

EXHIBIT 1

The Intelligent Cities Index Leaderboard

		City	Total score	Outcomes	Strategy	Adoption	Ways of working	Enablers
 Leading	1	London	85	●	●	●	●	●
	2	Dubai	80	●	●	●	●	●
	3	New York City	80	●	●	●	●	●
	4	Washington	80	●	●	●	●	●
	5	Amsterdam	80	●	●	●	●	●
 Accelerating	6	Berlin	78	●	●	●	●	●
	7	San Francisco	77	●	●	●	●	●
	8	Shanghai	77	●	●	●	●	●
	9	Beijing	76	●	●	●	●	●
	10	Seoul	76	●	●	●	●	●
	11	Singapore	76	●	●	●	●	●
	12	Vienna	75	●	●	●	●	●
	13	Copenhagen	75	●	●	●	●	●
	14	Shenzhen	75	●	●	●	●	●
	15	Boston	74	●	●	●	●	●
	16	Los Angeles	74	●	●	●	●	●
	17	Stockholm	74	●	●	●	●	●
	18	Zurich	74	●	●	●	●	●
	19	Munich	73	●	●	●	●	●
	20	Abu Dhabi	72	●	●	●	●	●
	21	Oslo	72	●	●	●	●	●
	22	Austin	71	●	●	●	●	●
	23	Madrid	71	●	●	●	●	●
	24	Dallas	71	●	●	●	●	●
	25	Manchester	71	●	●	●	●	●
	26	Dublin	70	●	●	●	●	●
	27	Chicago	70	●	●	●	●	●
	28	Toronto	70	●	●	●	●	●
	29	Helsinki	70	●	●	●	●	●
	30	Sydney	70	●	●	●	●	●
	31	Paris	68	●	●	●	●	●
	32	Barcelona	67	●	●	●	●	●
	33	Riyadh	67	●	●	●	●	●
 Emerging	34	Doha	64	●	●	●	●	●
	35	Tokyo	63	●	●	●	●	●
	36	Hong Kong	63	●	●	●	●	●
	37	Medina	63	●	●	●	●	●
	38	Almaty	62	●	●	●	●	●
	39	Jakarta	61	●	●	●	●	●
	40	Rome	61	●	●	●	●	●
	41	Milan	61	●	●	●	●	●
	42	Melbourne	60	●	●	●	●	●
	43	Delhi	59	●	●	●	●	●
	44	São Paulo	59	●	●	●	●	●
	45	Jeddah	59	●	●	●	●	●
	46	Bengaluru	59	●	●	●	●	●
	47	Warsaw	58	●	●	●	●	●
	48	Ho Chi Minh City	58	●	●	●	●	●
	49	Mecca	58	●	●	●	●	●
	50	Kuala Lumpur	58	●	●	●	●	●
	51	Mumbai	57	●	●	●	●	●
	52	Istanbul	55	●	●	●	●	●
	53	Mexico City	55	●	●	●	●	●
	54	Dammam	55	●	●	●	●	●
	55	Buenos Aires	53	●	●	●	●	●
	56	Osaka	52	●	●	●	●	●
 Developing	57	Budapest	48	●	●	●	●	●
	58	Johannesburg	47	●	●	●	●	●
	59	Casablanca	46	●	●	●	●	●
	60	Cairo	43	●	●	●	●	●
	61	Lagos	34	●	●	●	●	●

Region, number of cities: ● Americas 12 ● APAC 17 ● Europe 20 ● MEA 12

ICI domain maturity: ● Developing ● Emerging ● Accelerating ● Leading

Source: BCG's Intelligent Cities Index 2026.

Note: APAC = Asia-Pacific; MEA = Middle East and North Africa.