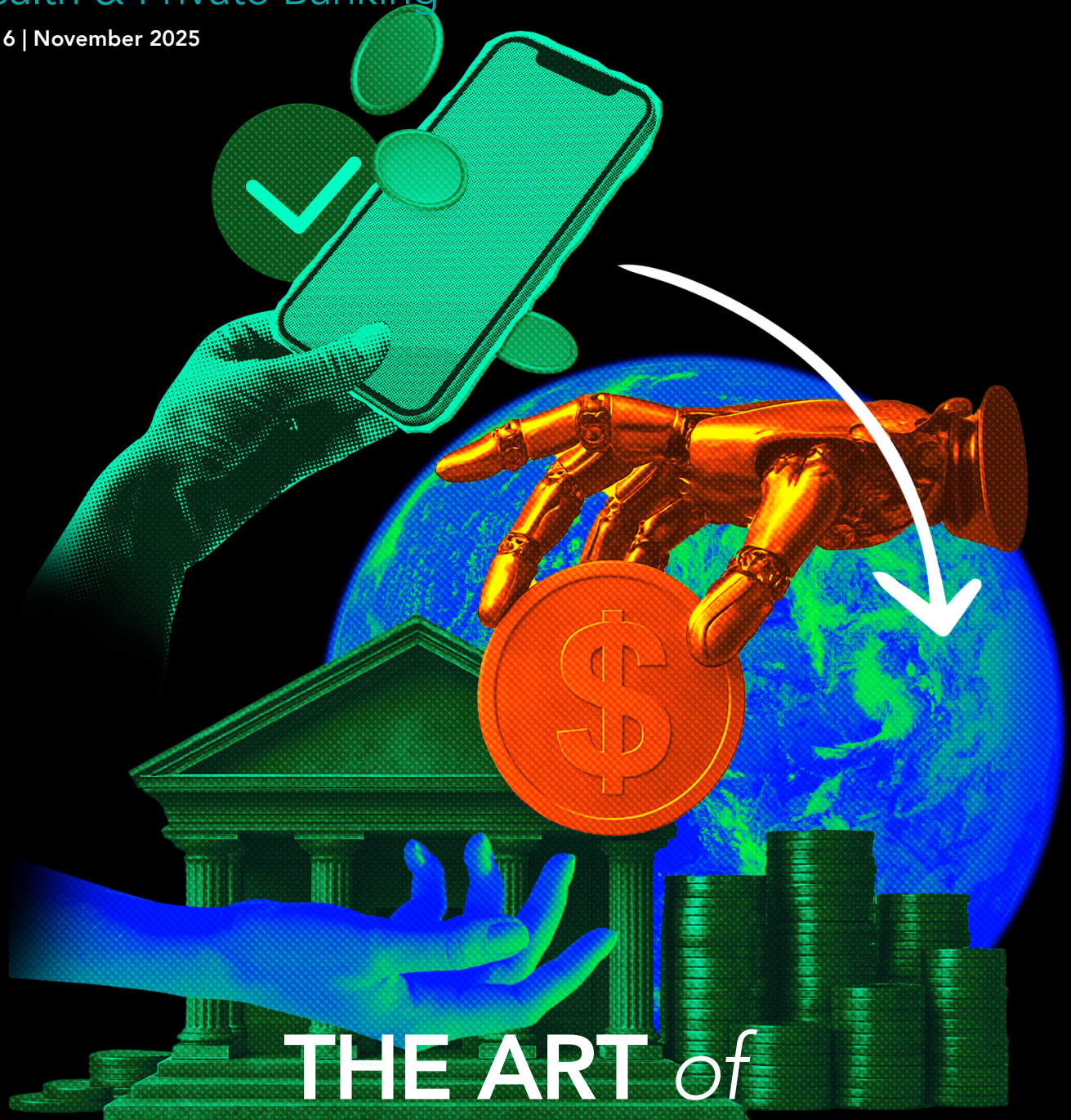


Banking Excellence Special Report 2025

Wealth & Private Banking

Issue 6 | November 2025



THE ART *of* WEALTH LEADERSHIP

Insights from the world's most distinguished private banks



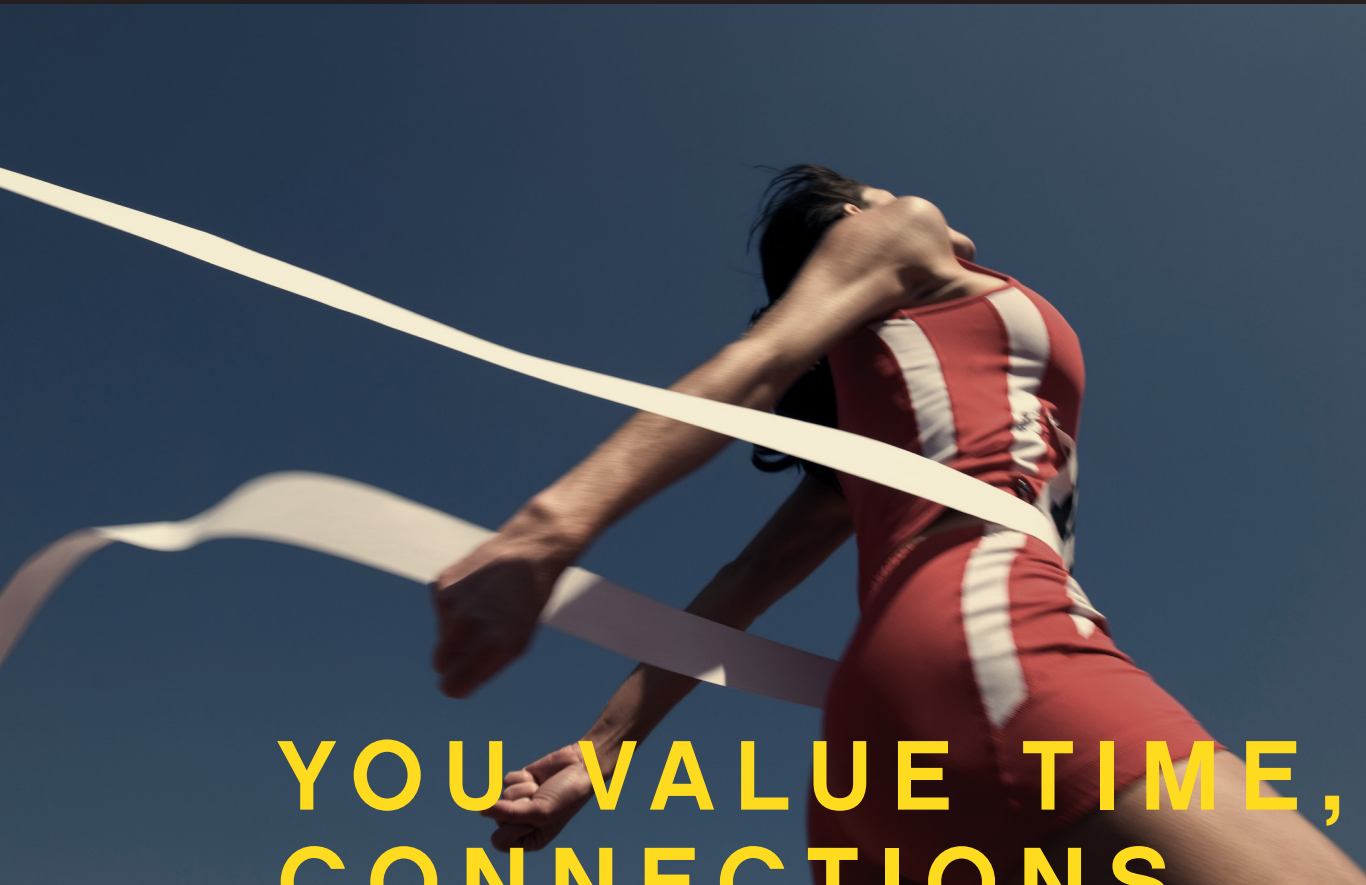
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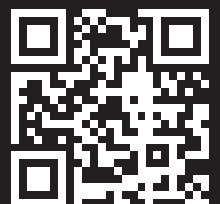
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Private capital meets private clients

As regional banks and family offices adapt, the line between wealth management and fund finance is narrowing, driven by integrated models and data-led decision-making



Sarah Rizvi
**Banking & Finance
Editor, MEED**

A structural transition is taking place across the Middle East's financial landscape. The longstanding divisions between private banking, asset management and fund finance are steadily dissolving, as clients and institutions seek more cohesive solutions.

Conversations focused on leverage, liquidity and access to alternatives that were once confined to private equity boardrooms, are now commonplace across family offices and regional banks. This signals not only the broadening of financial tools, but a wider shift in how wealth is managed and deployed.

Globally and regionally, asset managers and lenders are reassessing capital strategies. Net asset value-based lending and hybrid credit structures are gaining momentum, while liquidity and valuation remain key pressure points. In parallel, private credit continues to emerge as a stabilising force, offering resilience in increasingly complex markets.

Top-performing private banks in 2025 are adapting accordingly. Their approach reflects a growing convergence between advisory and structuring capabilities characterised by direct access to private market funds, bespoke lending against multi-asset portfolios, and more dynamic, real-time portfolio insights. Liquidity, once viewed defensively, is now a key metric of operational agility.

This shift is also spatial. Jurisdictions such as DIFC and ADGM are positioning themselves as full-service hubs for private wealth and fund domiciliation, underpinned by regulatory clarity, tax competitiveness and growing technical depth. For family offices, this means improved governance and more seamless deal access. For global asset managers, it opens a maturing gateway into the Gulf's evolving capital markets.

Underlying this evolution is the expectation of greater transparency that is rooted in compliance and data. In both private banking and fund finance, clients increasingly demand greater visibility into valuation methodologies, risk exposure and sustainability metrics. Transparency is no longer about compliance; it has become the foundation of credibility.

As the boundaries between wealth management and capital mobilisation fade, a new financial model is emerging, one in which liquidity is structured with intention, and in which the roles of advisor and capital mobiliser are becoming increasingly aligned.

The institutions profiled in this report show how Middle East and global private-banking leaders are building a new capital ecosystem that connects investors, clients and markets through data, liquidity and trust.

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MENA BANKING EXCELLENCE AWARDS 2025

WEALTH & PRIVATE

2025 WINNERS

Mena Trailblazers

MENA Private Bank of the Year
Emirates NBD Private Banking

MENA Digital Private Bank of the Year
Al Rajhi Bank

MENA Most Innovative Private Bank
Kuwait Finance House

MENA Excellence in Client Experience
Saudi Awwal Bank

MENA Excellence in Sustainable Wealth Management
Qatar Islamic Bank

MENA Private Banking Transformation of the Year
Mashreq Private Banking

MENA Islamic Private Bank of the Year
Boubyan Bank

MENA Islamic Wealth Manager of the Year
Emirates Islamic

MENA Excellence in Family Office Services
FAB Private Banking

Outstanding Private Bank for UHNW Clients
Emirates NBD Private Banking

Outstanding Private Bank for HNW Clients
NBK Wealth

Institutional Awards

Best Private Bank – Bahrain
KFH Bahrain

Best Private Bank – Kuwait
NBK Wealth

Best Private Bank – Oman
Bank Muscat

Best Private Bank – Qatar
Qatar National Bank

Best Private Bank – UAE
FAB Private Banking

Investment & Advisory Awards

Best Discretionary Portfolio Management
SICO

Best Investment Advisory Service
GIB Capital

Best Private Equity Offering
Doha Bank

Best Sharia-Compliant Wealth Management Offering
ADIB UAE

Best Private Bank for Succession Planning
FAB Private Banking

Best Holistic Wealth Management Offering
Mashreq Private Banking



Client Service & Relationship Management

Best Client Service

Burgan Bank

Best Next-Generation Programme

Gulf Bank

Best ESG Strategy

ADIB Egypt

Best Wealth Planning Team

Farro Capital

Excellence in Private Banking Experience

Banque Misr

Technology & Innovation

Best Digital Client Solution

Investcorp

Best Use of Artificial Intelligence

Wealthryse

Best Use of Data & Analytics in Wealth Management

Alinma

Individual Awards

Leading Woman in Wealth Management

Marlena Brzosko,
Commercial Bank Qatar

Wealth management enters a new phase of global integration

Cross-border mobility, digital advisory and democratised access to alternatives are reshaping how firms attract and serve wealth clients

By Sarah Rizvi

Wealth management is undergoing one of the most significant structural shifts in over a decade. From policy reversals in New Zealand to regulatory changes in the US and market consolidation in the Gulf, new frameworks are redefining how institutions capture capital flows, connect across borders and scale advisory services.

According to GlobalData, this shift reflects a broader recalibration of the global wealth ecosystem, where migration incentives, technological integration and product democratisation are converging to reshape the client experience.

Cross-border flows

New Zealand's partial reversal of its foreign buyer ban signals governments are once again competing for high-net-worth (HNW) capital through residency-linked property access. Beginning in late 2025, golden visa holders will be permitted to purchase or build one high-value home valued at NZ\$5m (\$2.9m), partially lifting the 2018 restrictions.

Dubai's emergence as a global wealth centre illustrates how jurisdictions are moving beyond incentives to build comprehensive ecosystems

GlobalData notes that this targeted exemption is aimed at attracting wealthy migrants from China and the US, and will reinforce New Zealand's appeal as both a lifestyle and investment destination. The move is expected to increase demand for cross-border planning as clients seek integrated immigration, property and tax advisory services.

A parallel trend is unfolding in the Gulf, where the UAE, Saudi Arabia and Oman have linked residency rights to

property and investment thresholds. These golden visa programmes aim to attract affluent families and entrepreneurs.

In Oman, for instance, a 10-year residency is available for foreign investors with a reduced investment threshold of OMR2m (\$5.2m) under the August 2025 golden residency update. Analysts note these programmes have made the Gulf a magnet for internationally mobile wealth, echoing the same investment-for-lifestyle trend seen in New Zealand.

Regional hubs

GCC financial wealth is forecast to grow at roughly 4.7% annually to reach \$3.5tn by 2027, according to a Boston Consulting Group (BCG) report, underscoring the region's expanding influence in global wealth flows.

Dubai's emergence as a global wealth centre illustrates how jurisdictions are moving beyond incentives to build comprehensive ecosystems. In September 2025, the Dubai Multi Commodities Centre (DMCC) launched



the DMCC Wealth Hub to support family offices, private capital and advisory firms establishing a presence in the city. The initiative offers governance and succession planning support, as well as investment and structuring guidance as part of Dubai's broader strategy to become a global headquarters for family wealth.

According to GlobalData's HNW Expats Analytics 2025, 6% of New Zealand's HNW population are expatriates, compared with a global average of 3.1%. The data illustrates how mobility patterns increasingly shape advisory demand from property-linked migration to integrated cross-border wealth planning.

A similar trend is evident in the UAE, where an influx of international family offices has driven rapid growth in assets under management. Paris-based Rothschild & Co's 2025 acquisition of Liechtensteinische Landesbank's UAE client base, involving approximately CHF1bn (\$1.25bn) in assets, exemplifies how established firms are consolidating to meet this demand.

In mature markets, digital platforms are becoming a key differentiator in retaining both clients and independent financial advisers

Digital advisory

In mature markets, digital platforms are becoming a key differentiator in retaining both clients and independent financial advisers (IFAs). UK-based AJ Bell's partnership with fellow UK firm Mabel Insights, introducing new adviser tools for portfolio comparison, cashflow modelling and risk profiling, illustrates how wealth firms are responding to growing competition for advisor loyalty.

GlobalData's analysis emphasises the continued importance of the IFA channel in UK wealth distribution but also highlights the mounting pressure on firms to enhance efficiency and deliver modern, data-driven advisory experiences.

A similar digital evolution is underway in the Middle East. Insights from the WealthTHINK Middle East 2025 forum indicate that private banks and wealth managers are prioritising integrated reporting, AI-driven analytics and hyper-personalisation to build client trust. Executives noted that clients increasingly expect consolidated visibility across asset classes, underscoring the need for scalable technology that delivers without compromising compliance.

Global consolidation

RBC Wealth Management's strategy highlights a broader global trend: combining acquisition-led growth with targeted partnerships. The Canadian bank's focus on mature markets such as the UK and US, combined with strategic expansion in Asia, reflects its



commitment to international wealth management.

According to GlobalData, RBC's integration of HSBC Canada's client base and its track record of cross-market acquisitions including Brewin Dolphin in the UK and City National Bank in the US, position the bank to leverage cross-border wealth flows, even amid global trade disruptions. As the wealth divisions become a stabilising force for large, diversified institutions, RBC's approach illustrates a renewed focus on profitability through scale and geographic reach.

In the Gulf, similar consolidation continues as global and regional wealth managers compete to capture inflows. Rothschild & Co's UAE expansion follows a series of such moves by European firms, while Dubai's regulatory clarity and robust family-office ecosystem continue to draw global private banks seeking presence in the region.

Private-market access

In the US, the Securities and Exchange Commission has removed long-standing restrictions that limited retail investors' access to private funds. Previously, funds investing more than 15% in private assets were restricted to accredited investors. With this rule withdrawn, a wider pool

Wealth management in 2025 is increasingly defined by integration across markets, advisory models and asset classes

of retail investors can now access private equity, credit and hedge-style strategies through regulated, semi-liquid fund structures. GlobalData's 2025 Financial Services Consumer Survey shows 22.4% of US investors choose their investment provider primarily for access to a wide range of investment products, making it the top selection criterion. The regulatory shift therefore opens a larger addressable market for wealth managers offering diversified solutions.

However, GlobalData cautions that investor education will be critical. Providers must clearly communicate liquidity terms, fees and risks, particularly as less experienced investors gain access to previously restricted asset classes. The ability to

deliver transparent, plain-language communication could determine how successfully firms capture and retain these new clients.

Wealth managers in the Middle East are closely monitoring these developments. With regional investors showing growing interest in private markets, especially through family offices and sharia-compliant structures, the democratisation trend could accelerate the growth of locally regulated alternative funds and feeder vehicles.

Next phase of growth

Wealth management in 2025 is increasingly defined by integration across markets, advisory models and asset classes. Governments are opening new pathways for investment migration, financial institutions are deepening cross-border partnerships, and regulators are redrawing boundaries between institutional and retail access.

As GlobalData concludes, firms that combine regulatory credibility, cross-market insight and technology-led delivery will be best positioned to convert these structural shifts into durable client relationships. The next wave of competition in wealth management will depend less on product variety and more on how seamlessly firms connect clients to opportunities across borders.

KFH redefines Islamic private banking with innovation and intent

By combining technology, ethics and human insight, the bank has created a digitally-enabled model that is defining the region's next era of private banking



Kuwait Finance House's (KFH) private banking transformation in 2024 was driven by a belief that innovation is not an accessory to wealth management but its foundation. The launch of the KFH Wealth App from KFH Capital marked a turning point for Kuwait's Islamic banking sector. More than a transactional tool, the platform has become a client's window into real-time portfolio performance, sukuk subscriptions and curated market insights.

Through secure in-app messaging and advisory requests, KFH has transformed its private banking experience into a hybrid model that merges personal relationships with digital precision. The result has been a sharp rise in digital engagement, with more than 70% of private banking clients now active online, up from just 25% two years ago.

Innovation through transformation

KFH's approach to innovation extends beyond digital tools to the way the bank operates. Following its merger with Ahli United Bank – Kuwait, the bank has unified more than 80 core systems and migrated 280,000 clients, including many high-net-worth individuals. It has also introduced robotic process automation (RPA) across wealth operations, reducing approval and processing times by more

than 35% while maintaining rigorous sharia and compliance standards. Automation has been further supported by smart onboarding through facial recognition and integration with the country's Public Authority for Civil Information (PACI), enabling faster, more secure access to services.

Behind these visible changes is a wider, deliberate cultural shift: more than 115,000 training hours have been delivered, innovation sprints launched, and staff key performance indicators (KPI) redefined to focus on digital adoption and client satisfaction.

Purpose in performance

KFH's innovation journey is not just technical, it is also values-driven. In 2024, KFH Capital doubled its ESG sukuk portfolio to \$653m, providing

KFH's approach to innovation blends technology with purpose, proving progress in Islamic private banking can be both ethical and intelligent

METRICS THAT MATTER

70%

Proportion of private banking clients now engaging digitally, compared with just a quarter two years earlier

35%

Reduction in wealth-operation processing time following RPA deployment

\$653m

Value of KFH Capital's ESG sukuk portfolio, representing a twofold year-on-year increase

private clients with access to structured sustainable investments and integrating ESG ratings directly into portfolio dashboards. The bank's inclusion in the FTSE4Good Index and an A ESG rating from MSCI has reinforced its position as a credible leader in responsible Islamic finance.

Lifestyle-focused services such as the Baitak Concierge Service have also expanded KFH's proposition, giving clients access to premium services in travel, healthcare, real estate and education. Together, these initiatives form a connected ecosystem that combines ethical finance, innovation and client experience.

KFH's transformation has modernised Islamic private banking while making it more human. With plans underway to pilot AI-powered investment advisory and expand green sukuk offerings, the bank is shaping a future where faith, technology and insight work together to define the next generation of wealth.

Doha Bank opens new pathways to private equity in Qatar

Through strategic alliances, the bank has expanded its private banking proposition to offer clients direct access to global private equity and alternative investments

METRICS THAT MATTER

20%

Percentage increase in clients' investment assets

18%

Year-on-year increase in private banking clients

24%

Rise in digital engagement through mobile and online platforms

\$1.2tn

Global investment assets of Doha Bank's partner Blackstone

Doha Bank's private banking franchise has evolved into one of the GCC's most comprehensive wealth platforms, combining global connectivity with local insight. Its collaboration with Blackstone, the world's largest alternative asset manager with \$1.2tn in global investment assets, marks a significant step in unlocking private market opportunities for Qatar-based investors.

The partnership gives clients exposure to institutional-grade strategies across private equity, real estate, private credit, multi-asset credit and infrastructure, offering them a level of access historically reserved for global institutions. This initiative reinforces Doha Bank's role as a conduit between Middle Eastern capital and international private markets, while advancing the diversification ambitions of the Qatar National Vision 2030.

The bank's strategic industry partnerships form a multi-dimensional ecosystem that integrates private equity with traditional wealth management.

ESG at the core

Doha Bank's private equity offering is anchored in a strong sustainability agenda. Its environmental, social and governance (ESG) framework, validated

by a second-party opinion, aligns with International Capital Market Association (ICMA) and Loan Market Association (LMA) standards, allowing the bank to issue green, social and sustainability bonds. The bank also partners with ESG-focused asset managers to deliver portfolios that combine long-term financial returns with measurable social and environmental impact.

As part of its Himma Transformation Strategy (2023–27), Doha Bank has embedded ESG and climate risk management across all operations. This includes deploying an environmental and social management system (ESMS)

By combining global private market access with ESG-led investing, Doha Bank has created a differentiated wealth platform that positions Qatar as a gateway for sustainable private capital

for credit risk assessment, along with initiatives to reduce its carbon emissions and promote responsible financing.

Digital innovation

As part of its Himma Transformation Strategy, Doha Bank has also made major investments in digital infrastructure across retail, corporate and private banking. Private clients now benefit from real-time portfolio statements and integrated dashboards, offering transparency and full control over their financial assets. The launch of the FinTech & Innovation Lab further enables collaboration with global partners to pilot new technologies, enhance risk profiling and expand digital accessibility.

Doha Bank's digital enablement drive has led to a 24% increase in digital engagement among private clients. Through fintech partnerships, the bank now offers real-time portfolio management tools, integrated dashboards and intelligent risk profiling capabilities, all of which have enhanced transparency, accessibility and investor confidence.

Investcorp sets benchmark for digitalisation

The firm's proprietary wealth platform bridges legacy and innovation, redefining client access to alternative investments through a fully digital yet deeply personal experience

With more than four decades of relationship-driven service, Bahrain-headquartered global alternative investments firm Investcorp has long been synonymous with trust and exclusivity in private markets. The launch of Investcorp Wealth in 2022 marked a decisive step into digital transformation, bringing the firm's signature high-touch service into the mobile era.

Built on the Salesforce Experience Cloud and powered by native code for both iOS and Android, the platform enables clients to access exclusive investment opportunities, review portfolios and complete secure onboarding in minutes.

For Gulf clients accustomed to in-person engagement, Investcorp Wealth offers the same personalised support, only faster and paper-free.

Technology that empowers

Investcorp Wealth amplifies the value of relationship management and integrates automated e-KYC and real-time portfolio insights with direct in-app communication channels, ensuring consistent, personalised oversight.

Partnerships with leading regional and global tech enablers underpin robust identity verification and

messaging, while intelligent agreement management (IAM) systems enable swift, secure digital contract execution.

From real-time statements to auto-generated reports and timely notifications, every feature is engineered to streamline the client experience. The result is a digital ecosystem that reflects Investcorp's core philosophy: personal service at institutional scale.

By merging cutting-edge technology with personal service, Investcorp Wealth has set a new benchmark for digital engagement in private markets, said Yusef Al Yusef, Global Head of Distribution, Investcorp

Adoption that outpaces expectations

Adoption has been both rapid and organic. More than 94% of existing clients have adopted the platform,

METRICS THAT MATTER

94%

Proportion of clients actively using the Investcorp Wealth platform

2,300+

Number of users provided with a seamless entry point into the world of alternative investments

\$500m+

Value of investments digitally enabled via Investcorp Wealth

with user numbers more than doubling since launch. To date, Investcorp Wealth has digitally enabled more than \$500 million of fundraising across 40+ investment offerings.

Repeat usage remains strong, with investors returning for additional allocations across asset classes. By integrating digital convenience with personalised oversight, Investcorp has not only improved operational efficiency but also strengthened engagement across 2,300 digital platform users.

Supporting a broader vision

Investcorp Wealth plays a pivotal role in the firm's next phase of expansion. With assets under management growing from \$10bn in 2015 to \$60bn today, the digital platform ensures scalability without compromising service quality.

The initiative also aligns with regional priorities around financial inclusion, opening up access to private market opportunities once reserved for institutional investors, to upper-mass-affluent and high-net-worth clients.

Burgan Bank elevates private banking client service in Kuwait

The Kuwaiti lender's private banking division sets new standards in responsiveness, personalisation and speed of delivery

METRICS THAT MATTER

97%

Proportion of private banking clients reporting satisfaction with service quality in 2024

12

Percentage points increase in satisfaction compared with the previous independent survey

100%

Proportion of UHNW clients assigned to senior relationship managers to ensure expertise and discretion

Burgan Bank's private banking division has redefined client service in Kuwait's wealth management landscape by offering tailored financial solutions and proactive guidance. It combines responsiveness, trust and bespoke relationship management into a seamless, personalised experience unique in the market.

The bank's approach extends beyond transactions, positioning this distinct service model as its main competitive advantage and the foundation of its success.

Transformational service model

For Burgan Bank, private banking is a long-term partnership that offers clients agile financial solutions, exclusive market access and a deep understanding of their unique goals.

Each client, from emerging high-net-worth individuals to ultra-high-net-worth (UHNW) investors, is assigned a relationship manager and an investment adviser. The team aligns expertise with client sophistication, with senior managers serving UHNW clients to address complex needs discreetly and precisely.

This hands-on model is reinforced by a culture of active listening, delivering proactive problem-solving and increased client satisfaction. Client feedback from independent surveys and direct engagement is continuously reviewed at the highest management levels, resulting in tailored services that

align with clients' evolving needs. Unit heads conduct regular check-ins not only to surpass expectations but also to strengthen client relationships. This process has helped translate Burgan's client-first philosophy into measurable results, including higher retention rates and positive feedback.

Measurable client trust

In 2024, Burgan Bank achieved a 97% client satisfaction rate, according to an independent Ipsos survey, marking a significant rise from 85% in the previous survey. The outcome reflects the impact of its responsive service, proactive problem-solving and commitment to exceeding client expectations.

Burgan Bank's private banking division has distinguished itself for its responsiveness, personalisation and agility

Speed of service is one of Burgan's key strengths. Its quick turnaround and reliable responsiveness consistently beat market benchmarks, enabling clients to make time-sensitive decisions confidently and making Burgan a preferred private banking partner.

Omnichannel excellence

Burgan recognises affluent clients' shifting preferences and has adopted a hybrid service model that combines physical and digital engagement. Two exclusive private banking branches complement the head office by providing personalised, in-person advisory services. Meanwhile, the bank's personalised services and dedicated teams offer clients convenience and immediate access to their banking needs.

A strong investment in people drives this success. Relationship managers complete continuous training through the Chartered Institute for Securities & Investment and Certificate in Credit Management programmes. This blend of technical and interpersonal development gives them a distinct edge, enabling the analytical capability and emotional intelligence required to deliver exceptional client outcomes.

In a market defined by personal connection and speed, Burgan Bank sets a new benchmark for private banking, offering bespoke solutions that anticipate needs, accelerate results and elevate every client experience.

Emirates Islamic Bank redefines sharia wealth management

With a digitally integrated model and a clear focus on ethical growth, the bank is redefining what modern Islamic wealth management looks like in the region

Emirates Islamic Bank has emerged as one of the UAE's leading players in Islamic wealth management, combining traditional sharia values with advanced digital capabilities. The bank's total wealth assets under management (AUM) reached AED17.8bn in 2025, of which 80% is attributed to the high-value segments, Priority and Private Banking. The strong year-on-year growth reflects the bank's rapid ascent in servicing the region's affluent and high-net-worth segments.

Navigating the market demand for environmentally focused, sustainable wealth solutions, Emirates Islamic is pioneering the path forward for innovative ESG-based modern sharia banking. Emirates Islamic Private Bank, which manages over AED12bn in client assets, recorded parallel gains in both client onboarding and portfolio sophistication. This rapid expansion underscores the growing appetite for structured, Islamic investment products across the region.

Beyond headline growth, Emirates Islamic has democratised access to investment opportunities through product innovation. It became the first Islamic bank in the region to introduce fractional sukuks, reducing the minimum investment base from \$200,000 to \$5,000 making lower risk investments more accessible. The move signals a strategic effort to democratise wealth creation and extend Islamic finance benefits to a broader investor base.

Digital-first proposition

At the centre of its wealth offering is the Digital Wealth Platform fully embedded within the EI+ mobile

banking application. The platform offers an end-to-end wealth management experience – from instant onboarding to trade execution and real-time portfolio visibility via Wealth360. Furthermore, clients benefit from a wide range of asset classes under one umbrella as well as a dedicated CIO Corner providing expert investment insights and market views.

These features have transformed the bank's engagement with wealth clients, giving them access to a range of sharia-compliant local and global equities, mutual funds, and fractional and regular sukuks, with digitised commodities on the horizon. Since its launch, more than 17,000 clients have onboarded digitally, with trade volumes exceeding AED1.6bn in 2025.

By combining sharia integrity with digital innovation, Emirates Islamic Bank is positioning Islamic wealth management as a modern, innovative and globally connected discipline

Ethical and sustainable growth

A defining element of Emirates Islamic's proposition is its commitment to responsible and ethical banking. Every product undergoes review by an independent sharia supervisory board

METRICS THAT MATTER

AED48.9bn

Value of total deposit and wealth AUM book represented by Priority and Private Banking

12.25%

Proportion of green financing within the total financing book

in line with Accounting and Auditing Organisation for Islamic Financial Institutions (AAOIFI) standards. The bank has also advanced its environmental and social agenda with the issuance of a \$750m sustainability sukuk and AED8.6bn in green financing – equivalent to more than 12% of its total financing book.

Emirates Islamic's investment advisory framework blends ethical oversight with global expertise. Relationship managers and SCA-licensed investment advisers offer tailored portfolio strategies, supported by a 21-hour execution desk covering global markets. Discretionary portfolio management services, operated through Emirates NBD Asset Management UAE and London branch, extend international diversification within a sharia-compliant framework.

This combination of product innovation, digital adoption and ethical governance has positioned Emirates Islamic Bank as a reference point for Islamic wealth management in the region. By expanding access to fractional sukuks, automating more than 100 client journeys and integrating ESG into its financing strategy, the bank has aligned purpose with performance. Its ability to serve both emerging and established wealth segments while maintaining sharia authenticity reflects the evolving sophistication of the region's financial landscape and the growing global relevance of Islamic wealth leadership from the UAE.





Farro Capital instills wealth planning as blueprint

The firm has redefined wealth planning through integrated, cross-border frameworks that combine legal precision, tax efficiency and family governance to ensure generational continuity

For Farro Capital, sound planning is the cornerstone of responsible wealth management. Each relationship begins with understanding: a conversation about a family's ambitions, values and responsibilities. From that foundation, Farro designs frameworks that unite investment oversight, legal integrity and governance clarity to create enduring, adaptive structures.

Wealth planning sits at the centre of Farro Capital's advisory philosophy. The firm's approach is both strategic and human: to translate complex wealth into coherent, long-term frameworks that serve not only financial objectives but also family harmony.

From its offices in Dubai and Singapore, Farro integrates investment strategy, legal structuring, tax efficiency and family governance into a single, carefully designed architecture. Each plan is built to balance liquidity, preservation and purpose – reflecting the firm's conviction that effective wealth management begins not with transactions, but with structure.

The Dubai office serves as a vital bridge between the Gulf's entrepreneurial families and Farro's institutional base in Singapore. Located within the Dubai International Financial Centre, it offers clients across the Middle East direct access to international structuring expertise while remaining aligned with local culture and regulation.

The result is a model of partnership that blends global reach with regional

understanding. Farro's advisers, fiduciaries and investment professionals work seamlessly with external counsel and trustees, delivering integrated, conflict-free advice that allows families to navigate jurisdictions and generations with equal confidence.

This orchestration is what distinguishes Farro within the independent advisory landscape. The firm's multidisciplinary teams approach each mandate with quiet precision – balancing legal depth with investment pragmatism, and institutional rigour with the discretion of a boutique.

By embedding governance, legal and tax depth into every structure, Farro Capital ensures family wealth and values transition seamlessly across generations

Clients experience the assurance of institutional standards coupled with the personal engagement of a firm where every senior adviser is directly involved. In a region where family offices are evolving from private enterprises to professional institutions, such engagement has become both rare and valuable.

Governance and succession

Farro's Dubai team is also advancing the regional conversation on

METRICS THAT MATTER

50%+

Proportion of client families adopting formal governance constitutions within two years

100%

Proportion of next-generation clients engaged in live investment committees for governance training

governance and succession planning. More than half of its family clients have now formalised constitutions or family-board frameworks within two years of engagement, establishing clear voting procedures, leadership succession and philanthropic mandates. At the same time, next-generation members are being introduced to governance through participation in live investment committees before assuming formal roles – an approach that promotes stewardship before entitlement.

Shared purpose

The emphasis on continuity extends beyond structure. Farro's advisers believe that lasting wealth rests on shared purpose as much as on prudent management. Their task is to ensure that capital remains organised, visible and aligned with the values that created it. In doing so, the firm brings together two worlds – Singapore's fiduciary precision and Dubai's entrepreneurial energy – to offer families across the Middle East a framework for prosperity that endures.

Farro Capital's presence in Dubai embodies the firm's broader philosophy: that true wealth management is not about reacting to markets, but about designing systems that can withstand them. It is an approach defined by discipline, guided by values and executed with the measured confidence of a firm that views every plan not as a product, but as a legacy in progress.



MENA BANKING EXCELLENCE AWARDS 2025

WEALTH & PRIVATE

2025 WINNERS

مصرف أبوظبي الإسلامي
ADIB



الإيمان
alinma



مصرف الراجحي
alrajhi bank



بنك مسقط
bank muscat



بنك مصر
BANQUE MISR



بوبيان
Boubyan



بنك بروقان
BURGAN BANK



البنك التجاري
COMMERCIAL
BANK



بنك الدوحة
DOHA BANK



الإمارات الإسلامية
EMIRATES ISLAMIC



PRIVATE BANKING



FARRO CAPITAL

بنك أبوظبي الأول
FAB1 PRIVATE BANKING



GIB
جي آي بي كابيتال
CAPITAL



بنك الخليج
GULF BANK



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mashreq
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**market
intelligence**

Real-time
**client
reporting**

Immersive
**platform
experience**

A pivotal moment for global private banking

This year's awards highlight how the industry's leaders are redefining excellence through innovation, personalisation and trusted adviser-led growth



Douglas Blakey
**Group Editor,
Banking and
Payments**
GlobalData

First off, the warmest of congratulations to all of the winners. The Private Banker International annual awards programme is globally recognised as highlighting the most innovative initiatives across private banking and wealth management worldwide. And with good reason.

There was a time, some years back, when a number of the categories resulted in a runaway winner. That is no longer the case. In so many of the award categories there is now a close call with the judges facing a real challenge to determine the ultimate winner, such is the calibre of the entries. Once again, it is gratifying to note the huge number of institutions that participated this year.

My thanks to all participants for the time they set aside to submit such detailed entries. And once again, a massive vote of thanks is owed to all of the judges and my colleagues within GlobalData's MEED division for their exceptional and time-consuming efforts to administer the awards so expertly. It is a pleasure to commend the winning banks for their excellence in innovation and client focus, at what is a pivotal time for the sector.

Wealth management is undergoing one of the most significant structural shifts for well over a decade. In so many markets, a number of specific regional challenges are coming to the fore. For example, the regulatory changes in the US and market consolidation in the Gulf. Other significant challenges apply in all mature markets with wealth managers advancing digital transformation with a strategic focus on compliance, product innovation and modernisation.

In mature markets, digital platforms are becoming a key differentiator in retaining both clients and independent financial advisers. And across the global wealth ecosystem, the sector is witnessing migration incentives, technological integration and product democratisation, all converging to reshape the client experience. While IT budgets continue to expand, there is constant pressure to do more than focus on maintenance with institutions targeting sustained transformation.

The awards recognise outstanding examples of best-in-class digitisation and personalisation strategies. And they recognise world class initiatives focussed upon client-facing and adviser-led functions such as onboarding, client acquisition, and advisor and client portals. As wealth managers continue to modernise, the awards continue to evolve to reflect the shift in emphasis from compliance-driven transformation to intelligent, client-focused growth, with trust, personalisation and digital enablement defining competitive advantage.

A pivotal time and an exciting time, and a pleasure to congratulate the trailblazers in the sector. We all look forward to celebrating the best of the best in private banking and wealth management with you again next year.



PRIVATE BANKER INTERNATIONAL Global Wealth Awards 2025

2025 WINNERS

Strategy Awards

Most Innovative Digital Offering
WealthRyse

Most Innovative AI Offering
CTBC Bank

Best Use of Data & Analytics in Private Banking
Taishin International Bank

Best Private Bank for Innovation
Kotak Mahindra Bank
Highly Commended:
Taipei Fubon Commercial Bank

Best Private Bank for Succession Planning
Bradesco Global Private Bank

Best Private Bank for Alternative Investments
Westpac Banking Corporation

Outstanding Asset Manager in Growth Strategy
GIB Capital

Best ESG Offering
HSBC Global Private Bank

Service Proposition

Best Next-Generation Offering
UnionBank Private Banking

Most Effective Investment Service Offering
Nuvama Private

Best Private Bank for Client Experience
Gulf Bank

Outstanding Philanthropy Offering
Bradesco Global Private Bank

Outstanding Private Bank for Entrepreneurs
Maybank Private
Highly Commended:
Banco do Brasil Private

Outstanding Wealth Management Service for the Affluent
E.Sun Bank
Highly Commended:
China Banking Corporation

Outstanding Private Bank for HNW Clients
NBK Wealth

Excellence in UHNW Client Growth

Taishin International Bank

Outstanding Private Bank for UHNW Clients
Emirates NBD Private Banking

Best Boutique Private Bank
Sanctum Wealth
Highly Commended:
Spark Capital Advisors

Best Family Office
Farro Capital
Highly Commended:
Alpha Capital

Best Private Bank for Islamic Services
FAB Private Banking

People Awards

Outstanding RM Training Programme
Motilal Oswal Wealth

Outstanding RM Development Strategy
Standard Bank



Outstanding Private Banker – Regional Player

Junesoon Lee, Hana Bank

Rising Star – International Excellence

Ivy Chen, Farro Capital

Rising Star – Domestic Client Impact

Sinjung Park, Hana Bank

Outstanding Private Bank for Diversity & Inclusion

Capital League

Institutional Awards (Digital Private Bank)

Outstanding Digital Private Bank – Africa

MCB

Outstanding Digital Private Bank – Asia Pacific

China Merchants Bank

Outstanding Digital Private Bank – Latin America

Itaú Private Bank

Outstanding Digital Private Bank – Middle East

Emirates NBD Private Banking

Outstanding Digital Private Bank – North Asia

Hana Bank

Outstanding Digital Private Bank – Southeast Asia

KasikornBank

Institutional Awards (Private Bank)

Outstanding Private Bank – Africa

Standard Bank

Outstanding Private Bank – Asia Pacific

Standard Chartered Private Bank India

Outstanding Private Bank – Europe

Quintet Private Bank

Outstanding Private Bank – Latin America

Itaú Private Bank

Outstanding Private Bank – Middle East

Mashreq Private Banking

Outstanding Private Bank – North America

RBC Wealth Management

Outstanding Private Bank – North Asia

HSBC Global Private Bank

Outstanding Private Bank – Southeast Asia

Maybank Private

Outstanding Private Bank – Global

RBC Wealth Management

Banks turn to AI and real-time payments amid demand for hybrid services

GlobalData's latest survey reveals how banking behaviour is being redefined by technology, trust and transparency

By Sarah Rizvi

More than half of consumers still prefer visiting a branch to open an account, even though 79% have access to real-time payment systems, according to GlobalData's latest survey of more than 63,000 people across 42 markets.

These findings highlight a paradox in modern banking: while digital convenience has become standard, confidence and personal connection remain the key differentiators in financial services.

Hybrid banking

A majority of consumers still prefer to visit a branch to open an account or apply for a mortgage, even as online channels dominate for day-to-day activities such as balance checks and fund transfers. Affluent clients with liquid assets exceeding \$100,000 are the most frequent branch users, treating physical locations as advisory and relationship hubs rather than transactional spaces.

To sustain this hybrid environment, banks are investing heavily in generative AI and cloud infrastructure. GlobalData notes that AI can provide problem resolution and customer support around the clock, while cloud-based systems allow for rapid deployment of products such as mortgages or insurance.

These technologies also help reduce operating costs, enabling banks to maintain profit margins while offering lower fees and faster services.

Branches, meanwhile, remain strategically vital for high-value product sales such as mortgages and wealth management. GlobalData cautions that slowing the pace of branch closures will be key to retaining older or less digitally-confident customers who still prefer face-to-face guidance.

Transparency and loyalty

While digital reliability and navigation score highly, the survey finds satisfaction levels drop sharply in areas such as pricing transparency, competitiveness and loyalty rewards. Traditional banks continue to focus on attracting new customers, while overlooking long-tenure clients, a gap that erodes long-term trust.

The survey indicates lower fees and recommendations from friends or family are the top two drivers influencing customers to switch banks. Yet, switching remains rare, with only 1.93% of consumers worldwide changing their main bank in 2025. This inertia makes reputation and the net promoter score (NPS) crucial. Banks that strengthen transparency and reward retention through lower

maintenance fees, tenure-based benefits and clear communication stand to benefit significantly from word-of-mouth growth.

GlobalData concludes that maintaining a high NPS is now central to customer acquisition and retention strategies, replacing mass marketing with network-based advocacy.

Financial education

Many consumers are still uncertain about investing or perceive it as too risky. GlobalData's data shows 33% invest for retirement, 22% to build wealth and 17% for regular income. However, barriers such as limited understanding and low confidence persist.

The report argues that improving financial literacy has measurable commercial value. Consumers who better understand financial products are more likely to cross-buy insurance, investments or loans and less likely to default. Banks can strengthen engagement by embedding short, interactive tutorials and offering incentives for completing awareness modules on topics such as fraud prevention or compound interest.

The survey also highlights that fewer than 2% of consumers switch their primary bank each year, emphasising the value of early customer acquisition.



Targeting younger customers with education-led digital products allows institutions to capture long-term value before competing relationships form.

Evolving payment models

Access to real-time payment systems now covers 79% of the global population, marking a significant shift in how consumers transfer money. However, only 19% of global users currently utilise real-time systems for both peer-to-peer and retail purchases, indicating adoption is still more prevalent for peer-to-peer transfers than for e-commerce.

Open-banking-driven account-to-account (A2A) payments are gaining popularity, with half of global consumers having used pay-by-bank options, particularly in regions such as Asia-Pacific (APAC), the Middle East and Africa (MEA) and Latin America. These systems enable instant settlement, bypass card network fees, and provide merchants with faster access to funds.

E-commerce platforms are responding quickly. GlobalData notes that one-third of consumers abandon online transactions if their preferred payment option is unavailable. Merchants that integrate multiple payment options such as cards, wallets, buy now pay later (BNPL) and account-to-account (A2A) can therefore increase conversion rates and average cart value while reducing abandonment.

For banks and payment providers, the strategic imperative is clear: make

real-time and embedded payments as seamless as contactless card use while embedding robust fraud detection systems that can block suspicious transactions within seconds.

Regional preferences

Mobile payment preferences differ sharply by geography. In-store, contactless methods dominate in Europe and MEA, whereas QR code systems lead in APAC and the Americas. Usage figures underline the split: 76% of mobile payments in APAC are contactless, compared with 61% in Europe and 51% in the Americas.

Security remains a decisive factor. Among non-users, 30% said they would adopt mobile wallets if they were more secure than cards or cash and 27% would do so if wallets offered better rewards. These preferences suggest mobile payment adoption depends as much on perceived safety and incentives as on technology itself.

As biometric authentication methods such as fingerprint, facial recognition or tokenised cards become mainstream, mobile wallets have an opportunity to deliver both enhanced security and faster checkouts, addressing the twin priorities of convenience and trust.

Rising fraud risks

Financial fraud has escalated sharply: 28% of consumers globally were victims in 2025, up from 18% a year earlier. MEA recorded the highest rate at 43%, compared with 21% in Europe.

Fraudsters' use of generative AI to produce convincing messages and even synthetic voices has raised the sophistication of scams.

GlobalData urges banks to pair advanced AI-based detection with consumer education. Interactive anti-fraud tutorials and in-app verification tools can empower customers to identify fraudulent requests. Meanwhile, tokenised and single-use virtual cards further reduce exposure. In the hybrid era, where digital convenience is matched only by digital risk, the ability to protect consumers without adding friction will define reputational strength.

From convenience to confidence

The report's overarching message is that success in 2025 hinges on balancing automation with authenticity. Consumers expect instantaneous, personalised service but they also want assurance that their money and data are safe. As GlobalData concludes, banks must leverage AI and cloud technology to deliver 24/7 reliability, keep branches open for high-value interactions and ensure transparency across fees and rewards.

Convenience is now the baseline. The true competitive currency is confidence, earned through responsible data use, fair pricing, financial education and secure, seamless transactions. Institutions that achieve this balance will lead the next phase of global banking transformation.

Quintet recognised for innovation in private market integration

The bank's Group CEO outlines how Quintet is helping clients mitigate risk and capture long-term value by integrating exposure to private markets

Quintet was recognised as Outstanding Private Bank – Europe at the 2025 PBI Awards. What does this recognition say about the bank's strategic direction and its positioning in the European market?

We are grateful to PBI for recognising our success in building a client-centric firm that is profitable, sustainable and growing – underpinned by a unique geographical footprint, history and proximity to our clients.

Our strategy is to build on these differentiators, including a presence in more than 30 cities across Europe and the UK, and a legacy that spans more than 75 years in Luxembourg and over 200 years in several of our local markets. This foundation is reinforced by a world-class client proposition, further enhanced through our unique partnership with [investment management corporation] BlackRock.

At Quintet, we share a deep commitment to delivering exceptional client service, while our operating model is designed to give our teams more time to focus on what matters most: advancing the interests of our clients. We have much to be proud of – as this award clearly demonstrates – but recognise the constant opportunity for change and improvement to maintain our strong market position and competitive edge.

Quintet Private Bank has begun integrating private markets into client portfolios, supported by the European long-term investment fund (ELTIF) 2.0 framework and the partnership with BlackRock. Why is this important now and how do you see private markets reshaping client strategies in Europe?

Diversification is key to portfolio resilience, especially in volatile markets. That's why Quintet integrates private markets into multi-asset portfolios – one of Europe's first private banks to do so.

Alongside equities, fixed income and commodities, our clients can gain access to diversified alternative assets via evergreen funds. This enhanced approach unlocks opportunities once solely reserved for institutional investors, aligned with structural themes such as digitalisation and demographics. Anchored in our 'protect and grow' philosophy and in partnership with BlackRock, integrating exposure to private markets helps our clients mitigate risk and capture long-term value.

Client expectations are shifting from ESG and impact investing to next-generation wealth transfer and digital experiences. Which of these trends will have the biggest impact on private banking over the next decade and how is Quintet preparing for this?

Amidst the greatest transfer of private wealth in history, we believe understanding generational drivers and differences is more crucial than ever for organisations that help families protect, grow and pass down wealth. Our NextGen clients expect ESG factors to be fully integrated in their portfolios. They also expect personal service to be balanced with digital delivery.

In this context, technology is advancing rapidly and AI is already reshaping how clients expect their wealth to be managed. It is transforming not only client experience but also how we work together to meet their long-term goals.

Europe is a highly fragmented market, with strong domestic players and global competitors. Where do you see Quintet carving out a distinct advantage?

Quintet combines local proximity with global capabilities. We are close to our clients – geographically and personally. Our clients benefit from that proximity to them and are served by



Chris Allen
Group CEO
Quintet Private Bank

professionals who speak their language and understand their long-term goals. At the same time, they benefit from our European scale and global perspective. Our experts collaborate across borders to bring the full breadth of Quintet's capabilities to every relationship, regardless of where the client is based.

Time is our most valuable resource. That is why we continue to simplify our organisation and the way we work together, so we can focus on protecting and growing our clients' wealth across economic cycles and generations. By working collaboratively, we ensure our time is spent where it adds the greatest value – in service to our clients.

What do you see as the critical success factors for the next five years and how do you intend to ensure Quintet is among the winners?

Nothing is more important than delivering outstanding client experience as a trusted adviser – one that is agile and efficient, allowing us to invest more time in understanding and meeting client needs.

Our success will be defined by our ability to provide world-class advice on critical topics such as wealth planning and intergenerational wealth transfer. This means striking the right balance between personalised service and digital innovation, ensuring every client receives the tailored support they expect, delivered in the way they prefer.

Quintet drives growth through collaboration and innovation

Luxembourg-headquartered Quintet Private Bank is reinforcing its European leadership with consistent profitability, cross-border teamwork and a distinctive partnership model



Quintet Private Bank has emerged as one of Europe's most resilient private banking groups, combining a steady financial performance with client-first thinking. Headquartered in Luxembourg, the bank operates across more than 30 cities and markets through its family of local brands – Brown Shipley in the UK, Merck Finck in Germany, InsingerGilissen in the Netherlands, Puilaetco in Belgium and Quintet Danmark in Denmark. Together, these institutions form a cohesive network that blends deep local insight with shared European strength.

Quintet reported its third consecutive year of increased profitability in 2024, with net profit rising to €68m (\$78.7m) from €46.9m in 2023, a 45% year-on-year increase. Total client assets climbed to €100.6 billion, supported by a 10% rise in high-net-worth assets and a 5% expansion in client base. This performance reflects strong market positioning amid slower economic growth and a disciplined approach to cost management, with the cost-to-income ratio holding steady at 86.7% despite inflationary pressures.

Partnership-led innovation

Quintet's model focuses on doing more for clients through both collaboration and scale. Its open-architecture

approach allows it to bring the best of the market to every client relationship, supported by partnerships that expand both opportunity and choice.

The alliance with the US' BlackRock, for example, underpins a series of multi-manager Undertakings for Collective Investment in Transferable Securities (UCITS) funds launched in 2024 and the Future+ sustainable investment mandate. These products combine independent advice with the strength of institutional-scale insight, enabling clients to align their portfolios with long-term ESG priorities without compromising on performance.

A separate partnership with Germany's Moonfare further differentiates Quintet's offering, giving clients direct access to private-market funds via a digital platform that integrates analytics, reporting, and investment guidance. This approach mirrors Quintet's broader philosophy of 'Protect and Grow', maintaining diversification while seeking new sources of value in a changing investment landscape.

Generational foresight

Beyond portfolio management, Quintet is taking a leadership role in preparing Europe's wealthy families for intergenerational transition. Its Rise of

METRICS THAT MATTER

€68m

2024 net profit, up 45% year-on-year

€100.6bn

Total client assets under management

10%

Growth in high-net-worth individual assets

20.3%

Common Equity Tier 1 ratio

Generational Wealth study, produced with BlackRock, explores the shifting attitudes of younger investors and how inheritance, sustainability, and technology are reshaping the wealth conversation.

These insights inform Quintet's educational initiatives for next-generation clients, from succession planning to stewardship and responsible investing. The bank recognises the next era of wealth management will be defined as much by understanding values as by managing value.

With a Common Equity Tier 1 ratio of 20.3% and a leverage ratio of 6.3%, Quintet maintains one of the strongest capital positions in its peer group. It also continues to invest in people and capability, adding more than 45 client-facing professionals and launching a Finnish desk in Luxembourg in 2024 to deepen regional expertise and expand its Nordic reach.





Hana Bank wins on digital strategy

Through bold digital innovation and market-leading family office services, Hana Bank has emerged as a benchmark for both affluent and ultra-wealthy clients in North Asia

Marking three decades in private banking, South Korea's Hana Bank has grown to manage \$53.5bn in assets for nearly 50,000 VIP clients, capturing a 28.3% market share of Korean clients with over \$1m in assets. This scale is underpinned by a forward-looking strategy – PB Wealth Management 2.0 – which extends services from individuals to families and the next generation.

These achievements were recognised when the bank was named Outstanding Digital Private Bank – North Asia at the Private Banker International Global Wealth Awards 2025.

Digital innovation

A standout initiative is Hana Bank's Asset Transfer Portal, integrated with Korea's MyData system, which streamlines the consolidation of individual retirement pension (IRP), individual savings account (ISA) and pension accounts. In the first quarter (Q1) of 2025, 41% of all transfers used this system, representing \$143m of assets.

The bank has also expanded innovation in real estate, running experiential property tours in Seoul's Hannam-Dong district to give clients practical insights into a key investment hotspot.

In partnership with Korea Advanced Institute of Science and Technology (KAIST), the bank has developed the Hana AI CRP model, which applies predictive analytics to forecast commercial property trends — giving clients sharper tools for timing acquisitions and managing risk in a volatile market.

Beyond South Korea, Hana Bank leverages its global network to serve Koreans overseas. Recent seminars in Taipei covered taxation, inheritance and real estate investment and introduced customised will-substitute trust solutions. These drew strong interest from high-net-worth families abroad and highlighted the bank's strategy of aligning domestic leadership with international connectivity. The bank also plans to extend similar cross-border programmes into other regional hubs, reinforcing its presence beyond Korea.

Senior and affluent focus

The bank's 'Hana The Next' brand, launched in 2024, addresses South Korea's ultra-aging demographics, with services covering retirement planning, inheritance and lifestyle needs. Specialised lounges across Seoul provide both advisory and cultural experiences – from financial counselling to wine classes – ensuring relevance for both seniors and the mass affluent.

For ultra-high-net-worth (UHNW) families, Hana Bank has built a clear lead. Its Family Office services hold a 32.1% domestic market share, with \$1.43bn in assets and more than 100 family office

Hana Bank is not only redefining private banking through digital innovation but also shaping the future of wealth transfer and family office services in North Asia

METRICS THAT MATTER

\$53.5bn

Private banking AUM in 2024

28.3%

Market share of Korean VIP clients with \$1m+

32.1%

Market share in South Korea's family office sector

clients. The Hana The Next Family Office at Club1 PB Centre combines wealth services with cultural and networking experiences, featuring an art gallery, dining lounge and immersive media salon.

Launched in 2024, the Hana Family Office One Solution unites more than 60 experts across banking, securities, tax and trust planning, offering integrated advice on succession, overseas investment, tax efficiency and philanthropy. The service has already begun attracting a new wave of UHNW families, strengthening Hana Bank's reputation as South Korea's most comprehensive family office provider. The bank has also pioneered living trusts in Korea since 2010 and remains the market leader in will trust contracts, reflecting its long-standing focus on intergenerational planning.

Flagship programmes

To prepare the next generation, Hana Bank runs three flagship programmes: the Future Leaders Programme, CEO Insight Programme and Hana The Next Leader, launching in 2025. Together, these initiatives provide structured education for heirs and entrepreneurs, ensuring continuity in wealth stewardship. Its market leadership in family office services was further highlighted by industry recognition, with Hana Bank's private bankers honoured for their regional excellence.



Rising Star – Domestic Client Impact

AT A GLANCE: SINJUNG PARK

Title:
Private Banker, Hana Bank

Certified Foreign Exchange Specialist I, Financial Planner

Career Path:
Joined Hana Bank in 2021; 13-time Best PB awardee within the bank

Notable quality:
Specialist in retirement pensions and FDI advisory, trusted by medical professionals and entrepreneurs

Distinction:
Accredited Retirement Planning Specialist (ARPS),

At Hana Bank's Asan Medical Centre branch, Sinjung Park has quickly distinguished herself as a rising force in private banking. Since being promoted to her current role in 2021, she has built and managed assets of \$245m as of May 2025, achieving a 58% increase over less than four years. Her portfolio performance has contributed around \$2.2m annually in operating income, with much of the growth coming from non-interest income streams such as investment funds and bancassurance.

Park is recognised for her deep expertise in retirement pension management. She has grown individual retirement pensions to \$13m and retirement IRPs to \$12m – an increase of 240% and 203% respectively. Her ability to engage hospital employees, particularly retired professors at Asan Medical Centre, through tailored seminars and one-to-one consultations, has been central to this success.

Her strengths extend beyond pensions. Park has built comprehensive investment strategies for entrepreneurs, tailoring solutions across equities, bonds and insurance products to suit client risk appetites. She has also demonstrated notable skill in foreign direct investment advisory, attracting \$16m for overseas foreign direct investment (FDI) clients and securing \$17m in deposits from competitors.

With 13 'Best PB' accolades within Hana Bank, Park is setting new standards in client service and results. Her combination of technical expertise and relationship-building distinguishes her as a standout rising star in the domestic market.



Outstanding Private Banker – Regional Player

AT A GLANCE: JUNESOON LEE

Title:
Private Banker, Hana Bank

Distinction:
Delivered 119% AUM growth to \$520m in just over two years

Career Path:
Senior role at Hana's flagship PB center; adviser to CEOs and high-net-worth families

Notable quality:
Known for customised global portfolios and holistic cross-border wealth solutions

Junesoon Lee has established herself as a leading private banker in North Asia, combining client acquisition strength with sophisticated advisory expertise. Since joining Hana Bank's flagship Club1 Hannam PB Centre just over two years ago, she has grown her book to \$520m in assets under management (AUM), a 119% increase.

Lee's ability to integrate banking with securities has also been instrumental. Her tailored approach to CEOs and business leaders – grounded in careful study of their preferences and goals – has consistently led to winning deposits from competitors and expanding family relationships.

Her competitiveness lies in building customised portfolios, balancing global asset exposure with tax-efficient structures such as variable life insurance and foreign currency solutions. Lee is also proactive in rebalancing strategies, ensuring clients capture opportunities in volatile markets while maintaining diversification.

Beyond financial products, Lee delivers holistic wealth management through collaboration with Hana Bank's experts. She has organised seminars for younger wealthy clients, covering overseas relocation, tax, legal and real estate issues, while also offering one-stop services in FDI and cross-border investment through the bank's global network.

By blending technical expertise, client empathy and cross-border reach, Lee exemplifies the qualities of an outstanding private banker at the regional level.

Mashreq lauded for hybrid expertise and global reach

Backed by over five decades of heritage, Mashreq Private Banking is reshaping client service through a hybrid relationship model, digital-first innovation and bespoke family office solutions

Mashreq has long held a distinctive position in the region's financial landscape. Established in 1967, it is the UAE's oldest private bank and continues to blend heritage with a forward-looking strategy. Its growth has always been anchored in a client-first ethos, with services tailored to the needs of high-net-worth individuals.

From its base in the Middle East, Mashreq has steadily expanded its global presence through representative offices and strategic partnerships in key financial centres including the UK, US, Hong Kong, Singapore, China, India and Pakistan. This international footprint, combined with consistent industry recognition, positions the bank as a bridge between regional wealth and global opportunity.

Hybrid relationship model

At the core of Mashreq's approach is a hybrid relationship model that combines human expertise with advanced technology. Clients are supported by a dedicated team of relationship managers, investment and insurance advisers, foreign exchange (FX) specialists and client service managers. With this approach, the bank ensures wealth solutions are both comprehensive and highly personalised.

Technology plays a pivotal role in enriching these relationships. The in-house Face app gives bankers access to real-time data and insights, enabling them to co-create investment proposals with clients and execute decisions transparently. The integration of AI into portfolio analytics and client engagement tools further enhances personalisation, delivering timely

alerts, performance dashboards and risk assessments. By balancing digital convenience with personal insight, Mashreq delivers a service model that meets the expectations of today's sophisticated clients.

Client-focused innovation

Mashreq continues to invest in building a seamless, end-to-end digital experience for clients. Straight-through onboarding enables quick account and investment setup with minimal paperwork, while its mobile applications support international trading across equities, FX, commodities and funds.

Clients can access over 150 global funds and more than 40 thematic portfolios covering sectors such as electric vehicles (EV), robotics, efficient energy, environmental, social and governance (ESG) strategies and Asia's technology growth. For those seeking liquidity, self-service tools including Lombard lending dashboards offer full transparency on loan-to-value ratios, pledged portfolios and margin activity.

The offering also includes multi-asset investment portfolios aligned to diverse risk profiles and a dedicated Golden Visa desk supporting international investors and entrepreneurs. Together, these innovations reinforce Mashreq's position as a digital leader and innovator in the regional wealth market.

Elevating family office services

One of Mashreq's standout propositions is its Family Office platform, launched in 2020 for ultra-high-net-worth clients with assets exceeding \$50m. It offers institutional-grade services, once rare in the region, across succession planning,

METRICS THAT MATTER

1967

Year Mashreq was founded, making it the UAE's oldest private bank

\$50bn+

Net worth represented by more than 50 family offices served

150+

Global funds available on Mashreq's digital investment platform

40+

Thematic portfolios offered, spanning ESG, robotics, EVs and more

merger and acquisition (M&A) advisory, real estate structuring, insurance and treasury management.

Currently, Mashreq supports more than 50 family offices, representing over \$50bn in assets. By integrating personal and corporate wealth under clear governance structures, the platform distinguishes Mashreq from both regional and global peers. Its ability to unlock liquidity from traditionally illiquid assets such as real estate and deliver tailored solutions for complex wealth needs reflects the depth and agility of its advisory capabilities.

Recognition well earned

Mashreq's ability to combine legacy with innovation, scale with specialisation and regional insight with global access is why it has been named Outstanding Private Bank – Middle East at the Private Banker International Global Wealth Awards 2025. The recognition reflects not just its achievements but also its ongoing role in shaping the future of private banking across the region.

RBC extends private banking expertise worldwide

Leveraging its market leadership in Canada, growing US franchise and expanding international footprint, RBC Wealth Management is shaping private banking for wealthy families worldwide

Canada's RBC Wealth Management has been awarded the Outstanding Private Bank – Global title at the Private Banker International Global Wealth Awards 2025, reflecting its ability to deliver a seamless experience for high-net-worth (HNW) and ultra-high-net-worth (UHNW) clients across continents. The firm operates through hubs in Canada, the US, the British Isles and Asia, with CAD4.7tn (\$3.4tn) in assets under administration and CAD1.4tn in assets under management as of Q2 2025.

The breadth of its services spans holistic wealth planning, investment management, banking and credit, estate and trust, succession planning and philanthropy. The acquisition of the UK's Brewin Dolphin in 2022 expanded its European franchise to more than 30 offices and 2,500 employees, creating one of the largest wealth managers in the UK, Channel Islands and Ireland. This complements its Canadian leadership and growing footprint in Asia, enabling RBC to support families with complex, multi-jurisdictional needs.

North American leadership

RBC was also named Outstanding Private Bank – North America, underlining its unrivalled presence in its home region. In Canada, it holds the leading market share across private banking, brokerage, discretionary investment management, estate and trust and insurance. RBC Dominion

Securities serves more than 325,000 households with around CAD600bn in assets under administration and a 26% market share – twice the size of its nearest competitor.

With CAD4.7tn in assets under administration and operations spanning Canada, the US, Europe and Asia, RBC Wealth Management stands as a global private banking leader

In the US, RBC is the sixth-largest full-service wealth advisory firm, with \$640bn in assets under administration and 316,000 households served across 42 states. Its 2,200 advisers deliver a client-first model supported by technology and fee-based planning. The integration with City National Bank, which holds \$94bn in assets, extends this strength by combining personal and commercial banking with wealth solutions.

Client-first philosophy

A hallmark of RBC's success is its emphasis on holistic advice. Every client benefits from the support of an adviser

METRICS THAT MATTER

14%

Increase in assets under administration in FY2024, reaching CAD4.7tn

26%

Share of Canada's full-service brokerage industry held by RBC Dominion Securities

27%

Rise in net income in FY2024, taking it to CAD3.4bn

316,000

Number of US households served by RBC Wealth Management advisers

6,000+

Advisers supporting affluent, HNW and UHNW clients worldwide

backed by RBC Family Office Services, a team of more than 200 accredited specialists across tax, estate, succession and philanthropy. This collaborative approach ensures strategies are tailored to clients' values and financial goals.

Digital innovation has also enhanced service. RBC's Advisor Assist technology is expected to make 80% of its staff as effective as the top 10% by automating and streamlining routine tasks, freeing them to focus on deeper client engagement.

Driving consistent excellence

The dual recognition by Private Banker International affirms RBC's ability to combine scale with personalised services. By leveraging leadership in North America and extending capabilities across Europe and Asia, the firm continues to shape the future of global wealth management.

UnionBank Private Banking shapes the future of succession planning

Through its pioneering NextGen Academy and Leading Generation programme, the bank is redefining how Philippine family businesses prepare the next generation to lead and preserve their legacies

METRICS THAT MATTER

2019

Launch year of the NextGen Academy

1st

Structured family wealth education programme in Philippine private banking

Formally launched in 2019, UnionBank Private Banking's NextGen Academy is the first structured family wealth education programme in the Philippines' private banking space. Designed for the next generation of ultra-high-net-worth clients, the initiative reflects the bank's belief that wealth preservation begins with education and shared understanding among generations.

The academy provides a multi-week, multi-module curriculum that builds entrepreneurial foundations and promotes holistic financial stewardship. Beyond classroom learning, its format blends experiential workshops and real-world discussions that bridge financial literacy with values-based leadership.

With this international and foundational approach, UnionBank Private Banking has shifted the role of private banking from wealth management to wealth mentorship – a deliberate strategy to future-proof family legacies in an evolving market.

Bridging generations

In 2024, UnionBank Private Banking expanded the programme through the launch of LeGen – short for Leading Generation – a complementary programme that brings together the senior and next generation of family business leaders.

LeGen fosters dialogue on topics that traditionally remain unspoken within family enterprises, such as

governance structures, wealth transfer and the emotional dimensions of legacy. Sessions co-led by experts from law firms and other international specialists delve into complex issues including family constitutions, citizenship and residence planning, and intergenerational wealth transition.

By creating space for both generations to participate, UnionBank Private Banking has turned succession planning into a collaborative and continuous process rather than a single-event conversation.

UnionBank Private Banking's NextGen Academy has transformed wealth education into a catalyst for intergenerational collaboration and legacy building

Local roots, global reach

UnionBank Private Banking's approach combines global expertise with deep local understanding – an advantage rooted in its ability to navigate the nuances of Philippine family dynamics while drawing insights from international partners. Workshops held across local and overseas locations

connect clients to global best practices and foster a network of peers facing similar succession challenges. This dual perspective has allowed UnionBank Private Banking to position itself as a bridge between local tradition and global sophistication, ensuring Filipino family wealth is managed with world-class standards while retaining its cultural identity.

As a pioneering initiative with proprietary and copyrighted components, UnionBank's NextGen Academy highlights the bank's commitment to innovation and thought leadership in a market where such programmes remain limited.

Redefining private banking

UnionBank Private Banking's focus on empowering families through education exemplifies a modern interpretation of private banking – one that moves beyond portfolio performance to long-term family legacy.

By integrating financial insight, legal knowledge and emotional intelligence into a single platform, the bank has created a model that resonates with clients seeking relevance in a fast-changing world. As intergenerational wealth in Asia continues to expand, the UnionBank NextGen Academy stands as a benchmark for how private banks can shape future leaders and legacies. It is a vision anchored not merely in managing wealth but in transferring wisdom.

CTBC leverages human-AI collaboration

CTBC Bank's Intelligent Dashboard has redefined how financial advisers engage clients, using advanced AI to boost revenues, improve conversion rates and set new standards for innovation

The shift from in-branch consultations to digital engagement has transformed client expectations in wealth management. Taiwan's CTBC Bank recognised this trend early and responded with the launch of its Intelligent Dashboard, a human-machine collaboration platform designed to support advisers in delivering more personalised and effective client interactions.

By integrating customer data into a 360-degree view, the dashboard helps advisers understand client needs across life stages and behaviours. Its four modules – Customer Profile, Asset Management, Customer Engagement and Association – bring together insights that guide advisers on the 'Next Best Offer' for every client.

AI at the core of client engagement

The Intelligent Dashboard leverages natural language processing to mine client conversations, analyses browsing patterns with an 'AI gene sequence' approach and uses computer vision to interpret lifestyle indicators. These tools allow advisers to anticipate client needs with greater precision, turning raw data into actionable insights.

Two standout features – Best Offer Search and Proactive Notification – have strengthened advisers' ability to identify and close opportunities. The result is more relevant conversations, stronger client relationships and improved business outcomes. The platform also adapts to advisers' working styles

through phased implementation. By starting with static search functions and gradually introducing proactive notifications, CTBC has minimised resistance and built confidence among senior advisers, ensuring smoother adoption across teams.

Delivering measurable impact

The results have been significant. Clients managed via the Intelligent Dashboard generated nearly three times the average revenues of those outside the platform, contributing almost a quarter of all adviser-driven revenues in 2024. Conversion rates for 'Best Offer' cases were nearly four times higher than those without it.

Clients managed via the Intelligent Dashboard generated 2.95 times the average revenues compared to those not on the platform, proving its impact on both engagement and performance

Adoption has also been strong. Weekly usage climbed from just 26% in 2023 to 80.5% by August 2025, reflecting the platform's growing value to advisers and its seamless integration into daily operations.

METRICS THAT MATTER

2.95x

Revenues from clients managed via the Intelligent Dashboard compared to others

19% vs 5%

Conversion rate for Best Offer cases vs non-dashboard cases

80.5%

Weekly usage rate of the dashboard in August 2025, up from 26% in 2023

Beyond revenues and conversions, the dashboard has streamlined information sharing and reduced manual processes, saving significant time and resources for both advisers and clients. This operational efficiency is as important as the topline gains, reflecting the platform's holistic value.

Shaping the future with generative AI

CTBC is now extending the platform with generative AI, providing real-time support such as advisory prompts and market summaries. This integration of generative AI is in its initial phase of deployment, carefully managed within the bank's systems to protect client data. Even at this stage, it demonstrates how CTBC is preparing its advisers for a future where human expertise and machine intelligence operate seamlessly together, and signals a forward-looking approach that positions the bank at the forefront of wealth management innovation.

This step-by-step transformation highlights CTBC's ability to align technology with advisory expertise and client insight. With industry recognition across Asia and beyond, the Intelligent Dashboard underscores the bank's commitment to delivering personalised, high-quality financial services at scale.

Maybank Private strengthens entrepreneurial focus

By combining deep regional roots with bespoke solutions for business owners, Maybank Private has emerged as a leader in Southeast Asia's private banking landscape

Singapore-based Maybank Private Wealth's double recognition as Outstanding Private Bank for Entrepreneurs and Outstanding Private Bank – Southeast Asia at the Private Banker International Global Wealth Awards 2025 reflects both the scale of the bank's regional franchise and the sophistication of its client offering.

Established in 2013 to complete the wider Maybank Group's wealth proposition, the platform has grown rapidly, serving high-net-worth individuals across all 10 markets of the Association of Southeast Asian Nations (ASEAN) as well as in global centres such as Hong Kong and London. Its strategy combines the group's universal banking capabilities with a focus on entrepreneurs, many of whom require services that bridge corporate growth and personal wealth.

Tailored support for business owners

Entrepreneurs face a distinct set of challenges that Maybank Private has been adept at solving. Bespoke products such as Substantial Shareholder Financing and Variable Universal Life Financing give clients access to liquidity while preserving family wealth. At the same time, Maybank connects business owners to capital markets through initial public offering (IPO) financing, private placements and structured credit.

The breadth of solutions is reinforced by close integration with the Maybank Group, from investment banking and

asset management to insurance and securities. A Forbes-listed entrepreneur moving portfolios from other banks to Maybank illustrates this strength: the relationship generated more than SGD120m (\$93.5m) in new assets, supported by IPO advisory, restructuring and family office services.

Maybank Private's tailored solutions enable entrepreneurs to unlock business liquidity while safeguarding family wealth for future generations

Regional scale and momentum

Maybank Private's Outstanding Private Bank – Southeast Asia award underlines its success in building a strong regional base. The business now serves more than 9,500 clients, with total financial assets of \$23.4bn. Since 2016, its client base has grown at a compound annual rate of 15% and assets at 18%.

Booking centres in Singapore, Malaysia and Hong Kong, coupled with a London desk, give clients seamless access to regional and global opportunities. The bank's unique regional relationship manager model removes territorial barriers, encouraging cross-border referrals and enabling

METRICS THAT MATTER

15%

Percentage growth of client base since 2016

18%

Percentage growth of total financial assets since 2016

\$23.4bn

Value of total financial assets under management

9,500

Number of high-net-worth clients served across ASEAN

clients to pledge assets in one market to seize opportunities in another. The launch of Islamic private banking has added further momentum, reaching \$4.5bn in assets within just two years.

Innovation and sustainable growth

Technology and sustainability are central to Maybank Private's strategy. A fully integrated Avaloq platform streamlines execution, portfolio analysis and compliance, giving bankers a 360-degree view of client needs. Beyond banking, clients are engaged through curated events and seminars across the ASEAN region.

Sustainability commitments include mobilising RM80bn (\$19bn) in green and social financing by 2025 and achieving net zero by 2050. Maybank Private is directly contributing by embedding ESG criteria into lending and investments, while scaling thematic funds, green bonds and sustainability-linked loans. This ensures clients can grow wealth while aligning with global transitions.

E.Sun dazzles through innovation

E.Sun Bank has combined rapid client growth, pioneering technology and a dual-core advisory model to establish itself as the market leader for affluent wealth management

Taiwan's E.Sun Bank has been recognised with the award for Outstanding Wealth Management Service for the Affluent at this year's Global Wealth Awards, reflecting its strong performance, innovative platform and commitment to clients with complex financial needs.

The bank's wealth management business has achieved exceptional momentum. In 2024, fee income reached \$406.6m, ranking fourth among peers in Taiwan and posting the highest growth rate among Tier-1 banks at 44.8%.

Non-discretionary money trusts grew to \$11.9bn, marking 16 consecutive years of expansion, while custody balances rose to \$38.6bn, sustaining 15 years of growth. E.Sun also led the domestic elderly care trust market, with \$445.8m in assets.

Affluent client acquisition has accelerated under Taiwan's Wealth Management 2.0 policy. By August 2025, E.Sun had served 2,829 clients with assets totalling \$7.4bn, lifting its market share from just over 7% at the end of 2023 to more than 17% of customers and from 7.2% to 13.6% of assets.

Dual-core service model

A key differentiator is E.Sun's dual-core service model. For high-net-worth families, often business owners with cross-border requirements, the bank brings together relationship managers experienced in corporate finance with client advisers skilled in succession and asset planning. This collaborative approach ensures customers benefit from expertise spanning investment,

taxation, inheritance, real estate and international wealth structuring.

In 2024 alone, the bank delivered more than 16,000 investment consultations. Its professional investment strategy team, with average experience exceeding a decade, provided customised portfolio advice. The bank's recommended US stock portfolio posted returns of 27.8%, comfortably outperforming the S&P 500 stock exchange.

E.Sun combines sustained growth, personalised services and advanced innovation to deliver a market-leading proposition for affluent clients

Innovation and technology

E.Sun's ability to blend innovation with client service has become central to its success. The bank has developed Grace, a proprietary and patented asset allocation engine that cuts proposal preparation times from two hours to just 15 minutes. Grace integrates market insights with multidimensional risk analysis to give clients timely rebalancing advice.

Technology partnerships further strengthen the platform. Working with US technology firm NVIDIA, E.Sun has

METRICS THAT MATTER

\$406.6m

Fee income in 2024, highest growth rate (44.8%) among Tier-1 banks

\$11.9bn

Non-discretionary money trust balance, 16 years of consecutive growth

\$7.4bn

Assets under wealth management 2.0 policy, leading market share by 2025

27.8%

Return on E.Sun's recommended US stock portfolio in 2024, outperforming S&P 500

integrated graphics processing unit (GPU) computing into core infrastructure for advanced data analysis and fraud detection. AI tools such as the Genie platform, Kims customer chatbot and GitHub Copilot for software development have already lifted efficiency by around 30%.

Premium experience

Beyond financial solutions, E.Sun builds enduring relationships through exclusive services and activities. Clients receive invitation-based access to dedicated advisers, tailored seminars on succession and tax planning and premium concierge support ranging from airport limousine transfers to healthcare and lifestyle experiences.

Taken together, these achievements highlight how the bank has redefined wealth management for the affluent segment, combining sustained growth, personalised services and advanced innovation to deliver a market-leading client proposition.

Itaú Unibanco leads with digital strength

Latin America's largest private bank is combining scale with digital leadership, global partnerships and a one-stop advisory model to serve more than 10,000 families at home and abroad

Itaú Private Bank remains the clear leader in Brazil's wealth management market, holding a 30% share and supporting more than 10,000 families across 17 offices worldwide. By the end of 2024, the bank managed over \$160bn in assets under management, with net income expanding at a compound annual growth rate (CAGR) of 15% in recent years.

Despite this scale, client satisfaction has remained high, well above the excellence threshold. These metrics underline Itaú's ability to balance strong financial performance with close client relationships in a volatile economic environment.

Over the past four years, the bank has also improved efficiency and operating income nearly doubled, while client numbers grew 20%. These gains highlight the bank's ability to scale without compromising service quality.

Digital edge

Technology investment has become central to Itaú's model. Itaú Private Bank is driven to innovate by its desire to offer the best possible experience to its clients. The bank uses customer feedback to help improve the customer journey and its commercial team. The bank's strategy and vision is to simplify its clients' daily lives and increase its competitiveness in the market through technological and procedural improvements.

AI and machine learning are also being embedded into advisory tools,

allowing relationship managers to deliver just-in-time investment offers tailored to client needs.

Online platforms such as 'Wealth for All' further extend the digital ecosystem, giving families a structured way to review assets and succession planning with advisory support.

Partnerships and client solutions

Alongside digital initiatives, Itaú has strengthened its international proposition. A partnership with US-based Avenue Securities provides broader access to offshore markets, while, in Brazil, an exclusive partnership with the US' Brown Advisory expands the range of global alternative investments available to clients.

These relationships reinforce Itaú's positioning as a one-stop shop, integrating advisory, credit and investment services across borders. The strengthening of life planning has added depth to the wealth management offering, covering issues from inheritance and family governance to marital transitions and living abroad.

New product launches, including renovation and construction financing, and aircraft insurance, demonstrate how Itaú adapts to client needs. Risk management remains a central pillar, with the bank enhancing know your client (KYC) processes and promoting independent oversight at the board level, reinforcing resilience in a volatile environment.

METRICS THAT MATTER

30%

Share of Brazil's private banking market held by Itaú

\$160bn+

Value of private banking assets under management in 2024

80+

Net promoter score, placing Itaú in the Excellence tier for client satisfaction

17

Number of offices worldwide – Latin America, the US and Europe

Looking ahead, Itaú has set a clear ambition to be the leading global private bank for Latin Americans, with a long-term vision built around family values, niche expertise such as agribusiness and the integration of advisory, banking and investment services across geographies.

Engaging the next generation

Looking beyond today's wealth holders, Itaú has built dedicated programmes to engage and educate the next generation. Initiatives such as the Family Wealth Across Generations event, Summer Programme, Finance Academy and Itaú Connections in addition to other events and meetings are collectively aimed at strengthening ties with clients' children and with academic networks at colleges and universities, reaching hundreds of people between the ages of 15 and 30 in the past year.

In parallel, the bank has curated over 300 cultural, educational and lifestyle events for clients, attracting thousands of participants. These efforts underscore Itaú's commitment to combining technical excellence with relationship-driven engagement.

Bradesco drives purposeful growth through legacy and impact

With philanthropy and succession at its core, Bradesco Global Private Bank blends performance discipline with purpose, strengthening family legacies, inspiring next-generation leadership and driving sustained growth across its franchise

Bradesco Global Private Bank's recent recognition for Outstanding Philanthropy Offering and Best Private Bank for Succession Planning reflects its distinct approach to wealth management – one that balances results with responsibility. As part of one of Latin America's largest financial institutions, the bank closed 2024 with R\$528.9bn (\$90.3bn) in assets under management (AUM), marking a 15.9% rise from the previous year.

This growth is underpinned by a private banking model that integrates wealth planning, governance and philanthropy to preserve family identity and continuity. Serving more than 9,300 family groups, Bradesco's succession and philanthropy services are structured to ensure wealth is not only protected but also purposefully directed toward long-term value creation.

Structuring the future

In succession planning, Bradesco has positioned itself as a strategic partner for families navigating complex intergenerational transitions. Its Family Day and Governance Workshop programmes have brought together 36 families in immersive settings to define roles, strengthen dialogue and align long-term visions.

These initiatives have delivered tangible results, including a 49.9% increase in participating families' revenues and a 1,043.7% surge

in AUM abroad. Complementing these engagements, Bradesco's Masterclass on life, career, wealth and legacy prepares successors to become conscious leaders, while its Wealth Planning Essentials Talks and publications generated more than 2 million impressions and 36,000 interactions in 2024 alone.

The bank's legal and wealth-planning teams – recognised by UK legal ranking firm Chambers & Partners for five consecutive years – provide technical precision to match its educational outreach.

With offices in Luxembourg and the US, Bradesco supports families with global footprints through bespoke cross-border planning. In one recent case, the bank structured the relocation and tax transition of a family with assets exceeding R\$100m, ensuring regulatory compliance, asset preservation and intergenerational continuity across jurisdictions.

Purpose in practice

Philanthropy forms the other pillar of Bradesco's value proposition. The bank's dedicated philanthropy cell within its Wealth Planning division is inspired by Fundacao Bradesco, Brazil's largest private endowment in education, which invested R\$1.4bn in 2024 and manages R\$8.5bn in assets. Through partnerships with legal and ESG specialists such as PLKC Advogados, IDIS and Bradesco Asset Management, the bank manages

METRICS THAT MATTER

15.9%

Year-on-year growth in assets under management

R\$528.9bn

Total AUM at year-end 2024

R\$30.6bn

Value of net new money added during the year, marking a 10.9% increase

20,366

Number of private clients served, up 11.1% from 2023

R\$34.5bn for philanthropic entities and connects clients to sustainable investment opportunities.

Programmes such as Philanthropy Chat and the Masterclass engage clients and their successors in structured discussions about social impact, responsible giving and long-term governance. The result is a wealth platform where purpose and performance reinforce one another, setting a high benchmark for Latin America's private banking sector.

Together, these initiatives form a cohesive philosophy where planning for inheritance naturally evolves into planning for impact. For Bradesco, legacy is not limited to the transfer of assets but extends to how families define purpose through responsible giving. By integrating performance discipline with human purpose, Bradesco Global Private Bank demonstrates how strategic foresight and social responsibility can co-exist within a modern private banking model.

Farro Capital excels at cross-border family needs

Farro Capital integrates wealth structuring, governance and independent investment with education and cross-cultural advisory services

Singapore-headquartered Farro Capital's family office proposition is built on a foundation of multi-generational planning. Its advisers integrate estate planning, tax and cross-border structuring into a seamless strategy that aligns asset ownership with family values and long-term objectives.

Today, the firm supports more than 100 ultra-high-net-worth families whose holdings span Asia, Europe, the Middle East and North America. By consolidating assets through unified digital reporting frameworks, clients gain clarity across banking, alternatives, real estate and private equity.

This client-first approach has earned Farro Capital recognition as Best Family Office at the Private Banker International Global Wealth Awards 2025, underscoring the strength of its integrated model in meeting complex, cross-border family needs.

Governance and succession

Estate planning and governance form the backbone of Farro Capital's model. The firm co-creates family constitutions and governance charters, establishes advisory boards and ensures next-generation readiness through mentoring and structured dialogue.

In one instance, Farro Capital worked with a Southeast Asian family managing a \$900m portfolio to establish an

investment committee and guide heirs in philanthropic and strategic decision-making. These measures institutionalise family decision-making, ensuring continuity and unity across generations.

Bespoke investment strategies

Unlike product-driven models, Farro Capital emphasises independent and tailored investment solutions. Clients benefit from advisory services across multiple asset classes, direct access to private equity opportunities, co-investments and ESG-aligned portfolio design.

Preparing future leaders

Farro Capital places strong emphasis on family education. Programmes include custom learning tracks, multi-generational planning sessions, exposure to governance and philanthropy and internships within the firm's wider ecosystem.

By combining governance, succession and independent investment strategies, Farro Capital equips families to manage complexity with confidence across generations

METRICS THAT MATTER

100+

Number of ultra-high-net worth families served

\$2bn+

Value of assets under management

12+

Number of markets served globally

These initiatives are designed to equip next-generation members not only with financial literacy but also with a sense of stewardship over their families' wealth and legacy.

Farro Capital's multilingual team is another defining strength. With advisers fluent in Mandarin, Hindi, Arabic, Bahasa and other languages, the firm can communicate governance and investment strategies across cultures with sensitivity and precision. This capability is particularly valuable when working with families that span multiple geographies and generations.

Farro Capital also emphasises independence, operating without product or platform bias, which ensures client portfolios are designed solely around long-term objectives rather than short-term sales. The company combines this independence with institutional-grade research and access to exclusive off-market deal flow, giving families opportunities that are typically reserved for large investment houses.

By integrating these elements into a high-touch advisory model, Farro Capital positions itself not only as a wealth manager but also as a trusted partner in preserving values, continuity and unity within ultra-wealthy families worldwide.



Rising Star – International Excellence

Ivy Chen, director of client relations at Farro Capital, has been named winner of the Rising Star – International Excellence award at the Private Banker International Global Wealth Awards 2025. Her journey reflects a blend of global career milestones, client-centred innovation and leadership resilience that is shaping the future of private wealth management.

Global career foundation

Chen began her career at EY New York before moving to Singapore, where she played a central role in integrating Barclays Wealth Management APAC into Bank of Singapore. There, she spearheaded digitisation and client retention initiatives that cemented her reputation as a trusted front-office leader.

At Farro Capital, she now applies her experience across the US, Europe, Middle East and Africa (EMEA), and Asia-Pacific (APAC) regions to build relationships with ultra-high-net-worth families across Asia, helping drive the firm's rapid rise to more than \$2bn in assets under management across 12 markets.

Client impact and innovation

A defining example of Chen's approach came in 2024, when she led a complex liquidity extraction strategy for a client holding SGD30m in illiquid real estate. Executed over the holiday season, under intense market pressure, the plan released liquidity and redeployed it into selected investments, ensuring the client's smooth transition into retirement. Her ability to design bespoke solutions has earned her the trust of families navigating cross-border structures and succession challenges. Clients praise her strategic vision and meticulous execution, noting how her focus safeguarded their financial security.

Chen's innovation mindset is backed by academic excellence. An MBA graduate from Imperial College London and winner of the IBM Entrepreneur Journey Prize, she applies institutional-grade strategies to entrepreneurial families while remaining sensitive to cultural and generational nuances.

Leadership and resilience

Beyond her professional achievements, Chen embodies resilience and balance. She completed her MBA amid the Covid-19 crisis while relocating internationally and becoming a new mother. At Farro Capital, she is also recognised for mentoring junior colleagues and strengthening internal knowledge transfer.

Her influence on Farro Capital's growth and client outcomes is already significant. With her combination of global insight, client dedication and innovative thinking, Ivy Chen stands out as a rising star whose broader industry impact is only just beginning.

AT A GLANCE: IVY CHEN

Title:

Director of client relations,
Farro Capital

Career Path:

EY New York, EY Singapore,
Bank of Singapore, Farro Capital

Distinction:

MBA, Imperial College London; IBM
Entrepreneur Journey Prize winner

Notable quality:

Combines global perspective
with client-first innovation

GIB Capital charts steady expansion through disciplined growth

The firm has built one of the region's fastest-growing asset management platforms, combining investment performance, governance rigour and strategic diversification to deliver sustainable growth

GIB Capital has won the award for Outstanding Asset Manager in Growth Strategy at the Private Banker International - Wealth & Private Awards 2025 for its disciplined approach to expansion, strong governance framework, and consistent investment performance across diversified portfolios.

Commenting on the recognition, Abdulhadi Shahadah, Head of Financial Markets at GIB Capital, said: "This award reflects our team's unwavering focus on performance, discipline and client-centric innovation. As Saudi Arabia's financial markets continue to evolve, we remain committed to expanding investment opportunities that deliver sustainable value while upholding the highest standards of governance and transparency."

Building a resilient platform

Since launching its asset management division in 2017, the firm has expanded its assets under management (AUM) to more than SR16bn (\$4.3bn). At the core of this growth has been GIB Capital's steady expansion of investment products and capabilities.

From its early focus on local equities and fixed income, the firm has developed a multi-asset platform encompassing alternative investments, primarily real estate and private equity funds, alongside sharia-compliant options. Its product timeline highlights a deliberate strategy of layering innovation over time: the launch of sharia-compliant opportunistic and

conventional Saudi equity funds, followed by a Middle East and North Africa (Mena) equity fund, an ESG fund, and most recently a small- and mid-cap equity fund aimed at capturing growth opportunities in Saudi Arabia's evolving capital markets.

Delivering consistent returns

Several of GIB Capital's flagship funds have outperformed their benchmarks by more than 100 percentage points since inception. The GIB Saudi Equity Fund and GIB Opportunistic Saudi Equity Fund both rank among the

GIB Capital combines the stability of a state-backed institution with the agility of a specialist investment house

top performers in their peer groups, while the newer Mena ESG Fund has posted strong returns since its launch in 2022. This consistent outperformance underscores the firm's ability to combine local market insight with disciplined portfolio management.

Key to its growth strategy is its partnership with Stanhope Capital, a globally recognised advisory firm that enhances its institutional and private

METRICS THAT MATTER

SR16bn

Total assets under management as of 30 September 2025

SR8bn

Value of alternative investments currently managed

7

Number of public funds launched across different asset classes

wealth advisory capabilities. The collaboration brings global best practices to governance frameworks, investment policy design and fund manager due diligence – areas that underpin sustainable performance and risk control.

Expanding client reach

GIB Capital has strengthened its client engagement and service delivery through a mix of personal and digital channels. Regional roadshows conducted with the firm's Saudi and Bahrain arms have enabled it to connect directly with private and corporate clients, while investment in digitalisation ensures seamless access to its products and reporting.

New initiatives currently underway, such as systematic investment plans (SIPs) and thrift plans, underscore the firm's commitment to making wealth creation more structured and accessible to a broader client base.

GIB Capital combines the stability of a state-backed institution with the agility of a specialist investment house. The firm's leadership brings decades of experience in capital markets and investment management, ensuring its growth strategy is anchored in prudence, robust governance and long-term value creation.

Spark Capital prioritises client alignment

The private wealth management firm demonstrates that exclusivity and expansion can coexist in India's fast-maturing private banking market

Spark Capital Private Wealth Management (PWM) has built a model that challenges the notion that boutique firms must remain small to preserve intimacy. Its client strategy focuses on alignment of values rather than asset size to ensure relationships are built on trust, longevity and cultural understanding. Each client is supported by a dedicated relationship manager with direct access to senior leadership, eliminating the hierarchy that often distances clients from decision-makers in larger institutions.

This emphasis on quality over volume has created enduring partnerships with India's most sophisticated ultra-high-net-worth families. It has also fuelled organic growth as most new relationships stem from client referrals rather than marketing campaigns. The result is a boutique that scales through advocacy, not acquisition.

Personalisation and scale

At the core of Spark Capital PWM's service model lies a bespoke architecture that aligns each client's portfolio with their specific risk profile, life stage and family goals. The firm's curated investment universe includes exclusive access to opportunities in private equity, private credit and alternative investment funds, complemented by open-architecture structured solutions.

Beyond portfolio management, the firm integrates art advisory, philanthropy, concierge and family office services through partnerships with firms such as Aura Art, Dasra and Quintessentially. These alliances add tangible value to client relationships

by addressing wealth in its cultural, social and emotional dimensions. Equally notable is Spark Capital PWM's disciplined approach to growth. Since 2023, the firm's assets under management and advisory have increased from Rs3,000 crore (\$338,390) to Rs32,000 crore, a ten-fold expansion achieved without compromising service quality. It now employs more than 450 professionals, including 150 relationship managers, across 12 Indian cities and an international office in Dubai.

Technology with touch

Spark Capital PWM views technology as an amplifier of human connection, not its substitute. Its digital infrastructure combines real-time portfolio access with predictive analytics that help relationship managers anticipate client needs and identify opportunities. The firm's streamlined processes

Spark Capital PWM shows that boutique intimacy and institutional capability are no longer opposing forces but complementary strengths in modern wealth management

demonstrate how operational excellence can enhance rather than replace personal attention, allowing boutique banks to scale without sacrificing the individualised service that defines them. Its ability to maintain

METRICS THAT MATTER

1,000%

Proportion of asset growth achieved since 2023

150

Number of relationship managers serving clients

450

Number of professionals across the network

12

Number of Indian cities served, plus Dubai

personalised services amid rapid expansion positions it as a model for sustainable boutique growth.




































Sustainability and influence

Spark Capital PWM's success lies in the sustainability of its growth model. By prioritising client alignment over volume, the firm has achieved industry-leading retention and referral rates that attest to the strength of its relationships. Its influence is visible across India's evolving private wealth landscape, where other firms are now adapting its client-first principles and selective growth philosophy as a blueprint for boutique excellence.

Spark Capital PWM has been highly commended as the Best Boutique Private Bank at the 2025 Private Banker International Global Wealth Awards. More importantly, its achievement underscores a broader shift in the global wealth landscape where scale and selectivity no longer compete, but combine to define the next generation of private banking excellence.

PRIVATE BANKER INTERNATIONAL Global Wealth Awards 2025

PBI 2025 WINNERS

 ALPHA CAPITAL® <small>GLOBAL PRIVATE WEALTH MANAGEMENT</small>	 PRIVATE	 bradesco global private bank	 Capital League	 Chinabank
 招商銀行 CHINA MERCHANTS BANK	 CTBC BANK 中國信託銀行	 玉山銀行 E.SUN BANK	 الخدمات المصرفية الخاصة PRIVATE BANKING	 FAB PRIVATE BANKING <small>بنك أبوظبي الأول</small>
 FARRO CAPITAL	 GIB جي آي بي كابيتال CAPITAL	 بنك الخليج GULF BANK	 Hana Bank	 HSBC Private Bank
 itaú Private Bank	 ธนาคารกสิกรไทย 开泰銀行 KASIKORNBANK	 kotak Private	 mashreq المشرق PRIVATE BANKING	 MCB
 Maybank PRIVATE	 motilal oswal Infinite Possibilities Enduring Relationships Private Wealth	 NBK Wealth	 nuvama private	 QUINTET PRIVATE BANK
 RBC Wealth Management	 Sanctum Wealth	 Spark Capital Private Wealth Management	 Standard Bank	 standard chartered global private bank
 Taipei Fubon Bank	 台新銀行 Taishin Bank	 UnionBank PRIVATE BANKING	 WealthRyse	 Private Bank

