative will further enhance Abu Dhabi's role as a global investment hub through digital wealth platforms and financial literacy initiatives.
- **EnerTech Lab:** In collaboration with TDE Digital the initiative will drive sustainable energy practices, operational efficiency, and workforce readiness for the energy sector.

Commenting on the launch, Mansoor Jaffar, CEO of ADGM Academy and Research Centre, said: "At ADGM Academy, we see research not just as a foundation, but as a catalyst for meaningful innovation. The ADGM Academy Tech Centre is where ideas, policy, and industry intersect to transform discovery into practice, shaping regulation, advancing solutions, and nurturing the next generation of talent. This reinforces Abu Dhabi's role as a global benchmark in shaping the future of technology."

ADGM Reinforces Its Status as Region's Leading Financial Hub with Robust Q3 2025 Growth

ADGM, has reported strong Q3 2025 results, reinforcing its standing as the leading financial hub in the Middle East, Africa and South Asia (MEASA).

The asset management sector continued to be a major driver of growth, with Assets Under Management (AUM) in ADGM surging by 48% year-on-year in Q3 2025 compared to Q3 2024, reaffirming the centre's status as the preferred destination for wealth management. The number of asset and fund managers operating out of ADGM rose to 161, while the number of funds managed within the jurisdiction jumped to 220.

Commenting on the centre's performance over the period, H.E. Ahmed Jasim Al Zaabi, Chairman of ADGM, said, "As we advance our vision for a diversified and resilient financial ecosystem, our ongoing progress and achievements reflect the confidence that global institutions place in ADGM as a catalyst for growth and transformation. Our financial centre is one of the world's youngest, but our exponential growth has achieved global recognition. Following another strong quarter, our commitment to deliver innovation, regulatory excellence, and global connectivity is stronger than ever."

At the end of Q3, the number

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of active licences across ADGM reached 11,920, with a total of 2,801 licences issued in 2025 alone. Operational entities within ADGM's jurisdiction surpassed the 3,000 mark to reach 3,227, a 43% year-on-year increase. Of these, 328 entities were in the financial services sector.

Moreover, ADGM recorded significant year-on-year growth in real estate-related activity in Q3 2025. The value of real estate transactions rose by 104%, while sales activity, including off-plan and ready units, increased by 78%. Project registrations also doubled over the period, reflecting growing investor confidence and the successful integration of Al Reem Island into ADGM's jurisdiction.

ADGM's exponential growth was also reflected in the increase in employees working out of the financial centre. During the period, the workforce across Al Maryah and Al Reem Islands grew to 39,870.

The strong pipeline of entities setting up in ADGM reflects the centre's growing reputation as a nexus for global capital flows and a business-friendly hub supported by robust regulations. The growth also reaffirms ADGM's appeal to companies across a wide range of sectors.

$9 Trillion in Assets Commit to ADGM as the IFC Redefines Global Capital Flows

ADGM is entering its second decade with strengthened momentum, as it announces the addition of 11 new major global financial institutions representing more than USD 9 trillion in assets under management. This remarkable increase, from USD 635 billion in 2024 and USD 450 billion in 2023, marks one of the most significant expansions by any international financial centre globally last year and reinforces the ADGM's position as the region's fastest-growing and one of the world's most dynamic jurisdictions for asset management.

The announcements, made in the run-up to and during the fourth and largest edition of Abu Dhabi Finance Week (ADFW), highlight the city's growing influence as the "Capital of Capital" and position ADFW as a global platform underscoring Abu Dhabi's role as a global financial hub where capital flows are powered by leading institutions and a world-class regulatory ecosystem at ADGM.

With total assets under management represented at ADGM rising sharply, the centre is consolidating its position as the fastest-growing international financial centre in the region and one of the most dynamic globally. The momentum signals not incremental growth, but a step-change in Abu Dhabi's role within the global financial system.

During ADFW, leading global financial institutions, including Cantor Fitzgerald, BBVA, Arab Bank Switzerland Gulf Ltd, Plenary ME Infrastructure Partners Ltd., along with Eurasian Development Bank, ERM, and DLA Piper, unveiled plans to establish a presence in ADGM, spanning asset management, banking, infrastructure investment, sustainability advisory, and global legal services. These announcements build on a strong pipeline of Q4 commitments from firms such as UBS Group, KKR, Julius Baer, HarbourVest, Madison Realty Capital, Partners Group, DWS and Monroe Capital, underscoring the depth and durability of ADGM's growth trajectory.

These commitments mark a strong start to ADGM's next decade of growth, positioning the centre among the world's top 5 international financial centres. Building on its strong foundations, ADGM will continue to set international benchmarks across priority growth areas, not only limited to asset management but also extending towards the full spectrum of financial services covering digital assets, sustainable and green finance, and advanced family office and private wealth services, underpinned by a progressive and proportionate regulatory framework aligned with the highest global standards.

Commenting on Abu Dhabi and ADGM's continued momentum, H.E. Ahmed Jasim Al Zaabi, Chairman of ADGM, said: "The commitments announced during ADFW underscore Abu Dhabi's rising influence at the centre of global capital flows and the long-term confidence international institutions place in the clarity and scale of our vision. Over the past decade, Abu Dhabi has established a resilient, trusted and progressive financial ecosystem, grounded in robust regulatory foundations. As ADGM enters its next decade, our focus is on deepening market capability, expanding financial architecture, and reinforcing Abu Dhabi's role as a globally connected hub where capital is allocated with purpose, and long-term value is created."

In a historic development within the global digital asset regulatory space, the fourth edition of ADFW marked the announcement of Binance becoming the first crypto exchange to secure a formal global licence from the Financial Services Regulatory Authority of ADGM to operate under a comprehensive regulatory framework from Abu Dhabi. This global first is another major step in ADGM's efforts to be the most progressive and compliant digital-asset ecosystem in the world.

Richard Teng, Co-CEO of Binance, commented: "During ADFW, Binance became the first global crypto exchange to secure a comprehensive global licence under the ADGM framework, marking a world first for the digital asset industry. This milestone reflects our compliance-first philosophy and our continued focus on transparency, security, and user protection. Our partnership with ADGM and our presence at ADFW reinforce our strong belief in the long-term growth of the crypto ecosystem."

ADGM's FSRA Issues Alert Over Fraudulent Scheme - Mirage by Mag Investment

The Financial Services Regulatory Authority of ADGM would like to alert the financial services community and members of the public to a suspected fraudulent scheme and false and misleading claims made by an entity or purported entity named Mirage by Mag Investment LLC, trading as Trade Mirage.

It came to the FSRA's attention that on the Website, Trade Mirage states that it is a "globally recognised forex trading platform"; and falsely claims that it is "accredited by" ADGM.

On its Instagram Account, Trade Mirage advertises trading services, instant withdrawals, and falsely claims that Trade Mirage is regulated by the ADGM. The FSRA is concerned that the false claims made on both the Website and Instagram account have the potential to mislead potential investors and the public to believe that Trade Mirage is licensed and authorised to operate in ADGM, when it is not.

The FSRA advises the public that Trade Mirage is not, and has never been, granted a Financial Services Permission by the FSRA to carry on any Regulated Activity in or from ADGM; and is not, and has never been, incorporated in ADGM or licensed to undertake any form of commercial activities in ADGM.

Only firms authorised by the FSRA can undertake Regulated Activities in ADGM. The FSRA advises the market and investors to not deal with any firm until it is verified that the firm is authentic and has been granted the appropriate Financial Services Permission by the FSRA to undertake Regulated Activities in the ADGM.

ADGM's FSRA Issues Alert Over fraudulent scheme and false and misleading claims - SGV Advisory

The Financial Services Regulatory Authority of ADGM would like to alert the financial services community and members of the public to a suspected fraudulent scheme and false and misleading claims made by an entity or purported entity named SGV Advisory FZ LLC or Strategic Global Ventures.

It came to the FSRA's attention that on the Website, Strategic Global Ventures offered an investment platform for General Partner investors with a target of US$500,000. The Website names the "Resident Director" who is actually an Approved Person for another FSRA licensed entity. However, the FSRA has confirmed with the Approved Person that they have no connection to Strategic Global Ventures and that Strategic Global Ventures did not obtain permission to use their name and image on the Website.

The FSRA is concerned that the claims made on the Website have the potential to mislead potential investors and the public to believe that Strategic Global Ventures is licensed and authorised to operate in ADGM, when it is not.

The FSRA advises the public that Strategic Global Ventures is not, and has never been, granted Financial Services Permission by the FSRA to carry on any Regulated Activity in or from ADGM; and is not, and has never been, incorporated in ADGM or licensed to undertake any form of commercial activities in ADGM.

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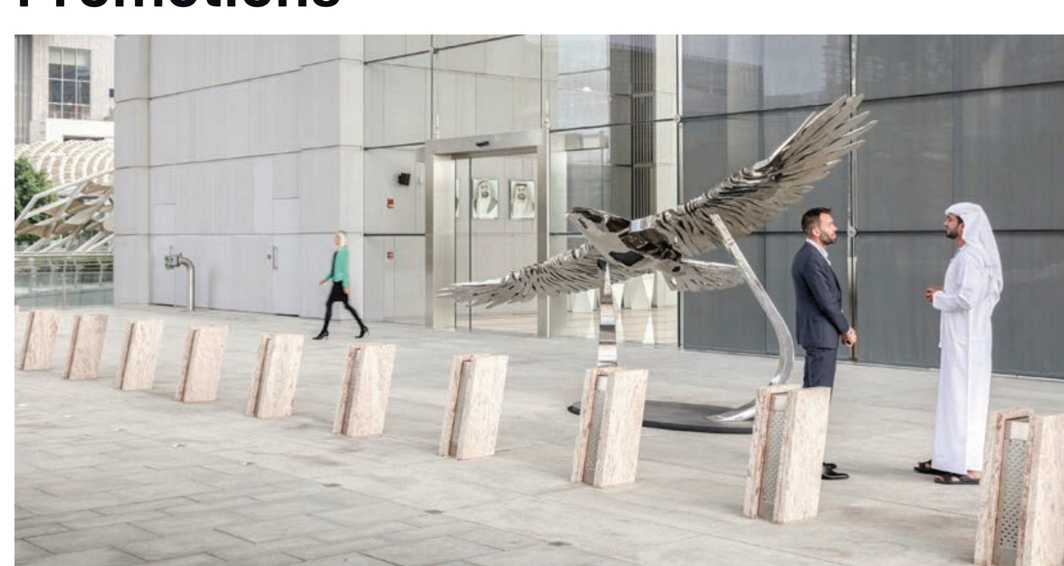
ADGM's RA Publishes New Commercial Permits Rules for Events, Sales and Promotions



ADGM's Registration Authority has published enhancements to its existing framework under the Commercial Permits Regulations 2024 to introduce rules for Entertainment and Events, Temporary Commercial, and Sales and Promotion.

The Rules will help in issuing permits to strengthen consumer protection within ADGM by ensuring that activities are correctly regulated, as well as temporary activities and marketing and promotional activities are conducted transparently, fairly and responsibly.

Some of the key features of the Rules include the introduction of a requirement to obtain a temporary commercial permit from the RA to temporarily commercially operate within ADGM for a specified amount of time, the introduction of a requirement to obtain a sales and promotions permit from the RA in respect of carrying out specific sales and promotions-related activities within ADGM by an ADGM licensed person or a temporary commercial permit holder. The new rules will also introduce a requirement to obtain an entertainment and events permit from the RA for certain events, entertainment, photography and speaking activities and establish specific conditions applicable to obtaining such permits.

Stern School of Business at NYU Abu Dhabi Releases Inaugural Financial Centre Competitiveness Index

The Stern School of Business at NYU Abu Dhabi, one of the world's leading business schools, released the inaugural Financial Center Competitiveness Index (FCCI) at the Global Markets Summit during Abu Dhabi Finance Week. The index evaluates international financial centers worldwide and ranks New York, London, and Singapore as the top three. Highlighting the GCC's growing influence in a landscape long shaped by established hubs, the Index places Abu Dhabi 12th and Dubai 14th overall, with Riyadh 26th and Doha 29th.

As the global economic landscape becomes more complex, traditional indices offer rankings without fully explaining what drives them. The FCCI addresses this gap. Using data science to blend data driven rankings with strategic analysis, it gives policymakers a clearer view of how financial centers compare and compete, helps emerging centers understand how to strategically plan for growth, and supports decision makers navigating increasingly complex global economic dynamics.

The Institute advances research into the evolving global economic order, with a focus on the role of international financial centers. By creating a systematic benchmark for financial centers, it provides policymakers, business leaders, and investors with an evidence-based framework to navigate shifting global dynamics.

"International financial centers are one of the clearest ways to observe how the global economy is shifting" said Rob Salomon, Dean of Stern at NYUAD. "With the FCCI and the Institute for Global Financial Competitiveness, we wanted to move beyond league tables and provide a research-based view of how cities are engaged in building financial capacity. The strong performance of cities located in the Gulf region shows how fast new hubs can move when policy, regulation, talent, and innovation are aligned."

The FCCI uses a two-pillar framework that looks at today and tomorrow. The Footprint pillar tracks current scale and activity, including institutional strength, resources, and local ecosystems. The Dynamics pillar assesses growth potential and future readiness, with a focus on technology and innovation. Together, the pillars show where centers stand now and how prepared they are for what comes next. An online platform lets users adjust weights, test "what if" scenarios, and generate custom rankings aligned with policy or investment priorities.

The principal investigators of the Index are Bruno Lanvin, President of the Descartes Institute and Senior Advisor at the Institute for Global Financial Competitiveness, Stern at NYUAD, and Anisa Shyti, Clinical Associate Professor of Accounting at Stern at NYUAD.

"In an environment of shifting growth engines, new technologies, and rising geopolitical risk, financial centers need tools that help them think in years, not quarters," said Lanvin. "The Index is meant to sit at the intersection of data and strategy. It helps cities understand how they fit into a more polycentric financial system. Our aim is to inform better choices, whether that means where to invest, where to locate, or how to build the trust that ultimately underpins competitiveness."

The index also points to the rising importance of technology and infrastructure. As AI intensive and data driven activity expands, financial centers must invest in digital infrastructure, cybersecurity, and sustainable energy to support new forms of financial intermediation.

"The FCCI is built to be used, not just read," said Shyti. "By separating Footprint and Dynamics, and by making the data available through an interactive platform, we give policymakers, financial center managers, and investors the power to stress test their assumptions - a tool for decision and action. Uncertainty hits everyone, but never the same way. Stakeholders can shift the weight to regulation, or technology, or talent – and instantly see the rankings reshape to the future they expect. That flexibility is essential in a world where the questions keep changing."

The FCCI is the first major publication of the Institute for Global Financial Competitiveness. The Institute uses data science to research and rank international financial centers globally and was established in Abu Dhabi due to its proximity to regions driving future economic growth. It is mentored by renowned investor Ray Dalio and brings together a world class team of researchers and advisors.

The performance of the GCC reflects a wider regional trend. Strengthening regulatory frameworks, targeted investments in innovation, and the expansion of financial activity across the region are contributing to the rise of several regional centers. These developments underscore the need for tools like the FCCI, which clarifies how financial centers evolve and compete over time.

The Institute will publish the FCCI annually and expand it through conferences, publications, and partnerships. The FCCI is conceived as the beginning of a multiyear effort to build better tools, techniques, and measures that reveal new trends shaping global finance.

Produced by the Institute for Global Financial Competitiveness (IGFC) at Stern at NYUAD, with support from the Abu Dhabi Department of Economic Development (ADDED) and Dalio Philanthropies, the FCCI treats financial centers as nodes of "engineered capital" in an increasingly networked global economy.

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan Approves Launch of FIDA Cluster in Abu Dhabi

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Chairman of the Abu Dhabi Executive Council, approved the launch of the FinTech, Insurance, Digital and Alternative Assets (FIDA) cluster in Abu Dhabi. The cluster, an initiative spearheaded by Abu Dhabi Department of Economic Development and Abu Dhabi Investment Office, aims to advance the next generation of innovative financial and investment solutions.

Announced at Abu Dhabi Finance Week 2025, FIDA aims to expand Abu Dhabi's financial sector into high-growth areas that serve the evolving needs of the emirate, the region and beyond. By 2045, the cluster is projected to contribute an additional AED56 billion to Abu Dhabi's gross domestic product (GDP), generate 8,000 new skilled jobs and attract at least AED17 billion in investment, aligned with the emirate's wider economic diversification agenda.

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan affirmed that the launch of the FIDA cluster represents a significant step toward realising Abu Dhabi's ambitious vision to build an integrated global financial ecosystem that harnesses capital, innovation, advanced technologies and AI solutions. The cluster aims to create a more resilient and competitive economic environment in fintech, investment and digital economy, further strengthening the emirate's leadership across these key sectors regionally and internationally.

His Highness emphasised the significance of continuing development of economic infrastructure to further attract investors, startups and entrepreneurs in fintech, insurance and digital and alternative assets, aligning with the UAE leadership's directives to advance sustainable economic growth and reinforce the emirate's position as the global Capital of Capital.

His Excellency Ahmed Jasim Al Zaabi, Chairman of Abu Dhabi Department of Economic Development, said: "Abu Dhabi's economic strategy is built on the long term horizon planning and the principle that capital, talent and innovation must flow through world-class infrastructure. The FIDA cluster is a structural investment for the future. By coordinating efforts across regulators, sovereign capital, financial institutions and innovators, FIDA strengthen the foundations of next generation finance and reinforces Abu Dhabi global positioning as the Capital of Capital."

His Excellency Badr Al-Olama, Director-General of Abu Dhabi Investment Office, said: "FIDA marks a step-change in Abu Dhabi's role in global finance. We have the architecture of a global financial centre where digital innovation, fintech transformation and next-generation technologies meet strategic capital and forward-looking regulation from the outset. By bringing investors, regulators, global institutions and technology innovators into an integrated cluster, Abu Dhabi is the preferred destination for those building digital assets, AI-powered insurance and breakthrough fintech platforms."

Through integrated programme pillars designed to create a comprehensive financial ecosystem, the FIDA cluster aims to develop institutional-grade digital asset infrastructure and advanced fintech platforms that meet international standards, while establishing frameworks that other jurisdictions can leverage as a global benchmark.

The strategy also includes the channelling of sustainable finance into Abu Dhabi's priority sectors, supporting net-zero commitments and developing green finance instruments that attract investors focused on environmental, social and governance (ESG) factors.

FIDA provides tailored financial infrastructure for the emirate's other priority clusters, including food and water innovation through the AgriFood Growth and Water Abundance (AGWA) cluster, mobility through the Smart and Autonomous Vehicle Industries (SAVI) cluster and life sciences through the Health, Endurance, Longevity and Medicine (HELM) cluster, helping innovative companies across the economy access appropriate financing, manage risk and scale effectively.

Mubadala and Aldar Announce Landmark AED 60+ Billion Expansion of Abu Dhabi'S Financial District on Al Maryah Island

Mubadala Investment Company, an Abu Dhabi sovereign investor, and Aldar have launched a landmark joint venture to expand Al Maryah Island, unlocking the next phase of growth in the international financial district and further enhancing Abu Dhabi's global position as the "Capital of Capital".

With a gross development value exceeding AED 60 billion, the north side of Al Maryah Island holds the final undeveloped bank of land, which spans almost 500,000 sqm. The project will comprise 1.5 million sqm of new office, residential, retail, and hospitality space — seamlessly integrating commerce, community, and lifestyle, and further elevating Al Maryah Island's distinctive blend of international business and luxury living.

The mixed-use development will significantly enhance ADGM, ADGM has experienced unprecedented momentum, with more than 11,000 active licences now registered in the free zone, positioning it among the fastest-growing financial hubs worldwide. Demand for space is exceptionally strong, with almost 40,000 individuals already based within the financial district. The expansion of Al Maryah Island will deliver more than 450,000 sqm of additional Grade A office space – effectively doubling the island's total supply and reinforcing its position as a leading global financial hub.

Due to the influx of international investors and professionals, luxury homes at Al Maryah Island are in high demand with branded residential properties such as the W and St. Regis currently under development. The new expansion is expected to further support this influx by adding more than 3,000 luxury residences on the waterfront.

The expansion will further enhance Al Maryah Island's position as Abu Dhabi's leading lifestyle and business destination, introducing new experiences that build upon the island's fully integrated urban ecosystem. Already home to The Galleria — the capital's premier luxury shopping destination, Cleveland Clinic Abu Dhabi, ACTIVE – one of the UAE's largest and most advanced urban sports hubs, and the UAE's most Michelin Guide-awarded dining location; Al Maryah Island will continue to redefine modern city living with an additional 40,000 sqm of experiential luxury retail, dining, and a world-class marina.

At the forefront of the island's next phase is the Al Maryah Waterfront enhancement project, featuring a striking bay fountain with water shows soaring up to 75 metres high. This new centrepiece will anchor a reimagined coastline, adding vibrant dining, leisure, and event spaces that complement the island's existing energy and appeal.

With business and leisure visitors expected to grow, demand for hotel space will also increase. The masterplan includes new hotels, building on the existing luxury offering anchored by the Four Seasons and Rosewood Abu Dhabi.

Dr Bakheet Al Katheeri, Chief Executive Officer of UAE Investments Platform at Mubadala, said: "This landmark joint venture marks a defining moment in realizing the full potential of Al Maryah Island. As Abu Dhabi's premier business and lifestyle destination, Al Maryah has always embodied Mubadala's long-term commitment to cultivating globally competitive, future-ready destinations. By unlocking the island's final major landbank, we are accelerating its evolution into one of the world's most dynamic financial and lifestyle hubs — expanding its commercial strength, enhancing its residential and retail offering, attracting international investors, and reinforcing its vital role at the heart of Abu Dhabi's economic diversification journey."

Talal Al Dhiyebi, Group Chief Executive Officer of Aldar, said: "This expansion represents a pivotal milestone for Abu Dhabi's continued growth as a global financial centre, with ADGM at its heart. With Mubadala and Aldar's proven track record in master planning and delivering iconic destinations, we are collaborating to create a world-class, mixed-use environment that will attract leading businesses, investors and talent from around the world. It will support the UAE's vision for a diversified and knowledge-based economy while enhancing the capital's allure as a place to live, work and invest."

Salem Al Darei, Chief Executive Officer of ADGM Authority, said: "The landmark expansion of Al Maryah Island marks a pivotal step in strengthening Abu Dhabi's standing as a global capital for finance. With ADGM at the heart of this transformation, the development reflects our ambition to create one of the world's most progressive and connected financial districts, an ecosystem where international institutions, investors, and innovators can thrive. This next chapter reinforces Abu Dhabi's long-term economic vision and accelerates our journey in shaping a dynamic, future-ready hub that sets new global benchmarks for growth, opportunity, and impact."

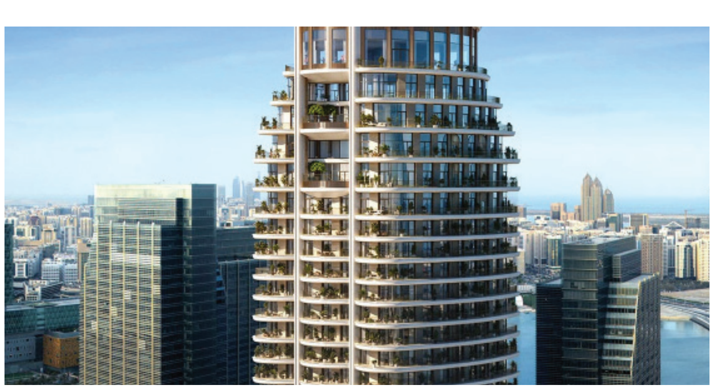
Improving connectivity is core to the area's broader infrastructure plans. The masterplan envisions the creation of a sustainable, connected environment with 2.5 km of air-conditioned pedestrian corridors, more than 12,000 parking spaces, and 20% open space in the heart of Abu Dhabi's financial district. Three new bridges are proposed to connect the north side of Al Maryah Island to Reem Island and Abu Dhabi mainland, which will also ensure that Saadiyat Island is less than a 10 minute drive. Enabling works are scheduled to commence in 2026.

The joint venture — held 60% by Aldar and 40% by Mubadala — builds on a strategic partnership spanning more than two decades between the two entities. Most recently, Mubadala and Aldar entered into series of joint ventures across multiple real estate asset classes in Abu Dhabi, including commercial, retail, residential, and logistics.

The partners bring a strong precedent of collaboration on Al Maryah Island, demonstrated through projects including Al Maryah Tower and the upcoming One Maryah Place. They are also nearing legal completion of a retail joint venture that will own and operate Abu Dhabi's premier shopping destinations, including The Galleria Al Maryah Island Yas Mall and the upcoming Saadiyat Grove Mall.

The expansion of Al Maryah Island joint venture marks the next chapter in this long-term partnership, which is shaping the future of Abu Dhabi's most important destinations.

SAAS Unveils New Landmark Project The Ritz-Carlton Residences, Al Maryah Island



SAAS Properties marked its participation at Abu Dhabi Finance Week 2025 as the event's exclusive real estate developer, reinforcing its commitment to shaping the future of the UAE's luxury property market. During the week, SAAS officially revealed its newest project: The Ritz-Carlton Residences, Al Maryah Island, Abu Dhabi - an exceptional branded residential development, expanding its portfolio of luxury landmarks.

The official signing ceremony between SAAS and Marriott International marks a shared commitment to advancing branded residences that reflect SAAS's signature standards, reinforcing the company's momentum in delivering world-class, design-led communities. The reveal strengthens SAAS's presence in the capital, showcasing a selection of its residential and mixed-use developments throughout ADFW, and reflects its philosophy of thoughtful design, quality-driven development and curated lifestyle experiences, ultimately elevating Abu Dhabi's real estate and lifestyle offering.

The United Arab Emirates continues to be one of the fastest-growing economies globally, and real estate is central to this transformation. This powerful economic sector fuels construction, tourism, finance and retail.

This latest reveal of The Ritz-Carlton-branded residences and the successful launches of both, The St. Regis Residences, Al Maryah Island, Abu Dhabi and Seamont, Autograph Collection Residences, Al Reem Island, Abu Dhabi in only 2025, offer a truly elevated standard of living for discerning buyers.

Karim Nasser, Marketing Director at SAAS Properties, said: "Our participation in Abu Dhabi Finance Week highlights SAAS Properties' commitment to shape the future of luxury living in the UAE. Abu Dhabi is experiencing an exciting period of opportunities, and our collaboration with Marriott International on The St. Regis Residences, Seamont, Autograph Collection Residences, and now The Ritz-Carlton Residences, proves our continuous efforts in setting new standards in luxury living. With our latest reveal, we are now accepting expressions of interest for the Ritz-Carlton project, inviting discerning buyers and investors to be part of this landmark development."

ALTÉRRA, BBVA Partner on $250 Million Climate Co-investment Fund

ALTÉRRA, the leading private investment platform for climate finance, and global bank BBVA have inked a strategic partnership, under which BBVA will commit $250 million as a proposed strategic limited partner to a climate-focused co-investment vehicle ALTÉRRA intends to launch, subject to regulatory approvals.

The fund, once approved, will be domiciled in ADGM and consolidate existing co-investments from ALTÉRRA Acceleration into a dedicated structure managed by ALTÉRRA.

The fund aims to mobilise capital for climate-aligned infrastructure, private equity, and private credit.

"The fund marks a new chapter for ALTÉRRA as we move into our next stage of growth and deepen our ability to mobilise and deploy global capital toward high-impact investments," said Dr Sultan Al Jaber, ALTÉRRA's chairman. "Our partnership with BBVA strengthens global collaboration in clean energy, sustainable infrastructure and technology investments, allowing us to continue to back high-quality opportunities delivering long-term value."

Carlos Torres Vila, chair of BBVA, said the collaboration "aligns with BBVA's strategy to make sustainability a key driver of differential growth globally and to deepen our presence in fast-growing climate finance hubs such as Abu Dhabi."

The ALTÉRRA Opportunity Fund will pursue a diversified global strategy, investing in energy transition, industrial decarbonisation, climate technology, and sustainable living. Its portfolio will target North America, Latin America, Europe, and other growth markets.

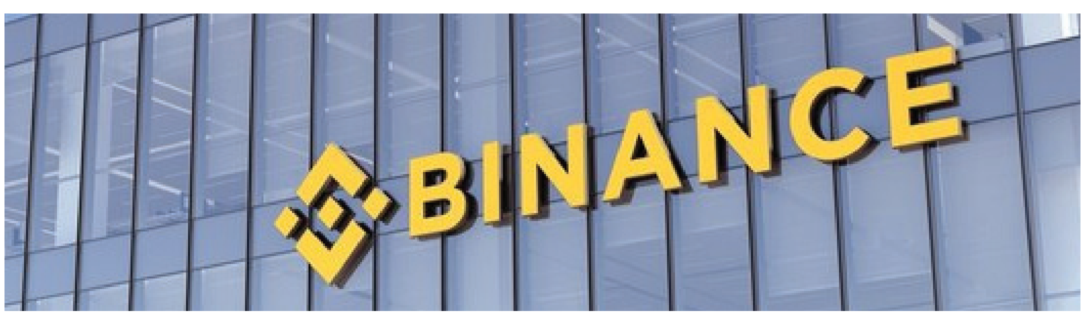
BBVA, which has maintained a representative office in Abu Dhabi since 2013, recently received in-principle approval from ADGM's Financial Services Regulatory Authority to open a branch in the emirate, allowing it to expand its wholesale banking services and strengthen its support for corporate and institutional clients in the region.

By becoming an anchor investor in ALTÉRRA's new climate fund, BBVA is deepening its relationship with one of the Middle East's most influential investors and advancing its sustainability ambitions.

The bank aims to channel EUR700 billion into sustainable business between 2025 and 2029, following early achievement of its previous EUR300bn target.

In addition to the $250 million commitment in ALTÉRRA, BBVA has invested approximately EUR300m in climate funds focused on decarbonisation as part of its ongoing global climate strategy.

Binance Becomes First Crypto Exchange to Secure a Global License Under ADGM Framework



Binance, the world's largest cryptocurrency exchange by trading volume and users, has announced a landmark regulatory achievement: The Financial Services Regulatory Authority (FSRA) of ADGM, formally approved the authorisation of Binance's global platform, Binance.com, under a comprehensive regulatory framework.

This global first is a major step in Binance's mission to create the most trusted and compliant digital-asset ecosystem in the world. A license granted by FSRA of ADGM offers Binance credibility and seamless access across multiple markets, extending well beyond the UAE, and cements Binance's position at the forefront of regulatory progress in digital finance.

This comprehensive regulatory approval covers Binance's global platform, Binance.com, via three separate regulated entities operating within ADGM. Each of the three entities (an Exchange, a Clearing House, and a Broker Dealer) holds distinct regulatory permissions to carry out specific financial services activities in line with ADGM's internationally recognized, gold-standard regulatory framework.

Nest Services Limited (to be soon renamed "Nest Exchange Limited") has been approved as a Recognised Investment Exchange "RIE", with permission to operate a Multilateral Trading Facility. This entity is responsible for all "on-exchange" trading activities, including spot and derivatives products.

Nest Clearing and Custody Limited has been approved as a Recognised Clearing House "RCH", with additional permissions to provide custody and CSD services . It will manage the clearing, settlement, and secure custody of digital assets, ensuring robust operational resilience and asset protection.

BCI Limited (to be soon renamed "Nest Trading Limited") has been approved as a Broker-Dealer, with permissions to deal in investments, arrange deals in investments, manage assets, arrange custody and provide money services. This entity will deliver Binance's "off-exchange" offerings, including over the counter "OTC" trading, conversion services, and other principal-based activities.

Richard Teng, Co-CEO of Binance, commented: "Achieving regulatory status through ADGM's respected framework reflects our deep commitment to compliance, transparency, and user protection. ADGM is one of the most respected financial regulators globally, and holding an FSRA license under their gold standard framework shows that Binance meets the highest international standards for compliance, governance, risk management, and consumer protection."

His Excellency Ahmed Jasim Al Zaabi, Chairman of ADGM, said, "We are pleased to welcome Binance, a key global player in digital assets and financial innovation, to ADGM. Their presence underscores Abu Dhabi's standing as a leading international hub for innovation, sustainable growth, and the future of finance. We look forward to seeing them harness the strength of ADGM's progressive regulatory framework and dynamic ecosystem contributing to the evolution of a more innovative, inclusive, and future-ready global financial sector."

With over 300 million registered users globally and more than $125 trillion in cumulative trading volume, Binance continues to lead the evolution of the digital asset ecosystem by building a secure, transparent, and fully compliant infrastructure. Operating under ADGM's robust financial services regime ensures all Binance users benefit from high standards of oversight and consumer protection as the platform scales into its next phase of institutional and retail adoption.

Crypto.com and Changer.ae Team Up to Expand Regulated Crypto Services in UAE

Crypto.com has signed a Memorandum of Understanding with Changer.ae, an ADGM-regulated virtual asset service provider, to explore the expansion of regulated digital asset services across the United Arab Emirates.

The MoU is not a product launch or a binding commercial rollout. Instead, it outlines areas of cooperation that will move forward only after receiving the necessary regulatory approvals. Central among those is the potential integration of Crypto.com's institutional infrastructure to support liquidity and improve crypto-to-fiat conversion services offered by Changer.

The companies will also assess additional use cases tied to regulated custody and digital asset infrastructure, with a focus on operating within the UAE's existing regulatory perimeter rather than around it.

The UAE has become one of the few jurisdictions where crypto regulation is not only clearly defined but actively used as a competitive advantage. Frameworks established by Abu Dhabi Global Market and Dubai's VARA have created a structured path for exchanges, custodians, and service providers to operate under institutional-grade standards.

In that context, partnerships like this one are less about branding and more about plumbing. Crypto-fiat conversion remains a friction point for users and businesses, particularly when compliance, liquidity, and local banking access are involved. Regulated entities that can reduce that friction without triggering regulatory risk are in demand.

By working with a locally authorised platform like Changer, Crypto.com gains a regulated entry point into UAE-specific workflows. For Changer, access to Crypto.com's global infrastructure could support scale without compromising local compliance requirements.

EDB Establishes Investment Bridge in ADGM Between Gulf Capital and Central Asian Projects

The Eurasian Development Bank is preparing an investment platform for investors from the Gulf Cooperation Council countries to access promising projects in Central Asia. As a key step toward this goal the EDB opened the bank's representative office in ADGM.

The new platform will offer GCC investors ready-made investment solutions based on the EDB's analytics and regional expertise, strong relationships with the governments of the Bank's member states, and access to projects focused on enhancing risk-adjusted returns. Through the platform, investors will be able to participate in financing infrastructure and sustainable projects in the Eurasian region.

"We are creating an 'investment highway' between Gulf capital and the opportunities in Central Asia. And our new office in Abu Dhabi will reinforce our role of a link between the regions, combining regional expertise and specific financial instruments. Investors gain access to proven projects with an optimal risk-return profile, while Central Asian countries gain access to new sources of funding for their development," commented Nikolai Podguzov, Chairman of the EDB Management Board.

The EDB's local presence in ADGM will be a key element of this ecosystem, facilitating direct dialogue with regulators, sovereign wealth funds and other institutional investors in the Gulf. For the Bank, this means strengthening its position in one of the world's most important financial hubs and enhancing its ability to develop new instruments, including Islamic finance.

One of the key initiatives within the platform will be the launch of a specialised credit fund to finance infrastructure in Central Asia. The fund will be registered in the ADGM jurisdiction and will focus on debt financing of the Bank's infrastructure projects. It will leverage ADGM's regulatory advantages to offer Middle Eastern and international investors an efficient and secure structure for investing in the region, thereby increasing capital inflows into strategically important assets. The fund will offer investors a diversified portfolio of projects where the EDB acts as a structuring partner and co-investor.

Salem Al Darei, CEO of ADGM Authority, said: "ADGM is proud to welcome the Eurasian Development Bank to our dynamic international financial centre. Their presence reinforces Abu Dhabi's position as a global conduit for capital flows and investment partnerships. By establishing their platform within our robust regulatory ecosystem, the EDB will be better equipped to connect Gulf investors with high-quality opportunities across Central Asia. We look forward to supporting their efforts to deepen financial collaboration, expand cross-border investment, and further strengthen the economic ties between our regions."

Halo Investing to Power Majarra Ecosystem, Pioneering Next-Generation Structured Products, Fixed Income in Abu Dhabi

Halo Investing, a leading global financial technology platform for protective investments, has announced a landmark partnership to power the launch and operation of Majarra, an innovative new capital markets ecosystem based in ADGM.

Leveraging Halo's underlying technology to facilitate the issuance, purchasing, and secondary liquidity of the products in partnership with leading UAE institutions, Majarra is set to transform the global market of Structured Products and Fixed Income by focusing on unparalleled efficiency, transparency, liquidity, and accessibility to these critical asset classes from the heart of the UAE's capital.

This collaboration will establish Majarra as an incubator for next-generation Capital Markets solutions, pioneering innovations in Abu Dhabi that aim to bring significant market advancements globally.

Shari'a-compliant Issuances: Majarra will implement a standardized framework for issuing Shari'a-compliant products designed to lower the barrier to entry and further enhance the global appeal of Islamic finance products.

Tokenization for Scale and Liquidity: The platform will utilize tokenization for the issuance and distribution of Structured Products and Fixed Income instruments. This digital enhancement is key to achieving issuance scale, increasing efficiency, and promoting enhanced liquidity for market participants globally.

Halo's financial technology will serve as the engine for Majarra, providing the necessary digital infrastructure to connect issuers, distributors, and investors in a seamless and integrated marketplace. This centralized hub will automate many of the historically manual processes in product creation, pricing, and lifecycle management, fundamentally disrupting the traditional model for the betterment of all investors.

His Excellency Ahmed Jasim Al Zaabi, the Chairman of ADGM and of the Abu Dhabi Department of Economic Development, highlighted the vision for the financial center: ADGM has consistently delivered on Abu Dhabi's vision of being the 'Capital of Capital.' Initiatives such as Majarra are a clear reflection of that ambition. By fostering a Capital Markets ecosystem grounded in technological innovation and global best practices, we are not only attracting leading international institutions but also ensuring Abu Dhabi remains at the forefront of financial evolution."

Lord Michael Hintze, Founder and CEO of Deltroit Asset Management and Joint Venture Partner in Halo Investing MEA, commented on the strategic importance of the initiative: "Majarra represents a bold step forward in financial market innovation. Its focus on building a more efficient, technology-driven capital market ecosystem powerfully underlines the importance of Abu Dhabi as a premier international financial center, focused not just on today's markets, but on shaping the next generation of global Capital Markets."

J.P. Morgan Accelerates Growth with Full-Scale Treasury Services in ADGM

J.P. Morgan has announced that it is accelerating the growth of its J.P. Morgan Payments business in ADGM by bringing its global best-in-class Treasury capabilities to the United Arab Emirates (UAE), reaffirming its commitment to the region.

J.P. Morgan Middle East Ltd., the firm's legal entity in ADGM, is a category one license holder under the Financial Services Regulatory Authority (FSRA) in the region. This allows the firm to offer a wide range of solutions including liquidity management and multi-currency payments capabilities to clients in the region, backed by the strength and reach of the global bank.

J.P. Morgan supports a range of clients in the UAE, including the energy giant ADNOC Group, which is expanding its global treasury services in ADGM. Inaugurated in 2015, ADGM is one of the largest financial districts in the world , attracting a diverse range of businesses including financial institutions, asset management firms, fintech companies, multinational corporations and professional services firms.

Arvind Ramamurthy, Chief Market Development Officer at ADGM, said, "J.P. Morgan's expanded capabilities in ADGM reaffirm our position as a global hub for sophisticated treasury and financial services, providing a clear bridge to capital and growth. This development further strengthens ADGM and Abu Dhabi as a financial nexus for the region and beyond, enabling national champions such as ADNOC, as well as other major institutions, to support their international operations and long-term ambitions from here."

J.P. Morgan has been serving clients in the Middle East for nearly 100 years, with offices across the region including Abu Dhabi, Doha, Dubai and Riyadh. This long history in the region makes J.P. Morgan uniquely positioned to deliver financial services capabilities to local and multinational clients seeking global growth, backed by a deep understanding of the regulatory landscape.

Khaled Hobballah, Senior Country Officer of MENA and Head of Global Markets for MENA and Turkey at J.P. Morgan, said, "This is a significant milestone in J.P. Morgan's continued investment and expansion in the UAE, and is part of our ongoing commitment to the region. With our global reach and local expertise, we are here to support our local and multinational clients to grow and scale as required."

WELCOME TO ADGM

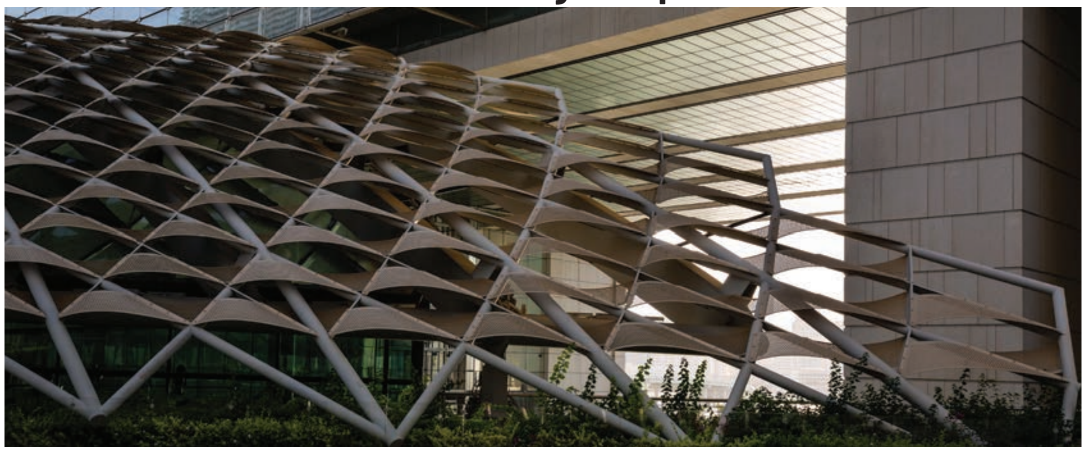
Abacus Group opens Abu Dhabi office to extend UAE presence

Abacus Group, an IT Managed Services Provider and Managed Security Services Provider to highly regulated industries globally, has opened a new office in Abu Dhabi, further strengthening its presence in the Middle East.

The new office is situated within ADGM, one of the world's leading and fastest-growing international financial centres. With its robust regulatory framework, direct application of English common law jurisdiction, and rapidly expanding community of global asset managers and financial institutions, ADGM has become a premier destination for businesses seeking a secure and sophisticated environment in which to operate.

The expansion of Abacus is driven by the region's proven success and continued growth in demand, which is attracting both emerging managers and established global entities to expand into the UAE. The UAE's world-leading regulatory framework provides a strong foundation for regulated entities in particular. Importantly, Abacus will continue its close collaboration with regulators, and the sharing of valuable threat intelligence will be boosted by the company's advanced global cybersecurity capabilities including incident response and red teaming.

APIAC, Opus 2 Announce Office Openings in ADGM's DRHC as Abu Dhabi's Dispute Resolution Community Expands



ADGM, has announced that the Asia Pacific International Arbitration Chamber (APIAC) will establish an affiliated entity in ADGM and open an office within the ADGM Dispute Resolution Hearing Centre.

APIAC's decision to establish in ADGM marks a significant step in the institution's international expansion and reflects Abu Dhabi's growing role as a global hub for arbitration, mediation, and cross-border dispute resolution. By selecting ADGM as its regional home, APIAC strengthens connectivity between the Asia-Pacific and Middle East regions, enhancing access to international arbitration services for parties operating across key global trade corridors.

The announcement comes at a time of continued growth within the ADGM Dispute Resolution Hearing Centre. Opus 2, the legal technology and service provider, which established its presence in ADGM in 2024, will also open an office within the DRHC. These developments reflect the expansion of a growing community of international dispute resolution institutions and service providers operating from the Centre, alongside the International Chamber of Commerce (ICC), which first established a representative office in ADGM in 2018 before expanding into a full case management office in 2020, as well as Arbitra International.

Continued on Page 7 -C1

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Commenting on the announcement, Linda Fitz-Alan, Registrar and Chief Executive of ADGM Courts, said, "APIAC's decision to establish its regional presence in ADGM reflects the confidence international arbitration institutions place in Abu Dhabi's legal infrastructure, neutrality and common law framework. ADGM continues to develop a framework within which global institutions can operate effectively, supported by modern facilities, legislative certainty and a strong commitment to the rule of law."

Asad Khalil, Vice Chairman of the Asia Pacific International Arbitration Chamber (APIAC), added, "Establishing a presence in ADGM represents a strategic advance in APIAC's growth across the GCC and the broader Middle East. ADGM's common law foundation, world-class framework, and forward vision set a benchmark of excellence, while its strategic location enables APIAC+, our extended platform beyond Asia-Pacific connecting arbitration communities, expertise, and resources globally, to expand influence, foster innovation, and shape the future of international arbitration. Together with ADGM, we share a commitment to connectivity, innovation, and standards of excellence. This collaboration reflects our shared vision to cultivate thought leadership, unlock new opportunities, and position the region as a global hub for arbitration."

Together, the establishment of APIAC and the expanded presence of Opus 2 reflect the continued development of Abu Dhabi's dispute resolution landscape, supported by established institutions, modern infrastructure and a globally recognised legal framework.

Arab Bank (Switzerland) Middle East Receives IPA for Advisory Licence from ADGM

Arab Bank (Switzerland) Middle East Ltd., the newly established regional entity of Swiss Private Bank Arab Bank (Switzerland) Ltd. has received an in-principle approval for an advisory licence from Financial Services Regulatory Authority of ADGM.

This approval marks a significant step in expanding the Bank's advisory capabilities, particularly in helping clients navigate the fast-evolving digital-asset landscape. Arab Bank Switzerland has been offering digital asset services since 2019, starting with custody and trading of cryptocurrencies. It has since then launched staking, loans and legacy planning services. The bank's commitment to digital assets goes beyond its offering, to digital art, notably via the ABS Collection and the ABS Digital Art Prize.

This announcement reinforces the Bank's long-term commitment to the Middle East and to the UAE's growing role as a hub for digital-asset innovation. By operating within ADGM's progressive and transparent regulatory framework, Arab Bank (Switzerland) Middle East Ltd. aims to enhance client trust, contribute to market development, and unlock new channels for investment and advisory engagement across the region. The announcement reflects the Bank's intention to build lasting partnerships within the UAE's financial landscape, contribute to responsible innovation in digital assets, and support clients seeking trusted advisory expertise in a dynamic market.

As part of the approval process, Arab Bank (Switzerland) Middle East Ltd. is expected to complete the required regulatory and operational steps by this month to obtain final authorisation.

Bank of Palestine Receives an In-Principle Approval for Banking License from ADGM

Bank of Palestine has received an In-Principle Approval from the Financial Services Regulatory Authority of ADGM to obtain a Category 1 (CAT1) License. This authorization will allow Bank of Palestine to conduct the following regulated activities in or from ADGM: Accepting Deposits and Arranging Deals in Investments, targeting the Global Palestinian community at large.

Once fully operational in H2 of 2026, this license will allow the bank to operate globally from ADGM further strengthening its proposition and diversifying its operations leveraging seamless digital banking services.

"This is a historic milestone for Bank of Palestine, ushering in a new era of global reach, digital excellence, and future-proof banking and wealth management," said Hashim Shawa, Chairman of Bank of Palestine Group. "As we mark 65 years since our founding in 1960, operating from Abu Dhabi, one of the world's most dynamic international financial hubs, reflects our ambition to serve our people and partners across the globe, building on a legacy of resilience and innovation."

Linda Tarazi, who brings over two decades of international banking experience, has been appointed CEO of ADGM entity, Bank of Palestine – Global Ltd., where she will lead the bank's global expansion.

Arvind Ramamurthy, Chief Market Development Officer at ADGM, said: "We are pleased to welcome Bank of Palestine to ADGM. Their decision to choose Abu Dhabi as a global launchpad reinforces ADGM's position as a trusted and well-regulated leading international financial centre in the MENA region. ADGM's dynamic ecosystem brings together a diverse community of global banks, asset managers, fintech innovators, and professional service providers, all operating within a robust regulatory framework aligned with international standards. BOP's long-standing history and expertise will further enrich this ecosystem of global financial entities."

Bank of Palestine Group is the foremost financial institution in Palestine across all operating indicators, with deep expertise in SME financing, financial innovation, and banking under challenging conditions.

BBVA Expands its CIB Services in the Middle East after Receiving In-Principle Approval from ADGM

BBVA has received In-Principle Approval from ADGM's FSRA to obtain a Category 4 license, which will allow BBVA to expand its range of corporate and investment banking service activities and strengthen its position as a strategic partner for corporate and institutional clients in the region. Eduardo Ortiz Gross, Head of BBVA Corporate & Investment Banking (CIB) in the Middle East, has been appointed Senior Executive Officer for the Abu Dhabi branch, where he will lead the bank's operations across the region.

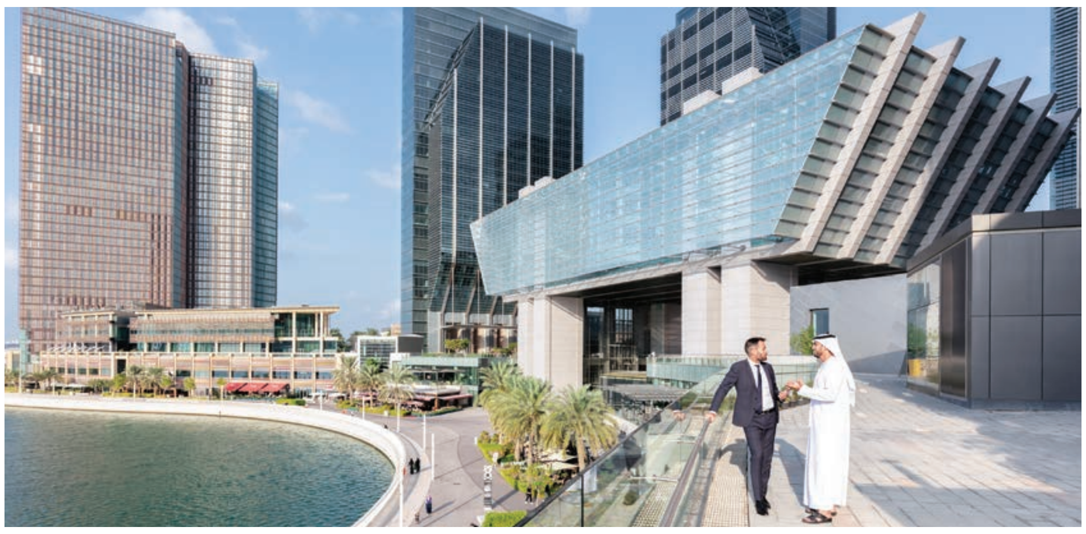
BBVA has been present in Abu Dhabi through a Representative Office since 2013. With this new license, the bank, one of the most profitable large banks in the world by growth, efficiency and return on capital, will expand its wholesale banking services, offering financing, advisory, global markets and cross-border solutions to corporate and institutional clients across the region.

Javier Rodríguez Soler, Global Head Sustainability and Corporate & Investment Banking at BBVA, explains: "The Middle East is a strategic region for BBVA. Obtaining this licence marks an important step forward in our ambition to grow with our clients globally. The region's economies are transforming at great speed, with sovereign wealth funds and other institutional players taking a leading role in the energy transition and sustainable investment. BBVA aims to be their long-term partner, providing cross-border expertise and innovative financial solutions that support their growth and decarbonisation strategies."

The Middle East region represents a significant opportunity for BBVA to diversify its global footprint and strengthen its client base within BBVA Corporate & Investment Banking (BBVA CIB). Local economies are pursuing ambitious diversification plans and increasing their relevance in global markets. This environment offers significant potential for BBVA CIB to deepen relationships with sovereign wealth funds, institutional investors, and large corporates, all of which are key players in the global energy transition and infrastructure development.

BBVA CIB's approach combines financial strength, deep sector expertise, and a strong focus on sustainability. The bank works closely with institutional clients such as asset managers, insurers, and financial sponsors, through specialised coverage teams that understand their specific needs and long-term objectives. This model enables BBVA to provide comprehensive, cross-border solutions across financing, markets, and advisory services.

Erm Expands Middle East Presence With New Office In ADGM



ERM has announced it is establishing a new office in ADGM, building on ERM's long-term presence in the United Arab Emirates. It represents the next step of the firm's growth in the Middle East.

ADGM is committed to nurturing growth, innovation and an active business community that supports local and regional economic diversification. Being part of this dynamic financial and business ecosystem will strengthen ERM's ability to partner with clients across the UAE and broader region to advance the energy transition and accelerate diversification.

ERM brings global insights alongside deep technical expertise to the UAE and regional markets, supporting clients across high-growth sectors including energy, metals and mining, technology, and manufacturing as they integrate sustainability into their business operations, transactions, and investment decisions.

Peter Rawlings, Managing Partner for the Middle East at ERM said: "ERM has a 20-year history in the UAE, and we look forward to building on this presence through ADGM.

"Its position as a key financial hub makes it the ideal base for ERM, as businesses within ADGM's ecosystem and the broader Gulf region seek our sustainability expertise in critical areas including project finance, M&A, and outbound sovereign investment. Joining this vibrant business community provides ERM with more opportunities to help clients across industries in the region embed sustainability into their decision-making to mitigate risk and drive value creation."

Arvind Ramamurthy, Chief Market Development Officer at ADGM, said: "We are delighted to welcome ERM to ADGM as it expands its presence in the Middle East. At a time when the UAE is accelerating its sustainability and energy-transition agenda, ERM's global expertise and technical capabilities will be a valuable addition to our vibrant international business community. Their decision to establish a presence within ADGM further underscores the strength of our ecosystem and our commitment to enabling companies that are shaping the future of sustainable finance, responsible investment, and long-term economic growth."

SUDOKU

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Difficulty Rating: ☆ ☆ ☆ ☆ ☆

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Difficulty Rating: ☆ ☆ ☆ ☆ ☆

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WORD SEARCH

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Jubail
Yas
Mirfa
Lulu
Maryah
Butinah
Reem
Hudayriyat
Nurai
Dalma

PREVIOUS EDITION SOLUTION

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C	L	P	U	G	R	C	A	P	I	T	A	L	P
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MAZE