

Rebuilding and Reconnecting Syrian Banking

COMPLIANCE. INFRASTRUCTURE. ACCESS.

SPONSORSHIP PROSPECTUS



A BANKING SYSTEM COMING BACK ONLINE

A functioning, trusted and internationally connected banking system is the foundation Syria's economic recovery will be built on.

The legal position has changed decisively: the broad U.S. Syria sanctions programme was terminated in 2025 and the state sponsor of terrorism designation was rescinded in August 2026. The work now moves from diplomacy to institutions — correspondent relationships, compliance evidence, payment rails and technology estates that international counterparties and Syrian customers can both rely on.

That build is already underway: a new national currency, a licensed payments framework, an internationally funded modernisation programme for the Central Bank, independent reviews across the banking system, and a compliance regime designed to satisfy foreign counterparties as well as domestic supervisors.

For technology and solution providers, that makes Syria a genuine **frontier market** opportunity: a banking sector being rebuilt from its foundations, with platform and partner decisions still open.

Syria's banking reset is happening now. The institutions, standards and technology chosen in this first phase will shape how the market connects, transacts and grows for years to come.

10DX Syria convenes the banking, payments, compliance, technology and treasury leaders responsible for turning that opening into working financial infrastructure.



MARKET DEVELOPMENTS

Why banking technology providers are looking at Syria now.

\$216_{bn}

World Bank estimate of Syria's reconstruction cost

\$100_m

World Bank grant for financial sector modernisation

15_{m+}

Annual electronic retail payments targeted

500_k

People and businesses targeted for digital-payment access

01

The Legal Reset

The broad U.S. Syria sanctions programme was terminated effective 1 July 2025. The Caesar Act was repealed in December 2025, followed by rescission of Syria's State Sponsor of Terrorism designation on 24 August 2026. Targeted sanctions authorities remain.

02

The Correspondent Gap

Days after delisting, Syria completed its first international Visa and Mastercard transactions. Correspondent banking relationships, cross-border payments and trade finance are now being rebuilt from a standing start.

03

The Compliance Path

Syria remains on the FATF grey list, with an on-site assessment still outstanding. Banks are building out AML/CFT, sanctions screening, KYC and transaction monitoring to international standards.

04

The Infrastructure Build

A new currency, a licensed payments framework, card network connectivity, and major investment in central bank technology are advancing the wider modernisation of Syria's financial infrastructure.

■ THE AGENDA IS BUILT ON THREE PILLARS

COMPLIANCE. INFRASTRUCTURE. ACCESS.



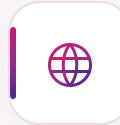
COMPLIANCE

AML/CFT, grey list exit, governance, certification, institutional trust



INFRASTRUCTURE

Core systems, data, cloud, AI, cyber resilience, modern payment rails



ACCESS

Correspondent access, cross-border payments, international finance



WHY PARTNER WITH 10DX SYRIA

Be First in the Room

Syrian banks are beginning to make foundational platform and partner decisions that could shape the next decade. Meet them while those decisions are still being made — not after they are reported.

Contribute to the Conversation

An opening keynote session, Lightbulb Moment presentations and practitioner-led executive panels put partner expertise at the centre of the rebuild agenda.

Direct Route into Syria's Banking Market

Every licensed bank and the Central Bank, invited at executive-management level: one room, one programme, one day in Damascus.

Backed by a Proven Series

10DX is the global summit series for intelligent banking, hosted across Africa, the Middle East and Southeast Asia — researched, invitation-only and built market by market.

Shaping banking since 2020. Now in Syria.

30+

editions since 2020

12+

markets

3K+

senior banking leaders reached

100+

series partners

THE AGENDA · MORNING

0800	Registration & Networking
0900	Opening Remarks
0905	Opening Keynote Session
0945	PANEL 1 · The Reconnection Window
1015	Lightbulb Moment
1030	PANEL 2 · The Missing Correspondent
1100	The Room Speaks: Morning Pulse
1105	Networking Break
1130	PANEL 3 · Building Trust
1200	Lightbulb Moment

EXECUTIVE PANEL

KEYNOTE · LIGHTBULB MOMENT

NETWORKING

PANEL 1

0945 – 1015

The Reconnection Window: Sequencing Syria's Banking Rebuild

On 24 August 2026 Washington rescinded a designation that had stood since 1979, completing a sequence of sanctions relief that began in 2025. The World Bank has sized reconstruction at \$216 billion, and the institutions that will carry that capital are being rebuilt now. This panel sets the sequence for the next twenty-four months.

- Legal relief arrived faster than institutional capacity could follow. What has to be sequenced first?
- What channels and capabilities do Syrian banks need to intermediate reconstruction capital rather than see it routed elsewhere?
- Public banks hold about seventy percent of sector assets. What role should they play in the new architecture?

PANEL 2

1030 – 1100

The Missing Correspondent: Reconnecting Syrian Banks to International Finance

The Central Bank resumed SWIFT operations in November 2025, and the European Commission confirmed that EU banks may open correspondent accounts with Syrian institutions. Fourteen years of sanctions and de-risking left Syrian institutions outside many correspondent relationships and subject to heightened screening. This panel examines what opens the first lines.

- Overcompliance persists long after the legal designation lifts. What evidence does a foreign compliance officer actually need before saying yes?
- Regional lenders with legacy Syrian exposure may be among the first movers. Which corridors open first, and on what conditions?
- Correspondent onboarding tests operations, not just policy. What must payments, screening and reporting capability demonstrate?

PANEL 3

1130 – 1200

Building Trust: AML, Compliance and the Road Beyond the Grey List

Syria has been under FATF increased monitoring since February 2010. The action plan was judged technically complete in June 2014, but no on-site visit has taken place and the June 2026 plenary left the listing unchanged. Grey-list exit is one of the most consequential milestones Syria can work towards, and the World Bank programme now supports the Financial Intelligence Unit's rebuild.

- Grey-list status heightens counterparty scrutiny in practice. What evidence gives a foreign correspondent confidence in a Syrian bank's controls?
- Counterparties ask for ownership, board and capital transparency upfront. Who certifies a bank as ready, and on what standard?
- Transaction monitoring depends on data a largely cash-based economy has not generated. How is a usable evidence base built?

THE AGENDA · AFTERNOON

1215	PANEL 4 · Building the Modern Syrian Bank
1245	Lightbulb Moment
1300	VIP Networking Lunch
1400	Lightbulb Moment
1415	PANEL 5 · From Cash to Rails
1445	Lightbulb Moment
1500	Afternoon Coffee & Networking
1530	PANEL 6 · Restoring Banking Relationships
1600	The Room Speaks: Closing Pulse
1605	Closing Remarks

EXECUTIVE PANEL

KEYNOTE · LIGHTBULB MOMENT

NETWORKING

PANEL 4

1215 – 1245

Building the Modern Syrian Bank: What to Invest in First

The World Bank's \$100 million financial sector modernisation programme puts the Central Bank's systems and cybersecurity on the agenda. Across Syrian banking, core platforms, payment systems, data and security compete for budget and delivery capacity while services must keep running. This panel examines how banks set priorities, sequence implementation and select partners able to support the rebuild.

- Replacing everything at once is rarely practical. Which systems need immediate investment, and where can existing platforms support a phased transition?
- Core banking, payments, data and security are interdependent. How should investments be sequenced to avoid costly integration problems?
- What should banks require from partners on interoperability, data control, local support and implementation capability?

PANEL 5

1415 – 1445

From Cash to Rails: Building Syria's Modern Payments Ecosystem

Decision No. 1124, issued by the General Secretariat of the Presidency and announced by the Central Bank in August 2026, laid the foundation for a national payment system: licensing payment service providers, electronic money issuers and system operators, and opening a supervised sandbox. Banks and payment companies are now authorised to connect to global card networks, and terminal deployment is scaling toward a national target of fifty thousand.

- A cash economy does not digitise because a licence framework exists. What actually moves a merchant onto electronic acceptance?
- Non-bank providers and e-money issuers now have a licensing route. Where does the bank compete and where does it partner?
- Card acceptance depends on connectivity, power and settlement that are not uniform nationally. What has to be solved first?

PANEL 6

1530 – 1600

Restoring Banking Relationships: Trade, Payments and Corporate Clients

Reconnecting Syrian banks to international networks must translate into services businesses can use: reliable payments, workable trade finance, access to foreign exchange and confidence in holding funds within the banking system. This panel examines how banks rebuild these relationships and bring transactions back from cash and alternative channels into formal banking.

- Businesses have relied on cash and alternative channels. What would persuade them to move transactions back into bank accounts?
- What operational capabilities and commercial conditions would make letters of credit a workable option for importers?
- How can banks rebuild confidence in keeping working capital and business balances within the banking system?

■ THE BANKS WE ARE INVITING

EVERY LICENSED BANK IN SYRIA, INVITED.

Executive management across Syria's licensed public, private, Islamic and microfinance institutions, together with the Central Bank, are being invited to 10DX Syria 2027.



Institutions invited to attend; attendance is subject to confirmation. Licensed-bank list per the Central Bank of Syria register. Selected licensed payments and financial-infrastructure participants will also be invited where relevant to the programme. Logos are the property of their respective owners and are shown to identify invited institutions only.

PRIORITY DECISION-MAKERS

A representative view of the roles being invited across Syria's banking market — shown by job title and type of institution.

REGULATOR

Central Bank of Syria

- Governor
- First Deputy Governor
- Second Deputy Governor
- Director of Payment Systems
- Director of Information Technology
- Director of Risk Management
- Executive Secretary, AML/CFT Commission

SIX STATE-OWNED BANKS

Public Banks

- Chairman of the Board
- General Manager
- Deputy General Manager
- Director of Compliance & AML
- Director of Electronic Payment
- Chief Technology Officer
- Director of Treasury & Foreign Relations

CONVENTIONAL

Private Banks

- Chief Executive Officer
- Chief Information Officer
- Group Chief Compliance Officer
- Head of Digital Banking
- Head of Treasury & Financial Institutions
- Head of Central Operations & Correspondent Banking
- Head of Information & Cyber Security

SHARIA-COMPLIANT

Islamic Banks

- Chief Executive Officer
- Deputy CEO, Treasury & Investments
- Chief Risk Officer
- Executive Director, Compliance
- Head of Financial Institutions
- Director of Electronic Payments
- Chief Information Security Officer

FINANCIAL INCLUSION

Microfinance Banks

- Chief Executive Officer
- Deputy Chief Executive Officer
- Chief Compliance Officer
- Chief Operations Officer
- Head of Electronic Payment Unit
- Head of Core Banking Unit
- Head of Risk Management



Representative roles from the invitation universe. Titles may change; attendance is subject to confirmation.

The leaders who own the rebuild.

Executive leadership of the licensed banking market — including the functions that control compliance, payments, correspondent access, treasury and technology investment.

■ THE ROOM

WHO WE ARE INVITING

Executive leadership across banking, compliance, payments, treasury, operations and technology.

● **Executive Leadership**

Chairmen, CEOs, General Managers, Deputy GMs and COOs

● **Compliance & AML**

Chief Compliance Officers, Heads of AML/CFT, reporting officers

● **Technology & Transformation**

CIOs, CTOs, CISOs, Heads of Digital, core banking and data

● **Payments & Cards**

Heads of Payments, Cards, E-Channels and electronic payment

● **Correspondent Banking & FI**

Heads of Financial Institutions, foreign relations, international operations

● **Treasury & Trade Finance**

Heads of Treasury, FX and Trade Finance

● **Operations & Risk**

Chief Risk Officers, Heads of Operations and Credit

● **Regulators & Public Sector**

Central Bank, Ministry of Finance and Financial Intelligence Unit officials



10DX SUMMIT SERIES

ONE ROOM

No parallel tracks

100+ LEADERS

Built around decision-makers

3 HOURS

Dedicated executive networking

PRACTITIONER-LED

Panels built around real banking decisions

SPONSORSHIP PACKAGES

A single-track executive programme with partner roles built in. Every delegate shares the same programme, discussions and networking, so partners are seen and heard by the whole room. On stage: the opening keynote and live on-stage interview, Lightbulb Moment presentations and seats on the executive panels. Off stage: every partner hosts conversations from meeting space in the networking lounge, across three hours of executive networking built into the day.

DIAMOND PARTNER

Take a leading role in the opening of the day, with keynote presence, a live on-stage interview, panel participation and the highest level of visibility across the summit.

HEADLINE PARTNER

A Lightbulb Moment presentation on the main stage, an executive interview published on social media and the pre-event confirmed delegate list.

MAJOR PARTNER

A seat on a practitioner-led executive panel, backed by executive engagement and premium visibility.

NETWORKING PARTNER

A base in the networking lounge to meet senior banking leaders one to one through every networking session of the day, backed by brand presence across the summit.

BENEFIT	DIAMOND	HEADLINE	MAJOR	NETWORKING
Premium role in the opening keynote session	✓	—	—	—
Live on-stage interview — in the opening keynote session	✓	—	—	—
Lightbulb Moment presentation on the main stage	—	✓	—	—
Seat on a practitioner-led executive panel	✓	—	✓	—
Executive interview published on social media	✓	✓	—	—
Pre-event confirmed delegate list — name, job title and institution	✓	✓	—	—
Post-event delegate contact list (opt-in delegates)	✓	✓	✓	✓
Post-event intelligence brief (priority attendees covered)	40	25	10	—
Meeting space in the executive networking lounge	✓	✓	✓	✓
Brand visibility across website, event and social media	✓	✓	✓	✓
Delegate passes included	8	6	4	2

Partnership pricing and commercial options are available on request. Business contact details are shared after the event, for opted-in delegates only.

■ BE PART OF THE TRANSFORMATION

Secure an early-mover advantage in Syria's banking rebuild.

Connect with the institutions, decision-makers and technology leaders rebuilding Syria's banking and financial infrastructure. Contact us to discuss the partnership level best aligned with your objectives.



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SELECTED 10DX SERIES PARTNERS

temenos

ORACLE

Backbase

Infosys
Finacle

Sopra Banking
Software

BPC

LexisNexis
RISK SOLUTIONS

Thomson
Reuters

HID

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