

The Innovation Paradigm



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BOARD MEMBERS

Majid Saif Al Ghurair
Chairman

Majid Hamad Rahama Al Shamsi
1st Vice Chairman

Hisham Abdullah Al Shirawi
2nd Vice Chairman

Abdul Jalil Yousuf Darwish
Treasurer

Helal Saeed Al Marri
Vice Treasurer

Raja Easa Saleh Al Gurg
Member of the Executive Committee

Yahiya Saeed Bin Ahmed Lootah
Member of the Executive Committee

H.E. Obaid Humaid Al Tayer
Member of the Board

Amna Kalfan Al Jallaf
Member of the Board

Ebrahim Ahmed Al Abbas
Member of the Board

Dr. Ahmed Saif Belhasa
Member of the Board

Buti Saeed Al Ghandi
Member of the Board

Rashid Humaid Ali Al Mazroei
Member of the Board

Shehab Mohamad Gargash
Member of the Board

Sofia Abdulla Saleh
Member of the Board

Abdulla Saeed Juma Al Naboodah
Member of the Board

Abdul Hamied Ahmad Seddiqi
Member of the Board

Essa Abdulla Al Ghurair
Member of the Board

Ali Abdullah Al Shafar
Member of the Board

Omar Abdullah Al Futtaim
Member of the Board

Faisal Juma Kalfan Belhoul
Member of the Board

Faiza Alsayed M.Y.AlHashemi
Member of the Board

Hani Rashid Bin Rashid Al Yateem
Member of the Board



VISION AND STRATEGIC OBJECTIVES

VISION

To be the best Chamber in the world

MISSION

Represent, support and protect the interests of the business community in Dubai

STRATEGIC OBJECTIVES

Create a favourable business environment.

Promote Dubai as an international business hub.

Support the development of business.

Achieve institutional excellence and efficient management of resources.



CHAIRMAN'S MESSAGE



Majid Saif Al Ghurair
Chairman

THE 2030 DUBAI INDUSTRIAL STRATEGY WILL CREATE THOUSANDS OF NEW JOBS, SIGNIFICANTLY BOOST OUR EXPORTS, AND ELEVATE THE EMIRATE INTO A GLOBAL HUB FOR INNOVATIVE INDUSTRIES AND BUSINESSES.

Despite global economic challenges, Dubai remained resilient in 2016 as robust activity within its trade, logistics, aviation and tourism sectors continued to fuel growth and investor confidence.

Preparations for Expo 2020 served as a catalyst for expansion and foreign direct investment with a number of mega projects progressing across the emirate.

Dubai's ability to shield itself from a global slowdown is the direct result of the forward-looking vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President and Prime Minister and Ruler of Dubai, which is centred on the emirate's ambitious diversification policies under the Dubai Plan 2021. Over the last year, we have learned a lot more about the objectives of the UAE's post-oil strategy, which puts a stronger emphasis on building a knowledge-based economy that fosters innovation.

As we take our diversification efforts to the next level, we see huge potential for Dubai and the UAE to build up capacities in new areas. The 2030 Dubai Industrial Strategy will create thousands of new jobs, significantly boost our exports, and elevate the emirate into a global hub for innovative industries and businesses. In addition, investment in research and development will play an essential role in boosting our competitiveness.

It's also worth noting that we have seen positive changes over the last year, including increased collaboration between the public and private sectors and the adoption of innovative strategies, according to the 2nd edition of the Dubai Innovation Index, which we recently unveiled.

In addition, major initiatives such as the Dubai Future Accelerators, have put the emirate on the map as a global hub for innovation and smart city solutions.

Going forward, we believe the engines of new growth will be fueled by the 3 I's – innovation, industry and infrastructure – alongside the key sectors that have served Dubai well. Dubai Chamber will support new initiatives that aim to advance our economy and play an active role in communicating these strategies to the private sector.

With the UAE marking 2017 as the "Year of Giving", we will also work to encourage the business community to become more socially responsible and promote the spirit of volunteerism. Through our combined efforts, we stand to make a much greater impact that will ultimately advance the development of our society.

Majid Saif Al Ghurair
Chairman



"NEW GROWTH WILL BE FUELLED BY THE THREE I's – INNOVATION, INDUSTRY AND INFRASTRUCTURE"

"INNOVATION DRIVES DUBAI'S ECONOMIC FUNDAMENTALS"



Hamad Buamim
President & Chief Executive Officer

"WE ARE COMMITTED TO ENSURING A FAVOURABLE BUSINESS ENVIRONMENT THAT CREATES LONG-TERM VALUE FOR DUBAI'S BUSINESS COMMUNITY AND ALL GLOBAL ENTITIES THAT SEEK TO BUILD AND STRENGTHEN BUSINESS RELATIONS WITH OUR CITY."

Dubai Chamber is now one of the largest membership-based chambers of commerce in the world, an achievement that reflects the inspiring growth of Dubai over the last few decades.

In 2016, we saw 16,800 companies join the Chamber as new members, bringing our total membership to 201,000. We are committed to ensuring a favourable business environment that creates long-term value for Dubai's business community and all global entities that seek to build and strengthen business relations with our city.

This mission is at the core of our new strategy under which we will strive to become the best chamber of commerce in the world by 2021 by driving competitiveness and business growth. Through our strategic initiatives and events, we will promote Dubai as an attractive global business hub and support the growth of the private sector.

The Chamber has an important role to play in facilitating this transformation, which is why we are aiming to become Dubai's happiest place to work. We are also working to achieve institutional excellence by implementing innovation-focused strategies and leveraging smart technologies to strengthen our competitive advantage.

As a trusted partner to our members and a bridge between business and government, we are focused on boosting Dubai's global profile as a leading trade and investment hub that continues to offer new and exciting growth opportunities.

Throughout 2016, we worked towards these ambitions by hosting several high-profile events that introduced our members to opportunities in promising markets. We organised two Global Business Forums on the Commonwealth of Independent States and Latin America for the first time, which generated a great deal of local and international interest. The Forums also served as important platforms for enhancing economic cooperation and facilitating new partnerships.

The third Global Islamic Economy Summit put the spotlight on major trends reshaping Islamic finance, halal products and family tourism, and other fast-growing sectors of the Islamic economy. By hosting this premier summit, we were able to cement Dubai's position as a capital of the global Islamic economy, and provide more clarity on the factors that are driving its growth.

We have made innovation an essential part of our strategy, initiatives and activities, as it will surely be the driving force of the Fourth Industrial Revolution. Last year, we launched the second edition of the Dubai Innovation Index to encourage the private sector to foster a culture of innovation. We also invested in next generation business with the launch of the Dubai Smartpreneur Competition and Dubai Startup Hub.

We now look to build on these achievements and focus our efforts on new markets and opportunities that will provide the most potential for our members and businesses in Dubai. We are optimistic about the prospects for 2017, and remain confident that we can achieve great things with the continued support of Dubai's leadership, our partners, and the emirate's thriving business community.

Hamad Buamim
President & Chief Executive Officer

OVERVIEW OF NEW STRATEGY

A NEW STRATEGIC DIRECTION

6

STRATEGIC INITIATIVES TO DRIVE STRATEGY EXECUTION

2021

TARGET YEAR FOR ACHIEVING OBJECTIVES

Promote

DUBAI AS A GLOBAL BUSINESS HUB

DUBAI CHAMBER HAS OUTLINED SIX MAJOR INITIATIVES TO DRIVE EXECUTION OF ITS NEW STRATEGY



Dubai Chamber has announced a new customer-oriented strategy to support its vision of becoming the best chamber in the world by 2021 by driving competitiveness and business growth.

The new strategy reinforces the Chamber's role as a trusted partner to Dubai's business community and a bridge between business and government.

The strategy is based on Dubai Chamber's core values to drive Dubai's business competitiveness, foster business growth, and serve as a change agent for the economy.

The Chamber has set internal processes to help implement this strategy based on 4 key pillars: promote Dubai as an international business hub that attracts global businesses and helps them grow; create a favourable business environment; support the development of business in the emirate by fostering entrepreneurship and innovation; and excel to become the best chamber of commerce in the world by 2021.

Underlining this strategy is a commitment to excel, led by four key enablers. These enablers are positioning the Chamber to become Dubai's happiest place to work, achieving institutional excellence through innovation, leveraging smart technology and data as a competitive advantage, and diversifying revenue sources and the sustainable management of resources.

Create

A FAVOURABLE BUSINESS ENVIRONMENT

Support

THE DEVELOPMENT OF BUSINESS IN DUBAI

Excel

BECOME THE BEST CHAMBER IN THE WORLD



In addition, six initiatives have been outlined to execute this strategy, namely Dubai 2021, Pro Dubai, Business Voice, Entrepreneurship, Activate Dubai and Best Chamber, with each of these including several sub-initiatives and flagship events.

Dubai Plan 2021 ensures that the Chamber supports the government in executing by taking the lead in transforming the business community, enabling companies to benefit from new growth opportunities. Under Pro Dubai, the Chamber will enhance its international network and promote Dubai as an attractive location to establish commercial ties and businesses.

Business Voice leverages the Chamber's relationships and stakeholders to become the voice of Dubai's business community, while Entrepreneurship is about fostering innovation to create, sustain and achieve the highest level of profitability.

Activate Dubai aims to provide the best and most appropriate services to the Chamber's members through strong engagement and innovation. Lastly, Best Chamber provides the foundation to support Dubai Chamber to realise its vision, and drive performance and accountability.

DUBAI OVERVIEW 2016

Despite global economic challenges, Dubai remained resilient in 2016. It outperformed other economies in the region as new strategies were launched with the aim of further diversifying for the post-oil era.



**DUBAI PLAN 2021 AND
EXPO 2020 ARE EXPECTED
TO FUEL ECONOMIC GROWTH**

1st

IN ARAB WORLD FOR EASE OF DOING BUSINESS (UAE)

(Source: World Bank)



16th

UAE'S GLOBAL COMPETITIVENESS RANKING

(Source: World Economic Forum)



خطة دبي
2021
DUBAI PLAN



IN 2016, DUBAI MADE HEADWAY IN EFFORTS TO DIVERSIFY AND ACHIEVE GROWTH



DUBAI INDUSTRIAL STRATEGY 2030

THE FOCUS TURNS TO KNOWLEDGE, INNOVATION AND SUSTAINABILITY



Trade, tourism, travel and logistics continued to drive the emirate's economic growth in 2016, while revenue sources were restructured and broadened.

The total number of tourists in Dubai reached nearly 15 million in 2016.

The Dubai Plan 2021 and preparations for Expo 2020 were key factors that helped fuel infrastructure spending and expansion. A number of mega projects came to fruition, such as the Dubai Canal, and construction work was launched on The Tower at Dubai Creek Harbour which, once completed, will be 100 metres taller than Burj Khalifa.

Meanwhile, the UAE maintained its position as the leading country in the Arab world in ease of doing business, according to the World Bank's latest Doing Business rankings. The country also led the region in competitiveness, climbing one spot from last year to place 16th on the World Economic Forum's Global Competitiveness Report 2016-2017.



In addition, Dubai was recognised as the Middle East's leading smart city, led by its high-tech infrastructure and execution of smart initiatives, in the Gulf States Smart Cities Index report by global research firm Navigant.

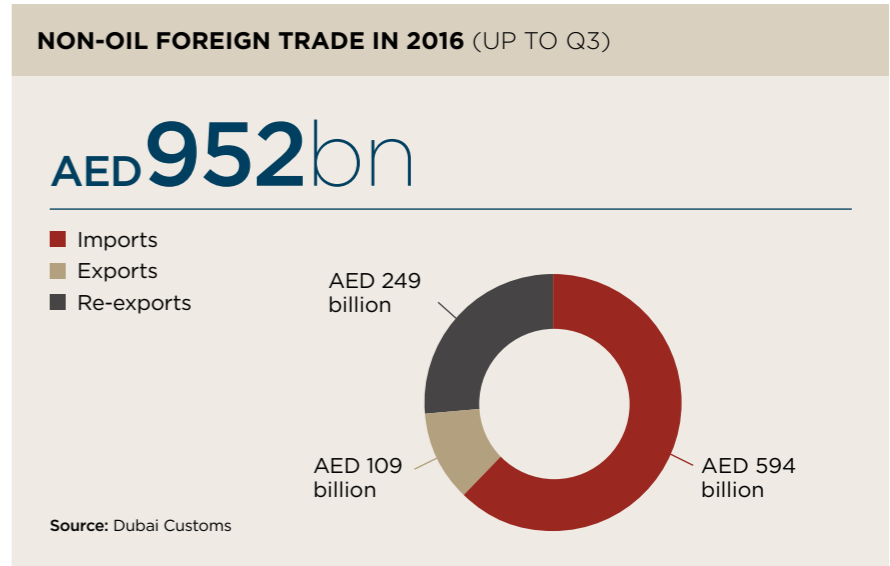
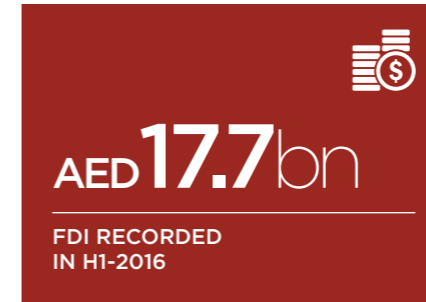
NEW STRATEGIES AND INITIATIVES

The Dubai Industrial Strategy 2030 was launched by H.H. Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President and Prime Minister, and Ruler of Dubai to elevate Dubai into a global platform for knowledge-based, sustainable and innovation-focused businesses.

The new industrial strategy includes 75 key initiatives aimed at generating an additional total revenue of AED 160 billion by 2030. It's expected to create 27,000 jobs in the industrial sector, and boost exports by AED 16 billion. Six priority sectors have been identified, namely aerospace, maritime, aluminium & fabricated metals, pharmaceuticals & medical equipment, food & beverages, and machinery & equipment.

The Dubai 3D Printing Strategy was launched to position Dubai as a hub for 3D printing technology. It focuses on three major sectors, namely construction, medical products and consumer products. Around 25% of the emirate's buildings are expected to be 3D printed by 2030 under the strategy.

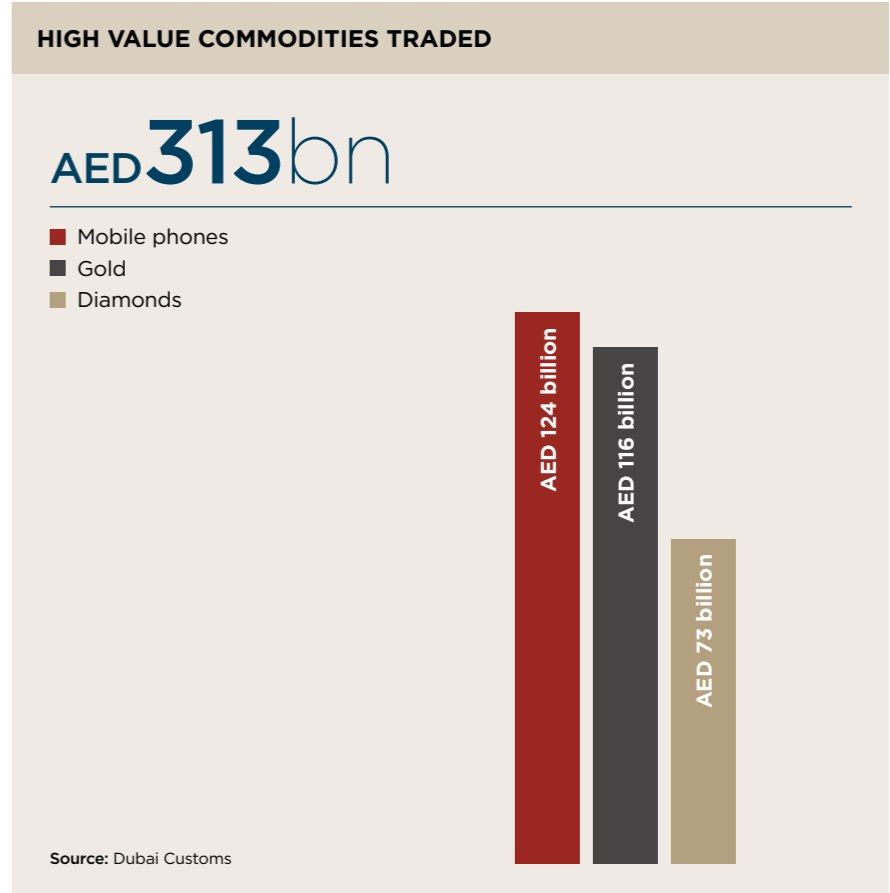
Plans for Dubai Wholesale City were unveiled which will become the world's largest wholesale hub once the project is completed. The AED 30 billion development will span over 550 million square feet and increase the UAE's share of the global wholesale trade sector to AED 18 trillion within the next five years.



FOREIGN INVESTMENT

Dubai once again underlined its strength in attracting foreign direct investment (FDI) in 2016. According to Dubai FDI, the city attracted FDI valued at AED 17.7 billion in the first half of 2016. Strengthening the emirate's position as a preferred market for foreign investment is a major focus of the Dubai Plan 2021, and collaboration between the public and private sectors is expected to enhance FDI in the future by boosting investor confidence.

In addition, the International Sustainable Investment Centre was launched at the second annual Dubai Investment Forum 2016. The Centre will focus on developing institutional capacities to advance sustainability and attract FDI into sustainability initiatives.



In line with the emirate's aims to become a hub for innovation and smart city solutions, the AED 1 billion Dubai Future Accelerators programme was launched. The competitive scheme pairs government departments with innovative companies to find solutions to challenges of the 21st century.

TRADE

Trade remained the cornerstone of Dubai's economy in 2016 with non-oil foreign trade amounting to AED 952 billion in the first nine months of the year. The total volume of traded goods rose 11% year-over-year to 70.82 million tonnes of commodities. Imports were valued at AED 594 billion; and exports and re-exports reached AED 109 billion and AED 249 billion, respectively.

Mobile phones topped the list of high-value commodities traded with a value of AED 124 billion, followed by gold and diamonds which accounted for trade values of AED 116 billion and AED 73 billion, respectively.

China was Dubai's top trading partner in the first nine months of 2016 with AED 121 billion worth of bilateral trade recorded. India came second with bilateral trade at AED 70.4 billion, followed by the United States at AED 64 billion.

Saudi Arabia was Dubai's fourth largest trading partner, and the emirate's top trading partner in the GCC region, with trade between the two sides reaching AED 39.4 billion in the same period. In addition, a 64% increase in trade value was recorded between Switzerland and Dubai, bringing bilateral trade to AED 36 billion.

122.4 POINTS

BUSINESS CONFIDENCE INDEX (INCREASED BY 4.9 POINTS IN Q3, 2016)

260,000

SQUARE METRES OF NEW RETAIL SPACE IN DUBAI

201,000

DUBAI CHAMBER TOTAL MEMBERSHIP

9% YEAR-ON-YEAR GROWTH IN MEMBERSHIP

BUSINESS LICENCES

107,043 renewed

- Trade names reserved
- New licences
- Initial approvals

Category	Count
Trade names reserved	38,918
New licences	26,707
Initial approvals	20,873

Source: Dubai Department of Economic Development

NEW BUSINESSES

The Department of Economic Development (DED) in Dubai issued a record 26,707 new business licences in 2016, signaling rising confidence among investors and entrepreneurs. Meanwhile, 107,043 licences were renewed, 20,873 initial approvals were issued, and 38,918 trade names were reserved.

The Department's Business Confidence Index gained 4.9 points quarter-on-quarter (QoQ) to reach 122.4 in Q3 of 2016. The increase was attributed to the improved outlook of large companies in the emirate and a steady outlook for SMEs.

According to the index, respondents from Dubai's manufacturing sector were the most optimistic about their prospects in the fourth quarter of 2016, while the proportion of respondents expecting business conditions to improve rose to 50%. More businesses revealed plans to invest in technology upgrades, and capacity expansion increased in Q3-2016 when compared to the same quarter last year.

Dubai Chamber grew its global network of members by 9% year-on-year, or 16,800 new companies in 2016, bringing total membership to 201,000. The total value of member exports and re-exports amounted to AED 273 billion.

83.6mn

PASSENGERS WELCOMED AT DUBAI INTERNATIONAL AIRPORT IN 2016



RETAIL

Dubai's retail sector added around 260,000 square metres of new space in 2016, according to JLL's Year In Review report. The figure marked the highest volume since 2010, and showed strong demand from local and international retailers. Around 20,000 square metres of retail space in the Dubai Festival City expansion were completed, while progress was made on other key projects, including the second phase of The Avenue in City Walk and Ibn Battuta Mall.

Dragon Mart, the largest trading hub for Chinese products outside China, was also expanded significantly to cater to high demand from retailers and consumers alike. The Dragon Mart 2 extension, estimated to cost AED 1 billion, is nearly double the size of the original development.



LOGISTICS

Dubai International Airport solidified its position as the world's busiest airport for international passenger traffic. The airport saw passenger traffic increase by 7% to 83.6 million in 2016, while cargo volumes amounted to 2.59 million tonnes, up 3.4% compared to 2015.

Aircraft movements reached 418,220 during the same period and the \$1.2 billion Concourse D was opened, boosting the airport's annual capacity to 90 million passengers. Dubai International Airport set a new record by receiving 105,326 passengers in a single day on New Year's Eve.

Dubai International Airport is on course to welcome 118 million passengers by 2023, and Al Maktoum International Airport at Dubai South is being expanded to host 26 million by 2017.

Upon completion, Al Maktoum International Airport will become the world's largest airport with an ultimate capacity of 220 million passengers and 16 million tonnes of cargo per annum.

Momentum continued to build around Dubai South as a number of infrastructure contracts were awarded. The 140 square kilometre multiphase project is one of the UAE's largest under-construction developments. It will include clustered zones including Dubai Logistics City (DLC), Commercial City, Residential City, Aviation City and the Golf City. The entire Dubai South development, expected to cost \$32 billion, will drive sustainable growth within the emirate's aviation, tourism and logistics sectors.



TOURISM & HOSPITALITY

The \$1 billion Dubai Water Canal was officially opened, which spans 12-kilometres and connects Dubai Creek with the Arabian Gulf. Several new theme parks were opened by Dubai Parks & Resorts and IMG Worlds of Adventure, expanding the emirate's offerings and strengthening its position as a leading family entertainment destination. 2016 witnessed the opening of the Dubai Opera, a world-class entertainment venue hosting some of the most internationally acclaimed performances.

According to the Dubai Tourism & Commerce Marketing, Dubai welcomed 14.9 million visitors in 2016, compared to 14.2 million in 2015, a 5% increase. India was the top source market with 1.8 million visitors, followed by Saudi Arabia (1.6 million), and the UK (1.25 million).

Total inventory of hotels and hotel apartments increased to 102,845 rooms in 2016.

REAL ESTATE

The total amount of real estate transactions recorded in Dubai during 2016 exceeded AED 259 billion, according to the Dubai Land Department. A total of 41,776 sales transactions valued at AED 103 billion were accounted for, while 15,000 mortgage deals worth AED 128 billion were recorded.

UAE nationals topped the list of real estate investors with total transactions worth AED 22 billion.



12,768 GCC nationals contributed AED 35 billion. 3,294 Saudi Arabian investors made transactions worth AED 8 billion.

Foreign investment in Dubai's real estate sector amounted to AED 44 billion from 22,834 investors of 136 nationalities. Indian nationals topped the list of foreign investors by value and volume with AED 12 billion worth of property transactions and 6,263 buyers. UK investors made transactions worth AED 5.8 billion.

Dubai witnessed the launch of 134 new real estate projects in 2016 with a combined development value of AED 100 billion, and an additional 62 projects were completed during the year. The buoyancy of the property market was reflected in the launch of several mega-developments including Dubai Creek Harbour, Emaar South, Palm 360 and Jumeirah Central, among others.

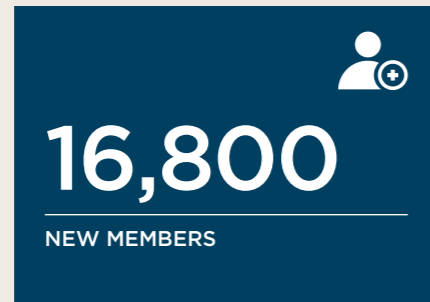
Dubai Land Department recorded 410,000 lease contracts from different groups across the emirate, and issued 695 licences over the course of the year. Meanwhile, demand has grown for other licence categories, including real estate development, interim real estate development, and property valuation services, among others.



DUBAI CHAMBER OVERVIEW 2016

Membership increased 9% year-over-year to reach 201,000. Over 16,800 new companies joined the Chamber, cementing its position as one of the world's largest membership-based chambers of commerce.

**DUBAI CHAMBER
RECORDED ALL-ROUND
GROWTH IN 2016**



DUBAI CHAMBER GREW ITS MEMBERSHIP AND BOOSTED ITS BUSINESS SUPPORT THROUGH SEVERAL NEW INITIATIVES

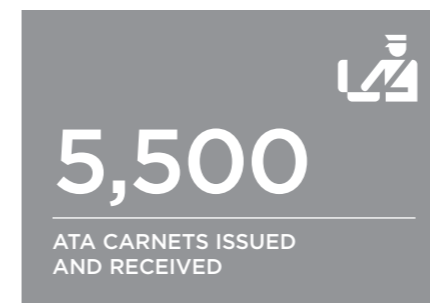


The Chamber took part in 78 events across 50 cities and hosted 681 delegations from 81 countries, which included a total of 1,525 delegates. The Chamber's international offices conducted 484 meetings throughout the year.

The value of member exports and re-exports amounted to AED 273 billion in 2016, and 923,056 Certificates of Origin were issued during the year. Meanwhile, 5,500 ATA Carnets were issued and received in the UAE, accounting for a total value of AED 3.1 billion. The number of customers served also increased 14% year-over-year to 377,500.

Two Global Business Forums on the Commonwealth of Independent States and Latin American regions were organised by the Chamber for the first time, which put the spotlight on new trade and investment opportunities in those key markets. Hosted in Dubai, the high-profile forums attracted more than 1,800 attendees in total.

The 3rd Global Islamic Economy Summit in Dubai, brought together policymakers, business leaders and academics to discuss trends that are reshaping the global Islamic economy.



In addition, Dubai hosted the 10th World Retail Congress for the first time, cementing the emirate's position as a leading global retail hub.

Dubai improved its ranking and claimed the 15th position on the second edition of the Dubai Innovation Index, which the Chamber unveiled during UAE Innovation Week. The progress was attributed to an increase in innovation-focused investments, as well as closer collaboration between public and private sectors.

Two new initiatives were launched with the aim of further developing Dubai's entrepreneurial ecosystem. The Dubai Smartpreneur Competition, launched in cooperation with Dubai Smart Office, gives entrepreneurs the opportunity to become part of Dubai's transformation to a global benchmark smart city. Dubai Startup Hub, launched in partnership with IBM, established an interactive platform to connect tech companies, startups, venture capitalists, investors, and technology enthusiasts.

Supporting the Smart Dubai vision, Dubai Chamber launched the Human Capital Management (HCM) app, its fifth smart app to date. Previously launched smart apps, include Mobile Services, Smart Mediation, Smart Business and Africa Gateway.

The Dubai Association Centre licensed 16 international associations in 2016, an increase of 100% compared to the previous year. The Dubai International Arbitration Centre received 214 arbitration cases, while the Chamber's Legal Services department received 710 mediation cases, bringing the total number of registered commercial disputes to 924.

The Centre for Responsible Business organised 31 events for improving corporate social responsibility and sustainability, which were attended by 2,126 delegates from 691 companies.

The 6th annual Give & Gain Day, organised under the ENGAGE Dubai programme, saw the participation of 768 volunteers from 26 companies, who contributed 1,681 hours to community projects that benefitted 1,300 people.

ENHANCING THE LEGAL FRAMEWORK



41 MEETINGS
HELD IN 2016



46 LAWS
REVIEWED IN 2016



DUBAI CHAMBER STEPPED UP ITS POLICY ADVOCACY EFFORTS

Dubai Chamber's Technical Legal Committee held 41 meetings in 2016 where 46 laws were reviewed, up from 42 laws in the previous year.

During the meetings, laws, by-laws, cabinet and ministerial decisions and international conventions were analysed to ensure that regulation supports the interests of the emirate's business community.

Following the meetings, the Chamber's Business Advocacy Committee reviewed the recommendations and its findings will be submitted to the Supreme Legislation Committee in Dubai.

The following regulations were discussed by the Legal Committee in 2016:

FEDERAL LAWS

- Federal law concerning Rationalization of Electricity and Water Consumption in the UAE's Buildings and Establishments (2015)
- Federal law regulating Mining Activities and the Protection of Mineral Resources in the UAE (2016)
- Federal law related to Financial Leasing Contracts (2016)
- Federal law related to Selective Tax (2016)
- Federal law on Anti- Dumping and Countervailing & Preventive Measures (2016)
- Federal law concerning Certificates of Origin (2016)
- Federal law on Pesticides (2016)

CABINET DECISIONS

- Cabinet decision regulating the use of Coal as a Solid Fuel (2015)
- By-laws of Federal Law No. (23/1999) regarding Exploitation, Protection and Development of Living Aquatic Resources (2015)
- Cabinet decision Encouraging the use of Environmentally Friendly Vehicles (2016)
- Cabinet decision amending Cabinet Decision No. (37/2001) related to By-Laws of Federal Law No. (24/1999) and its amendments on Environmental Protection and Development (2015)
- By-Law of Federal Law No. (11/2015) Controlling the Trade in Valuable Stones, Precious Metals and Hallmarking Procedures (2016)
- Cabinet decision on the UAE's System for Rating the Quality of the Meat and Livestock Products (2016)
- Cabinet decision on the Permissible Limits of Noise (2016)
- Cabinet decision concerning the UAE Requirements for Vehicle repair and Service Centers, Maintenance facilities (2016)
- Cabinet decision on Controlling Textile Products (2016)

- Cabinet decision concerning Unified Numbers for importers and exporters in the UAE (2016)
- Cabinet decision concerning registering Food and Feed and their Establishments (2016)

DRAFTS OF MINISTERIAL DECISIONS

- Ministerial decision regulating the Importing and Dealing with living organisms (2016)
- Ministerial decision regulating the Import of Wild Botanical and Species Animal (2016)
- Ministerial decision related to Coral (2016)
- Ministerial Labour decision No. (739/2016) regarding the wages protection

DRAFTS OF DECISIONS BY UAE AUTHORITIES

- The Board of the Emirates Authority for Standardization and Metrology's By-Law regulating the Legal Metrology Activities in the State (2015)
- Technical by- law on Minimum Limits of Energy Consumption Related to Rotary Water Pumps (2016)
- Car Insurance Policy for Loss and Damage (2016)
- Car Insurance Policy for Civil Liability (2016)
- UAE Rules Supervising Auto Spare Parts (2016)
- Technical Regulations for Safety Requirements for Child Restraint Seats (2016)
- The UAE Terrestrial Radio Receiver Specifications for AM/ FM/ T-DAB+ (2016)



- Emirates Authority for Standardization and Metrology (EASM) Resolution on the UAE System to control Juices and Beverages (2016)

- Emirates Authority for Standardization and Metrology (EASM) by- law on Technical Regulations for Industrial Measurements (2016)

DUBAI LEGISLATION DRAFTS

- Law regarding Civil Establishments in the Emirate of Dubai (2016) - (Final draft)
- Amendment of Law No. (23/2009) regarding Mohammed Bin Rashid Establishment for Developing Small and Medium Enterprises (2016)

GCC LEGISLATION DRAFTS

- The unified law and its By-Laws regarding Food Safety for GCC Countries (2015)
- Motor Vehicle-e-Call Emergency Calls Technical Requirements (2016)

DRAFTS OF INTERNATIONAL CONVENTION/ PROTOCOLS

- International Land Transport Agreement of Passengers and Goods between the Government of the UAE and the Government of the Republic of Kazakhstan (2016)
- Agreement between the Government of the UAE and the Governments of the United States of America, Republic of Brazil, the Italian Republic, Socialist Republic of Vietnam, Kingdom of Spain, Republic of Belarus, Republic of Indonesia, Republic of Seychelles on Co-Operation and Mutual Assistance in Customs Matters (2016)
- Agreement between the Arab Countries concerning the Transport of Goods by Road (2016)
- Additional Protocol to the Convention on the Contract for the International Carriage of Goods by (CMR) concerning the Electronic Consignment Note (2016)

STRENGTHENING LEGAL SUPPORT



710
NUMBER OF BUSINESS CASES RECEIVED



302
NUMBER OF CASES RESOLVED



123
RESPONSES TO LEGAL QUERIES

WE RESOLVED MORE DISPUTES AND RAISED AWARENESS ON LEGAL ISSUES



Dubai Chamber's Legal Department received 710 cases in 2016 of which 302 were resolved promptly, marking a 16% increase when compared to the number of disputes settled during the previous year.

The surge reflects Chamber's important role as a mediator for the business community, as well as its ability to settle disputes in an efficient, cost-effective and amicable manner.

Throughout the year, the department responded to 123 queries related to commercial laws and regulations, and continued to offer legal services that enable the seamless operation of business in the emirate.

The department organised 7 workshops covering a variety of business matters, including franchise agreements, the new Commercial Companies Law, legal aspects of real estate and managing a business in Dubai. In addition, a seminar was held to provide businesses with more clarity on handling letters of credit, specifically highlighting how the process works in international trade.

Key legal events in 2016:

WORKSHOPS

- Drafting & Negotiating Successful Franchise Agreements
- Latest Developments in the UAE Labour Law
- Navigating the New Commercial Companies Law: A Practical Guide

- Key Legal Aspects of Real Estate
- Commercial Agencies in the UAE
- Latest Developments in Dubai Rental Market
- Key Legal Aspect of Managing Businesses

SEMINAR

- Management of Letter of Credit Operations: The Exporters and Importers Perspective



INSIGHTS FOR BUSINESS GROWTH



29
MARKET AND BUSINESS
TRENDS REPORTS ISSUED




48
ECONOMIC BULLETINS
PUBLISHED



18,346
INFORMATION SERVICES
PROVIDED

BUSINESS RESEARCH
AND E-COMMERCE
SUPPORT OFFERED
VALUABLE GUIDANCE
TO COMPANIES



189,950
e-LIBRARY USERS



Dubai Chamber continued to improve its market intelligence, economic research and e-commerce services in 2016, as these resources remain key pillars for fuelling business growth in the emirate.

Our economic research department prepared 29 market intelligence, sector-specific and business trend reports throughout the year. More than 590 business reports were issued as part of our credit rating services.

The department published 48 economic bulletins and 12 trade and investment briefs. It also established the Trade & Pricing Information System to cover foreign trade and socio-economic indicators, and market insights were shared with business groups through roundtable discussions.

A new agreement was formed with Alibaba.com to offer Dubai Chamber members and businesses in the UAE and Saudi Arabia with a 10% discount on Gold Membership. This partnership will open the door for many more companies that aim to expand their activities through e-commerce.

The number of e-commerce Trusted Members registered with the Chamber reached 350. Over 189,950 users visited the Chamber's e-library and 18,346 information services were provided to members, non-members and international customers.

FOSTERING INNOVATION


15

DUBAI'S RANK ON DUBAI INNOVATION INDEX 2016



6%

IMPROVEMENT IN DUBAI PRIVATE SECTOR'S INNOVATION SCORE




96%

OF RESPONDENTS SAID THEY BELIEVE THAT INNOVATION IS IMPORTANT TO SUCCESS



89%

OF RESPONDENTS SAID SUPPORT FROM DUBAI'S GOVERNMENT IS BOOSTING INNOVATION OUTPUT



AED 100mn

DUBAI CHAMBER'S INVESTMENT ON INNOVATION-FOCUSED INITIATIVES




DUBAI INNOVATION INDEX SHOWED STRONGER PRIVATE SECTOR PARTICIPATION



Dubai Chamber unveiled the results of the 2nd edition of the Dubai Innovation Index in November 2016 during UAE Innovation Week.

The survey, launched by the Chamber in cooperation with PricewaterhouseCoopers (PwC), saw Dubai improve its ranking to claim the 15th position, outperforming business hubs such as Madrid, Milan, Shanghai, and Moscow.

Stronger participation from Dubai's private sector in innovation initiatives was observed as more businesses began embracing innovation. The survey also showed increased collaboration between public and private sectors on innovation-focused initiatives.

The survey gathered feedback from 57,000 companies from a wide variety of sectors in Dubai and revealed that 96% of respondents said they believe that innovation is important to the success of their organisations, an increase of nearly 19% when compared to the first edition of the index.




The number of firms receiving support for innovation from government spending increased by over 19%, while 89% respondents said they believed that support from Dubai's government has boosted innovation output. The overall innovation score for the emirate's private sector rose by 6% year-on-year to 60.51.

In 2015, Dubai Chamber launched the first Dubai Innovation Index in collaboration with PwC to support Dubai's goal of becoming the smartest city in the world by 2021 through enhanced private sector participation.

The survey is an important tool and resource for measuring progress on innovation within the emirate's private sector, while it also identifies areas for improvement.

As part of its strategy, Dubai Chamber aims to stimulate innovation in the private sector and invest AED 100 million on innovation-focused projects and initiatives over the next three years.

SMARTER BUSINESS SOLUTIONS



5
SMART APPS LAUNCHED TO DATE



HUMAN CAPITAL MANAGEMENT
Mobile friendly HR services



MOBILE SERVICES
Trade documentation & business services



SMART BUSINESS
Business matching services



SMART MEDIATION
Dispute resolution services



AFRICA GATEWAY
Intelligence on 10 African countries

DUBAI CHAMBER ENHANCES ITS RANGE OF SMART BUSINESS APPLICATIONS

Supporting the Smart Dubai vision, Dubai Chamber continued to expand its range of smart applications that aim to improve efficiency and facilitate greater ease of doing business in the emirate.

In 2016, the Chamber launched the Human Capital Management (HCM) app which provides Human Resources (HR) services to employees at the click of a button from their hand-held devices. Through the app, employees can apply for services including submission of leave request, salary certificate, and checking leave balance; and also allows users to track status of requests from their mobile phones.

HCM is the fifth Smart App from Dubai Chamber. Others are the Mobile Services, Smart Mediation, Smart Business and Africa Gateway apps. These solutions have seen a strong uptick in the number of downloads and have also helped the Chamber improve the quality and efficiency of its services.

The Mobile Services app has special features such as requests for Electronic Certificates of Origin; searching the Dubai Commercial Directory; applying for ATA Carnet and Credit Rating services; and an online service payment facility, to name a few.

The Smart Mediation App, which is the first-of-its-kind in the region, allows applicants to submit their mediation requests along with relevant documents, and make payments. It is in Arabic and English, user-friendly, and fast. It also has the option to track new and previous applications and obtain status reports. Mediation in business disputes is a concept that is becoming increasingly popular across the Middle East, especially in Dubai. This alternate dispute resolution method assists parties in reaching a mutually satisfactory agreement.

The Smart Business application enables users to network and connect with Dubai's business community through various features, online business profiles, and the ability to search for potential business partners.

The Africa Gateway app supports our drive to promote Dubai as the gateway to the world. Launched as a facilitator of business at our Africa Global Business Forum in 2015, the app provides invaluable insight on economy, trade, political outlook, overall business environment and foreign investment, for 10 key markets on the continent, for businesses that want to expand to that region. It is also rich with case studies of businesses in the UAE that have set up operations in Africa.

The above-mentioned apps are available for download on iTunes and Google Play stores.



INTERNATIONAL OFFICES

IN 2016, WE OPENED NEW OFFICES IN CHINA, MOZAMBIQUE, AND KENYA. FUTURE PLANS FOR OFFICES IN BRAZIL, NIGERIA AND INDIA WILL FURTHER STRENGTHEN THE CHAMBER'S OUTREACH AND ENGAGE LOCAL BUSINESS COMMUNITIES.

484
MEETINGS HELD

20
EVENTS AND OUTBOUND MISSIONS

7
INTERNATIONAL OFFICES

- 1** Azerbaijan
Baku
- 2** Brazil
São Paulo
- 3** China
Shanghai
- 4** Ethiopia
Addis Ababa
- 5** Ghana
Accra
- 6** India
Mumbai
- 7** Iraq
Erbil
- 8** Mozambique
Maputo
- 9** Nigeria
Abuja
- 10** Kenya
Nairobi



EXPLORING NEW MARKETS

2
GLOBAL BUSINESS FORUMS ORGANISED IN 2016

1,000+
PARTICIPANTS ATTENDED CIS GLOBAL BUSINESS FORUM

800+
PARTICIPANTS ATTENDED GLOBAL BUSINESS FORUM ON LATIN AMERICA

DUBAI CHAMBER CONTINUED ITS GLOBAL BUSINESS FORUM SERIES AND PUT THE SPOTLIGHT ON THE CIS AND LATIN AMERICA REGIONS



220+
BILATERAL MEETINGS HELD DURING THE FORUMS



Dubai Chamber organised two high-profile conferences in 2016 focusing on the Commonwealth of Independent States (CIS) and Latin American regions for the first time.

The forums, which aimed to explore new trade and investment opportunities in these two regions, saw a very strong turnout and generated a great deal of interest within business communities in the UAE and abroad.

Held in Dubai under the theme, "Ancient Routes - New Opportunities", the inaugural CIS Global Business Forum brought together more than 1,000 delegates from 50 countries. The forum underlined the success of the UAE's economic diversification strategies and aligned such efforts with new opportunities opening up in CIS countries.

More than 100 bilateral meetings were held during the two-day event, in addition to thought-provoking discussions which focused on expanding trade and economic links between the UAE and the CIS region.

The Forum also highlighted the need for both sides to promote innovation and leverage advanced technologies to establish the New Silk Road.

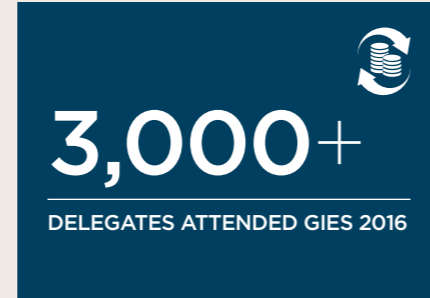
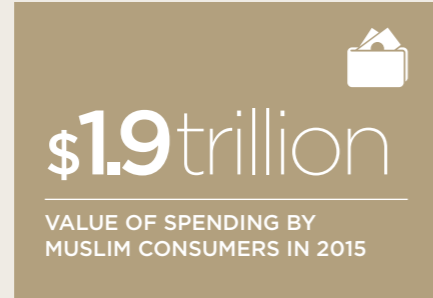
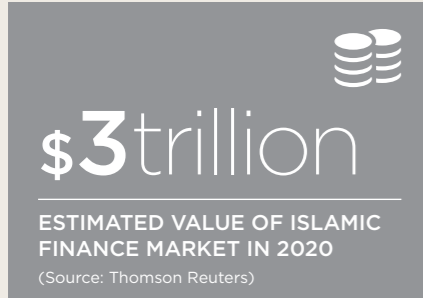
The inaugural Global Business Forum on Latin America, held in the emirate under the theme "Shifting Synergies", served as a platform for exploring mutual areas of economic cooperation between the GCC and Latin American countries.

Over 800 specialists, experts, decision makers, and business leaders from 32 countries attended the Global Business Forum on Latin America. A total of 120 meetings and 19 specialised panel discussions were held during the two-day forum, featuring 32 speakers, including two former presidents, and 10 ministers.

Over the years, the Global Business Forum series has expanded to become a premier platform to promote Dubai as a gateway to the world. Initiated in 2013, the series supports Dubai Chamber's international expansion strategy, as well as its aim to position the emirate as an attractive trade and investment destination.



GROWING THE GLOBAL ISLAMIC ECONOMY



THIRD GLOBAL ISLAMIC ECONOMY SUMMIT HIGHLIGHTED NEW TRENDS AND OPPORTUNITIES



The third edition of the Global Islamic Economy Summit (GIES) was organised by Dubai Chamber and the Dubai Islamic Economy Development Centre (DIEDC), with Thomson Reuters serving as a strategic partner.

Held in Dubai under the theme “Inspiring Change”, the high-profile forum bolstered Dubai’s bid to become the global capital of the Islamic economy. The two-day conference was attended by more than 3,000 delegates, including policymakers, business leaders, industry experts, and specialists from various sectors of the economy, as well as academics from some of the world’s largest universities.

During the summit, new challenges and opportunities were highlighted within the fast-growing Islamic finance industry, which is projected to reach \$3 trillion by 2020.

GIES 2016 featured six key sessions covering global trends reshaping the Islamic economy, and the Islamic finance sector in particular. Other sessions delved into the role of startups in driving the Islamic economy, in addition to top trends impacting halal food and tourism sectors.

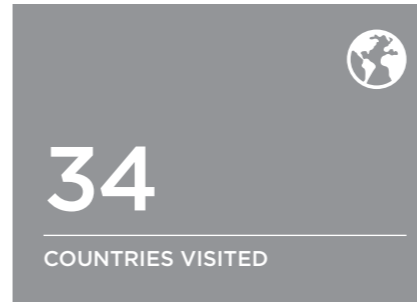


Ahead of GIES, the State of the Global Islamic Economy Report and Global Islamic Economy Indicator were launched. Based on a survey of 172 industry leaders, the report revealed that the value of spending by Muslim consumers amounted to \$1.9 trillion in 2015, while Islamic finance assets were valued at \$2 trillion in the same year.

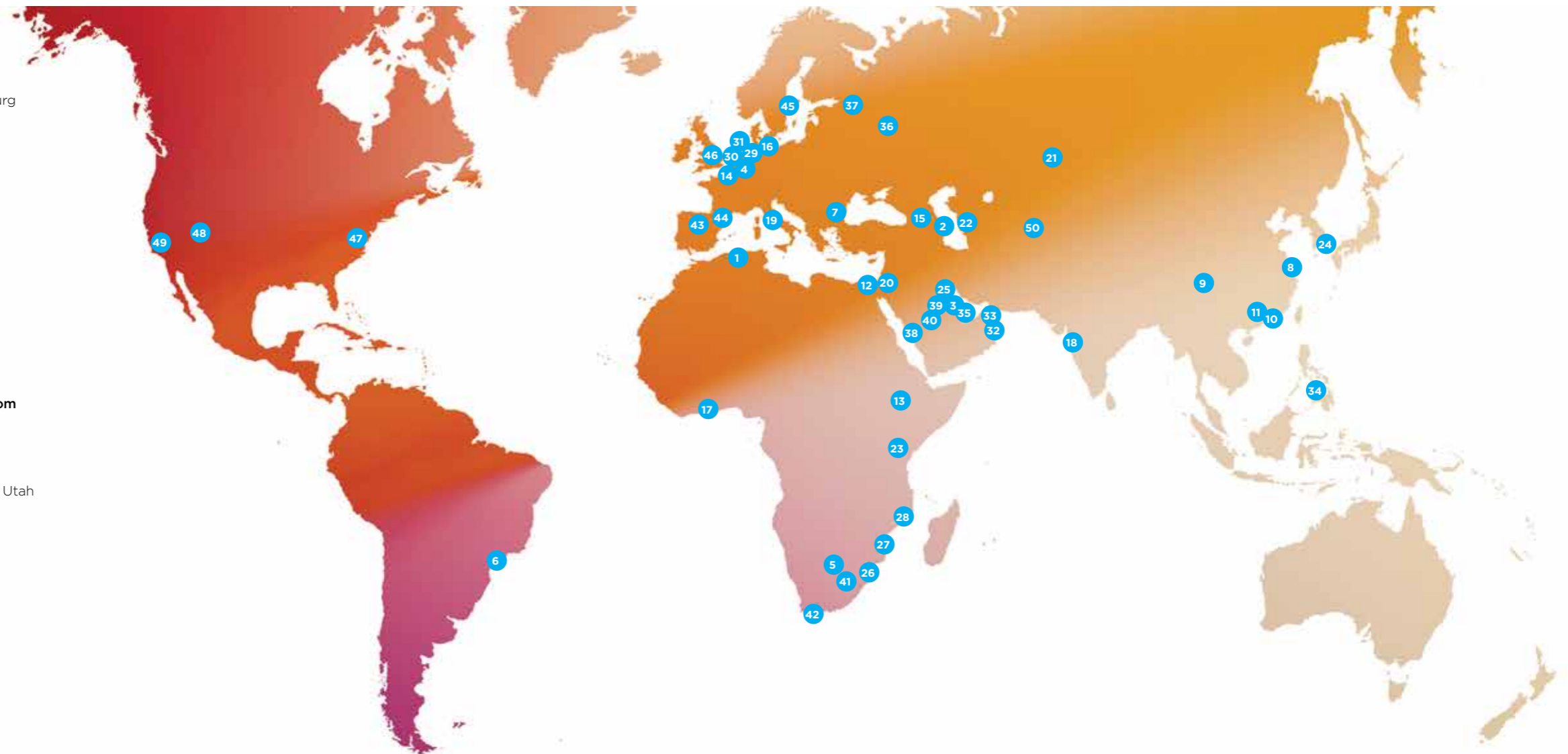
His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and General Supervisor of DIEDC, launched the My Salaam portal and mobile app on the sidelines of the summit. The portal and app aim to digitise sectors of the Islamic economy, empower businesses, and provide convenience to consumers.

OUTBOUND DELEGATIONS

IN 2016, DUBAI CHAMBER'S DELEGATIONS VISITED 34 COUNTRIES AND 50 CITIES, STRENGTHENING DUBAI'S POSITION AS A GLOBAL BUSINESS HUB



- | | | |
|-------------------|----------------------|--------------------------|
| Algeria | Ghana | Qatar |
| 1. Algiers | 17. Accra | 35. Doha |
| Azerbaijan | India | Russia |
| 2. Baku | 18. Mumbai | 36. Moscow |
| Bahrain | Italy | 37. Saint Petersburg |
| 3. Manama | 19. Rome | Saudi Arabia |
| Belgium | Jordan | 38. Jeddah |
| 4. Brussels | 20. Amman | 39. Khobar |
| Botswana | Kazakhstan | 40. Riyadh |
| 5. Gaborone | 21. Astana | South Africa |
| Brazil | 22. Aktau | 41. Johannesburg |
| 6. Sao Paolo | Kenya | 42. Cape Town |
| Bulgaria | 23. Nairobi | Spain |
| 7. Sofia | Korea (South) | 43. Madrid |
| China | 24. Seoul | 44. Barcelona |
| 8. Shanghai | Kuwait | Sweden |
| 9. Chengdu | 25. Kuwait City | 45. Stockholm |
| 10. Hong Kong | Mozambique | United Kingdom |
| 11. Hangzhou | 26. Maputo | 46. London |
| Egypt | 27. Beira | United States |
| 12. Cairo | 28. Nampula | 47. Washington |
| Ethiopia | Netherlands | 48. Salt Lake City, Utah |
| 13. Addis Ababa | 29. Rotterdam | 49. San Francisco |
| France | 30. Amsterdam | Uzbekistan |
| 14. Paris | 31. Hague | 50. Tashkent |
| Georgia | Oman | |
| 15. Tbilisi | 32. Muscat | |
| Germany | 33. Sohar | |
| 16. Hamburg | Philippines | |
| | 34. Cebu | |



INBOUND DELEGATIONS

DUBAI CHAMBER WELCOMED 681 DELEGATIONS FROM 81 NATIONS IN 2016.

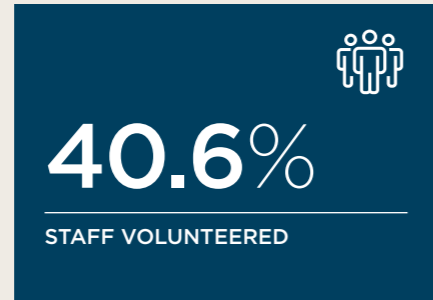
INTERNATIONAL DELEGATIONS AND MEETINGS



- | | | |
|-------------------|-------------|--------------|
| Algeria | India | Russia |
| Argentina | Indonesia | Sierra Leone |
| Armenia | Ireland | Singapore |
| Australia | Italy | Slovenia |
| Austria | Japan | Somalia |
| Azerbaijan | Jordan | South Sudan |
| Belarus | Kazakhstan | Spain |
| Belgium | Kenya | Sri Lanka |
| Brazil | Korea | Sudan |
| Bulgaria | KSA | Sweden |
| Canada | Kurdistan | Switzerland |
| China | Kyrgyzstan | Tajikistan |
| Colombia | Latvia | Tanzania |
| Costa Rica | Lebanon | Thailand |
| Cote d'Ivoire | Luxembourg | Turkey |
| Cyprus | Malaysia | Turkmenistan |
| Djibouti | Mexico | Uganda |
| Dominican | Mozambique | UK |
| Ecuador | Nepal | Ukraine |
| Equatorial Guinea | Netherlands | Uruguay |
| Egypt | New Zealand | USA |
| Ethiopia | Panama | Vietnam |
| Finland | Pakistan | |
| France | Paraguay | |
| Germany | Peru | |
| Ghana | Philippines | |
| Greece | Poland | |
| Hong Kong | Portugal | |
| Hungary | Qatar | |



CREATING SOCIAL IMPACT



DUBAI CHAMBER INCREASED ITS COMMITMENT TO CORPORATE SOCIAL RESPONSIBILITY THROUGH A VARIETY OF INITIATIVES



Dubai Chamber staff participate in Dubai Holding vertical marathon to support Al Jalila Foundation



Dubai Chamber supported 24 community initiatives and 33 community organisations in 2016, benefitting over 34,000 individuals. More than 40% of our staff volunteered for various events and programmes throughout the year.

Supporting the UAE's Year of Reading Initiative, employees took part in a week-long Knowledge Camp, while many volunteered their time by reading to students at local schools. The Chamber launched The Social Coin, a pay-it-forward challenge, in which 63 staff members participated and carried out 757 acts of kindness.

Chamber staff participated in several other campaigns and events, including Zayed Humanitarian Day, Dubai Municipality's Car Free Day, DEWA's Earth Hour and Dubai Land Department's "Why do you keep it?" charity campaign, among others.

Dubai Chamber donated 6.22% of its total revenue in cash and kind towards community initiatives. This included its ongoing support to the University of Dubai, an initiative of Dubai Chamber, which opened a new state-of-the-art campus in Dubai Academic City that achieved LEED Gold certification.

As part of the Chamber's efforts to enhance the health of its staff, their families and the broader community, the Sehhati Wellness Programme was organised for a third year. It saw 23% of staff maintaining an active lifestyle by walking around 10,000 steps per day. In addition, the Chamber won the prestigious Daman Corporate Health Award for best Health and Wellness Initiative in 2016.


DRIVING EMPLOYEE DEVELOPMENT



97
TRAINING AND AWARENESS PROGRAMMES



200+
EMPLOYEES BENEFITTED FROM PROGRAMMES



55%
EMIRATISATION

WE FOCUSED ON BOOSTING EMPLOYEES' SKILL SETS THROUGH INNOVATIVE INITIATIVES AND SOLUTIONS



Investing in employee development remained a key priority for Dubai Chamber in 2016, as its Human Resources Department conducted 97 training and awareness programmes during the year, benefitting over 200 staff.

Among the organised events was the Knowledge Camp, which aimed to instill a culture of reading among employees. The week-long camp fell in line with the Chamber's annual development plan and strategy to improve employee teamwork through an innovative and interactive approach.

The Chamber hired new Emirati employees, bringing total Emiratisation to 55% by the end of the year. Meanwhile, the total number of nationalities working at the Chamber reached 28.

Dubai Chamber's global recruitment system was customised, enabling the HR department to seamlessly manage all aspects of the recruitment process, including sourcing, screening, selecting, and hiring. As a result, the department enhanced its operational efficiency and productivity by using a single smart system.



28
NATIONALITIES REPRESENTED BY STAFF



The Employee Performance Management system was redesigned to include strategic growth development plans set by staff. The system provides end-to-end talent management in a single platform, in addition to tools designed to evaluate performance against set goals.

Dubai Chamber also implemented the Oracle Talent Management Cloud that enabled the HR department to shift away from administrative tasks and take on more strategic activities to support employee development.

2016 INITIATIVES

Dubai Chamber introduced several strategic initiatives in 2016 to strengthen the capabilities of the business community and foster a culture of excellence, innovation, sustainability and entrepreneurship.



**BUILDING A SMART,
INNOVATIVE AND
SUSTAINABLE BUSINESS
ECOSYSTEM**

FOSTERING EXCELLENCE AND INNOVATION



273
NUMBER OF APPLICANTS TO AWARD PROGRAMMES



12%
PARTICIPATION FROM OTHER GCC COUNTRIES



1,400+
APPLICANTS SINCE LAUNCH OF AWARD PROGRAMMES

THE 9TH CYCLE OF THE MRM BUSINESS AWARD AND THE 1ST CYCLE OF MRM BUSINESS INNOVATION AWARD SAW STRONG PARTICIPATION

The 9th Cycle of the Mohammed Bin Rashid Al Maktoum (MRM) Business Award and the 1st Cycle of the Mohammed Bin Rashid Al Maktoum Business Innovation Award attracted 273 applicants in total.

The assessment phase was completed in the last quarter of 2016, and the awards were presented in early 2017 at a prestigious ceremony in Dubai. The applicants were evaluated for their organisational performance in areas such as leadership, strategy, workforce, talent management and innovation, among other metrics.

Celebrating the success of organisations that contribute to sustainable development, the 9th Cycle of the MRM Business Award covered seven categories, namely finance, services, construction, trade, re-export, transport & logistics, and manufacturing. Participants from other GCC countries accounted for 12% of all applicants.

Launched in cooperation with the UAE Ministry of Economy, the MRM Business Innovation Award builds a culture of innovation by helping companies transform their business models to meet current and future challenges.




6 TRAINING SESSIONS
ORGANISED BY DUBAI CHAMBER



3 BEST PRACTICES SEMINARS
ORGANISED BY DUBAI CHAMBER



3 ROUNDTABLE DISCUSSIONS
ORGANISED BY DUBAI CHAMBER



As part of the programme, Dubai Chamber organised 6 training sessions, 3 best practices seminars, 3 roundtable discussions, and an international seminar for participants and the local business community.

Over 1,400 businesses have applied to the award programmes since their launch, while more than 120 organisations have been recognised for their outstanding achievements.

مبادرات محمد بن راشد آل مكتوم العالمية
Mohammed Bin Rashid Al Maktoum Global Initiatives



DEVELOPING ENTREPRENEURIAL POTENTIAL

25
TOTAL NUMBER OF PROJECTS LAUNCHED TO DATE

9
NEW COMMERCIAL PROJECTS LAUNCHED IN 2016

AED 10mn
PROVIDED IN FUNDING TO BUSINESSES TO DATE

TEJAR DUBAI HELPED EMIRATI ENTREPRENEURS TAKE THEIR FIRST STEPS INTO THE BUSINESS WORLD



Tejar Dubai stepped up its efforts to support new businesses launched by young Emirati entrepreneurs through a variety of initiatives in 2016.

The programme received 28 business ideas over the course of the year, of which 14 were approved by a panel of judges.

A total of 56 participants were enrolled in the programme in 2016 and 9 commercial projects were launched during the same period. A total of 20 workshops and training sessions were organised to develop entrepreneurial and managerial skills, which attracted around 800 participants.

Since its establishment in 2013, Tejar Dubai has attracted 220 participants and launched a total of 25 businesses. The programme has also facilitated AED 10 million worth of funding for commercial projects through partnerships and agreements with banks and financial institutions.

Launched by Dubai Chamber, Tejar Dubai is a programme designed for Emirati youth to help them establish their own small-to-medium-sized businesses. It provides them access to classroom learning, on-site training, mentoring, business advice and investment capital, as well as networking opportunities with local and international business leaders.



EMPOWERING ENTREPRENEURS



350
ENTRIES RECEIVED FOR DUBAI SMARTPRENEUR COMPETITION



60
IDEAS SUBMITTED BY UAE PARTICIPANTS OF DUBAI SMARTPRENEUR COMPETITION



444
STARTUPS REGISTERED ON DUBAI STARTUP HUB

NEW INITIATIVES LAUNCHED TO SUPPORT STARTUPS AND ENTREPRENEURS



Developing Dubai's entrepreneurial ecosystem through innovative programmes and initiatives remained a top priority for Dubai Chamber in 2016.

The Chamber launched two new initiatives to scale up its efforts in this area, namely the Dubai Smartpreneur Competition and Dubai Startup Hub.

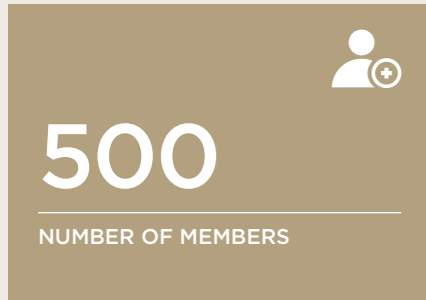
Organised in collaboration with Smart Dubai, the Dubai Smartpreneur Competition gives participants the opportunity to be part of a mission to create happiness by embracing technology innovation, while it also supports the emirate's transformation to a global smart city.

The competition received 350 entries out of which 60 creative ideas were submitted by UAE-based participants. Ten ideas were shortlisted and 3 winners were given cash prizes and the opportunity to join the Tejar Dubai entrepreneurship development programme.

Dubai Startup Hub, a joint initiative of Dubai Chamber and IBM, was launched under the umbrella of Smart Dubai as an online platform to connect startups, venture capitalists and technology enthusiasts and facilitate new partnerships.

The interactive hub, the first of its kind in the MENA region, is the result of a unique public-private partnership. The portal had 444 listed startups, 9 incubators, 112 workspaces and 3 investors registered by the end of 2016.

SUPPORTING A FAST-GROWING NETWORK



DUBAI BUSINESS WOMEN COUNCIL STRENGTHENED GLOBAL PARTNERSHIPS AND SCALED UP SUPPORT FOR ENTREPRENEURS

In 2016, the Dubai Business Women Council (DBWC) saw its network grow 43% year-over-year to 500 members, while it supported 50 events over the course of the year.

The council conducted 32 workshops covering a wide range of business matters, including customer service, traditional and digital marketing. The main objective of the workshops was to develop the skills of business owners and SMEs in particular, enabling them to boost their competitiveness.

Marking International Women's Day, DBWC joined hands with the University of Wollongong to host the Pledge for Parity Forum in Dubai. The forum offered an ideal platform to discuss gender parity and new ideas to create inclusive work cultures.

In addition, DBWC hosted 3 high-profile delegations from the European Union, Germany and Turkey to facilitate and promote trade, while it also led its first business women delegation to Serbia.



ATTRACTING GLOBAL ASSOCIATIONS TO DUBAI



DUBAI ASSOCIATION CENTRE PROMOTED DUBAI AS AN IDEAL HUB FOR GLOBAL ASSOCIATIONS



Dubai Association Centre (DAC) licensed 16 new international associations in Dubai during 2016, bringing the total number of global associations licensed in the emirate to 32 by year-end.

This figure marked a 100% increase when compared to the total number of licensed associations in 2015.

Established by Dubai Chamber, Dubai Business Events (under the Department of Tourism and Commerce Marketing), and Dubai World Trade Centre, DAC promotes Dubai as a hub for global associations looking to expand their footprint in the Middle East and North Africa.

Key activities included a number of "Going Global" seminars, which hosted high-level delegates from the London-based Association Network and the American Society of Association Executives (ASAE). The events highlighted the benefits and opportunities associated with operating in Dubai, as well as the emirate's capabilities as a host city for international congresses.



DAC participated in the ASAE Great Ideas Conference in Hong Kong and held 35 meetings with representatives of international associations based in Asia and North America.

Associations licensed by DAC operate in a wide variety of sectors, including healthcare, transport, engineering, advertising, franchising, shipping, facilities management, construction, and retail, among others.

PROMOTING CSR BEST PRACTICES



31
EVENTS ORGANISED



58
SUSTAINABILITY NETWORK MEMBERS



24
NEW CORPORATE MEMBERS JOINED ENGAGE DUBAI PROGRAMME

THE CENTRE FOR RESPONSIBLE BUSINESS STRENGTHENED ITS SUSTAINABILITY AND VOLUNTEERING EFFORTS

Dubai Chamber's Centre for Responsible Business (CRB) organised 31 events in 2016 that focused on improving corporate social responsibility and sustainability within the emirate's business community. These events were attended by 2,126 delegates from 691 companies.

Among the high-profile events was the 2016 Dubai Dialogue Sustainability Matters Conference. The forum gathered industry experts and business leaders from around the world to discuss how companies can drive sustainable change through innovative strategies, solutions, and partnerships.

The Dubai Chamber Sustainability Network had a total of 58 members by the end of the year that were assigned to seven task groups, while it also hosted 19 events attended by 398 participants.

The Chamber's ENGAGE Dubai programme attracted 24 new corporate members and 5 new Community Partners. The initiative brings together businesses and community organisations with the aim of facilitating employee engagement within local communities.



The 6th annual Give & Gain Day was organised by the Centre to promote a culture of volunteerism. Over 768 volunteers from 26 companies contributed 1,681 hours to various community projects that benefitted 1,300 people.

A total of 66 businesses applied for the Dubai Chamber CSR Label in 2016, which is recognised as a mark of excellence in CSR activities. In addition, 2,572 hours of advisory services were provided to 181 companies during the year, marking a 32% increase over 2015.



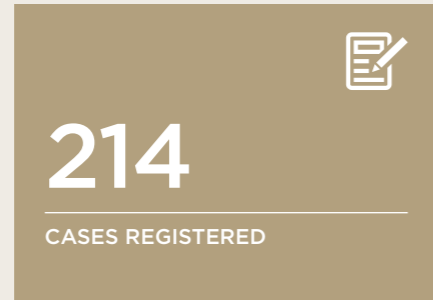
66
DUBAI CHAMBER CSR LABEL APPLICANTS



2,572
TOTAL HOURS OF ADVISORY SERVICES PROVIDED



IMPROVING COMMERCIAL ARBITRATION



THE CENTRE SAW AN INCREASE IN THE NUMBER OF RESOLVED DISPUTES



The Dubai International Arbitration Centre (DIAC), an initiative of Dubai Chamber, registered 214 cases in 2016, of which 170 were resolved between January and December, marking a 13% increase compared to the same period in 2015.

The number of Listed Arbitrators registered with DIAC grew to 427, while the number of Listed Experts reached 88 during the same period. During the year, 30 meetings and hearings were held.

DIAC added 22 new Associate Members in 2016, while the number of members that joined the centre's DIAC40/Young Practitioners Group reached 256.

The Centre organised and took part in 23 events, including 5 international conventions, and 18 local events. Key events included the opening of DIAC's office in Dubai International Financial Centre (DIFC), and the signing of an MoU to promote mutual co-operation with DIFC on enforcing DIAC awards.


Events organised in Dubai included the Trends and Practices in Construction Disputes Resolutions conference and an open dialogue session covering the evolution of arbitration in the Arab world as part of Dubai Arbitration Week. In addition, the DIAC 40 Young Practitioners Group hosted a series of workshops.




DIAC participated in the Qatar Chamber Conference and the MENA Young Arbitrators Conference, which featured thought-provoking sessions covering a wide variety of timely issues impacting arbitration in the region.

In addition, the Centre organised business lunches in Shanghai and Seoul, as well as meetings in Washington DC attended by the Centre's executive committee. The Centre also hosted delegates from the International Dispute Resolution Institute, Bahrain Chamber of Commerce & Industry, and Shandong Province.


RAISING STANDARDS IN HIGHER EDUCATION



660
TOTAL NUMBER OF STUDENTS ENROLLED



256
EMIRATI STUDENTS ENROLLED



32
PHD STUDENTS ENROLLED (BUSINESS ADMINISTRATION)

THE UNIVERSITY OF DUBAI MARKED A NUMBER OF MILESTONES AND SET NEW TARGETS IN 2016

An initiative of Dubai Chamber, the University of Dubai (UD) strengthened its reputation as a leading educational centre with the opening of its new state-of-the-art campus in Dubai Academic City.

The launch was a major step towards the advancement of the university and higher education in Dubai.

The university established the Faculty of Engineering and Information Technology, and adopted a five-year strategic plan to support its mission to become one of the best universities in the Arab world.

A scholarship programme for outstanding students was launched at UD, while the university hosted a successful job fair that welcomed over 1,500 students and young professionals.

UD Alumni Association's second Annual Charity Gala Sohour raised AED 400,000 to support students facing financial difficulties, and the 7th Annual Homecoming welcomed over 300 UD alumni.

By the end of 2016, the total number of students enrolled at UD reached 660, including 256 Emiratis, and 32 doctoral students in Business Administration.



DUBAI CHAMBER PHOTO GALLERY 2016

A visual overview of the various activities and initiatives undertaken by Dubai Chamber during 2016, as well as snapshots of visits by international dignitaries and delegations.

**FOSTERING GLOBAL
PARTNERSHIPS,
STRENGTHENING
TRADE TIES**

DUBAI CHAMBER PHOTO GALLERY 2016



Dubai Chamber in cooperation with Dubai Islamic Economy Development Centre and Thomson Reuters organised the 3rd Global Islamic Economy Summit



4th Islamic Economy Award ceremony



During the visit of Equatorial Guinea President HE Teodoro Obiang Nguema Mbasogo



During UAE-Mexico Business Forum attended by HE Enrique Peña Nieto, President of Mexico



Dubai Chamber wins Best Result in Customer Satisfaction and Innovative Idea Awards at the Dubai Government Excellence Program



Azerbaijan President HE Ilham Aliyev received Dubai Chamber's Chairman in Baku



Visit of New Zealand Minister of Trade HE Todd McClay



During the visit of Argentina's Vice President, HE Gabriela Michetti



Dubai Chamber delegation meets Kenyan President HE Uhuru Kenyatta during Kenya trade mission



HE Troels Lund Poulsen, Danish Minister of Business and Growth, at Dubai-Denmark Maritime Symposium



Minister in the office of Prime Minister of Malta, and Minister of Competitiveness and Digital, Maritime and Services Economy, during their visit to Dubai Chamber

DUBAI CHAMBER PHOTO GALLERY 2016



HE Ahmed Aboutaleb, Mayor, City of Rotterdam at the Dubai-Rotterdam Business Forum



UAE-Slovenia seminar, attended by UAE Minister of Economy HE Sultan Bin Saeed Al Mansouri and Slovenian Minister of Development and Technology, HE Zdravko Pocivalsek



Flemish Minister for Work, Economy, Innovation & Sport, HE Philippe Muyters and his delegation at a business meeting at Dubai Chamber



During the visit of Greece Minister of Tourism, HE Elena Kountoura



Dubai Chamber organised the Diplomatic Circle Dinner for ambassadors and members of Arab and international diplomatic corps in the UAE



Dubai Chamber in cooperation with Hamburg Chamber of Commerce organised 5th Dubai-Hamburg Business Forum in Dubai



Dubai Chamber organised the inaugural Global Business Forum on Latin America under the theme 'Shifting Synergies,' attended by heads of state, ministers, executives and international experts (Top right: former president of Mexico Vicente Fox)



Dubai Chamber organised the first edition of the Commonwealth of Independent States Global Business Forum under the theme 'Ancient Routes - New Opportunities'



Dubai Chamber, in partnership with Majid Al Futtaim, hosted the 10th World Retail Congress in Dubai for the first time





Dubai Chamber and other business entities signed MoUs with Dubai Airport Freezone Authority during the launch of 'The Big Conversation' initiative



HE Hamad Buamim, President and CEO, Dubai Chamber, won CEO Middle East's International Achievement Award for his contribution to expansion of Dubai businesses into international markets



Dubai Chamber participated in Dubai Week in China and announced its opening of new representative office in Shanghai



MoU signing with Dubai Customs to implement 'Risk Engine' at Dubai Chamber



Emirates Post Group issued commemorative stamps marking Dubai Chamber's 50th anniversary



Dubai Chamber presented CSR label to 21 companies



HE Majid Al Ghurair, Chairman, Dubai Chamber, at the opening of the Chamber's new representative office in Maputo, Mozambique



HE Majid Al Ghurair, Chairman, Dubai Chamber, officially opened a new representative office in Nairobi, Kenya



Dubai Chamber signs two MoUs with Hungarian Chamber of Commerce and Hungarian National Trading House



Going Global: Creating a Common Language seminar by Dubai Association Centre was attended by American Society of Association Executives members



HE Hamad Buamim during Hamburg Summit 2016 that highlighted impact of China's economic transformation on global trade

DUBAI CHAMBER PHOTO GALLERY 2016



Dubai Chamber joined "My Family Reads" initiative launched by Mohammed bin Rashid Al Maktoum Foundation



Dubai Chamber hosted of the 20th sessions of Dubai International Holy Quran Award



Dubai Chamber presented gifts to dhow sailors to mark Zayed Humanitarian Work Day



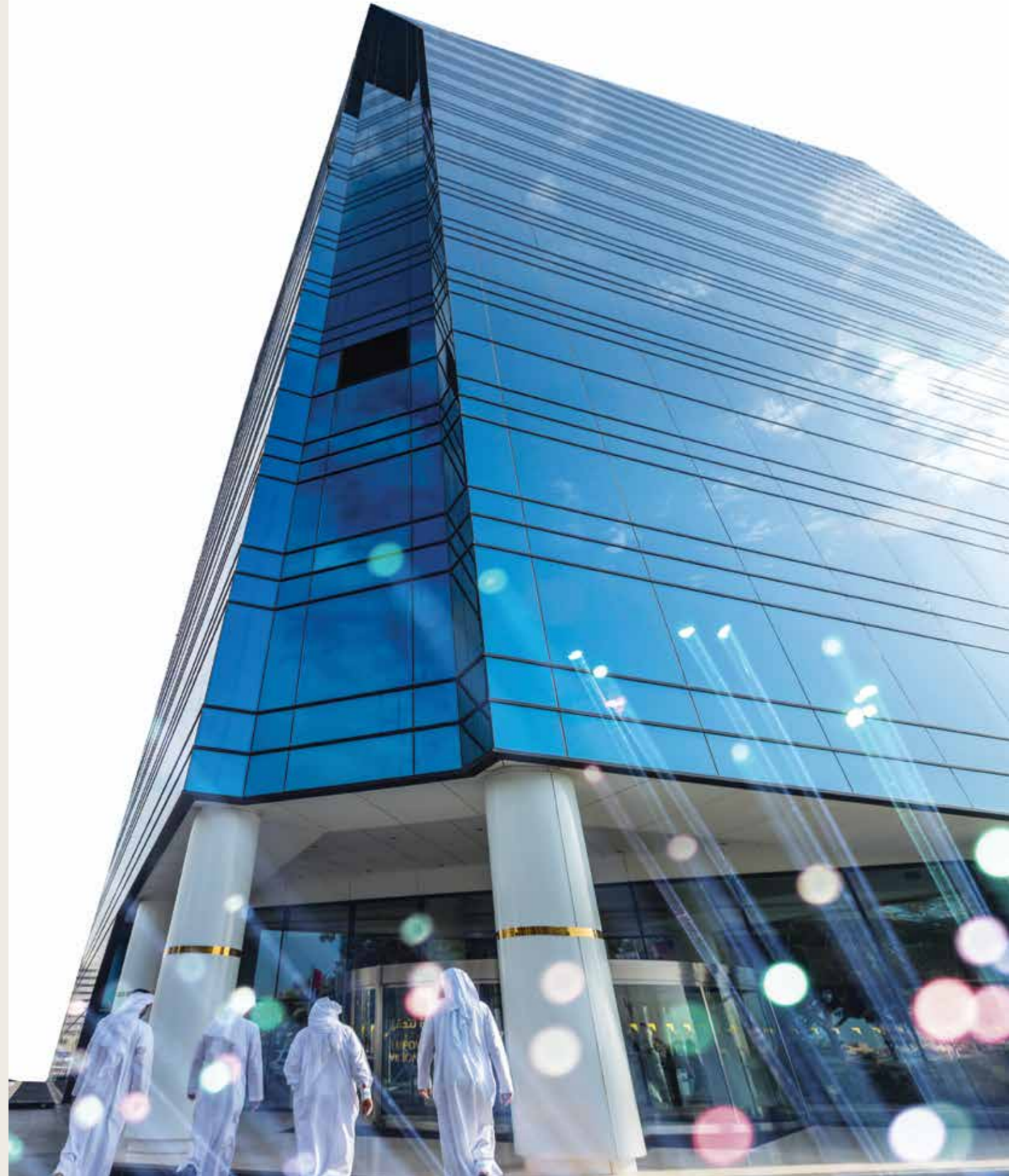
During the launch of Dubai Startup Hub in cooperation with IBM



Dubai Chamber coordinated a record 285 bilateral meetings between EU and Dubai-based businesses on the sidelines of a European delegation visit



During Dubai Chamber's celebration to mark 45th UAE National Day



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