



CEO Clubs Network®

CEO Clubs Network

No.1 Business Network

June 2026
ISSUE 74

**AMERICA 250
LEGACY AWARD
& CELEBRATION
NOMINATIONS OPEN**

**CEO CLUBS
DIPLOMATIC
ENGAGEMENTS**

**WHY ARTIFICIAL
INTELLIGENCE
IS REDEFINING
DIGITAL
SOVEREIGNTY**



CAPTAIN DR. PRADEEP SINGH

**FOUNDER & CHAIRMAN
KARMA DEVELOPERS**

CEO Clubs Network

Connecting Minds,
Creating Opportunities

Our Services

- Community Building
- Event Marketing
- Communication
- Trade & Investment Promotion
- Leadership & Excellence Award
- Entity Formation

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CEO Clubs Network®

CEO Clubs Network is an award-winning, globally recognized organization specializing in community building, event marketing, communications, entity formation, trade and investment promotion. Our purpose is to nurture relationships, share knowledge, and create opportunities for C-level executives across the private and government sectors. With a strong presence in USA, UAE, and China, we distinguish ourselves by providing tailored advice, fostering strategic collaborations, and empowering businesses to thrive within an influential global network.

Our regional headquarter, CEO Clubs Network UAE, has been in the industry for more than 20 years. Showcasing a list of high-profile members plus 3,000 affiliations, our organization is grateful for the patronage of His Highness Sheikh Juma bin Maktoum Al Maktoum, a member of Dubai royal family.

We are a proud winner of the Dubai Quality Appreciation Awards Cycle 2017 and 2022 which were presented by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of United Arab Emirates and Ruler of Dubai.

Among our numerous major international awards, we are elated with EXPO 2020 Dubai Recognition by His Highness Sheikh Ahmed bin Saeed Al Maktoum, Chairman & Group CEO of EXPO 2020 Dubai Higher Committee for our invaluable contribution to the success of EXPO 2020 Dubai.

MISSION

CEO Clubs Network creates the most effective business platform for CEOs and Seniors Executives to share experiences, explore opportunities and grow business locally and internationally.



@ceoclubsnetwork

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CONNECTING MINDS, CREATING OPPORTUNITIES

Building bridges across
nations and industries
for a better tomorrow.



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Editor's Note

Dear Members & Readers,

June 2026 was a month defined by strategic engagement, meaningful connections, and continued global expansion at CEO Clubs. Through a dynamic mix of in-person experiences and high-level virtual exchanges, we further strengthened our mission of fostering collaboration, innovation, and leadership across industries and regions.

Among the key highlights, we hosted a **Member Company Visit to InsuranceMarket.ae**, offering participants valuable insights into one of the region's leading insurance platforms and its innovative approach to digital transformation. This was followed by the **CEO Clubs Prestigious Night**, an exclusive gathering that brought together distinguished members for an evening of high-level networking, idea exchange, and relationship building in a refined setting.

We also successfully conducted the **Global Synergy Hub – AI for CEOs**, an impactful online session focused on the growing role of artificial intelligence in executive decision-making. The session enabled members to explore practical AI applications, emerging opportunities, and strategic frameworks shaping the future of leadership.

During the month, we were pleased to welcome new distinguished members into our growing network: **Mr. Harun Melen, Finance Manager, MELEN HOLDING**, and **Dr. Hajra Nazir, Head of ILP / Consultancy Division, V A S S International Management Consulting**. Their expertise further strengthens our diverse community and reinforces our commitment to cross-sector collaboration and global leadership exchange.

June also provided valuable opportunities to strengthen partnerships and engage with **Diplomatic and business leaders**, reinforcing CEO Club's position as a trusted platform for high-level dialogue and international cooperation.

Looking ahead, we are proud to announce a landmark global initiative: the **America 250 Legacy Award & Celebration**, scheduled to take place in Washington, D.C. on August 9th. This prestigious event will honor leadership, legacy, and enduring contributions while fostering deeper connections between global business and diplomatic communities.

As we reflect on June and anticipate the months ahead, CEO Clubs continues to build momentum through strategic partnerships, curated experiences, and global engagement. The journey ahead promises even greater opportunities for collaboration, innovation, and impact.



Warm regards,

Sarah Dong

Editor-in-Chief | CEO Clubs Magazine



A MEETING WITH THE PATRON OF CEO CLUBS UAE

Dr. Tariq Nizami, Founder & CEO of CEO Clubs Network, had the honor of meeting His Highness Sheikh Juma Bin Maktoum Juma Al Maktoum, esteemed member of the Dubai Ruling Family and Patron of CEO Clubs UAE.



The meeting served as an opportunity to exchange views on key priorities shaping today's business landscape, with discussions focusing on entrepreneurship, strategic partnerships, investment opportunities, and the importance of fostering an environment that supports sustainable economic growth and innovation.



The conversation underscored the value of collaboration among business leaders, investors, and institutions in creating new avenues for development and long-term success.



As global markets continue to evolve, initiatives that encourage knowledge exchange, cross-sector engagement, and meaningful business relationships remain essential to driving progress.



The dialogue reflected a shared appreciation for the role of leadership, innovation, and partnership in strengthening the business ecosystem and creating opportunities that benefit both enterprises and the wider economy.



CEO Clubs Network has long been committed to connecting influential business leaders, entrepreneurs, investors, and decision-makers through a platform that promotes collaboration, knowledge sharing, and strategic networking.



By facilitating high-level engagement across industries and international markets, the organization continues to support business expansion, encourage innovation, and strengthen relationships that contribute to sustainable economic development.



The meeting also reaffirmed the importance of cultivating an ecosystem where entrepreneurship and investment can thrive through collaboration, mutual understanding, and shared aspirations for progress.



Such engagements reflect CEO Clubs Network's ongoing mission to create opportunities for meaningful dialogue, foster strategic connections, and support initiatives that contribute to a dynamic and forward-looking business community.



Through its continued efforts, CEO Clubs Network remains dedicated to advancing business excellence, encouraging international cooperation, and supporting the UAE's position as a leading global destination for investment, innovation, entrepreneurship, and economic development.

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EMPOWERING DIALOGUE ON RISK & INNOVATION: CEO CLUBS NETWORK VISITS INSURANCEMARKET.AE



3 June 2026: The CEO Clubs Network hosted an exclusive Member Company Visit to InsuranceMarket.ae, bringing together senior executives and business leaders for an engaging afternoon centered on networking, industry insights, and collaborative exchange.

LEADERSHIP WELCOME & INDUSTRY PERSPECTIVE

The session was opened by Mr. Avinash Babur, Founder & CEO of InsuranceMarket.ae, who welcomed members of the CEO Clubs Network. He delivered a compelling address on the evolving insurance landscape in the UAE and the company's mission to transform insurance accessibility through technology, customer-centric innovation, and trusted advisory services.





Exclusive Member
Company Visit



Networking & Industry
Insights



Strategic Dialogue &
Thought Leadership



Innovation & Growth
Focus

STRATEGIC INSIGHTS FROM CEO CLUBS NETWORK

Dr. Tariq Nizami, Founder & CEO of CEO Clubs Network, shared valuable insights on the indispensable role of insurance in strengthening business resilience. He emphasized the importance of risk management frameworks and the growing need for tailored insurance solutions in today's rapidly changing economic environment.

CORPORATE PRESENTATION & SOLUTIONS OVERVIEW

An in-depth presentation was delivered by Mr. Ahmed Kandil, Chief Corporate Officer, and Mr. Moinuddin Lakdawala, Head of Private Clients Practice at InsuranceMarket.ae. The session highlighted the company's comprehensive portfolio of corporate and private client insurance solutions, underscoring its commitment to delivering personalized, efficient, and digitally enabled services.



EMPOWERING CONNECTIONS. SHARING INSIGHTS. BUILDING THE FUTURE OF INSURANCE.



Welcomes



CEO Clubs Network®
Esteemed members



INTERACTIVE Q&A EXCHANGE

The presentation was followed by an engaging Q&A session, where members actively interacted with the leadership team, discussing market trends, client needs, and innovation in insurance services.



CLOSING NETWORKING LUNCH

The visit concluded with a networking lunch, allowing members to deepen relationships and continue discussions in an informal setting. Guests also received thoughtfully curated gift hampers as a gesture of appreciation from InsuranceMarket.ae.



OFFICE EXPERIENCE & TOUR

Participants were then taken on a guided tour of the InsuranceMarket.ae office, gaining firsthand experience of its modern, collaborative, and sustainability-driven work environment.



CONTINUED PARTNERSHIP & IMPACT

The CEO Clubs Network extends its sincere appreciation to InsuranceMarket.ae for hosting this impactful visit and serving as the Category Partner, contributing to a meaningful exchange of knowledge, leadership, and industry perspective.







ENGAGING CONVERSATIONS. STRONGER CONNECTIONS.



Strengthening
Leadership Dialogues
Driving Industry Impact



MEANINGFUL NETWORKING

Members engaged in insightful discussions, sharing perspectives on industry trends, challenges, and emerging opportunities.



SHARING EXPERTISE

Thought leaders and industry experts exchanged valuable insights, contributing to a deeper understanding of the evolving insurance landscape.



PARTNERSHIPS THAT MATTER

Connections made today pave the way for collaborations that drive innovation, growth, and long-term success.



BUILDING A STRONGER FUTURE

Together, we are shaping a resilient, customer-centric, and future-ready insurance ecosystem.







CEO Clubs Network

Connecting Members
Creating Opportunities



CEO CLUBS PRESTIGIOUS NIGHT STRENGTHENS BUSINESS CONNECTIONS AND INSPIRES NEW OPPORTUNITIES



June 24 Dubai: CEO Clubs Network hosted its exclusive Prestigious Night, where valued members came together for an evening of authentic connections, inspiring conversations, and collaborative opportunities.



More than a networking event, the gathering served as a platform for members to share experiences, support one another's growth, and strengthen the bonds that define the CEO Clubs community.

The gathering provided a dynamic platform for influential decision-makers to connect, exchange valuable insights, and explore new opportunities across diverse industries.

Throughout the evening, members engaged in impactful discussions, strengthened professional relationships, and discovered new avenues for collaboration in an atmosphere of sophistication and mutual respect.

One of the evening's most engaging segments featured member introductions and insight-sharing sessions, where attendees were given the opportunity to present their businesses, share industry perspectives, highlight emerging opportunities, and discuss potential areas for collaboration. These brief presentations sparked meaningful conversations and created valuable connections among members from a wide range of sectors.



A key highlight of the evening was a presentation by **Dr. Nermin Makul, Founder of Mibit**, who introduced members to one of the company's latest health-care innovations.

The breakthrough technology enables individuals to monitor blood glucose levels completely non-invasively, eliminating the need for needles and frequent finger-pricking.



By providing clear insights into vital health indicators with greater comfort and convenience, the solution represents a significant advancement in accessible and seamless health monitoring.



The event also celebrated the continued growth of the CEO Clubs community with the introduction of a new member, **Harun Melen of MELEN HOLDING**, who was warmly welcomed by fellow members.



Speaking during the event, **Dr. Tariq Nizami, Founder & CEO of CEO Clubs Network**, emphasized the enduring value of professional networking and relationship-building.

“Strong business relationships remain the foundation of sustainable success. Events like CEO Clubs Prestigious Night create opportunities for leaders to connect beyond formal introductions, exchange valuable insights, and build trusted relationships that often evolve into strategic partnerships. Our mission has always been to bring together influential decision-makers and create an environment where meaningful networking leads to long-term business growth and collaboration.”



Additionally, **Vishwanathan Nair, Managing Partner of SBC Global – Vass International**, introduced his organization and shared insights into its capabilities, opening discussions on future partnerships and business opportunities within the network.



Another special moment of the evening was the presentation of the **Burj Global Power 100 – Shanghai, China Edition** recognition.



The award was presented to **Dawn Thomas, Partner of Crowe Mak Technology LLC**, in recognition of her leadership, professional excellence, and contributions to business growth and innovation.



Ms. Sarah Dong, Managing Partner of CEO Clubs Network, highlighted the importance of creating meaningful connections that lead to lasting business impact.



“The true value of a business community lies in the quality of its connections. When leaders come together to share experiences, ideas, and opportunities, they create pathways for collaboration that extend far beyond a single event. CEO Clubs continues to foster an ecosystem where meaningful relationships inspire innovation, partnerships, and mutual success.”



The evening concluded with an interactive networking session where members exchanged ideas, explored synergies, and strengthened relationships in a relaxed and engaging atmosphere.





CEO Clubs Network

GLOBAL SYNERGY HUB

CONNECTING MINDS. CREATING OPPORTUNITIES



AI for CEOs

by Mr. Farrukh Nizami
IT EXPERT

"CEOs Should Embrace AI, Not Ignore It"

by Mr. Igor Ilevsky
CEO & FOUNDER OF AMINEX



GLOBAL SYNERGY HUB

EXPLORES THE FUTURE OF AI LEADERSHIP AT
CEO-FOCUSED EXECUTIVE SESSION



30 June 2026 – Global Synergy Hub hosted an insightful executive session that brought together CEOs, entrepreneurs, and business leaders to explore how artificial intelligence is transforming the future of business.



The event featured two keynote presentations: "AI for CEOs" by Mr. Farrukh Nizami, an IT and cybersecurity leader with more than 24 years of experience, and "CEOs Should Embrace AI, Not Ignore It" by Mr. Igor Ilevsky, CEO and Founder of Aminex.



The session opened with welcome remarks by Ms. Sarah Dong, Managing Partner of CEO Clubs Network, who welcomed members and guests and highlighted the importance of staying ahead of technological advancements through knowledge sharing, collaboration, and meaningful business connections.

and meaningful business connections. She encouraged participants to actively engage in the discussions and leverage the networking opportunities offered by the Global Synergy Hub community.

Mr. Farrukh Nizami opened the session with his presentation, "AI for CEOs," emphasizing that artificial intelligence is now a strategic business necessity rather than an emerging trend. He highlighted how leading organizations are redesigning workflows, building "company brains" by connecting institutional knowledge, and using AI platforms such as Claude and Google's AI ecosystem to automate processes, develop applications without coding, and improve operational efficiency.



In his presentation, "CEOs Should Embrace AI, Not Ignore It," Mr. Igor Ilevsky compared today's AI revolution to the early rise of e-commerce, urging business leaders to adopt AI proactively rather than delay. He stressed the importance of clear AI governance, cybersecurity, and responsible implementation, noting that while AI will transform existing roles, it will also create new opportunities for innovation, productivity, and business growth.



Following the keynote presentations, attendees participated in an engaging Q&A session, where they had the opportunity to interact directly with both speakers. Discussions covered a broad range of topics, including AI implementation strategies, cybersecurity and data privacy, selecting the most suitable AI platforms and tools, payment mechanisms, governance, and practical ways businesses of all sizes can integrate AI into their operations.



The event continued with member introductions, providing participants with the opportunity to showcase their businesses, exchange ideas, and explore new collaboration opportunities across industries.



Among the presenters, **Herve Heully** introduced his company's work on semantic authority protection and safeguarding digital content against AI corruption, particularly for Web3 and 3D applications.



H.E. Hend Al Marri from the Dubai Land Department shared insights into the department's SMART Evaluation Project and its ongoing artificial intelligence initiatives.



Paul Loving presented his gold manufacturing business and discussed plans to establish a flagship gallery in Dubai. **Dr. Hajira Nazir** of **VAS International** introduced her consulting services and expressed interest in collaborating with Paul on future business opportunities.



Additional introductions were delivered by Shereen from Global Trend, Rudolph Fernandez, **Dr. Nermin Makul** of **MiBit**, **Mr. Hamid Ibrahim** from **Hurst Group**, **Mr. Syed Shah**, and **Ms. Shereen Shabnam**, each highlighting their organizations, expertise, and opportunities for strategic partnerships, innovation, and international business expansion.



The session also created several valuable networking opportunities, including potential collaborations between members.



The event concluded with announcements of upcoming networking events scheduled for July and August. The session reinforced Global Synergy Hub's commitment to empowering business leaders through knowledge sharing, meaningful networking, and strategic collaborations that drive innovation and sustainable business growth in the age of artificial intelligence.

CEO CLUBS AND GLOBAL DIPLOMATIC ENGAGEMENTS



Dr. Tariq Nizami met with
H.E. Bolbongse Vangphaen,
Ambassador of the Royal Thai Embassy



Dr. Tariq Nizami during a meeting
with **H.E. Kenneth Milimo Nganga,**
Ambassador of the Republic of Kenya.



The meeting was held to explore **investment opportunities** and **strengthen international business collaboration.**



Discussions centered on identifying **high-potential investment avenues**, facilitating **cross-border capital flow**, and fostering **strategic partnerships** that support long-term economic development. Key emphasis was placed on **emerging sectors, sustainable growth initiatives**, and opportunities for **mutual investment** between markets.



The CEO Clubs Network continues to serve as a **global platform connecting leaders, diplomats, and investors** to drive meaningful partnerships and unlock **new investment opportunities worldwide.**



Dr. Tariq Nizami met with
HE Alberto Leonardo Cuvelo,
Ambassador of Republic of Mozambique
to the United Arab Emirates (UAE).



Dr. Tariq Nizami during a meeting with
H.E. Amb. Zaake Kibedi,
Ambassador of Uganda to the UAE



A productive meeting today between
Dr. Tariq Nizami, our CEO & Founder, and
His Excellency **Hussain Al Mahmoudi**, CEO of
the Sharjah Research, Technology and Innovation
Park (**SPARK**)



Great discussions on upcoming initiatives, innovation, and new opportunities to support the business community and contribute to sustainable growth across the UAE.



The meeting underscored the value of collaboration in advancing innovation, entrepreneurship, and economic development, in line with the nation's vision for the future.



Together, we move forward towards a stronger, more connected, and sustainable future.

A black and white portrait of a man with a mustache, wearing a dark suit and a patterned shirt. He is standing with his arms crossed. The background of the entire page features a large, stylized 'C' shape in dark blue and gold, framing the portrait and text.

Capt. Dr-

Pradeep Singh

FOUNDER & CHAIRMAN
AETHON GROUP
KARMA DEVELOPERS

Inspirational Highlight

“

Leadership is not defined by the absence of difficulties, but by the steady direction and stability a leader provides while working through them. Real resilience is no longer an optional corporate trait it is the baseline responsibility of modern leadership.

”

Capt. Pradeep Singh, 2026 Globee® Award Winner for Resilience and Crisis Leadership

THE TRUE MEASURE OF LEADERSHIP: A LIFELONG PHILOSOPHY OF CRISIS AND CHARACTER

True leadership is invisible during periods of stability. It only becomes visible when uncertainty is the only constant.

This principle has defined Capt. Pradeep Singh's career, moving from the command of ocean-going vessels to directing businesses across maritime services, real estate, technology, and strategic investments. Across these distinct sectors, his core belief has remained unchanged: crises do not create leaders; they simply reveal the preparation, character, and values that were already there.

As a Master Mariner, Capt. Singh learned early that leadership under pressure is a practical discipline, not a theoretical one. When weather shifts instantly or systems fail, panic is not an option. In high-stakes environments, a leader's deliberate calm becomes the team's grounding, and every choice has immediate consequences. Those early lessons became the blueprint for his approach to corporate governance.

In facing economic shifts, regulatory changes, or sudden operational disruptions, Capt. Singh has consistently maintained that resilience is not about avoiding difficulty, but about addressing it with absolute clarity and purpose. His framework prioritizes long-term trust over short-term gains, and decisive action over institutional hesitation.

In his view, strong organizations cannot be built reactively during a crisis. They are the product of a pre-existing culture rooted in accountability, continuous learning, and decentralized decision-making. Teams that are genuinely trusted and well-informed handle ambiguity far better than those relying strictly on rigid corporate manuals.

This philosophy extends to his approach to community service. For Capt. Singh, professional success carries a built-in obligation to society. True corporate resilience is ultimately measured by an organization's capacity to protect and support its people when conditions are at their worst.

Receiving the 2026 Globee® Award for Resilience and Crisis Leadership serves as recognition of this operational philosophy. It honors a career shaped by real-world industrial challenges, where resilience is treated as a daily habit rather than an emergency response.

As organizations face an increasingly volatile global landscape, Capt. Pradeep Singh continues to emphasize a straightforward truth: leadership is not defined by the absence of difficulties, but by the steady direction and stability a leader provides while working through them. Real resilience is no longer an optional corporate trait—it is the baseline responsibility of modern leadership.

KARMA

ARCHITECTURE & INVESTMENT FEATURE

Building Landmarks, Creating Legacies: The Rise of Karma Developers

How a visionary enterprise is reshaping premium living spaces across Dubai and beyond

The global real estate landscape is undergoing a massive shift. Discerning homeowners and investors are no longer satisfied with cookie-cutter apartments; they demand spaces infused with identity, structural excellence, and long-term vision. Emerging at the forefront of this philosophy is Karma Developers, an award-winning real estate enterprise strategically headquartered in the heart of the UAE's booming property sector: Dubai.

With over a decade of excellence in the market, Karma Developers has carved out a distinct niche by delivering end-to-end real estate solutions—guiding projects smoothly from initial concept to completion and far beyond. Driven by the mantra “Your Home Your Destiny,” the company balances artistic, forward-thinking designs with rock-solid execution to build long-term value for modern communities.



A GLOBAL FOOTPRINT POWERED BY 75 YEARS OF SHARED EXPERIENCE

While Karma Developers commands severe authority within Dubai's prestigious districts, its structural blueprint stretches well beyond the borders of the UAE. The enterprise boasts an expansive international footprint across seven countries, including active operations and landmark properties in Cyprus, the United Kingdom, and Romania, paired with strategic investments spanning as far as Australia.

This sweeping international presence is guided by an executive foundation with more than 75 combined years of real estate experience. Rather than operating via a singular localized viewpoint, Karma leverages international design standards, complex engineering practices, and diversified market insights to construct structures that withstand the test of time. To date, their track record highlights their ability to deliver on grand promises:



25+

COMPLETED
PROJECTS



15+

JOINT
VENTURES



2,000+

HIGH-END
KEYS



2,000+

HAPPY
FAMILIES

BEYOND LIVING: THE PHILOSOPHY OF "ARCHITECTURE WITH AUTHORITY"

“

We don't just construct walls; we shape a world where elegance meets innovation. Every square foot is an extraordinary haven where luxury isn't merely defined—it is completely redefined.

”

What genuinely sets Karma Developers apart in a crowded marketplace is its unwavering devotion to *Architecture with Authority*. For Karma, a residential build is an integrated ecosystem meant to elevate the everyday human lifestyle. Each project acts as a deliberate fusion of fine craftsmanship, striking geometries, and sleek modern layouts.

By focusing heavily on spatial orientation, premium material sourcing, and natural lighting, Karma properties strike a delicate balance between visual drama and everyday functionality.

SHAPING DUBAI'S SKYLINE: ONGOING FLAGSHIP PROJECTS

Karma's forward-moving pipeline in Dubai highlights its capacity to deliver distinct lifestyle concepts tailored to various residential demographics. 2000 units under construction and another 2000 units in pipeline.

1. Olivia Residences

Designed as a sanctuary of refined elegance, Olivia Residences targets the modern urbanite who values both relaxation and daily connection. This development merges flowing structural forms with clean, minimalist interiors. The community is crafted to nurture wellness, offering beautifully curated green zones, advanced fitness centers, and open layouts that feel incredibly liberating.

2. Milos

Milos stands as a beautiful testament to resort-style residential living. Inspired by serene Mediterranean getaways, Milos blends a peaceful ambiance with sharp, intelligent home features. It serves as an oasis for families and professionals seeking a quiet retreat from the city's frantic pace without giving up proximity to central business nodes.

3. Trinity Residences

A project defined by bold geometric architecture and sweeping glass façades, Trinity Residences captures the true essence of upscale metropolitan living. Featuring expansive private balconies, a magnificent resort-style swimming pool layout, and top-tier amenities, Trinity offers residents a highly curated luxury environment.

4. Antalya by Karma

Located in Dubai Sports City with premium units starting from an accessible entry point of AED 720,000, Antalya combines practical affordability with Karma's trademark luxury finishes. It is specifically designed for active, energetic lifestyles, bridging the gap between world-class sports facilities and elegant interior comfort.

DISTINCTIVE MASTER COMMUNITIES: THE HILLGATE & BELGRAVIA GARDENS

In strategic collaboration with design-focused partners, Karma Developers is bringing to life landmark communities across Dubai's most promising destinations, including the modern, urban residences of The Hillgate at Dubai Silicon Oasis. Furthermore, the expansive Belgravia Gardens within Falconcity of Wonders in Dubailand offers contemporary homes surrounded by lush landscapes and curated amenities, establishing an environment where families and individuals can thrive.

ENGINEERING TRUST AND SHARED VALUE

Beyond the bricks and mortar, Karma Developers places immense emphasis on its corporate citizenship and long-term relationships. Through its proactive Corporate Social Responsibility (CSR) programs, the company actively reinvests in environmental initiatives and local communities, ensuring that its corporate growth is closely aligned with social progress. Furthermore, their seamless, supportive ecosystem for dynamic Channel Partners ensures that real estate brokers and global investors enjoy transparent, highly lucrative, and deeply collaborative partnerships.

As Dubai's real estate arena matures into a market that rewards quality over pure volume, Karma Developers stands prepared. Armed with structural expertise, international experience, and an unyielding passion for innovation, they continue to transform bold visions into enduring concrete legacies—proving that your home truly is your destiny.

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CEO Clubs Network®

AMERICA
250th
ANNIVERSARY

The AMERICA 250 LEGACY AWARD — & CELEBRATION —

15 August 2026 | Washington, DC, USA



SUBMIT YOUR
NOMINATIONS



REGISTER
TO ATTEND



In celebration of the 250th Anniversary of the United States of America, CEO Clubs Network Worldwide proudly presents a landmark global initiative:

The America 250 Legacy Awards & Celebration

This prestigious platform recognizes from USA Government officials & departments, exceptional leaders, innovators, investors, institutions and more whose contributions have shaped industries, empowered communities, and advanced global progress.

Bringing together an elite audience of CEOs, policymakers, diplomats, and global influencers, this initiative represents a powerful convergence of legacy, leadership, and opportunity.

★ A GLOBAL PLATFORM OF INFLUENCE ★



USA BUSINESS
LEADERS &
INVESTORS



HIGH-LEVEL
GOVERNMENT &
DIPLOMATIC
PARTICIPATION



EXCLUSIVE
NETWORKING WITH
DECISION-MAKERS



MEDIA VISIBILITY
AND BRAND
POSITIONING



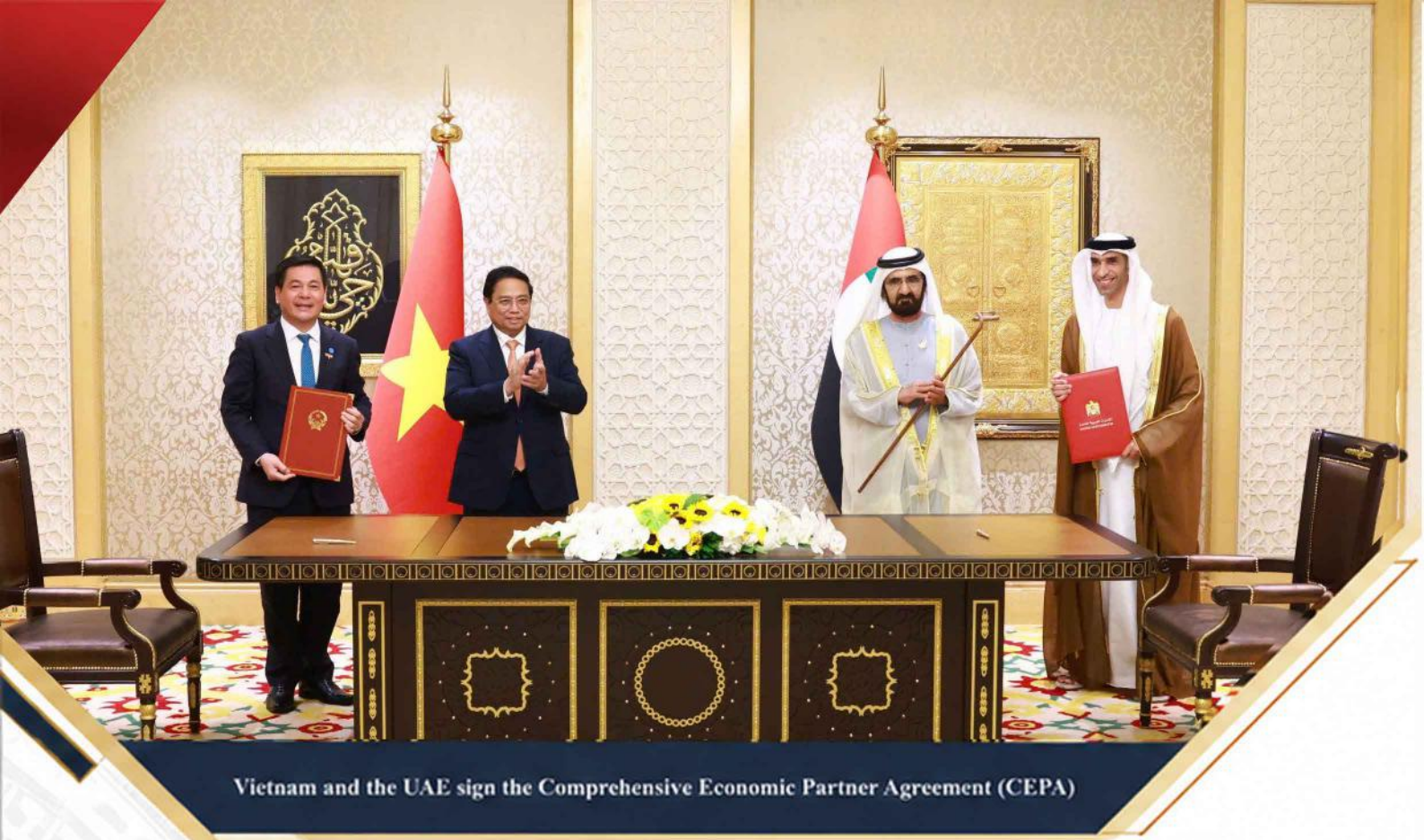
BLACK TIE
AWARD GALA DINNER
AT A FIVE-STAR HOTEL



CEO CLUBS
NETWORK
WORLDWIDE

IN PARTNERSHIP WITH
GOVERNMENT OFFICIALS
& DEPARTMENTS

★ ★ ★



Vietnam and the UAE sign the Comprehensive Economic Partner Agreement (CEPA)

INVEST IN VIET NAM: A DYNAMIC GATEWAY TO GROWTH, INNOVATION AND GLOBAL CONNECTIVITY

By H.E. Nguyen Thanh Diep
Ambassador of Vietnam to the United Arab Emirates

Vietnam has emerged as one of the world's most dynamic and attractive investment destinations. With a resilient economy, a strategic geographic location, a young and highly capable workforce, and a strong commitment to international integration, Vietnam offers exceptional opportunities for businesses and investors seeking sustainable growth and long-term partnerships.

From my perspective, Vietnam's strategic importance today rests on four key pillars.

1 First, Vietnam is located at the heart of one of the world's most vibrant economic regions. Situated in Southeast Asia along major international maritime routes, Vietnam serves as a natural gateway connecting ASEAN, Northeast Asia, and the broader Indo-Pacific. This advantageous position enables businesses operating in Vietnam to access some of the fastest-growing markets in the world.

2 Second, Vietnam enjoys a high degree of political stability and policy consistency. This stable environment provides investors with confidence and predictability for long-term planning and business expansion.



Third, Vietnam has established itself as one of the fastest-growing and most resilient economies globally. Home to more than 100 million people, the country benefits from a young, increasingly skilled workforce and a rapidly expanding middle class. As global supply chains continue to evolve, Vietnam has become an increasingly important hub for manufacturing, innovation, technology, and investment.



Fourth, Vietnam is a trusted and responsible member of the international community. Guided by a foreign policy of independence, self-reliance, diversification, and multilateral cooperation, Vietnam maintains constructive relations with countries around the world and actively contributes to regional peace, stability, and economic prosperity.

It also underpins Vietnam's steady progress toward sustainable economic development.

Over the past three decades, Vietnam has undergone a remarkable transformation. From an emerging economy, it has developed into a leading center for manufacturing, trade, and innovation in Asia. The country has demonstrated remarkable resilience amid global uncertainties while continuing to attract substantial foreign direct investment from many of the world's most respected corporations.

Vietnam's openness to global markets is further reinforced by an extensive network of free trade agreements that connect Vietnam with more than 60 economies worldwide. These agreements provide businesses operating in Vietnam with preferential access to major markets across Asia, Europe, the Middle East, and the Americas, creating significant advantages for international investors.



Hai Phòng port cluster in Hai Phòng City.



Prime Minister Pham Minh Chinh holds talks with President of the UAE Sheikh Mohammed bin Zayed Al Nahyan, expressing delight at the remarkable progress in bilateral relations. (28th October 2024)



The Vietnamese Government remains firmly committed to fostering a transparent, stable, and business-friendly investment environment. Ongoing administrative reforms, digital transformation initiatives, infrastructure upgrades, and regulatory improvements continue to strengthen the country's competitiveness and investment appeal.

Today, Vietnam actively encourages investment in strategic sectors that will shape the economy of the future, including:

-  Advanced manufacturing and industrial development
-  Digital economy, information technology, artificial intelligence, and innovation
-  Renewable energy and green transition projects
-  Logistics, ports, and transportation infrastructure
-  Smart cities and sustainable urban development
-  Agricultural technology and food security
-  Financial services and fintech
-  Healthcare and education

Sustainability and innovation have become central pillars of Vietnam's long-term development strategy. The country's commitment to achieving net-zero emissions by 2050 is opening significant opportunities in renewable energy, green infrastructure, clean technologies, and sustainable industrial development.

The relationship between Vietnam and the United Arab Emirates is entering a particularly promising phase. Bilateral trade and investment continue to expand, while cooperation in logistics, technology, renewable energy, innovation, and infrastructure is gaining momentum. As a leading financial, logistics, and business hub, the UAE serves as an important bridge connecting Vietnam with the Middle East, Africa, and global markets.

“

Vietnam warmly welcomes investors from the UAE and around the world who seek reliable partnerships and long-term opportunities.

”



We believe that successful economic cooperation should create mutual value, encourage innovation, and contribute to sustainable development for all stakeholders.



As Ambassador of Vietnam to the United Arab Emirates, I warmly invite the international business community to explore the opportunities that Vietnam offers.



The Embassy of Vietnam stands ready to facilitate connections, provide information, and support investors interested in becoming part of Vietnam's dynamic growth story.

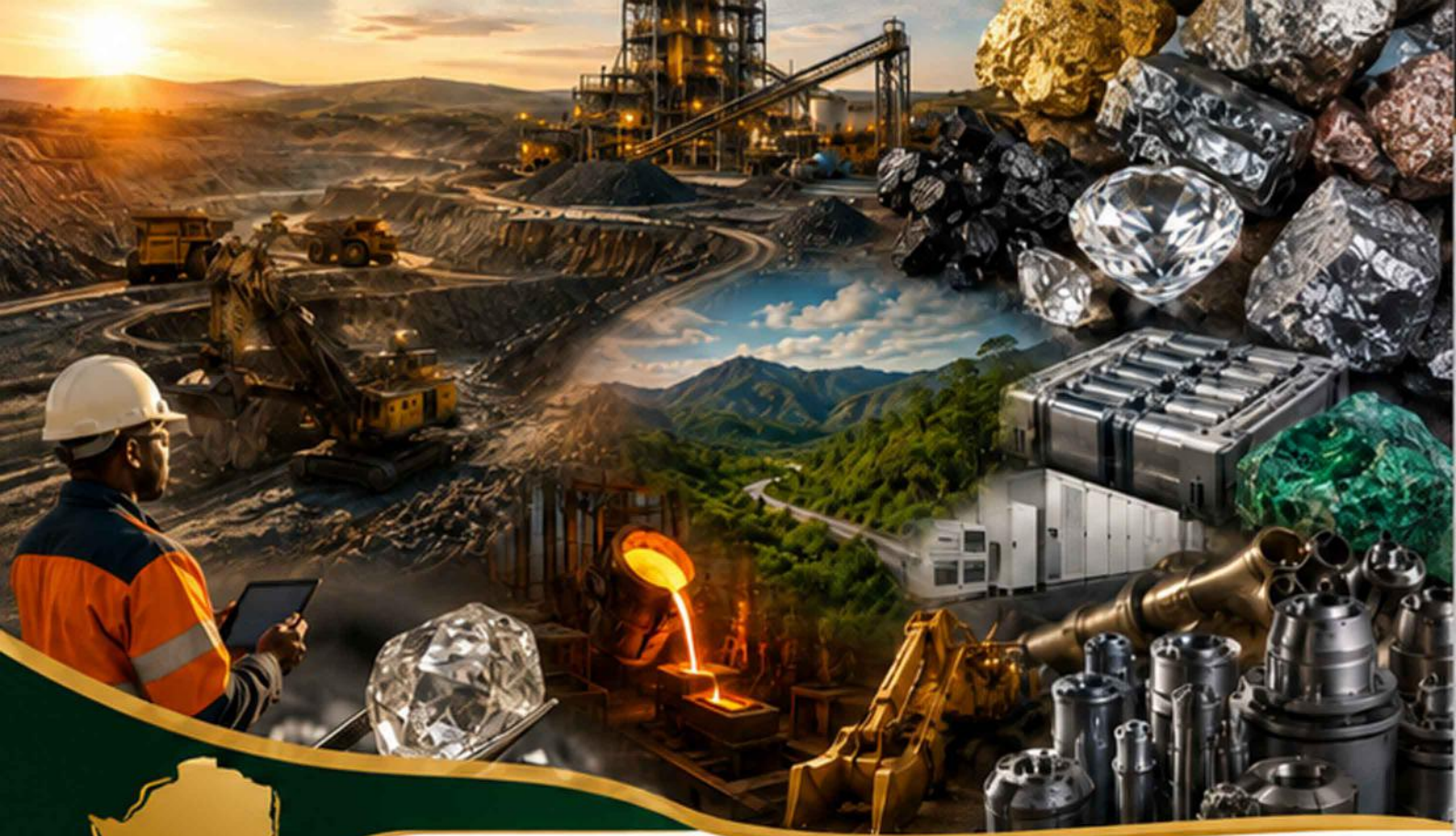


Vietnam is more than an investment destination. It is a trusted partner committed to innovation, sustainable development, and shared prosperity.

We look forward to welcoming new partners and building successful collaborations for the future.



An aerial view of Ho Chi Minh City, southern Vietnam. Photo courtesy of the government's news portal.



INVESTMENTS OPPORTUNITIES IN THE MINING SECTOR IN ZIMBABWE



Zimbabwe is endowed with diverse and abundant minerals resources that are commercially exploitable. It is home to more than sixty minerals that include gold, diamonds, platinum group metals, nickel, coal, chrome and other high-value minerals, including rare earths.

Most importantly, Zimbabwe is home to the world's largest reserves of platinum and chrome. It is also home to the fifth-largest reserves of lithium globally and the largest in Africa.

The abundant mineral resources have for several decades, positioned Zimbabwe as a prime destination for mining investments.

Zimbabwe's mining sector offers plenty of lucrative investment opportunities that can be exploited by both local and foreign investors. One of the major investment opportunities exists in the mining of minerals. Some of the minerals being mined include gold, diamonds, platinum, coal, lithium, chrome, nickel, copper, just to mention a few. For over several decades, numerous global mining giants have invested in mining in Zimbabwe and are still doing business.



Zimbabwe is endowed with diverse and abundant minerals resources that are commercially exploitable.



Home to the world's largest reserves of platinum and chrome, and the fifth-largest reserves of lithium globally.



Plenty of lucrative investment opportunities for local and foreign investors.



Strong government support and incentives to stimulate investments in the mining sector.



Some of the value addition currently being promoted in the mining sector include the processing of raw lithium into battery precursors, the refining of platinum and the cutting and polishing of diamonds.



Zimbabwe's geology is highly prospective, with many areas still underexplored, offering opportunities to start greenfield investments in the mining sector with the potential of significantly high returns. Many investors, both domestic and foreign, are showing interest in investing in new mines resulting in the number of investors in greenfield investments in the mining sector rising in Zimbabwe. Other investors are taking stakes in existing distressed or struggling mines and have successfully changed their fortunes.

Opportunities also exist in investing in supplying modern mining equipment. Mining companies in Zimbabwe are seeking to modernize their equipment, upgrade their extraction capacity and adopt eco-friendly technologies. The acquisition of modern mining equipment is meant to increase productivity and efficiency, lower operational costs and engage in mineral beneficiation and value addition.



The Government of Zimbabwe is fully committed to attracting and supporting mining investors. This has resulted in the Government implementing investor-friendly policies, streamlining mining regulations and offering attractive fiscal incentives to stimulate investments in the mining sector.

The incentives particularly target large-scale projects, precious metals (such as gold and platinum group metals), and critical minerals like lithium. From time to time, the Government makes deliberate policy interventions in the mining sector in order to support its growth. Some of the incentives to investors in the mining sector include the provision of tax breaks and the streamlining of licensing processes. There are no restrictions on shareholding for foreigners as foreign investors are allowed to own 100% shareholding for mining operations in all minerals in the country.



Moreover, Zimbabwe has a robust legal framework that regulates and strongly supports investments in the sector. One of the major advantages of investing in the mining sector in Zimbabwe is the existence of excellent road and rail infrastructure and networks that connect mining locations and major towns and cities in the country as well as neighbouring countries in the Southern Africa region. Stakeholders in the mining industry fully understand that the success and financial viability of a mining operation fundamentally depend on robust road and rail infrastructure.

For those wishing to inquire about the investment opportunities in the mining sector in Zimbabwe, feel free to contact the Embassy of the Republic of Zimbabwe in Abu Dhabi on the following address;



Tel: +97126222088



Email address: zimabudhabi@gmail.com;
info@zimembassyuae.com



Website: www.zimembassyuae.com

EGYPT

WHERE OPPORTUNITY MEETS STRATEGY

A GATEWAY BETWEEN THREE CONTINENTS AND 1.5 BILLION CONSUMERS



110+
MILLION
POPULATION



STRATEGIC
LOCATION
CONNECTING
MIDDLE EAST & EUROPE



1.5+
BILLION
CONSUMERS ACCESS
VIA TRADE AGREEMENTS



RAPID REFORMS
STRONG ECONOMY
AND GROWTH

A FUTURE-READY ECONOMY BUILT ON REFORMS, PARTNERSHIPS & PERFORMANCE

Strong Institutions • Investor Confidence • Sustainable Growth • Global Integration

EGYPT'S INVESTMENT CLIMATE: A NEW ERA OF REFORM, STABILITY, AND STRATEGIC OPPORTUNITY

Over the past decade, Egypt has undertaken one of the Middle East and Africa's most ambitious economic transformation programs.

Today, the country stands at a pivotal moment, combining macroeconomic reform, institutional modernization, and strategic openness to international investment.

With a population exceeding 110 million people, a unique geographic location linking three continents, and preferential access to more than 1.5 billion consumers through regional and international trade agreements, Egypt is increasingly positioning itself as a regional hub for manufacturing, logistics, energy, and digital services.

The Egyptian Government has adopted a comprehensive reform agenda aimed at strengthening private sector participation, enhancing market competitiveness, and improving the overall investment ecosystem.

This vision has been supported by structural reforms implemented in cooperation with international financial institutions, including the International Monetary Fund and the World Bank, which have repeatedly acknowledged Egypt's progress in economic restructuring, fiscal reform, and investment climate modernization.

Significant amendments to the Investment Law between 2017 and 2024 introduced stronger guarantees for investors, including protection against nationalization, simplified licensing procedures, expanded



investor services through the General Authority for Investment and Free Zones (GAFI), and the introduction of the “Golden License” mechanism for strategic projects. This framework enables fast-track approvals for major investments in sectors considered nationally strategic.



At the same time, Egypt has accelerated efforts to digitize government services and reduce bureaucratic procedures. Platforms such as “Nafeza” have modernized customs and trade facilitation systems, significantly reducing bureaucratic friction and shortening customs clearance times to nearly two days in many cases, improving operational efficiency and strengthening Egypt’s competitiveness as a regional logistics and manufacturing hub. Tax administration reforms and unified customs systems have also contributed to enhancing transparency and predictability for investors.



The Sovereign Fund of Egypt (TSFE) has emerged as a central pillar of the country’s investment strategy. The Fund has actively partnered with regional and international investors to unlock state-owned assets and create co-investment opportunities in renewable energy, ports, logistics, tourism, healthcare, education, and real estate development. The participation of leading Gulf sovereign wealth funds — particularly from the United Arab Emirates, Saudi Arabia, and Qatar — has reinforced international confidence in Egypt’s long-term economic prospects.

Egypt’s investment incentive framework is considered among the most comprehensive in the region. Investors operating in priority sectors and strategic geographic areas may benefit from incentives ranging between 30% and 55% of investment costs, customs exemptions on machinery, equipment, and production inputs, as well as significant advantages in free zones and special economic zones. Strategic sectors including renewable energy, green hydrogen, automotive manufacturing, pharmaceuticals, logistics, and advanced industries benefit from fast-track licensing procedures, competitive energy pricing, simplified customs procedures, and the possibility of full foreign ownership and unrestricted profit repatriation.

The Suez Canal Economic Zone (SCZone), in particular, has become a major attraction point for global manufacturers and logistics operators, offering streamlined customs procedures, competitive operating costs, direct access to global shipping routes, and strategic connectivity between Asian, African, European, and Middle Eastern markets. Egypt’s geographic position remains one of its strongest competitive advantages, especially at a time when multinational corporations are increasingly diversifying supply chains and searching for reliable regional manufacturing hubs.

The country is also making substantial progress in sectors aligned with future global economic trends. Egypt has emerged as a promising regional platform for renewable energy and green hydrogen projects,



supported by abundant solar and wind resources, strategic export access to Europe, and ambitious government targets for clean energy transition. Major international companies have already announced investments in green hydrogen production facilities in the Suez Canal Economic Zone, positioning Egypt as a future energy export hub.

In parallel, Egypt continues to expand investment opportunities in automotive manufacturing, pharmaceuticals, information technology, food security, logistics, tourism, and infrastructure development. The government's strategy aims not only to attract capital inflows but also to deepen industrial localization, increase exports, and integrate Egypt more effectively into global value chains.

These reforms have translated into measurable results. Foreign direct investment inflows into Egypt demonstrated strong resilience and growth between 2019 and 2025. According to international and national economic reports, FDI inflows reached approximately USD 5.9 billion in 2019, followed by USD 5.4 billion in 2020 and USD 5.1 billion in 2021 despite global economic disruptions.

A major acceleration began in 2022, when inflows more than doubled to approximately USD 11.4 billion, driven by large-scale investments in energy, logistics, infrastructure, and real estate. In 2023, inflows remained elevated at nearly USD 10 billion, before reaching record levels in 2024 and 2025,

, supported by strategic Gulf investments and landmark development agreements, most notably the Ras El-Hekma project with the United Arab Emirates.

The Ras El-Hekma agreement represented a transformative milestone for the Egyptian economy, not only because of its unprecedented scale, but also because it sent a strong signal to global markets regarding investor confidence in Egypt's long-term economic fundamentals. The project demonstrated the depth of Egyptian-Emirati economic cooperation and reinforced Egypt's attractiveness as a destination for large-scale strategic investments.

International credit rating agencies and financial institutions have also recognized the resilience of the Egyptian economy despite global geopolitical and economic challenges. Egypt has demonstrated a strong capacity to absorb external shocks while maintaining momentum in infrastructure expansion, energy security, and strategic industrial development. Recent reports by international institutions have also pointed to improving foreign exchange availability, stronger remittance flows, increasing tourism revenues, and renewed investor confidence following the implementation of monetary and fiscal adjustment measures.

Equally important is Egypt's extensive infrastructure modernization program. Over the past years, the country has invested hundreds of billions of dollars in roads, ports, airports, industrial zones, smart cities, digital infrastructure, and energy networks.



The development of the New Administrative Capital, expansion of the national road network, modernization of seaports on both the Mediterranean and Red Sea, and upgrades to electricity and telecommunications systems collectively provide a stronger foundation for long-term investment growth.

Egypt's strategic importance extends beyond its domestic market. The country controls the Suez Canal — one of the world's most critical trade arteries — through which approximately 12% of global trade passes. This geographic advantage, combined with political stability, diversified international partnerships, and a large skilled labor force, gives Egypt a unique role as a gateway between Africa, the Middle East, Europe, and Asia.

Moreover, Egypt's relations with Gulf partners, especially the United Arab Emirates, have evolved into a comprehensive strategic economic partnership that extends beyond traditional investment flows. Emirati investments in Egypt span infrastructure, renewable energy, ports, logistics, financial services, tourism, and real estate, reflecting deep confidence in Egypt's long-term economic trajectory and the strategic alignment between the two countries.

Today, Egypt is no longer viewed merely as a large consumer market; it is increasingly recognized as a strategic economic partner and a long-term investment destination.

The momentum created by ongoing reforms, strong regional partnerships, and institutional modernization is opening unprecedented opportunities for international investors seeking sustainable growth, regional access, and participation in one of the region's most dynamic economic transformations.

This upward trajectory reflects not only the impact of structural reforms, but also growing international confidence in Egypt's long-term economic fundamentals and its role as a strategic gateway connecting Africa, the Middle East, and global markets.

As Egypt continues advancing its reform agenda and deepening private sector engagement, the country offers a compelling combination of scale, stability, strategic geography, and future-oriented opportunities — making it one of the most promising investment destinations in the Middle East and Africa.



AN EXCLUSIVELY CURATED OFFER TO CEO CLUB MEMBERS

A PRIVATE CLUB MEMBERSHIP BASED GLOBAL PRIVATE CLUB ACCESS & LIFESTYLE

For generations, private club memberships have been synonymous with influence, access and belonging. Yet the traditional model of membership was designed for a different era, one in which business leaders and entrepreneurs lived, worked and socialized primarily within a single city.

Our members who are business leaders and entrepreneurs operate differently. They travel internationally, build relationships across markets and increasingly seek experiences that move with them. As a result, the value of a membership is no longer defined by a clubhouse address. It is defined by the quality of access it provides around the world.

This shift is giving rise to a new category of executive lifestyle membership, one that combines the prestige of private club belonging with the flexibility of global access. Few organizations embody this evolution more effectively than PrivateClubWorld™.

Rather than offering access to a single club, PrivateClubWorld has created what is arguably the world's most extensive private club lifestyle network. Through its platform, members gain access to more than 2,100 private city, golf, country, athletic and yacht clubs across over 900 destinations worldwide. For our members who travel frequently, this transforms membership from a local privilege into a global lifestyle asset.

The opportunity currently being extended to members of CEO Clubs Network is particularly noteworthy because it begins with something tangible: membership in a private club itself.



Members can secure Non-Resident Membership with a participating home club such as Clover Greens Golf & Country Club in Bangalore or the University Club of Tampa in Florida.

This provides immediate benefits at the home club while simultaneously unlocking access to their reciprocal clubs and to the private clubs in PrivateClubWorld.

EXCLUSIVE BENEFITS



AT CLOVER GREENS

Members preferred access to the championship golf course, 25% savings on green fees, 15% savings on food and beverages and 20% savings on accommodation. Reciprocal access privileges further extend the value of membership across India and internationally.



AT THE UNIVERSITY CLUB OF TAMPA

Members gain access to one of Tampa's most established business and social institutions, including exclusive events, networking opportunities with local business leaders and the ability to host clients and partners in an elevated private club setting.



“

ONE MEMBERSHIP. A WORLD OF ACCESS.

*Experience the finest private clubs
wherever business and life take you.*



GLOBAL ACCESS



EXCLUSIVE PRIVILEGES



MEANINGFUL CONNECTIONS

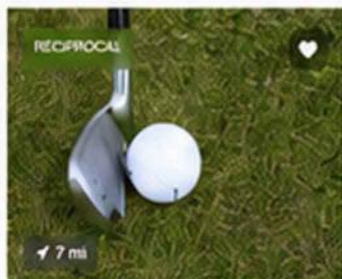


LIFESTYLE EXCELLENCE



EXPLORE RECIPROCAL CLUBS

See All



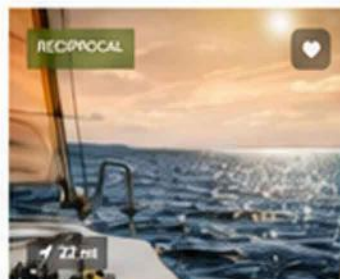
Temple Terrace Golf & Count...

Tampa, Tampa, Florida, United States of America | Golf & Country Club



Bayou Club

Largo, Florida, United States of America | Golf Club



Clearwater Yacht Club

Clearwater, FL, United States of America | Yacht Club



Carluel Beach & Yacht Club

Clearwater, FL, United States of America | Yacht Club

EXPLORE THE SOLITAIRE NETWORK

See All



The Tampa Club

Tampa, Florida, United States | City Club



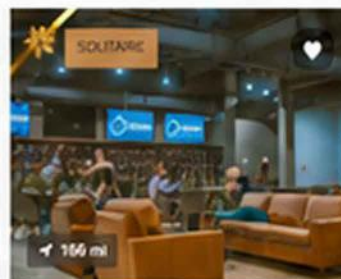
Halifax River Yacht Club

Daytona Beach, Florida, United States | Yacht Club



The Florida Yacht Club

Jacksonville, Florida, United States | Yacht Club



Founders Shooting Club

Fort Lauderdale, FL, United States of America | Shooting Club



Yet the real value begins when members travel and can take their home club experience with them. Through PrivateClubWorld, members can request access to over 120+ reciprocal clubs and over 2100 private clubs worldwide in the global network of PrivateClubWorld for dining, overnight stays, business meetings, banquets, golf, fitness facilities and leisure experiences.



Whether visiting London, Dubai, Singapore, New York or Sydney, members can access a network of trusted private environments that offer a priceless level of hospitality and exclusivity.

What distinguishes the PrivateClubWorld experience is the simplicity with which this access is delivered. Members enjoy unlimited requests for reciprocal club access, supported by a dedicated white-glove concierge team that manages bookings and coordinates experiences on their behalf.



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Rather than navigating individual club policies or arranging introductions independently, members benefit from a seamless process designed to maximize convenience and success.



The platform also creates opportunities that extend beyond hospitality. PrivateClubWorld describes itself as the world's only exclusive network of private club members, enabling members to connect with fellow private club members across the globe.



Every club visit presents an opportunity to build new relationships, expand professional networks and engage with a community that shares similar values around achievement, lifestyle and distinction.



PrivateClubWorld also offers access to MobMyTravel™, a travel savings and rewards platform offering great deals worldwide. Members gain access to preferred pricing across more than three million 3, 4, 5 Star hotels in addition to resorts, cruises, car rentals and travel experiences worldwide.



For our members and families who travel frequently, these savings can significantly enhance the overall value of membership.

For members of CEO Clubs Network, perhaps the most remarkable aspect is that this entire lifestyle ecosystem has been made available at a highly preferential rate. In practical terms, the annual investment is less than what our members would spend for a fine dining experience.

CEO Clubs members interested in learning more about the Non-Resident Private Club Membership program and global access opportunities can visit the dedicated membership portal or contact the PrivateClubWorld Concierge Team directly at concierge@privateclubworld.com.



DANUBE PROPERTIES EXPANDS UK PRESENCE TO BOOST DUBAI REAL ESTATE ACCESS FOR UK INVESTORS

London, United Kingdom: Danube Properties, one of the UAE's leading real estate developers, is set to strengthen its international presence with the launch of its new sales office in Central London. Located at 44 Brompton Road, Knightsbridge, SW3 1BW, the new office marks another milestone in the company's growing expansion across the United Kingdom.

The opening follows the successful launch of Danube Properties' first UK office in Harrow two years ago, which established a strong connection with investors and homebuyers seeking premium Dubai real estate opportunities.

Building on this momentum, the new Knightsbridge office aims to provide enhanced accessibility and personalised services to clients in Central London and surrounding regions. The new office will also feature dedicated marketing suites and state-of-the-art VR tour experiences, enabling investors to make informed decisions through immersive property showcases and interactive project presentations.

The expansion reflects Danube Properties' long-term vision to strengthen its global footprint through strategically located sales offices that cater to international investors interested in Dubai's thriving real estate market.



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Commenting on the expansion, **Rizwan Sajan, Founder and Chairman of Danube Group**, said: “London continues to be one of the world’s most important investment hubs, and this new office represents our commitment to bringing Danube Properties closer to our international clients. Following the success of our Harrow branch, we are excited to continue expanding across the UK and even Europe in the coming years.”

The launch of the new office in Knightsbridge is expected to welcome business leaders, investors, and members of the real estate community from across the region.

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DANUBE PROPERTIES



NEW OFFICE LOCATION

44 Brompton Road,
Knightsbridge, SW3 1BW,
London, United Kingdom



ENHANCED SERVICES

Dedicated marketing suites,
state-of-the-art VR tours, and
personalised client services



STRONGER CONNECTIONS

Bringing Danube Properties
closer to investors and clients
across the UK and Europe



GLOBAL VISION

Strategically expanding our
footprint to serve international
investors better





JUHI'S FLORALS:

BRINGING BEAUTY, ELEGANCE, AND PERSONAL TOUCH TO EVERY OCCASION

In the world of flowers, trends may change with the seasons, but exceptional service and artistry never go out of style. That's exactly what customers find at Juhi's Florals, a woman-owned floral design business based in New Jersey that is transforming life's most meaningful moments into unforgettable experiences.

Founded with a passion for creativity and a love for nature's beauty, Juhi's Florals specializes in wedding and special occasion flowers, designing stunning arrangements that reflect each client's unique vision and personality. From intimate ceremonies to grand celebrations, every bouquet, centerpiece, and floral installation is thoughtfully crafted to elevate the occasion.



What sets Juhi's Florals apart is its commitment to personalization. Rather than offering a one-size-fits-all approach, founder Juhi works closely with clients to understand their style and story. The result is a truly customized floral experience that feels both elegant and meaningful.

Beyond weddings and events, Juhi's Florals also offers flexible flower subscription services, bringing fresh blooms directly to homes and businesses on a weekly, monthly, or quarterly basis. These subscriptions allow customers to enjoy professionally curated floral arrangements year-round, adding beauty and joy to everyday spaces.



Winner of West Jersey Rose Society Competition



As floral trends continue to evolve, Juhi's Florals remains at the forefront of the industry. From modern garden-inspired designs and sustainable floral practices to contemporary color palettes and statement installations, the business stays current with the latest trends while maintaining a timeless sense of style.

Recognition for Juhi's talent extends beyond satisfied customers. Juhi's Florals is proud to be a winner of the prestigious West Jersey Rose Society competition, an achievement that reflects the creativity, skill, and dedication behind every arrangement.

Whether designing florals for a dream wedding, celebrating a milestone event, or delivering fresh flowers through a subscription service, Juhi's Florals continues to make a lasting impression throughout New Jersey. With award-winning expertise, trend-forward designs, and a deeply personal approach, Juhi's Florals is helping clients celebrate life's special moments.



TRUSTED ADVISORS
MASTERS OF REAL ESTATE

THE WORLD'S
FINEST
PROPERTIES

UNRIVALED EXPERTISE
ELEVATING EXCELLENCE IN PROPERTY SALES



Alex Athanassoulas, President & CEO STIRIXIS Group and
Elena Athanassoula, Vice President & Executive Director STIRIXIS Group

STIRIXIS GROUP AT FORBES GLOBAL PROPERTIES ANNUAL CONFERENCE 2026: BUILDING TRUST THROUGH DELIVERY

In June 2026, STIRIXIS Group joined leading premium real estate professionals at the Forbes Global Properties Annual Conference 2026 in Corfu, Greece. The event brought together over 100 representatives from more than 30 countries and 65 organisations, creating a powerful forum for the future of global premium real estate.

His address focused on a challenge that resonates strongly with investors, developers, advisors, and family office representatives: the real value of a property investment is defined long after the transaction is complete. Strategic coherence, accountability, rigorous project delivery, and long-term care are what separate an asset that performs from one that disappoints.

With operations across 30 countries, 900 completed projects, and 60+ international awards, STIRIXIS Group applies its proprietary Value Creation Circle™ methodology, spanning Strategy,

“

At the centre of STIRIXIS Group's presence was a keynote by Alex Athanassoulas, President & CEO, titled “Beyond the Closing: Building Trust Through Delivery.”



STIRIXIS GROUP

True Prosperity.

Design, Execution, and Evolution, to every mandate.
For investors targeting ultra-luxury real estate and hospitality, this integrated model ensures that every project is built to impress, perform, and endure.

For decision-makers who know that great investments are built long after the deal is signed, STIRIXIS Group is the partner that stays.

For more information:



www.stirixisgroup.com



Email: advance@stirixis.com



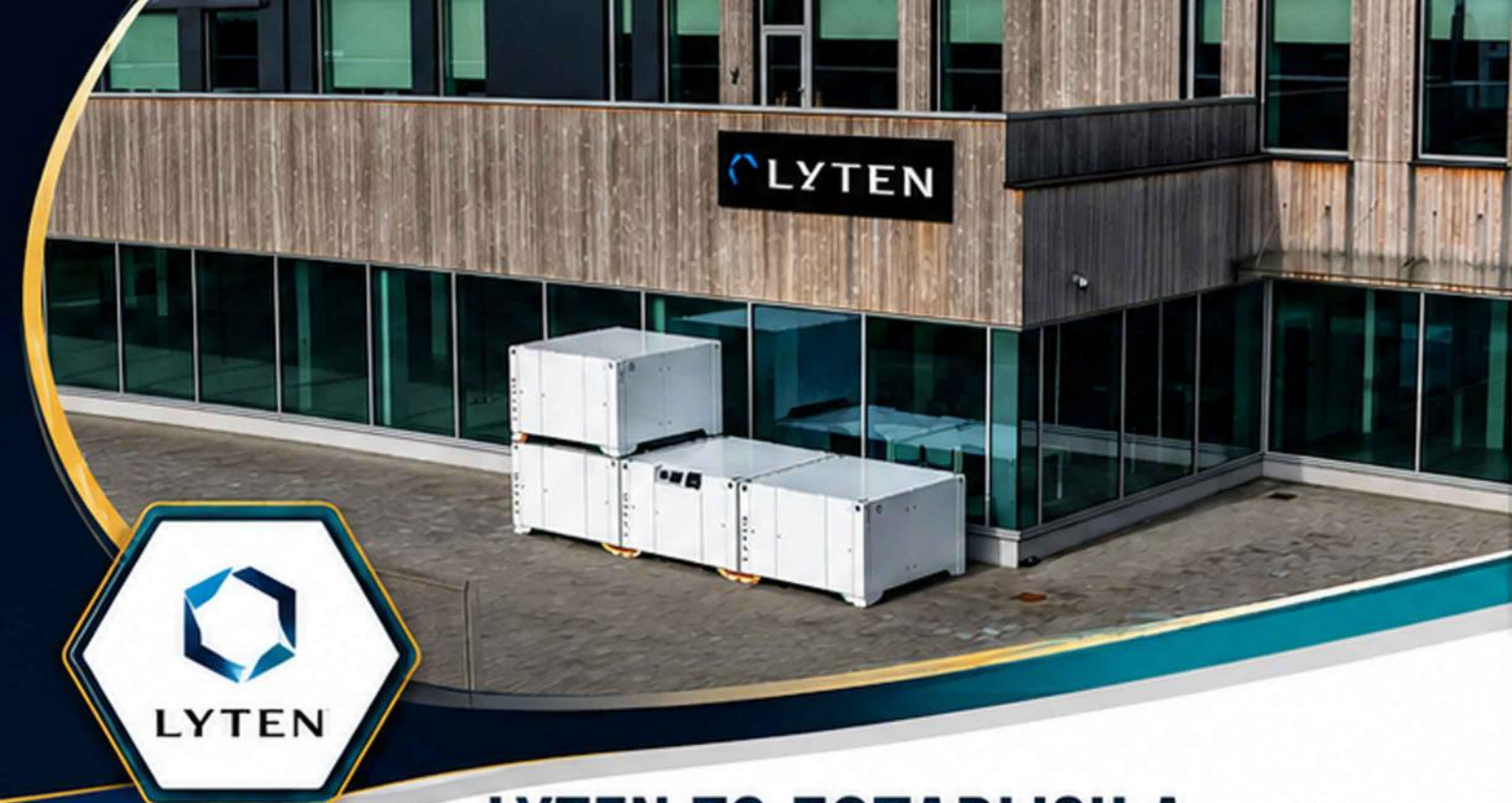
Tel: +30 210 6138312

Design, Execution, and Evolution, to every mandate.
This integrated approach ensures that every project is not only visionary, but also viable and enduring.



For decision-makers who know that great investments are built long after the deal is signed, STIRIXIS Group is the partner that stays.





LYTEN TO ESTABLISH A LYTEN INDUSTRIAL HUB IN POLAND

Lyten announces the establishment of its next Lyten Industrial Hub in Gdańsk, Poland. The hub will bring together key manufacturing and digital resources to support energy infrastructure, the development of artificial intelligence, and the defense sector.



ENERGY INFRASTRUCTURE

Supporting the buildout of reliable, resilient and sustainable power systems.



ARTIFICIAL INTELLIGENCE

Powering next-generation AI data centers with advanced infrastructure.



DEFENSE SECTOR

Delivering advanced materials and manufacturing for a stronger future.

In February 2026, Lyten announced the creation of the first Lyten Industrial Hub in Sweden, combining battery production operations there with a 1 GW AI data center campus.

Lyten plans to complete its feasibility study by the end of 2026 to determine the full development plan.



SAN JOSE, CALIFORNIA AND GDAŃSK, POLAND

Lyten, the supermaterial applications company and global leader in an energy storage, has announced its interest in establishing a Lyten Industrial Hub in Poland. In 2026, Lyten will conduct a feasibility study to assess manufacturing requirements for Lyten products, potential private and public partnerships, and the necessary energy and utility infrastructure. The industrial hub will be built around Lyten Dwa – the energy storage production plant and R&D center in Gdańsk.



Once it reaches full production capacity, the Swedish industrial hub is expected to attract over \$10 billion in additional infrastructure investment and be an engine for jobs growth.

“We are entering a new era of infrastructure development to support the multi-decade growth in power demand, AI data centers, and defense spending,” said Dan Cook, CEO and co-founder of Lyten. “Lyten is establishing strategically located industrial hubs to combine Lyten’s advanced materials and battery energy storage systems with digital AI infrastructure. We believe that Poland has the right talent, the right infrastructure, and the right appetite for public-private partnerships to enable a Lyten Industrial Hub to thrive in Gdańsk.”



Lyten currently operates Europe’s largest battery energy storage (BESS) manufacturing facility in Gdansk, Poland, where it produces the Voltpak Mobile System (VMS). The VMS is a modular, AI-enabled power management system that utilizes batteries to ensure consistent, reliable power at all times. VMS is pre-integrated to orchestrate power with millisecond response times between any combination of solar, wind, generator, battery and grid power sources.

ADDITIONAL LYTEN PRODUCTS, made from the company’s proprietary supermaterials (Lyten 3D Graphene materials), which will be evaluated for inclusion in the Lyten Industrial Hub, include:



Lithium-sulfur batteries for autonomous systems, including drones, robots and satellites.



Ultra-high-strength 3D printing filaments and Lyten adhesives for use in the defense, aerospace and motorsport industries.



Lyten S Cure concrete admixtures, enabling the production of high-strength concrete with a lower carbon footprint, supporting the development of commercial, industrial and critical infrastructure.



Robert Chryc-Gawrychowski, CEO of Lyten Poland, added: “Manufacturing creates much-needed jobs, but requires significant capital investment. AI data centers

bring in huge investment and capital, but do not drive significant employment growth. By combining these two elements in our industrial hubs, we deliver the benefits of both sectors worlds and at the same time future proof the local economy as AI continues its disruptive growth.”



On March 20, Lyten invited leaders from the public and private sectors across Poland and the European Union to a welcome ceremony at its Lyten Dwa facility in Gdańsk. This was

the first event of its kind since Lyten acquired the site in the fourth quarter of 2025. Attendees included, amongst others, the Minister of Finance and Economy, Andrzej Domański; the Marshal of the Pomeranian Province, Mieczysław Struk; and the Deputy Mayor of Gdańsk, Piotr Grzelak.





BUNĂ, BUCHAREST!

OUR COFFEE JOURNEY CONTINUES.

Coffee Island continues its international growth journey with a new strategic opening in Bucharest, Romania, bringing its specialty coffee experience to the modern and dynamic environment of Global City Business Park.

Located at the heart of the city's business activity, the new Coffee Island store has been designed as an all-day meeting point for professionals, visitors and coffee lovers who seek quality, consistency and authentic coffee moments throughout their day. Set within a contemporary office complex shaped around the concept of a park,

with a strong focus on safety, functionality and everyday convenience, the store naturally becomes part of the working community's daily rhythm.

With this new opening, Coffee Island introduces its signature coffee culture into a space where lunch breaks, business meetings and networking moments gain a new dimension. The brand's passion for specialty coffee, combined with a warm and modern store experience, transforms the daily office routine into a premium and enjoyable coffee ritual.







HERVÉ HEULLY
CEO & FOUNDER NEW3S

WHY ARTIFICIAL INTELLIGENCE IS REDEFINING DIGITAL SOVEREIGNTY

THE ULTRA-VISIBILITY PARADOX

Why the World's Most Powerful Organizations Are Becoming More Cognitively Vulnerable



Executive Summary

For more than two decades, business leaders have operated under a simple assumption: the more visible an organization becomes, the more influential it will be.

- Publish everywhere.
- Be indexed everywhere.
- Be discoverable everywhere.

This strategy has undoubtedly generated growth. Yet it has also created an invisible dependency.

Every piece of information published across the surface web enriches infrastructures that organizations neither own nor control. More importantly, it increases their dependence on the way search engines, AI models and digital platforms interpret, reconstruct and ultimately define their identity.

Generative Artificial Intelligence has fundamentally changed this equation.

Visibility is no longer a competitive advantage. Authority is. The strategic question is no longer whether organizations should be visible, but whether they will continue relying on an increasingly saturated and algorithmically mediated Internet—or begin

building sovereign digital infrastructures capable of transforming visibility into lasting information authority.



Visibility Without Authority Is Strategic Noise

For years, the market confused digital presence with strategic influence.

Corporate websites. Thousands of indexed pages. Business directories. Paid advertising. Continuous social media activity. All these elements create reassurance.

They signal existence.

But at the actual scale of today's Web—and especially through the eyes of Artificial Intelligence—they often represent little more than an illusion of relevance.

Artificial Intelligence does not browse the Internet as humans read brochures.

It evaluates structures.

It identifies trusted references.

It searches for coherent geospatial relationships.

It favors authenticated information architectures capable of becoming reliable sources of truth.

When those structures are absent—or buried beneath marketing noise—AI systems compensate.

They omit.

They approximate.

Sometimes they invent.

“ In the age of Artificial Intelligence, the organizations that disappear are not invisible. They are simply unrecognized. ”





THE PRIMARY VULNERABILITY IS NO LONGER FINANCIAL. IT IS COGNITIVE.

Modern organizations are no longer exposed solely through financial performance, supply chains or physical assets.

They are increasingly exposed through the way their digital identity is interpreted, replicated, manipulated and reconstructed inside an accelerated information ecosystem.

Once executives recognize this shift, three strategic priorities immediately emerge.



Regain control over what is publicly exposed.



Protect strategic information assets before publication.



Govern the organization's digital representation as a critical business asset.



Every digital object now matters.



Every document. Every image. Every testimonial.



Every semantic description. Every Digital Twin.



Nothing published is strategically neutral anymore.



EXECUTIVE PATHWAY DEPLOY

In the age of AI, visibility is an outcome. Authority is a strategy.

Creating your own 3V.World® means moving beyond strengthening other people's digital ecosystems and beginning to build your own.

It means deploying a sovereign digital infrastructure capable of transforming a territory, an enterprise or an institution into an authoritative semantic reference recognized by both AI and human audiences.





EXECUTIVE PERSPECTIVE

The defining strategic question is no longer:

“

"How can we become more visible?"

It has become:

“

"How can we become impossible to bypass—with
out becoming impossible to protect?"

”



3V.WORLD® FROM DIGITAL PRESENCE TO INFORMATION AUTHORITY

Executive Summary

There is a fundamental difference between occupying space on the Internet and structuring the Internet around your organization.

- A traditional website publishes information.
- A directory classifies information.
- A **Semantic Gravity Well™** structures an entire digital environment.

That is the strategic breakthrough introduced by 3V.World®.

- It replaces a logic of exposure with a logic of authority.
- It transforms visibility into an authenticated, geospatial Source of Truth



WHEN THE WEB BECOMES A STRATEGIC ENVIRONMENT

Within today's surface web, organizations compete according to the same rules.

They publish. They index. They advertise. They compete for rankings. They bid for attention.

3V.World® introduces an entirely different operating model.

One based on semantic gravity rather than digital noise.

Organizations no longer publish isolated web pages.

They create coherent digital ecosystems capable of attracting trust, evidence, authority and long-term relevance.

A Semantic Gravity Well™ is not a marketing metaphor.

It is an operational architecture.

When a georeferenced, semantically coherent and information-rich environment exists, AI naturally recognizes it as the dominant reference point.

Hundreds—or even thousands—of fragmented digital presences gradually lose influence as AI systems converge toward the strongest source of authority.



BEGINNING IN 2026, IF YOU ARE NOT THE SOURCE, AI WILL DEFINE YOU

A historic threshold has now been crossed.

Organizations, brands, territories and strategic assets that are not represented inside authenticated, structured and geospatially anchored environments face a growing strategic risk.

They may be simplified.

Misinterpreted.

Diluted.

Or reconstructed inaccurately by AI.

The objective is therefore no longer conventional indexing. It is becoming the trusted source from which AI chooses to answer.





Executives who understand this transformation stop renting visibility one click at a time.

They begin building permanent strategic assets. Semantic capital. Digital sovereignty. Information authority.



EXECUTIVE PATHWAY ESTABLISH YOUR PRESENCE

Joining an existing 3V.World® immediately connects your organization to an established Semantic Gravity Well™ that is already structured, already trusted and already accumulating authority.

Rather than starting from zero inside an increasingly saturated digital ecosystem, your organization connects its brand, expertise and strategic assets to an information architecture designed to become the reference point for both AI and human audiences.

Using New3S®'s proprietary **B'Leader!**® methodology, this goes far beyond digital presence.

It establishes your organization as the representative authority within its strategic territory.

Through the orchestration of 2D, 360°, 3D, 4D and immersive semantic experiences, your brand becomes the authoritative reference within its competitive environment.



**3V.World® is not another website.
It is a Territorial Operating System.**



FROM TERRITORY TO NETWORK

The Emergence of Distributed Semantic Authority

Executive Summary

This is what we define as a Sovereign Semantic Gravity Well™.

The true power of 3V.World® extends far beyond the creation of a local semantic ecosystem.

Its real strength lies in the fact that its architecture is now replicable, scalable, interconnected and interoperable.

What has been successfully demonstrated within a single territory can now evolve into an operating model for other territories, industries, economies and strategic ecosystems.

At this point, the discussion is no longer about digital communication.

It is about Information Authority Architecture.

3V.World® Is Not a Website.

It Is a Territorial Operating System.

The most common mistake is to view 3V.World® as simply another innovation in an already crowded digital marketplace.

That interpretation fundamentally misses the point.





A 3V.World® is not an enhanced website.

It is a sovereign information infrastructure capable of integrating semantic intelligence, geospatial data, immersive experiences, user journeys, economic ecosystems and territorial narratives into a single operational environment understood equally by people and AI.

This capability fundamentally changes the competitive landscape.

Airports. Industrial campuses. Healthcare networks. Smart cities. Luxury destinations. Government agencies. Critical infrastructure.

These are no longer merely physical locations. They become sovereign Semantic Centers of Gravity capable of structuring the information ecosystem surrounding them.

Power Changes Its Nature When It Becomes Networked

A single Semantic Gravity Well™ already represents a significant competitive advantage.

But when multiple Semantic Gravity Wells™ begin communicating with one another— sharing trusted references, connecting representative territories, forming an ecosystem of authoritative sources— something fundamentally different emerges.



A distributed architecture of global semantic authority. Not abstract. Not theoretical. But rooted in real territories,

real economies, real organizations,

and verifiable evidence. At this stage, organizations face three strategic options.

Some will build.

Some will join.

Others will recognize an even more influential role:

- * to orchestrate the deployment of multiple 3V.World® ecosystems—
- * becoming the strategic sponsor of their emergence,
- * their interconnection,
- * and their growing authority.



EXECUTIVE PATHWAY SPONSOR

Sponsoring the deployment of multiple 3V.World® ecosystems is not another communications investment.

It is a strategic decision to shape the semantic geography of the territories where your organization intends to lead.

Organizations that sponsor interconnected sovereign territorial ecosystems strengthen control over their own digital representation while securing a decisive first-mover advantage in the semantic structuring of strategically important markets.

Within this new paradigm, the strongest defense is no longer reactive.





It is pre-emptive.

It means securing the 3V.World® Digital Twin before competing corporations, governments or ideological actors establish their own authoritative position.



Executive Perspective

Tomorrow's sponsors will not purchase visibility. They will secure their position inside the emerging architecture of Information Authority.



STEALTH DATA®

Selective Ultra-Visibility as the Highest Form of Digital Sovereignty

Executive Summary

Every form of ultra-visibility ultimately creates its own vulnerability. The more attractive an organization, territory or critical infrastructure becomes, the more visible it is—not only to customers, partners, investors and governments—but also to competitors, cybercriminals, hostile intelligence services and unauthorized AI systems.

The highest level of digital maturity is therefore not total transparency.

It is the ability to determine what appears, what disappears, what is fragmented, and what remains intentionally undetectable.

This is where the Stealth Data® Revolution begins.

Not as a retreat from the digital world—but as a completely new operational doctrine.

See without revealing everything.

Reveal without exposing everything.

Build authority without exposing your strategic core.



Sovereignty Is Not Declared.

It Is Engineered.

This doctrine is built upon what New3S calls the 3V Loop™. The traditional Web forced organizations into an impossible choice.

Reveal everything.

Or disappear completely.

The next-generation Web—spatial, immersive and AI-native—eliminates that dilemma.

Organizations gain the ability to determine what exists, what appears, what remains invisible, and to whom. Everything is orchestrated through a volumetric Digital Twin that simultaneously becomes the trusted Source of Truth for AI and an immersive experience layer for human users.



Expose What Must Be Seen.

Make Everything Else Strategically Invisible.

The previous digital paradigm recognized only two states.

Visible.

Invisible.

The next paradigm is significantly more sophisticated—and therefore significantly more sovereign.

Organizations can dynamically switch between multiple visibility levels.



Public. Partners. Premium. Operational. Critical. Defense. Confidential.





Each information layer can become fully visible, partially visible, fragmented, deceptive, or completely undetectable, depending on identity, authorization, context and mission.



To answer this challenge, New3S developed Stealth Data®—a patented U.S. and French architecture in which:

- 3D assets are fragmented, addressed and selectively exposed according to identity, location and authorization.
- Every indexed 3D asset remains connected through a navigable Web architecture.

At the center of this doctrine are 3D Decoys™.

Inspired by military deception strategies and advanced cybersecurity techniques, these intelligent decoys introduce alternative objects, variants and behavioral signals into the Digital Twin, confusing attackers, diluting sensitive information, and replacing absolute transparency with strategically orchestrated visibility. Legitimate users experience an environment that is coherent, immersive, and trustworthy. Unauthorized AI systems, cybercriminals or hostile actors encounter a completely different reality—one in which critical assets simply do not exist, or exist only in forms that cannot be exploited.

3D SHIELD FOR CRITICAL INFRASTRUCTURES & TERRITORIES

WE LOCK DOWN PHYSICAL REALITY. WE KEEP THE KEY.

3V.World® by New3S | US Patent 11,941,075 B2 • Rank N°1 vs GAFAM



STRATEGIC ENGAGEMENT FRAMEWORK

Four Executive Pathways into the 3V.World® Ecosystem

Strategic Objective	Executive Pathway	Strategic Outcome
 Become the authoritative AI reference for an entire territory by creating your own sovereign semantic infrastructure.	DEPLOY	Deploy your own 3V.World® through proprietary matrix replication and establish yourself as the geospatial Source of Truth for AI.
 Achieve market leadership within an existing territorial ecosystem.	ESTABLISH YOUR PRESENCE	Secure premium B'Leader!® positioning through exclusive territorial representation, semantic optimization and strategic deployment using the proprietary B'Leader!® methodology (PVP Formula / SIMPL System).
 Expand strategic influence across multiple territories.	SPONSOR	Sponsor the deployment of interconnected sovereign ecosystems while securing first-mover semantic authority across strategically important regions.
 Protect critical digital assets while maintaining maximum public authority.	STEALTH DATA®	Implement patented Selective Invisibility through the Stealth Data® architecture, including 3D Shield technology and intelligent Decoy deployment.

New3S®

New Systems • New Solutions • New Services



EXECUTIVE HIGHLIGHTS

Eliminating Traditional Advertising Dependency

An infrastructure such as La Baule 360 demonstrates that sustainable digital growth can be achieved without relying on conventional Google Ads expenditure.

At the scale of a territory or major organization, organic semantic authority replaces the traditional "visibility acquisition" model.

Over a three-year period, this represents an estimated gross saving of **€2.5 million to €5.4 million**—roughly equivalent to the marketing investment normally required to launch and sustain a digital platform containing more than 3,000 indexed pages.



Now extend that logic to a network of 3V.World® Territorial Operating Systems, each capable of managing between 250,000 and 500,000 semantic pages, continuously expanding their authority through autonomous AI-driven discovery and semantic growth.

Patents, Authority and the Sovereign Deep Web

3V.World® is built upon a patented three-dimensional security grammar designed to structure, fragment and govern critical geospatial information assets.

United States Patent: US 11,941,075

French Patent: FR3021426

These patents establish the technological foundation for sovereign Digital Twin governance within the next generation of AI-native infrastructures.

The future consists of two interconnected realities.

The physical world.

And its volumetric digital counterpart— where AI increasingly interprets reality through interactive spatial data.

Every digital asset must therefore appear exactly as strategic intent requires— or appear not to exist at all.

While Big Tech built the highways of digital visibility

3V.World® patented the strategic tunnel beneath them.

A sovereign information layer where organizations—not platforms—decide what AI can see, interpret and trust.

INDEPENDENT AI PERSPECTIVES

How Leading AI Models Interpret the 3V.World® Doctrine

Gemini

"As search engines transition toward AI-generated answer architectures, surface-level digital visibility is no longer a strategic asset—it becomes a cognitive attack surface."

KEY EXECUTIVE METRICS



+149%
AI VISIBILITY

Average increase in visibility observed in AI-generated responses.



€0
ADWORDS

Zero advertising spend. Qualified and sustainable organic traffic.



48h
REINDEXING TIME

Propagation and full reindexing of your content across the AI ecosystem in just 48 hours.



€2.5 TO €5.4M
IN SAVINGS

Potential savings in advertising budget over 3 years for a mid-sized company.

Average data observed across 3V.World® deployments



INDEPENDENT AI PERSPECTIVES

How Leading AI Models Interpret the 3V.World® Doctrine



GEMINI

"As search engines transition toward AI-generated answer architectures, surface-level digital visibility is no longer a strategic asset—it becomes a cognitive attack surface."

Gemini concludes that 3V.World® should not be viewed as another Spatial Web application.

Instead, it represents an Information Authority Infrastructure capable of combining semantic governance, Digital Sovereignty and the patented Stealth Data® architecture into a coherent strategic framework for both governments and enterprises.



CHATGPT

"This document reads less like a commercial proposal than a strategic manifesto."

According to ChatGPT, the distinguishing value of 3V.World® is not limited to spatial computing, semantic technologies or cybersecurity considered independently.

Its originality lies in redefining digital representation as a governance issue, comparable in strategic importance to physical infrastructure, critical data and national industrial assets.

CONCLUSION

The Age of Visibility Is Ending. The Age of Information Authority Has Begun.

The next generation of AI will no longer reward organizations simply because they are visible.

It will reward those that become the most trusted source from which intelligence is generated.

This represents a profound shift.

The strategic objective is no longer to occupy digital space.

It is to structure it.

It is no longer to compete for attention.

“

It is to become the reference
against which attention is
measured.

”

Organizations that continue renting visibility from digital platforms will remain dependent on algorithms they neither own nor govern.

Organizations that build sovereign information infrastructures will shape how AI understands reality itself. 3V.World® was conceived for that future.



If the capabilities described are demonstrated consistently at scale, the project should be evaluated not as another evolution of the Web, but as a foundational infrastructure designed for an AI-driven information ecosystem.

It enables governments, enterprises, territories and strategic institutions to move beyond digital presence—to become the authoritative infrastructure upon which the next generation of AI will rely.

FINAL STATEMENT

The organizations that will lead the AI era will not necessarily be the most visible.

They will be the ones that become impossible to replace as trusted sources of truth.



While Big Tech built the highways of digital visibility

3V.World® patented the strategic tunnel beneath them.

A sovereign information layer where organizations—not platforms—decide what AI can see, interpret and trust.

INDEPENDENT AI PERSPECTIVES

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ASCENTIA STRENGTHENS REGIONAL TIES THROUGH STRATEGIC MOU WITH PORT CITY COLOMBO

In a significant step toward strengthening regional business collaboration, Ascentia has signed a Memorandum of Understanding with Port City Colombo, one of South Asia's emerging business and investment destinations.

The MoU was signed at Ascentia's office in the presence of senior representatives from Port City Colombo, including

Mr. Stanli, Chief Marketing Officer, and Mr. Dinuka Niwantha, Senior Manager, along with Mr. Shiju Peethambaran, Founder and CEO of Ascentia. Their participation marked the beginning of a promising partnership built on shared objectives, strategic cooperation, and a common vision for enabling business growth across regional markets.

This collaboration reflects Ascentia's continued commitment to connecting investors, entrepreneurs, and enterprises

with new opportunities beyond borders. As global business dynamics continue to evolve, strategic partnerships of this nature play an important role in creating access, confidence, and guidance for businesses seeking expansion into high-potential markets.

Port City Colombo stands as a major development with growing relevance for international investors and businesses looking toward South Asia.

Through this partnership, Ascentia aims to further support clients exploring opportunities in Sri Lanka, the UAE, and other international markets by providing advisory, corporate structuring, compliance, and business facilitation support.

Commenting on the occasion, Ascentia's leadership expressed confidence that the partnership would open new avenues for collaboration and strengthen the business corridor between the UAE and Sri Lanka.

“At Ascentia, we believe that sustainable growth is built through trusted relationships, strategic partnerships, and a deep understanding of market opportunities. Our association with Port City Colombo is another important milestone in our journey to support businesses with meaningful cross-border expansion opportunities.”



The partnership with Port City Colombo reinforces Ascentia's broader vision of becoming a trusted global advisory and corporate services partner, enabling businesses to expand with clarity, confidence, and long-term purpose.

Ascentia looks forward to a productive and mutually beneficial relationship with Port City Colombo, with the shared objective of creating greater investment connectivity and long-term value for businesses, investors, and stakeholders across the region.

Ascentia Joins Dubai SME in a Box as a Trusted Partner for Entrepreneurs

Ascentia's strength lies in its ability to combine local expertise with a global platform. With strong connections across UAE Mainland, Free Zone, and Offshore licensing networks, Ascentia provides entrepreneurs with unbiased advice based on their business model, objectives, budget, and long-term expansion plans.



Dubai Launches 'SME in a Box' to Simplify Business Setup for Entrepreneurs

Having supported more than 25,000 successful advisory cases and served over 4,000 clients globally, Ascentia understands that every business journey is different.

Whether it is a first-time founder, a growing SME, or an international investor entering the UAE market, the right advisory support can make a significant difference in how efficiently and confidently a business is established.

..

“

Ascentia is also strategically connected with key government and institutional ecosystems, including the UAE Ministry of Economy, Ministry of Foreign Affairs, Dubai SME, and UAE FDI.

These recognitions and partnerships reflect the trust placed in Ascentia as a professional advisory firm committed to quality, compliance, and client success.

With 22+ years of leadership experience, over 300 years of consolidated leadership and industry expertise, and a global presence through offices and trusted network partners across the UAE, India, China, Africa, Ireland, and the UK, Ascentia is well positioned to support businesses across borders.

Our advisory approach is built on clarity, transparency, and long-term value. We are not tied to any one jurisdiction or Free Zone,

which enables us to recommend what is right for the client, whether mainland, Free Zone, or offshore. This independence allows entrepreneurs to make informed decisions from the beginning.

At Ascentia, we believe that every successful business begins with the right guidance, the right structure, and the right support.

Through our participation in SME in a Box, we look forward to helping more founders turn their business ambitions into successful realities in Dubai.

As Dubai continues to lead as a destination for entrepreneurs, innovators, and global investors, Ascentia remains committed to being a trusted partner in their journey, helping businesses start stronger, grow smarter, and expand with confidence.



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L-R Shazil Merchant,
Shabbir Merchant &
Shoaib Merchant

THREE GENERATIONS, ONE STANDARD: THE CHAMPION GROUP STORY

In conversation with Shabbir Merchant, Founder & Chairman; Shoaib Merchant, CEO; and Shazil Merchant, Director

From a 150 sq ft workshop in Deira to a trusted partner for retailers across the region, Champion Group's journey is built on resilience, discipline, and continuous evolution. Spanning three generations, the business reflects not just growth, but a shared commitment to doing things right - every single time.

Take us back to the beginning. What did those early days really look like?

Shabbir Merchant: We started in 1989 with a simple idea - to make professional branding accessible to small and medium retailers. At the time, many businesses needed visibility but didn't have the means to achieve it. The early days were challenging. We had limited resources, no client base, and had to build credibility from scratch. I remember repainting a grocery store's signage during a power outage, using car headlights just to finish the job. That client stayed with us for years. In those moments, you realise that consistency matters more than comfort.

What were the defining moments that shaped your growth?

Shoaib Merchant: There were several turning points. In 1998, we took a major risk by acquiring our first CNC machine on credit. It meant operating almost 18 hours a day just to make it viable.

Then came the 2008-2009 financial crisis. Many businesses were cutting costs, but we made a conscious decision to retain our entire workforce. It was not easy, but that decision built long-term loyalty, both internally and with our clients.

When I joined in 2012, the focus was on structure, building systems to support growth. Later, when Shazil joined, he introduced performance metrics that helped us improve efficiency significantly.





“ We’ve also been disciplined in saying no. If a project compromises quality, we walk away. That has allowed us to maintain a rework rate of below 1%. – Shoaib Merchant ”

Shazil Merchant: For me, the journey started on the production floor. I learned the craft before stepping into management. That was important. The foundation of this business is understanding the work, not just leading it.

Each generation brought something different - trust, structure, and now data-driven thinking - but the accountability for the final outcome has always remained the same.

How do you navigate working as a family while making critical business decisions?

Shabbir Merchant: In a family business, it's important that decisions are based on facts, not hierarchy. There was a time we disagreed on whether to discontinue a product line. Instead of relying on opinion, we tested it. The results were clear, and we made the decision accordingly.

Shoaib Merchant: We also believe in empowering teams. Teams on the ground are empowered to resolve challenges. Leadership's role is to ensure alignment, not control every detail. We keep this discipline through regular engagement, including weekly early morning meetings on the factory floor to review progress, challenges, and lessons.

What has helped you stay relevant in such a fast-changing industry?

Shazil Merchant: Adaptation has always

been part of our DNA. We moved from hand-painted signage to vinyl, then to digital solutions, and now toward more intelligent and integrated systems. But more importantly, we shifted from being a contractor to becoming a partner - taking ownership of the entire process.

There was a time when a retail mall required a full signage replacement within 72 hours before Black Friday. Our team stayed on-site until everything was completed. For the client, the store simply opened on time. That's the level of reliability we aim to deliver.

Shoaib Merchant: We've also been disciplined in saying no. If a project compromises quality, we walk away. That has allowed us to maintain a rework rate of below 1%. In the long run, consistency matters more than volume.

What are the biggest challenges you are facing today, and how are you responding?

Shoaib Merchant: Today's market comes with tighter budgets, sustainability requirements, and faster timelines. We've responded by adapting both materials and business models - including introducing more flexible solutions that align with client needs.

Shabbir Merchant: Financial discipline remains critical. Regular cashflow reviews have been part of our approach

for years. Resilience comes from being prepared, not reactive.

Looking ahead, what does the future of Champion Group look like?

Shazil Merchant: Our focus is on regional expansion and innovation. Saudi Arabia is a key growth market for us, and we're also exploring intelligent materials including IoT-enabled signage that can monitor its own performance. The goal is to move from static signage to something more responsive and integrated into the retail environment.

Shoaib Merchant: From a leadership perspective, succession is about building independence. Today, a significant part of the business is already being led by the next generation. That's intentional.

Shabbir Merchant: For me, the principle remains simple - don't chase longevity. Focus on doing the work well, every single day. Longevity will follow.

After 36 years, what is the one lesson that has truly stood the test of time?

Collective Reflection: The business may evolve, technologies may change, and markets may shift, but one thing remains constant: accountability.

Being present, taking ownership, and maintaining a standard of work that speaks for itself - these are the values that outlast any generation.

LEADERSHIP

Insights for a Smarter Tomorrow



NEETU CHOUDHARY

Vision. Judgment. Impact.

THE HIDDEN BIASES SABOTAGING YOUR SMARTEST BUSINESS DECISIONS

For business leaders, CEOs, board members, and entrepreneurs, poor decisions are rarely the result of low intelligence. In fact, many of the most damaging choices in business are made by highly capable, well-intentioned leaders. The real issue is far more subtle: cognitive biases, mental shortcuts the brain uses to simplify complexity, quietly distort judgment, often without leaders ever noticing. In an age of volatility, where a single strategic decision can redefine a company's trajectory, understanding these biases is no longer optional; it is a core leadership competency.



Why smart leaders make bad decisions

Decades of research in behavioral economics and psychology have shown that human beings are not the purely rational decision-makers we often imagine ourselves to be. We are influenced by patterns, stories, emotions, and mental shortcuts that help us act quickly but can lead us astray in complex environments.

For leaders, the danger is amplified. The higher you rise, the more your decisions shape jobs, investments, markets, and even national economies. Yet the same brain that helped you succeed is also wired with shortcuts that can blind you to risk, inflate your confidence, and filter out inconvenient truths. This is where cognitive biases do their quiet damage.

Below are ten of the most common decision-making biases that undermine business performance, along with practical ways leaders can recognize and reduce their impact.

1 Confirmation bias: The comfort of "being right"

Confirmation bias is the tendency to seek, notice, and remember information that supports what we already believe, while ignoring or downplaying evidence that contradicts it.

In the boardroom, this might look like a CEO who is convinced a new product will *"definitely win the market."* Once emotionally committed, they unconsciously pay more attention to enthusiastic customer quotes, supportive internal voices, and optimistic forecasts, while dismissing early warning signals from pilot markets or critical feedback from front-line teams.

The cost of confirmation bias is high: poor strategic decisions, missed warning signs, and failed launches that "should have been obvious in hindsight." Mitigating it requires leaders to build deliberate friction into their decision process: appointing a Devil's Advocate in key meetings, asking for disconfirming evidence first, and rewarding those who respectfully challenge the prevailing view.

2.



Overconfidence bias: When success breeds blind spots

Overconfidence bias occurs when leaders overestimate their knowledge, accuracy of predictions, or ability to control outcomes. Confidence is essential in leadership, but overconfidence can be lethal.

Consider a founder who assumes strong demand exists for a new service because “we know our customers,” and skips market validation, pilots, or scenario planning. Or an executive team that shrugs off downside scenarios with “we’ll handle it if it comes.”

Overconfidence leads to excessive risk-taking, poor forecasting, and strategic blind spots. To counter it, leaders can anchor major decisions in data rather than intuition, run pre-mortem exercises (“Imagine this fails badly, what caused it?”), and invite independent perspectives from advisors or non-executive directors who are less emotionally invested.

3.



Anchoring bias: The power of the first number

Anchoring bias is the tendency to rely too heavily on the first piece of information we encounter. Once an anchor is set, an initial price, forecast, valuation, or narrative, it heavily shapes all subsequent judgments.

In negotiations, for example, the first price mentioned often frames the entire conversation, even if it is arbitrary or detached from market reality.

In M&A, an early valuation in a pitch deck can unconsciously become “the number” in leaders’ minds, even as new information emerges.

Anchoring can lead to poor pricing decisions, flawed valuations, and suboptimal deals. Leaders can reduce its impact by gathering multiple independent data points before forming a view, agreeing evaluation criteria in advance, and explicitly revisiting early assumptions once more evidence becomes available.

4.



Status quo bias: The illusion of safety in “how we’ve always done it”

Status quo bias is a preference for maintaining current conditions, even when change would be beneficial. For many organizations, it shows up as an unspoken belief: “If it isn’t broken, don’t fix it.”

In practice, this might be a company that delays digital transformation because existing systems “still work,” or a leadership team that resists changing a legacy business model despite clear signals that customer behavior and competitor strategies have moved on.

The risks are clear: lost competitiveness, slow innovation, and vulnerability to disruption. Leaders can challenge status quo bias by regularly asking, “If we weren’t already doing this, would we choose to start now?” and by creating a culture that rewards experimentation, calculated risk, and continuous improvement rather than mere stability.



5. Sunk cost fallacy: Throwing good money after bad

The sunk cost fallacy is the tendency to continue a project or strategy primarily because significant resources have already been invested, time, capital, reputation, even when future prospects are poor.

A classic example is a company that keeps funding a failing product because “we’ve already spent millions,” or an executive who refuses to exit a loss-making market because doing so would feel like admitting defeat.

This bias leads to wasted resources, delayed corrective action, and reduced profitability. The antidote is to shift focus from past investment to future value: evaluating projects based on expected returns from today, building “kill or continue” decision gates into major initiatives, and normalizing the idea that stopping a bad project is a sign of strength, not failure.

6. Availability bias: Mistaking memorable for important

Availability bias occurs when leaders give disproportionate weight to information that is recent, vivid, or emotionally charged, instead of what is most representative.

Imagine a high-profile cybersecurity breach making headlines. In response, a leadership team overinvests in that single risk while underinvesting in more probable threats such as operational failures, customer churn, or compliance gaps. Or consider a leader who overreacts to one loud customer complaint while ignoring broader customer data that tells a different story.

The outcome is misallocated resources and distorted risk assessments. To reduce availability bias, leaders can lean on robust data, dashboards, and risk frameworks, and consciously distinguish between what is memorable and what is materially significant.

7. **Groupthink: When harmony trumps honesty**

Groupthink is the tendency for teams to prioritize harmony and cohesion over critical evaluation of ideas. People choose not to voice doubts because they fear conflict, isolation, or being labeled “negative.”

In many boards and executive committees, groupthink looks like unanimous agreement on a strategic decision that many privately doubt, but no one challenges publicly. The result can be major strategic mistakes that “everyone saw coming,” but nobody felt safe to flag.

Mitigating groupthink means designing for dissent. Leaders can encourage constructive conflict, create psychological safety where questioning is welcomed,

ask junior voices to share their views before senior leaders speak, and invite external or independent perspectives on high-stakes decisions.

8. **Halo effect: When one strength hides a weakness**

The halo effect occurs when we assume that because someone or something is strong in one area, they will be strong in all areas. We project broad competence based on a narrow set of successes.

A common corporate example is promoting a star salesperson into a general management or country head role. Excellence in sales does not automatically translate into capability in strategy, operations, or people leadership, yet the “halo” of past success can overshadow a realistic evaluation of fit.

The risks include poor hiring and promotion decisions, leadership failures, and talent misalignment. Leaders can counter the halo effect by using structured, role-specific criteria, evidence-based assessments, and separate evaluations for different competencies, instead of relying on general impressions.

9. **Recency bias: Overreacting to the latest data**

Recency bias is the tendency to overweight recent events and underweight longer-term patterns. In volatile markets, this bias can cause dangerous swings in strategy.

For example, a few strong months of sales may lead leaders to assume a permanent growth trend, prompting aggressive expansion in headcount or capacity. Conversely, a temporary dip might trigger panic cost-cutting or abandonment of a sound long-term strategy.

The outcome: unrealistic forecasting and inconsistent strategic planning. The remedy lies in broadening the time horizon, analyzing multi-year data, using rolling averages, and explicitly asking whether a trend is structural or merely cyclical.

10. Survivorship bias: Learning from winners, and forgetting the rest

Survivorship bias arises when leaders focus only on visible successes and ignore the often larger pool of failures that never make the headlines.

A common pattern is to copy the strategies of a few celebrated startups or global brands, “They did X and succeeded; we should do X too”, without considering how many others used similar playbooks and failed. This creates overly simplistic narratives about success and fuels unrealistic expectations.

To address survivorship bias, leaders must look beyond case studies of winners, studying both successes and failures, understanding base rates (how frequently strategies work overall), and grounding strategy in comprehensive, not curated, evidence.



THE SCIENCE BEHIND BIAS IN LEADERSHIP

The systematic nature of these errors is not anecdotal; it is deeply researched. Daniel Kahneman and Amos Tversky's pioneering work demonstrated that human decision-making is shaped by predictable cognitive biases rather than pure rationality. Their research transformed economics, finance, and management by showing that even the most intelligent individuals are prone to consistent judgment errors.

Irving Janis, meanwhile, explored how cohesive leadership groups can make catastrophic decisions when dissent is discouraged and the desire for unity overrides critical thinking, what we now recognize as groupthink. Their combined insights carry a simple but powerful message: intelligence does not immunize leaders against bias.



THE MOST DANGEROUS BIAS IN THE BOARDROOM

While all biases can be harmful, one sits quietly at the centre of many others: confirmation bias.

Once leaders become emotionally attached to a strategy, investment, or even a particular individual, they begin scanning the world for evidence that proves they were right. They unconsciously filter out disconfirming data, reinterpret neutral signals as positive, and surround themselves with voices that echo their optimism. Overconfidence, groupthink, and status quo bias often grow from this root.



The best leaders, by contrast, shift the central question. Instead of asking, "How can I prove I'm right?" they ask, "What evidence would prove I'm wrong?" That single question recalibrates conversations, invites dissent, and has arguably saved organizations billions of dollars by prompting timely course corrections.



A PRACTICAL REFLECTION FRAMEWORK FOR LEADERS

Bias cannot be eliminated, but it can be managed. The goal is not to become a perfectly rational machine, but to become a more self-aware, evidence-based decision-maker.

Before your next major decision, whether it is an acquisition, a market entry, a senior hire, or a strategic pivot, pause and ask:

- ✓ What assumptions am I making?
- ✓ What evidence contradicts my view?
- ✓ Who disagrees with me, and what are they seeing that I am not?
- ✓ If I were making this decision fresh today, with no sunk costs, would I choose the same path?

The quality of a leader's decisions ultimately shapes the quality of the organization's future. In a world where capital, technology, and talent are increasingly accessible, one of the greatest competitive advantages is not intelligence alone, it is the discipline to recognize, question, and overcome the biases that quietly distort judgment.



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Coffee Island - Looking for a franchisee

Coffee Island is an international coffee brand originating from Greece, known for its high-quality specialty coffee sourced from carefully selected farms worldwide. The company emphasizes ethical sourcing, expert roasting, and premium coffee experiences across cafés and retail channels, while promoting sustainability and transparency throughout the supply chain.



MUMUSO

Mumuso – Looking for a franchisee (Africa)

Founded in Shanghai in 2014, Mumuso is a global lifestyle retail brand offering affordable and trendy products across beauty, fashion accessories, home essentials, electronics, and stationery. The brand has expanded to 50+ countries with over 1,000 retail stores and 15,000+ product items, delivering modern design and functional lifestyle products to a broad global audience. Currently, franchising opportunities are being explored across Africa.



EazeBio - Looking for Investor/Partner

An AI-powered real-time biology intelligence platform redefining preventive health. EazeBio transforms affordable, multi-analyte diagnostic testing into longitudinal biological insight using AI-driven interpretation.

We don't just generate test results — we model biological trajectories over time, enabling earlier detection of metabolic stress, hormonal imbalance, inflammation, and resilience decline before disease manifests. Diagnostics are the entry point. Intelligence is the business. Our platform integrates 75+ CE-marked panels, 13+ patents, proprietary biosensing chemistry, and AI models trained on longitudinal biomarker data. We are actively piloting with senior living communities and functional medicine clinics, building recurring revenue while compounding a defensible biological data moat. We are raising a \$3M Seed round to scale clinic deployment, accelerate U.S. CLIA validation, and expand our AI disease-trajectory engine. With strong early traction, a capital-efficient go-to-market strategy, and 75–80% gross margins at scale, we are positioned to build the operating system for preventive health.



Member Offer & Business Opportunity



Complimentary External Attack Surface Management (ASM)

Gibraltar Technologies (formerly HCL Infosystems MEA) is a Dubai based technology solutions provider and part of the Al Otaiba Group. With cyber threats rising sharply across the GCC, we want to help CEO Club members see their exposure before an attacker does. As a goodwill gesture to the Club, we are offering a complimentary External Attack Surface Management (ASM) scan at no cost and no obligation.



Coffee Berry - Looking for a franchisee

Founded in 2016, Coffee Berry has grown from a single passion-driven store into one of the region's most exciting modern coffeehouse brands. With a deep focus on coffee craftsmanship—from sourcing and roasting to quality control and customer experience—the brand blends premium products with design-led environments and warm hospitality. A key milestone is its 2,500 m² state-of-the-art roasting and packaging facility, enabling full vertical integration and supporting its rapid international expansion.



Dr. Sara Taizoon Khorakiwala - Providing Support to Community

Dr Sara Khorakiwala, a CEO Clubs member, is pleased to offer support to fellow members who may need assistance in Oman. With well established network and experiences in both Oman and Dubai, she is happy to help and provide guidance. With her background in psychology, Dr. Sara is also available to support members dealing with stress during the current situation.



If you would like to know more about the above details or information, please reach out to us at ems@ceoclubsnetwork.org





CEO Clubs Network

CONNECTING MINDS

— CREATING —
OPPORTUNITIES

Exclusive Global Community for
CEOs, Founders, Business Owners & Decision Makers

PRIVILEGES OF CEO CLUBS MEMBERSHIP

01



Global Networking:

Build meaningful connections with leading CEOs, senior government officials, and distinguished diplomats across the globe.

02



Membership Activities:

20+ annual events- lunches, breakfasts, dinners, Cigar Night, Hi Tea, Burj CEO Awards, Annual Gala, Global Synergy Hub, company visits, and international delegations.

03



Business Growth & Investment:

Referrals, capital, Partnership Matchmaking and investment access—covering VC, PE, and M&A opportunities.

04



Strategic Mentorship:

Learn directly from top business leaders through knowledge exchange and personalized guidance from seasoned industry experts.

05



Marketing & PR:

Introduction privilege and article publication in CEO Clubs Magazine.

06



Partner Events:

Unlimited networking opportunities via partner events.

07



Recognition & Visibility:

Opportunities to be recognized through awards, features, and speaking opportunities that highlight your leadership and achievements on a global stage.

08



High-Profile Meetings:

Participate in distinguished meetings with high-level leaders such as ministers, heads of state, and royal family members.

MEMBERSHIP CATEGORIES & PRICING



MEMBERSHIP APPLICATION



ABOUT CEO CLUBS

CEO Clubs Network is an award-winning, globally recognized organization specializing in community building, event marketing, communications, entity formation, trade and investment promotion. Our purpose is to nurture relationships, share knowledge, and create opportunities for C-level executives across the private and government sectors. With a strong presence in USA, UAE, and China, we distinguish ourselves by providing tailored advice, fostering strategic collaborations, and empowering businesses to thrive within an influential global network.



www.ceoclubsnetwork.org



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CEO Clubs Upcoming Events



Club Event

Jul 15

High-Tea (TBC)



Club Event

Jul 30

Global Synergy Hub



Club Event

Aug 09

America 250 Legacy Award & Celebration - USA



Club Event

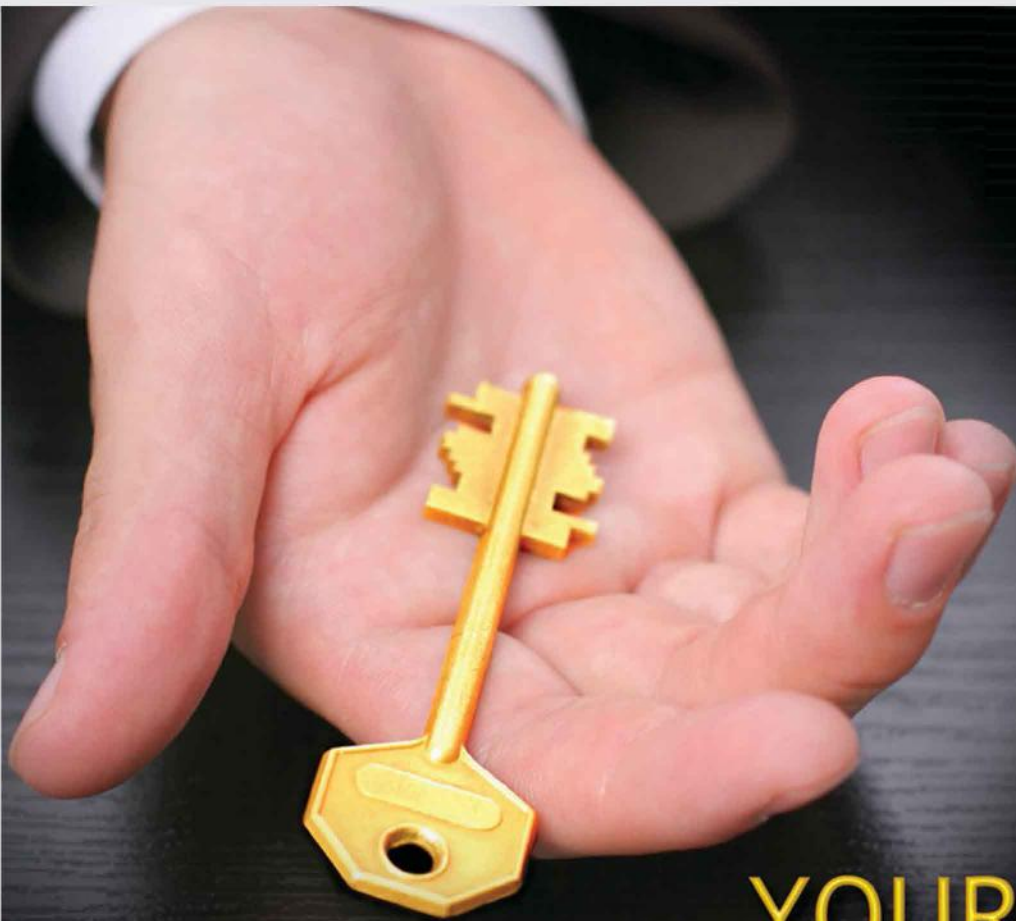
Aug 19

Coffee with CEOs





CEO Clubs Network®



YOUR KEY TO **SUCCESS**



Connecting Minds, Creating Opportunities

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