

Dubai
Chamber
Annual
Report

2009

غرفة دبي
DUBAI CHAMBER

Dubai Chamber

Dubai Chamber owes its existence to the vision of the late Ruler of Dubai Sheikh Rashid Bin Saeed Al Maktoum. Established in 1965, Dubai Chamber is one of the leading chambers of commerce in the world, representing, supporting, and protecting the interest of the Dubai business community.

The Annual Report

Dubai Chamber has created this report as a way to update its members and relevant stakeholders on the organization's major projects undertaken throughout the year. The report includes data from various departments within the Chamber and considers such information in light of market trends and forecasted expectations. More detailed information can be obtained upon request from Dubai Chamber or by going online to www.dubaichamber.ae.

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Minister of Economy Foreword

I would like to praise the great efforts of Dubai Chamber of Commerce in recording remarkable achievements that highly contribute to the economic development of the Emirate of Dubai in particular and the UAE in general. We in the Ministry of Economy is dealing with the Dubai Chamber of Commerce as a strategic partner in order to unify efforts to support the economic welfare of the national economy.

The various challenges that faced the UAE economy has proven its strength in dealing with the global financial crisis, due to the wise economic policies and the leadership's emphasis on diversification and its keenness to achieve comprehensive development at all vital sectors in the country.

The diversification policy of the UAE has highly supported the development of the non-oil sectors and its contribution to the GDP where it reached 67% in 2008, highlighting the diversification policies that reduced the dependency on the oil sectors.

Our leadership was very keen since the



start of the global crisis in 2008 to take concerted efforts to meet the challenges arising from the financial crisis. Several practical steps were initiated include guaranteeing bank deposits for three years and injecting liquidity into the banking system whereby AED 120 billion has been earmarked by the UAE Central Bank and the Ministry of Finance.

The success of the UAE's Federal experience contributed to building an ideal and civilized country that enjoys a privileged position at the regional and global levels and retains the confidence of major global economies.

HE Sultan Al Mansouri
UAE Minister of Economy

Chairman's Review

As an international business hub, Dubai plays a key role in facilitating commerce and ensuring global economic stability. In times of adversity there is also great potential, and under the visionary leadership of the rulers of UAE, the country continues to be one of the strongest economies in the world.

The Government of Dubai confronted the global economic challenges of 2009 with sincerity and determination, creating a prosperous business environment for all. Through the Advisory Council, the Government of Dubai thoroughly assessed the economic climate and the development of industries such as finance, real estate, and banking. Such work is absolutely crucial to ensuring the long-term growth of the UAE economy.

With a renewed sense of purpose and dedication, the business community was able to use the Council's insights to identify value in the market. Transparency was increased as a result of greater financial scrutiny. Instances of irresponsible spending were reduced in favour of sustainable development.



New international partnerships were made to ensure that future projects remain in line with the highest global development standards. Dubai Chamber supported such initiatives by providing a host of new services and products to the market, making it easier for businesses to share their ideas and achieve overall success.

At Dubai Chamber, our outlook for 2010 is one bright with opportunity. Thinking strategically and acting knowledgeably has attracted international investors to Dubai for decades, and with solid economic foundations in place, there is no limit to how much we can achieve in the coming year.

Abdul Rahman Saif Al Ghurair
Chairman
Dubai Chamber of Commerce & Industry

Director General Introduction

The extraordinary economic events of 2009 provided the Dubai business community with the chance to reassert itself on the international stage. Despite the global economic challenges, businesses in Dubai were able to move forward with a fresh sense of purpose and direction. In our mission to represent, support, and protect the interests of the business community in Dubai, we decided that one of the ways the Chamber could bring greater value to its members was by expanding our role as an indispensable source of economic and legal information.

Greater communication between Dubai Chamber and its members was at the top of the agenda. A newly-created department within the Chamber was active in developing new business groups and conducting smaller, more frequent roundtable discussions. The first ever Dubai Business Gala was also an incredible success in bringing together over 1,200 business professionals from around the globe.

Our economic research and analysis teams were asked to look at ways in which we could increase the transparency of the market. The Chamber brought on additional staff to expand its research capacity, and a number of new publications were developed to focus on specific markets and trends.



The Chamber's legal services were also in high demand during 2009. Innovative training seminars and new legal products proved popular among local businesses, and the Chamber received an average of more than 100 requests a day for its information services. As new economic policy was developed in UAE and the rest of the world, the Chamber was also busy reviewing legislation dealing with issues such as Business Competition and the Regulation of Auditors.

Along the way we've never lost sight of what it means to be a responsible organization. Dubai Chamber received several awards for its work in developing CSR campaigns in 2009, most notably as the first building in the Arab world to achieve LEED green building certification.

These and other initiatives within Dubai Chamber are discussed in detail in the following pages. Whether you're an investor, a business owner, or just interested in learning more about the Dubai economic outlook, I encourage you to take a moment to flip through this Annual Report to get an idea of how Dubai Chamber supports the development of business in Dubai.

Hamad Buamim

Director General

Dubai Chamber of Commerce & Industry

Our Mission

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

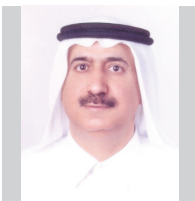
Strategic Objectives

1. Create a Favourable Business Environment
2. Support the Development of Businesses
3. Promote Dubai as an International Business Hub

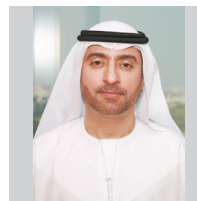
2009 Board of Directors



HE Abdul Rahman Saif Al Ghurair
Chairman



**HE Majed Hamad R.
Al Shamsi**
1st Vice Chairman



**HE Hisham
Abdullah Al Shirawi**
2nd Vice Chairman



**HE Abdul Jalil
Yousuf Darwish**
Treasurer



**HE Helal Saeed Al
Marri**
Vice Treasurer



**HE Rashid Humaid
Ali Al Mazroei**
Executive Committee
Member



**HE Raja Easa Al
Gurg**
Executive Committee
Member

Board Members

- HE Obaid Humaid Al Tayer
- HE Amna Khalfan Al Jallaf
- HE Khalid Juma Al Majid
- HE Khalifa Juma Al Naboodah
- HE Saeed Mohd. Al Mulla
- HE Sultan Ahmed Bin Sulayem
- HE Sofia Abdulla Saleh
- HE Shehab M. Gargash
- HE Abdul Hamied Ahmad Seddiqi
- HE Abdullah M. Saleh
- HE Buti Saeed M. Al Ghandi
- HE Ebrahim Ahmed Al Abbas
- HE Omar Abdullah Al Futtaim
- HE Faisal Juma Khalfan Belhoul
- HE Faiza Alsayed M.Y.AlHashemi
- HE Mohammed Abdul Rahman Abdulla Al Jallaf
- HE Hani Rashid Bin Rashid Al Yateem

Membership Relations

Dubai Chamber works on behalf of thousands of businesses across Dubai and connects these entities within a single economic forum. By maintaining close dialogue with these groups, the Chamber is able to create a more favourable business environment and stimulate economic growth. The information in this section highlights some of the ways in which the Chamber has expanded its work in 2009 to better represent the interests of the Dubai business community.

Business Councils and Business Groups

Building a stronger relationship with the Dubai business community was at the top of the Chamber's agenda during 2009. As a link between the government and the private business community, Dubai Chamber represents the collective voice of businesses in Dubai. Communication between the Chamber and its members is primarily hosted through established business councils and business groups. These entities not only facilitate cooperation between Dubai Chamber and its member organizations, but strengthen interaction between local companies. The business councils are organized by country while the business groups are structured according to industry specialization.



In recognition of the extraordinary economic events of 2009, the Chamber wanted to build closer cooperation with its membership

CASE STUDY

4th Quarter Roundtable

Officials from Dubai Chamber met with representatives of Dubai's Business Councils and Business Groups, which operate under the auspices of the Chamber, at the 4th Quarterly Roundtable

organizations and make sure that all of their concerns were being addressed in a timely and efficient manner. In previous years, each of Dubai Chamber's individual departments would interact with the business community depending on the issue at hand. While these relationships still exist, the Chamber restructured some of its internal operations in order to enhance external affairs from a single internal unit, the External Relations Department. This newly expanded team was able to increase the Chamber's interaction with the business community and assist members in overcoming the challenges of 2009.

The Chamber also saw the addition of four new business groups: Dubai Maritime Group, Emirates Environmental Group, The Electronics Group, and Dubai Private Schools Group.

There are currently 35 business councils and 24 business groups under the auspices of Dubai Chamber.

Roundtable Discussions

Roundtable discussions provide a significant opportunity for Dubai Chamber to connect with business leaders and assess the challenges facing the overall economy. Given the economic challenges of 2009, the Chamber decided to implement new initiatives to improve roundtable dialogue.

Roundtables are now held on a quarterly basis and are set up between the Chamber and each of its membership entities. These discussions are specific to individual business councils as well as business groups, and are much more personal than in previous years. Cooperative action plans are now reviewed and updated on a more routine basis. Individual businesses can request more

regular, private meetings with Dubai Chamber to evaluate economic trends. Members can even request the Chamber to set up one-on-one meetings with other businesses within the Chamber.

These and other initiatives will continue to be developed in 2010 as Dubai Chamber receives more and more roundtable feedback from its membership.



Sustainable Business Development

Dubai Chamber recognizes that the most successful businesses today are those that foster values of integrity and social responsibility. For this reason, the Chamber has set up several programs to help members grow their business while cultivating best practices every step of the way.

Business Support

Part of the Chamber's work focuses specifically on developing the business capacity of its members. By identifying trade opportunities and communicating such issues to members, the Chamber is able to strengthen the Dubai business community by capitalizing on opportunities in the market.

Within the area of business development, the Chamber successfully conducted 15 events

CASE STUDY

SME Exporter of the Quarter



As part of Dubai Chamber's work to encourage the growth of new businesses and new ideas, the Chamber established the SME Exporter of the Quarter recognition in the beginning of 2009. The award is given out on a quarterly basis, highlighting the exceptional work of SMEs who achieve record export volumes while demonstrating a commitment to sustainable business growth.

in 2009 including four seminars, four trainings, one intensive training and six roundtables. Ten of these events were offered to Chamber members free of charge.

In order to recognize the exceptional performance of SMEs in Dubai, the Chamber established the "SME Exporter of the Quarter" recognition at the beginning of 2009. Given out on a quarterly basis, the recognition highlights the work of SMEs who achieve record export volumes while demonstrating a commitment to responsible business growth.

The Centre for Responsible Business

The Centre for Responsible Business (CRB) within Dubai Chamber was established in 2004 to create a more responsible business community by raising awareness of CSR and assisting businesses in addressing the broad environmental, ethical, and social aspects of their everyday operations.

Over 130 companies participated in the 13 events held by the Centre during 2009. These included discussions such as Investing in Community Healthcare, Principles for the Finance Industry, and Sustainable Human Resource Management.

The "Dubai Responsible Business Dialogue" was a new event hosted by the Centre in 2009 highlighting the clear need for a business-led conference on CSR in Dubai. The dialogue included a CEO roundtable and participation from CSR Europe, Business in the Community (BITC), Ministry Officials, and leadership organizations including the Executive Council. The conference's main goal

was to build an action plan for CSR in Dubai that is developed for and led collaboratively by the Dubai business community.

The Centre was also successful in launching an annual CSR report for the Dubai business community titled "Winds of Change: The State of Corporate Social Responsibility in Dubai, 2008". This year's report showed that CSR continues to gain momentum among local companies, government entities and civil institutions. The challenge in 2008 was that most companies were just beginning to learn about the concept of CSR, implementing practices only when it helped immediate or short-term goals. In

CASE STUDY

Engage Dubai Programme



Run by the CRB, Engage Dubai saw a positive first year since being established in November 2008. The programme is the

first corporate employee volunteer programme established in UAE. Bringing together both business and community organizations, the initiative aims at increasing civic engagement and supporting volunteer projects throughout the country. Engage Dubai arranged new volunteer opportunities with three community partners, received 11 letters of intent from companies wishing to join the effort, and mobilized a total of 27 corporate volunteers during 2009.

response, the government pursued a number of strategic initiatives to help businesses identify long-term solutions and set up CSR programs throughout the country.

Another new project in 2009 was the development of a new CSR Label in cooperation with the firm Corporate Citizenship. This framework is benchmarked to international standards and will be released in 2010 as a catalyst for CSR improvement in the region.

The Centre's Engage Dubai programme—the UAE's first corporate employee volunteering program—saw a positive first year since being established in November 2008. Bringing together business and community organizations to increase civic engagement, the program arranged new volunteer

opportunities with three community partners, received 11 letters of intent from companies wishing to join the effort, and mobilized a total of 27 corporate volunteers during 2009.

In addition to publishing six CRB newsletters (titled CSR Al Youm), the Centre completed eight research reports during the year focusing on issues like Consumer's View of CSR, Green Supply Chain in Dubai, and CSR among SME's in Dubai.

The Centre also built two new partnerships with UNICEF and Business for Social Responsibility to provide further resources to the Dubai market.

Mohammed bin Rashid Al Maktoum Business Award

The Mohammed bin Rashid Al Maktoum Business Award was launched in 2005 to recognize and celebrate the work of organizations contributing to the UAE's economic success. The Chamber assists businesses in analyzing their current performance and aligning their management techniques with international best practices. The Award provides an opportunity for participating organizations to gain experience

CASE STUDY

5th Round in 2010

Dubai Chamber is currently working on a new model for the Mohammed bin Rashid Al Maktoum Business Award. The 5th round of the award, which will take place in 2010, will be based

through institutional self-analysis and benefit from other participants' experiences.

Specifically, the award seeks:

- To recognize, reward and celebrate businesses which have contributed and continue to contribute to the economic prosperity of the UAE.
- To facilitate participating companies engage in organizational learning through self analysis.
- To enable participating companies

to benchmark with the relevant best practices.

“Corporate Social Responsibility” and “Supply Chain & Logistics” were added as two new categories in the most recent MRM round. A total of 234 organizations applied for the award, a 12% increase from the previous round.

In 2009, the following Fourth Round Mohammed bin Rashid Al Maktoum Business Award winners were recognized:

Manufacturing (UAE)

Dubai Aluminium Company
Dubai Cable Company
Al Khaleej Sugar

Manufacturing (Free Zones)

Unilever
Eurocon Building Industries FZC

Re-Export

Landmark Group

Finance

Emirates NBD Bank
Union National Bank
Sharjah Islamic Bank
Commercial Bank of Dubai

Construction

Al Shafar General Contracting
S.S Lootah Contracting

Real Estate Development

ETA Star Property Developers

Supply Chain & Logistics

Al Islami Foods
Fed Ex Express
DP World

Corporate Social Responsibility

S.S Lootah Contracting
Fed Ex Express



Economic Research and Analysis

Dubai Chamber is an indispensable source for reliable business information in the UAE. By investigating recent issues and profiling economic sectors, the Chamber helps businesses understand market trends locally, regionally and internationally. Detailed below are a few of the ways in which the Chamber brought new and relevant insight into the Dubai market during 2009.

Research Studies

During 2009, research reports concentrated on diagnosing the impact of the financial crisis on Dubai and the UAE. These reports highlighted proposed policy measures as well as international legislation regarding the crisis. Looking beyond the financial crisis, research also explored a number of specific sectors, innovative business practices, and global investment opportunities.

In total, Dubai Chamber conducted 47 research studies during 2009.

Major publications included:

“Drivers of Green Supply Chain in Emerging Economy: The Case of Dubai”, selected among the 18 finalists for the best papers submitted to The Strategic Management Society. Presented at the Strategic Management Society Conference. Washington, USA. October 2009.

“Performance of Exporters in an Emerging Economy”, The International Trade Journal, Vol. 23, No. 2, 2009.

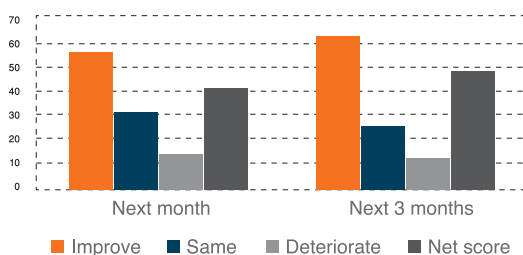
“An Optimization Procedure for Estimating the Stock of Capital”, International Journal of Applied Econometrics and Quantitative Studies, Vol. 9-2, 2009.

“Why do firms venture in international markets?” International Research Journal of Finance & Economics, ISSN 1450-2887, Issue 29, 2009.

Economic Surveys

This year Dubai Chamber conducted a total of eight economic surveys which were presented in external publications and used internally to assess Chamber operations and objectives. Many of these surveys were updated on a monthly or quarterly basis, although others like the Corporate Community Involvement Survey were a one-time review.

Outlook for general business situation for the next month and for the next 3 months, Sep. survey



Dubai Chamber also launched a new Monthly Business Leaders Panel Survey to better understand the outlook of private businesses and their opinions on government legislation. These surveys have been submitted to the Chamber's management and Board of Directors for further review and will continue to be conducted in 2010.

Economic surveys conducted in 2009 included:

- Dubai Traders Outlook Survey
- Corporate Community Involvement Survey
- Green Purchasing Survey
- Monthly Business Leaders Panel Survey
- Beyond Philanthropy: Corporate Community Involvement in Dubai
- Impact of Global Financial Crisis on Lending in the Construction Sector of Dubai
- Price of Fresh Food Items (monthly)

- Price of Consumer Goods and Services (quarterly)

Three seminars were arranged by the Chamber to present the findings of these economic surveys.

Information Services

Dubai Chamber archives an extraordinary amount of information in its electronic library, providing the latest statistic and economic data collected from a variety of reference sources. As a source for reliable business information, the Chamber receives a huge amount of requests for economic data. In 2009, the Chamber provided a total of 29,429 information services to customers. It was also the first year in which Dubai Chamber collected detailed customer data in order to highlight where requests were coming from and from which sectors of the economy. It was revealed for instance, that nearly three times as many requests were coming from Europe than from Africa, and that twice as many services were requested from walk-in customers than by fax. Such details will continue to be collected in upcoming years to help the Chamber provide better services to the public.

New Products in 2009

In light of the global economic recession beginning in 2008, Dubai Chamber knew that the need for economic transparency would be even greater in 2009. After consulting with Chamber members, a series of new research products were developed and launched in 2009 in order to detail up-to-the-minute economic trends.

The Dubai Chamber Economist is a biweekly, web-based publication that provides analysis of economic issues that are relevant to Dubai and the greater UAE. A total of 18 issues were published in 2009.

The Dubai Chamber Market Tracker provides up-to-date information on UAE money, capital and product markets, all presented in a monthly web publication. Six editions were prepared in 2009.

In looking at Dubai's main economic sectors, the Chamber published a series of ten Sector Sheets profiling the latest challenges and advances made within those sectors.

CASE STUDY

Dubai Chamber Economist

The Dubai Chamber Economist provides detailed analysis on the very latest economic data, events and general issues that are of interest to the business community. The intention of the publication is to be a comprehensive 15-20 minute read highlighting hot topics and concerns of the business community in Dubai and the UAE as a whole. As a biweekly publication, it is an invaluable resource for up-to-the-minute coverage of market trends.



With so much new information being collected by Dubai Chamber, the Exporter's Guide was created to help Dubai and UAE exporters identify trade and investment opportunities in potential new markets. A total of 23 countries were profiled in the 2009 guide, which will be updated every year with new information as well as new countries.

Commercial & Legal Services

Dubai is one of the most diverse and multicultural business communities in the world, sitting at the crossroads of Asia, Africa and Europe. Dubai Chamber supports the development of such business by offering a number of commercial and legal services to companies operating in the UAE.

Policy Advocacy

Dubai Chamber spends a great deal of time reviewing legislative issues and evaluating the impact of such legislation on the Dubai

business community. In fact, any new UAE law or amendment concerning economic policy is reviewed by the Chamber. Existing legislation can also be brought forth for review by Chamber members. Legislation is reviewed in detail as information is packaged and then presented to relevant government parties. Depending on the issue and its jurisdiction, these review committees are made up of specialized business people, law experts, and government representatives.

In 2009, the Chamber studied and evaluated the following 19 legislative drafts:

CASE STUDY

UAE and Rotterdam Convention

Late in 2009 the UAE was considering joining the UN Convention on Contracts for the International Carriage of Goods by Sea (Rotterdam Convention). Before that could be done, the UAE government needed to determine how such a convention would work in harmony with UAE laws, especially with the Maritime law, and what impacts such convention would have on the UAE business community particularly the shipping industry. Dubai Chamber was actively involved with other pertinent parties in reviewing said conventions in cooperation with maritime law experts, representatives from the business community, and economic analysts.

1. The Companies Law
2. Maritime Law
3. Business Competition Law
4. Commercial fraud Law
5. Law pertaining to Auditors
6. Law pertaining to government procurements contracts in Dubai
7. Law pertaining to trade in precious metals and Jewellery
8. Foreign investment Law
9. Labor Law
10. Land Transport Law
11. Guaranteeing inter banking deposits
12. Guaranteeing Bank Securities
13. Public Debt
14. The By-laws of Sectoral Committees of the Executive Council of Dubai
15. Public Revenues
16. Preferential Government Purchases of Domestic Products
17. Amendments of the Commercial Agencies Law

18. United Nations Convention on Contracts for the International Carriage of Good by Sea
19. GCC Unified Law on Anti-Dumping and Countervailing Measures

Credit Rating Services

As the credit crisis was reaching its peak in 2009, companies around the world sought enhanced transparency as they mitigated financial risks and carefully identified their business partners. Dubai Chamber played a significant role in promoting information sharing and risk assessment within Dubai through its Credit Rating Services. These services are open to all members and non-members worldwide.

Last year the Chamber received an enormous amount of rating requests and catered to a total of 528 inquiries, including Business Reports, Rating Opinions and Quality Labels. The revenues earned in 2009 accounted for a 41% increase compared to 2008.

In 2009, Dubai Chamber signed an MOU with EmCredit, the UAE's first government-backed credit bureau, on raising awareness on the role of credit information in facilitating trade credit between businesses.

As part of its mission to support and protect the interests of the business community—especially during the economic turbulence of 2009—Dubai Chamber released its “5,000 Rating Reports” to provide critical baseline information on the most active 5,000 Dubai-based enterprises drawn from the Chamber's database.

Credit information delivery speed was also increased by 40% for urgent inquiries. Companies can now come to the Chamber to obtain the latest information and credit assessments on any company worldwide in a timely fashion.

Documentation Services

Dubai Chamber works in various capacities to authenticate trade credentials on behalf of the business community. This involves the issuing of Certificates of Origin, authenticating export documents, and preparing statistical

reports which show the volume of exports and re-exports.

Overall, the volume of exports from Chamber members was over AED 186 billion during 2009, with the number of export markets increasing to 163 in November, the highest number of export destinations in 2009.

CASE STUDY

Guidelines Certificates of Origin in Arabic



The ICC World Chambers Federation produces detailed guidelines on the issuing of Certification of Origin (COOs) internationally. These guidelines are published

in English. In 2009, Dubai Chamber launched the first Arabic version of the COO guidelines based on the English document. Such work is part of the Chamber's efforts to encourage all organizations issuing COOs to base their work on the highest international standards and practices.

The number of Certificates of Origin issued by the Chamber in 2009 reached 559,303. Membership increased in 2009 to reach 108,489 compared to 103,620 in 2008.

Dubai Chamber also launched the first Arabic version of the international Certificate of Origin guidelines based on the English version published by the ICC World Chambers Federation. The translation initiative comes as part of the Chamber's efforts to strengthen its status as a facilitator of business by encouraging all parties to issue Certificates of Origin (COO) based on the best international standards and practices.

Debt Collection

Given the overall rise in non-payment cases during 2009, the Chamber's international debt collection services were much more active in 2009 than in 2008. This program is run in partnership with Coface, a leading international provider of insurance guarantees with over 60 years of experience. In 2009, Dubai Chamber handled cases worth an estimated AED 2.27 million.

Dispute Mediation

Given the large amount of multinational business that is conducted in Dubai, determining which legal codes are applicable to a specific dispute can be quite a lengthy process. Mediation on the other hand, allows parties to come together to discuss legal practicalities and ways that both parties can move forward without seeking the intervention of formal legal bodies. Not only is the process incredibly cost effective, it also allows entities to resolve issues quickly and with full confidentiality.

During 2009, the Chamber had 930 registered cases compared to 408 mediation cases in 2008. Out of those, the Chamber has settled 301 cases approximately 32% of the cases.

Legal Seminars

The Chamber's Legal Services Department increased the number of training seminars offered to Chamber members in 2009. The Department was able to coordinate a total of nine events throughout the year focusing on regional topics as well as international issues.

Themes for 2009 Workshops:

- Agreements
- Debt Collection
- Establishing, Protecting and Licensing a Brand
- UCP 600 & ISBP Seminar



Dubai International Arbitration Centre

The Dubai International Arbitration Center (DIAC) plays a crucial role within Dubai Chamber in providing arbitration services and alternate dispute resolution in settling commercial disputes. The body is fundamentally different than the mediation done within the Chamber's Legal Services Department. At DIAC, parties agree to come together under the DIAC arbitration rules—a single legal code developed by DIAC which carries binding authority.

DIAC was evaluated in a 2009 study done by Forte Consultancy Group in which DIAC achieved tremendous benchmarking results among 13 well known international arbitration centres.

In 2009, there were 292 new cases brought before DIAC, a 192% increase from 2008.

CASE STUDY

Roundtable on Madrid System

The Madrid System is an 84 member body and is a key tool for international registration of Trade Marks and benefits. UAE is not part of this system, which is why the Chamber hosted this roundtable discussion highlighting the importance of the Madrid System. A consultant from the World Intellectual Property Organization (WIPO) was invited to explain the system and its advantages, and an official from the Bahrain Ministry of Industry and Commerce discussed Bahrain's experience of becoming a member. Forty attendants from various sectors of the Dubai economy were in attendance.

- Alternate Dispute Resolution Workshop
- Roundtable Discussion on Madrid System
- Consumer Protection Against Counterfeiting Seminar
- Copyright Training Course
- Drafting & Negotiating Licensing

This required a number of additional case managers and arbitrators to be brought on during the year. Given the large population of lawyers and international companies in Dubai, DIAC is able to maintain extremely high criteria in selecting arbitrators for individual disputes. Out of the 357 arbitrator applications in 2009, only 178 were accepted.

Associate Member Online Portal

CASE STUDY UAE Federal Arbitration Law

Dubai International Arbitration Center (DIAC) at Dubai Chamber organized an open dialogue and roundtable discussion on the implementation of the proposed UAE Federal Arbitration Law. The roundtable provided a fitting platform for local arbitrators to exchange views and experiences with their international counterparts. Discussions focused on the drafting and implementation of the Arbitration Act in the visiting arbitrators' countries, whose own models could be utilized for drafting the UAE Federal Arbitration Law.

As a registered associate member of DIAC, individuals can enjoy a wide range of advantages and opportunities presented through a newly-revamped online portal scheduled to launch in the beginning of 2010. The portal gives users the ability to find all information about the Centre's arbitration services, the applicable arbitration rules and laws, information about DIAC events, and useful templates and application forms that aim to aid users of DIAC services. Through this system, DIAC will also be able to administer the online applications for arbitrators and associate members. Case managers will be given the ability to acquire decisions relating to BOT and EC matters. Furthermore, the system will provide an online library and directory to association members, as well as being a forum for discussion.

Training Courses and Conferences

DIAC supports the development of local businesses by highlighting the importance of arbitration in creating a favourable business environment. In 2009, DIAC organized a

total of 15 meetings and workshops. These included a Roundtable Discussion on the UAE Federal Arbitration Law; DIAC Arbitration Dialogues in which members of the centre can meet DIAC officials and its executive committee members; and a conference on Effectiveness of the ADR under the Court Systems.

In July, DIAC also signed a cooperation agreement with Malta Arbitration Centre to exchange relevant experiences and develop

CASE STUDY Jehad Kazim appointed DIAC Deputy Director

As part of Dubai Chamber's Emiratisation programme, which aims at promoting individuals with specific skills and experience in a particular area, Jehad Kazim was appointed as Deputy Director of DIAC in 2009. In addition to her new role at DIAC, she will remain Director of the Legal Services Department at Dubai Chamber. She is the first Emirati woman to hold such a high position within arbitration in the Gulf region.

a list of arbitrators between the two centres.

Decree NO. 58/2009

During the latter part of 2009 there was an amendment to the DIAC Statute established by Decree NO. 10/2004. In this new amendment, Decree NO. 58/2009, DIAC was recognized as an official entity of Dubai Chamber. This gives DIAC new responsibilities in terms of serving the commercial community of Dubai in addition to providing arbitration services to the international commercial community.



Advancing Dubai as a Trade Capital

For decades Dubai has been a gateway for international business and a hub of commercial activity. As the city continues to expand, Dubai Chamber works to promote the city as an international trade capital by building international alliances and hosting trade events.

Agreements & MOUs

Whether it is agreeing on standard practices or vowing to work cooperatively towards a future goal, the Chamber believes that building third party relationships is imperative to strengthening Dubai businesses and creating a favourable business environment within the Emirate.

In addition to partnerships with groups such as the Hamburg Chamber of Commerce, Oxford Group and Coface, in 2009 Dubai Chamber signed a new MOU with EmCredit, the UAE's first government-backed credit bureau, on raising awareness on the role of credit information in facilitating trade credit between businesses. Other endeavours included an MOU with the Department of Internationalization in the Marche Region of Italy, and hosting the signing of a strategic partnership agreement between S.S. Lootah Group and UKE International Office.

Events & Exhibitions

Public engagement is the most direct way of educating the world on the Dubai economy and the actions of Dubai Chamber. As such,

the Chamber accepted 40 sponsorship, endorsement and partnership proposals during 2009 out of the 208 proposals requested during the year. This marked a 40% increase from 2008, a major achievement for Dubai Chamber.

During 2009, the Chamber hosted its first annual Dubai Business Gala under the title "Celebrating Cultural Diversity". Held

under the patronage of HH Sheikh Ahmed bin Saeed Al Maktoum, President of Dubai Civil Aviation Authority, Chairman of Dubai Airports and Chief Executive of Emirates Airline & Group, the Dubai Business Gala aims at providing an exceptional platform for local and international businesses to build up new trade relations, exchange expertise and explore commercial opportunities within an entertaining atmosphere. Around 1300 local and international business leaders were in attendance this past year.

Nine other local networking events were also hosted, including a Big 5 Networking Lunch and two Dubai Chamber Business Breakfasts. Dubai Chamber was also a partner in hosting nine additional events, including an ATA Carnet Workshop, the Brazil Business Forum, and Kenya Trade, Investment & Tourism Day.

Inbound Delegations

Receiving foreign delegates is one of the ways that Dubai Chamber highlights the investment

CASE STUDY

Dubai Chamber and ATA Carnet System



In 2009, Dubai Chamber was appointed a national customs guarantor of the ATA Carnet system

in UAE by the UAE Federal Customs Authority and the Federation of the UAE Chambers of Commerce & Industry under the aegis of the International Chamber of Commerce. ATA Carnet is an international customs document often referred to as "The Merchandise Passport". An ATA Carnet facilitates temporary imports into foreign countries. By presenting an ATA Carnet to foreign customs, you pass import duty-free and import tax-free into a carnet country for up to one year.

and business opportunities offered within the Emirate.

Dubai Chamber received 220 delegation visits in 2009 from all over the world. Over 2,000 individuals came to Dubai as part of these delegations, representing the governments of countries such as Germany, Italy, Thailand, United Kingdom and Vietnam.

CASE STUDY **ICC Banking Commission**

In association with International Chambers of Commerce (ICC Paris), Dubai Chamber hosted the annual ICC Banking Commission meeting in March 2009. Being organized for the first time in the Gulf, the high-profile event, titled "2009: Crossroads for Trade and Technology", was attended by delegates representing WTO, the World Bank and leading global trade and finance banks from over 100 countries. Participants discussed themes such as anti money-laundering regulatory initiatives, task force cooperation, and a major ICC study on turmoil in the trade finance markets. Around 300 international trade and finance representatives attended the event.

Outbound Delegations

The Chamber is always looking to explore new markets and search for investment opportunities by sending delegations abroad. In 2009, the focus was mainly on markets within Latin America and the African continent.

Dubai Chamber sponsored eight outbound delegations during 2009 to participate in functions around the globe. These forums are a valuable opportunity for Dubai Chamber to clarify and strengthen the world's understanding of Dubai business. This year's delegations travelled to countries such as Brazil, China, Italy and Malaysia.

Dubai Chamber was also the Diamond Sponsor of the 6th World Chambers Congress held in Kuala Lumpur, Malaysia. Organised by the ICC World Chambers Federation (WCF) and hosted by the Federation of Malaysian Manufacturers (FMM), the Congress was held under the theme of "Leading Sustainable

Growth and Change". As a participant, the Chamber showcased its various services and the advantages of establishing business in the Emirate. On the concluding day of the Congress, HE Eng Hamad Buamim, Director General of Dubai Chamber, spoke at a workshop on "Chambers and the Environment", highlighting Dubai's efforts in tackling environmental challenges and the business benefits of doing so. The Chamber also submitted a bid to host the World Chambers Congress in 2013 based on the Emirate's geographic accessibility and exceptional infrastructure.

CASE STUDY **Appointments within World Chambers Federation & Congress Bid for 2013**



In recognition of Dubai's role as an international trading hub and Dubai Chamber as a leading Chamber in the region, HE Eng Hamad Buamim, Director General of Dubai Chamber, was selected for the coveted post of Vice Chairman of the World Chambers Federation (WCF), the International Chamber of Commerce's department responsible for international chamber affairs. The post is a three-year mandate from January 2010 to December 2013. During the WCF's most recent World Chambers Congress in Kuala Lumpur, Malaysia, Dubai Chamber also submitted a bid to host the World Chambers Congress in 2013, based on the Emirate's geographic accessibility and strong infrastructure.

Institutional Excellence

As both a partner and representative of the Dubai business community, leading by example is one of the core values of Dubai Chamber. That responsibility was even more important in 2009 as the world called for a greater level of transparency and accountability in business operations. The Chamber managed to renew its ISO 9001:2008 Certification from the Bureau Veritas based on the standards set by the UK Accreditation Services.

Investing in Human Resources

At Dubai Chamber, we recognize that employees are our strongest asset and work hard to provide one of the best working environments in Dubai. Sustaining a culture of high productivity is only possible through creating a comfortable and healthy work environment. In 2009, this included the adoption of a Flexitime Work Schedule, a minimum vacation period of two consecutive weeks, and annual medical check-ups. Such efforts allow us to attract and retain excellent staff that can assist us in our mission of representing, supporting and protecting the interests of Dubai's business community.

In 2009, the Chamber jumped 11 ranks within the Dubai Government Excellence Programme's Employee Satisfaction Ranking, moving from 13th place to 2nd place. Dubai Chamber employee satisfaction surveys showed an overall satisfaction of 82%, an incredible 20% increase in the last three years. For these and other achievements, Senior

CASE STUDY GCC HR Excellence Award



Dubai Chamber was honored this past year when Mrs. Azzah Al-Sharhan, Senior Director of Institutional Support & HR Director at Dubai Chamber, was recognized as HR Director of the Year and presented with the GCC HR Excellence Award. This distinction was launched during the 4th Annual Human Assets Expansion Middle East Congress held at the Royal Mirage Hotel in Dubai in June 2009. The award distinguishes an HR leader who has made the most effective contribution towards the success of a team or organization. Azzah's award recognizes her distinguished efforts, which were evident in the success of the HR department in implementing best practices that turned the work environment at Dubai Chamber into a model for the business community in Dubai and GCC.

Director of Institutional Support & HR Director Azzah Al-Sharhan was awarded the GCC HR Excellence Award at the Human Assets Expansion Middle East Congress 2009.

Despite the global recession, 2009 was a big year for new recruitment and talent retention. The Chamber welcomed 42 new employees to the team; a growth of more than 7% from 2008. This culturally diverse group is made up of 26 nationalities with Emiratis making up about 50%. Women represent half of the total workforce and 25% of the Chamber's executive management team. The Chamber has also adopted a new policy of providing equal opportunity for job seekers with special needs.

In terms of employee training, the Chamber targets an average of five working days per employee to be dedicated to training and development. During 2009, the average number of training days per employee was 8.5 days, far beyond the expectations for the year.

Building Vibrant Communities

Dubai Chamber recognises that healthy and vibrant communities ultimately contribute to the success of business.

In the field of healthcare, Dubai Chamber worked to raise awareness and funds for

Gaza Children, the UAE Down Syndrome Association, Dubai Autism Centre, and Emirates Medical Association. Partnering with organizations like the Ministry of Health, the Chamber has provided ongoing support to the “Making It Our Business” breast cancer awareness program in cooperation with the private sector. Dubai Chamber also worked with Al Noor Centre for Children with Special Needs to hire two new staff, and donated furniture, lighting and other materials to the Future Centre for Special Needs and the Sheikh Mohammed Centre for Cultural Understanding (SMCCU).

Higher education is another major area of the Chamber’s community CSR work. In its partnership with the University of Dubai, around AED 7 million are allocated every year to support students and faculty. In 2009, these funds were used in 48 student scholarships. The Chamber also offered two floors of its own building to University of Dubai for use, in addition to providing the University with busses and administrative services.

Other 2009 campaigns that the Chamber endorsed or sponsored include: Earth Hour, Dubai International Holy Quran Award, UN-led “Seal the Deal” campaign on climate change, UN Stand Up for the Millennium Development Goals, World Health and Safety at Work Day, World No Tobacco Day and World Diabetes Day.

In 2010, Dubai Chamber will be expanding on the above efforts as well as developing a new corporate volunteer program that should be launched before the year’s end.

Supporting Environmental Sustainability

Dubai Chamber believes that there is great potential within the business community to improve resource management while reducing costs and enhancing overall competitiveness. As a representative of the Dubai business community, the Chamber has undertaken numerous initiatives to improve its environmental performance.

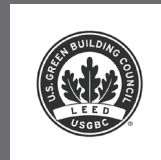
In 2009, Dubai Chamber became the first building in the Arab world and one of only four outside of North America to achieve the

LEED green building certification for existing buildings; a testament to years of efforts in this field. Between 1998 and 2008, the Chamber was able to reduce water consumption by 77% and electricity consumption by 47%, leading to over AED 7 million in savings. Such achievements were the result of installing many new green building practices such as lighting and water sensors, bicycle parking and showering facilities, and green cleaning practices.

These efforts will continue in 2010 as the Chamber completes its building

CASE STUDY

Dubai Chamber Receives LEED Certification



LEED is an internationally recognized green building certification system providing third-party verification that a building or community was designed and built using strategies aimed at improving performance across all environmental metrics. LEED provides building owners and operators a concise framework for identifying and implementing practical and measurable green building design, construction, operations and maintenance solutions.

refurbishments. Other 2010 initiatives include expanding e-services to enhance efficiency and save paper resources, as well as encouraging others to save money by adopting green building practices.

Dubai Chamber was awarded for such efforts in receiving first prize in the Green Buildings Category of the Dubai Environment, Health and Safety (EHS) award from Trakhees-Ports, Customs & Free Zone Corporation (PCFC).

Multimedia Projects

In representing the interests of the Dubai Business Community, Dubai Chamber initiated a number of new programs during 2009 to strengthen its online presence and facilitate information-sharing via multimedia platforms.

The Dubai Chamber website went through a major overhaul during the first months of

2009 with a new platform being launched this past June. The purpose of the overhaul was to transform the website into an interactive portal with information not only related to Dubai Chamber, but other national and global business as well. Major innovations included the addition of an online payments section, a new multimedia gallery, and the introduction of Dubai Chamber Online TV. In 2010, Dubai Chamber plans on making the entire website hand-held so that members can make payments, update their profile, and receive event notification all from the convenience of their smartphones.

As a result, the number of monthly website hits rose by over 25% during 2009.

CASE STUDY

Dubai Chamber Online TV

As one of the latest additions to the Dubai Chamber website, this program showcases business news from around the globe. Content is organized by the Chamber and includes streamed videos of Chamber events, local news, and international programs. The channel has already had roughly one million page views and has contributed to a 25% increase in monthly website traffic.

In recognition of these achievements, Dubai Chamber received the first place award for Best Website developed by an Arab civic society organization in the HH Sheikh Salem Al Ali Al Sabah Informatics Contest 2009, presented by HH the Amir of Kuwait Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah. The award aims to encourage a modern and complete electronic society while developing human skills and institutional knowledge in the field of information, culture, and electronic applications. The Dubai Chamber website also earned the 2nd Place Award for Best Government Website at the UAE Web Awards 2009.

Internally, a new intranet system was launched in 2009 to improve Chamber communications while strengthening inter-department coordination. The system is designed to provide each employee with news updates focused on their job role and personal interests. The Intranet is based on

collaborative support and social networking features, enhancing the user experience and massively reducing the need for paper communications.

Branches and Service Centres



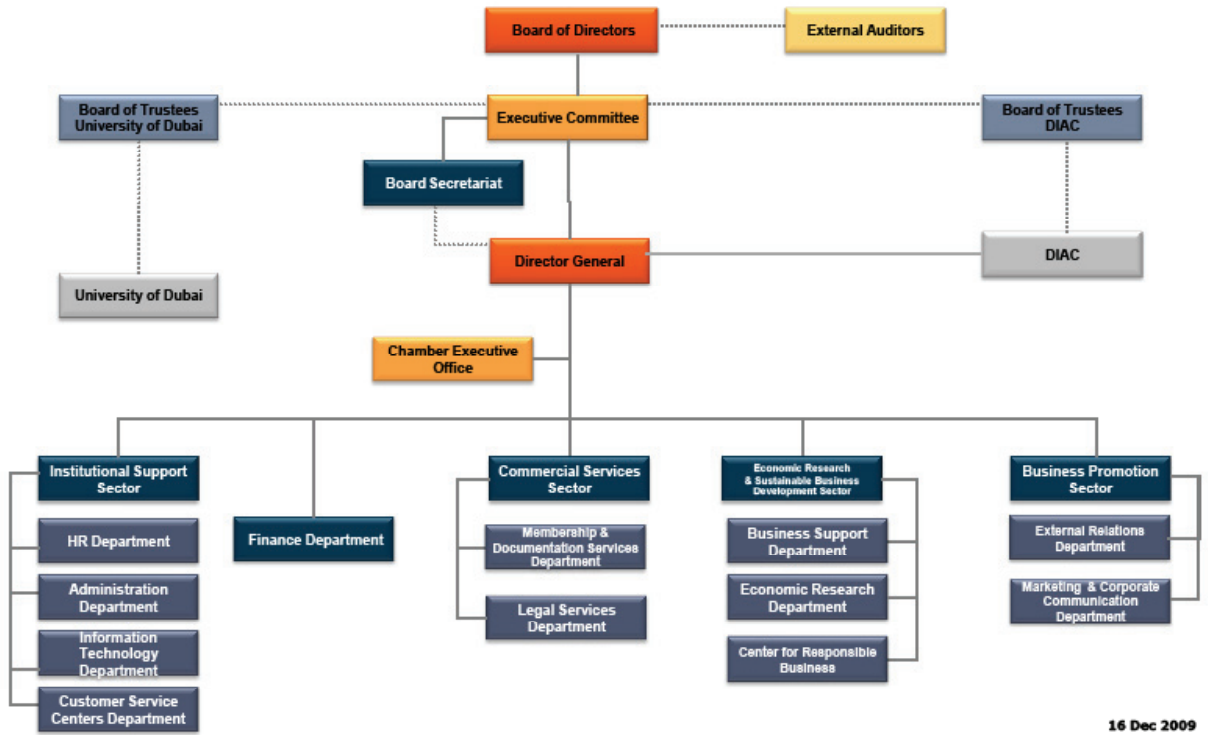
Dubai Chamber has branches and representative offices spread out all over the Emirate. The branches and locations are as follows:



1. Jebel Ali Branch (Jebel Ali free zone)
2. Jafza 14 Office (Jebel Ali free zone- Jafza 14)
3. Dafza Branch (Dubai Airport free zone)
4. Awir Branch (Dry port- Ras Al Khour)
5. war Office (Al Twar centre)
6. DED Office (Department of Economic Development)



Dubai Chamber of Commerce & Industry Organization Chart



16 Dec 2009

rotate the chart 90 degree clock wise

Research and Sustainable Business Development Sector

The Sector has been geared to contribute to Dubai Chamber strategic objectives:

1. Create a favorable business environment (examples are how to set up a business in Dubai, licensing agencies and fees, and easing doing business research reports),
2. Support the development of businesses (examples are traders' outlook and business leaders' survey reports, economic sectors research monitors, and economic seminars),
3. Promote Dubai as an international business hub (examples are trade and investment opportunities and foreign trade research reports),

Economic Research Department

The department consists of three divisions (Data Management Centre, Economic Research Division and One Stop Shop Information Center). It is entrusted with providing accurate economic data and sound information about various economic sectors, markets and trade patterns. The department is a vital part of Dubai Chamber; it monitors the economic developments, international trade, tracks the changes in the price of consumer goods and services by producing Consumer Price Index (CPI), and prompts all stakeholders to benefit from these services.

The achievements of the department during the year are:

- Conducted 47 Economic seminars on various subjects
- Published 12 issues of the Economic Bulletin
- Organized 3 Economic Seminars
- Compiled 181 statistical tables for Dubai and UAE.
- Total number of information services has provided by one-stop-information shop for customers is 31,215 services.
- Number of members using electronic resources & databases is 281.
- Summarized 48 books specialized in economy and business and published these electronic summaries in the E-newsletter.
- Developed 4 new research products (Dubai Chamber Economist, Dubai Chamber Market Tracker, Sector Sheet & Exporters guide)
- 8 books have been compiled and edited for publication in 2010.

Contributions in Major International publications include the following:

- "Drivers of Green Supply Chain in Emerging Economy: The Case of Dubai", selected among the 18 finalist for the best papers submitted to The Strategic Management Society. Presented at the Strategic Management Society Conference. Washington, USA. October 2009.
- "Performance of Exporters in an Emerging Economy", The International Trade Journal, Vol. 23, No. 2, 2009.
- "An Optimization Procedure for Estimating the Stock of Capital", International Journal of Applied Econometrics and Quantitative Studies, Vol. 9-2, 2009.
- "Why do firms venture in international markets?" International Research Journal of Finance & Economics, ISSN 1450-2887, Issue 29, 2009.

Center for Responsible Business (CRB)

CRB assists members of the Dubai Chamber to apply responsible business practices that enhance performance and competitive advantage through:

- Raising awareness of Corporate Social Responsibility (CSR) in business and with consumers;
- Encouraging business to implement best practice standards;
- Providing direct advice and tools to businesses to improve their CSR performance;
- Measuring and documenting the awareness and implementation of responsible business practices in Dubai.

The Center had a busy year of events during the year which are as follows:

- The Center organized 13 seminars and workshops which were attended by 264 participants throughout the year
- The events were the following:

- 1-Creating Value through Sustainability Reporting with the Global Reporting Initiative
- 2-Green Building Fact or Fiction with Emirates Green Building Council
- 3-Second CSR Research Roundtable
- 4-CSR Leadership Forum for Healthcare Industry
- 5-CSR Leadership Forum for Finance Industry
- 6-Sustainable Human Resources Management
- 7-Third CSR Research Roundtable
- 8-Dubai Responsible Business Dialogues Annual conference
- 9-Investing in Community Healthcare – the Challenge of Juvenile Obesity
- 10-Engage Dubai Steering Committee Meeting
- 11-Engage Dubai Briefings for New Companies (October 5 & 28)
- 12-Building Brand Power through Business Ethics
- 13-Equator Principles for the Finance Industry

- Over 130 companies participated in CRB events in 2009
- Published 6 issues of CSR Al Youm Newsletter that reached approximately 13,000 people
- Developed a new Dubai Chamber CSR label scheduled to be launched in 2010. The new CSR Label will be the regions first home-grown CSR framework benchmarked to international best practice that combines: a learning tool, company self-evaluation, external review, and communication vehicle.
- Engage Dubai succeeded in arranging volunteer opportunities with 3 community partners, attracted companies to join and mobilized 27 corporate volunteers
- 12,000 visitors to the newly launched CRB website
- Signed 2 strategic partnerships with Business for Social Responsibility and UNICEF
- Published 4 reports
 - CSR among SME's in Dubai
 - Consumer's View of CSR 2008
 - Green Supply Chain in Dubai, Sustainable Tourism in Dubai
 - The State of CSR in Dubai 2008
- CRB organized The Dubai Responsible Business Dialogue which was the first business driven non-commercial CSR conference in Dubai

Business Support Department

Objectives:

- Improve the business environment for SMEs.
- Stimulate business support efforts
- Enhance the visibility and effectiveness of its business support services.

The department's activities in 2009 included the following:

- The Center organized 15 events which were attended by 423 participants
- Launched and implemented the SME Exporter of the Quarter Recognition
- Published 3 Issues of Dubai Business Focus newsletter
- Launched Business Advisory Services
- The Chamber received an enormous amount of credit rating requests and catered a total of 528 inquiries varying from Business Reports, to Rating Opinions and Quality Labels



Commercial Services Sector

Vision:

to be the leading provider and facilitator of commercial services.

Mission

Facilitating the commercial aspect of the business transactions.

Objectives:

- Validating & legalizing the international trade documentation.
- Providing vital international trade information to the business community.
- Expanding the membership database.

Membership & Documentation Services Department

The department offers a broad range of services through three branches and three service centres throughout the city of Dubai. The services provided are registration of members, issuance of certificates of origin and notarization of various types of commercial documents.

The activities of the department in 2009 are as follows:

- The number of the Certificates of Origin issued in 2009 reached 599,303
- The value of exports in 2009 recorded AED 186.1 bn
- The number of membership in 2009 increased by 108,489. compared to 103,620 in 2008
- Organized the ATA Carnet Workshop
- Dubai Chamber was appointed the National Guarantor of the ATA Carnet System in UAE by the Federal Customs Authority and the Federation of UAE Chambers of Commerce and Industry

- Dubai Chamber launched the Arabic Version of the International Certificate of Origin guidelines based on the English version published by the ICC World Chambers Federation

Legal Services Department

The department was established to provide numerous legal services that are practical and value added. The department caters to the various legal needs of the business community and offers its services in a swift and proactive manner.

Mission: Support the legal aspects of business operations.

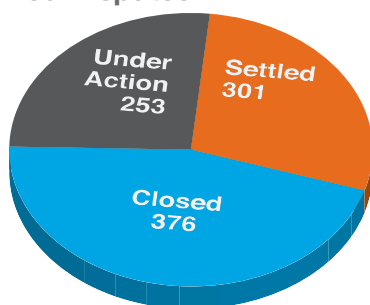
Objectives:

- Protect the interests of the business community;
- Provide quick, cost effective and quality legal services;
- Spread awareness amongst the business community on different legal issues.

The Legal Services Department's activities in 2009 were as follows:

- Received 930 mediation cases in 2009
- 301 mediation cases were settled
- Organized 9 Legal seminars and workshops

Received Disputes



Total Disputes = 930

Nature of received disputes

Nature	
803	Non payment
18	Goods not corresponding to specifications
23	Non supply of goods
3	Short delivery
4	Non release of documents
1	Agency dispute
2	Non delivery
12	Defective supply of goods
26	Breach of contract
38	Compensation
930	Total

The seminars and workshops organized by Legal Services in 2009 include:

- Alternate Dispute Resolution Workshop
- Roundtable Discussion on Madrid System
- Consumer Protection Against Counterfeiting Seminar
- Copyright Training Course
- Madrid System Roundtable Discussion
- Drafting & Negotiating Licensing Agreements
- Debt Collection
- Establishing, Protecting and Licensing a Brand
- UCP 600 & ISBP Seminar

Business Promotion Sector

Mission: Promote Dubai Chamber locally, regionally & internationally through corporate communications and strong media relations.

Objectives:

- Promote Dubai locally, regionally & internationally across all Chamber's events & publications
- Support the promotion of all key Dubai Business Events locally & internationally
- Develop all Dubai Chamber's directories & publications/ internal Communication

External Relations Department

The External Relations Department provides a wide range of services that include:

- Business Networking Development
- Receiving Inbound Delegations
- Business Matching and Networking
- Exhibitions & Trade Fairs
- Organizing Outbound Missions
- Business Groups and Business Councils

External Relations performed the following activities in 2009:

- Received 220 delegations in 2009 with 2,328 guests compared to 201 delegations in 2008 with 1,744 guests
- Sponsored 40 events in 2009
- Conducted four quarterly roundtable discussions with the Business Groups and Councils
- Established four new Business Groups:

Dubai Maritime Group – March 2009.

Emirates Environmental Group – March 2009.

The Electronics Group – June 2009.

Dubai Private Schools Group – August 2009.

35 Business Councils and 24 Business Groups are currently working under the auspices of Dubai Chamber.

- Launched Dubai Business Gala 2009, the largest and prominent business networking event in the region. The gala was held under the patronage of H.H Sheikh Ahmed Bin Saeed Al Maktoum, President of the Dubai Civil Aviation Authority, Chairman of Dubai Airports and Chief Executive of Emirates Airline and Group. Dubai Business Gala featured live cultural performances, fashion and culinary specialties from across the globe, with participation from the Business Councils established under the umbrella of the Chamber. More than 1,300 people attended the gala.
- Sent eight outbound missions to participate in major international events, including:



- Signed an MoU with Marche Region in Italy.
- Organized 5 networking events running in parallel with the major exhibitions in Dubai, including:
 - Gulfod Networking Lunch
 - ATM Networking Lunch
 - Suhoor Networking Event
 - Cityscape Business Networking Lunch
 - Big 5 Networking Lunch
- Jointly organized other events including:
 - Dinner hosted for Hamburg delegation visiting Arab Health
 - UAE – Vietnam Business Forum in honor of PM of Vietnam
 - ATA Carnet Workshop
 - Brazil Business Forum
 - Ukraine ICC delegation Forum
 - Kenya Trade, Investment & Tourism Day
 - Seminar: “Investment and Trade Opportunities Argentina-UAE
 - Greek Hellenic Business Forum
 - Dinner reception in honor of COMESA delegation
- Organized the 4th round of Mohammed Bin Rashid Al Maktoum Business Award with a record number of participating companies that reached 234 companies



- Organized two quarterly “Talk Business Breakfast”

Marketing & Corporate Communications Department

The Marketing and Corporate Communications Department worked in line with the Chamber's objectives to create a favorable business environment in Dubai. The department works on creating Marketing collaterals such as brochures, flyers, leaflets and booklets to support the various departments and initiatives of Dubai Chamber and increase awareness of Dubai Chamber's services. The department uses the appropriate public relations, media and multimedia tools to spread the message on the various activities and initiatives of the Chamber. The activities of the department in 2009 included the following:

- Launched the new Dubai Chamber website and recorded a monthly rise of hits by 25%
- The new website was designed with new features such as online payment section, multimedia gallery and the introduction of Dubai Chamber Online TV
- Launched the Intranet which provides a platform for employee's communication and interactions.
- Dubai Chamber website won the 1st place Award in HH Sheikh Salem Al Ali Al Sabah Informatics Contest 2008
- Dubai Chamber website won the 2nd place Award for Best Government website at the UAE Web Awards 2009
- The Department published the Commercial Directory 2009-2010 and the Industrial Directory 2009
- Endorsements of local and global CSR campaigns like Earth Hour, Heroes of the UAE, World Health & Safety at workday and the United Nations Seal the Deal campaign
- Organized seven health & safety initiatives, 12 humanitarian initiatives and seven environmental initiatives

Institutional Support Sector

Human Resources Department

Mission: Creating and sustaining a culture of high productivity and a balanced quality of work and life.

The HR Department went through a busy



year in 2009 in its journey towards achieving its objective. The results were as follows:

- The Chamber's employees are composed of a diverse culture of 26 nationalities
- Nationalization reached 50%

- Women represent 50% of the workforce and 25% of the Chamber's Executive Management team
- Organized "Coffee with the Director General" events to facilitate a dialogue between employees of the Chamber and the Director General
- Provided a world-class work environment with private telephone booths, homelike meeting areas, common rest lounge on each floor. Better lighting and sounds system, TVs and reduced noise pollution

The Human Resources Department implemented several policies that enhanced the work environment in the Chamber. Those policies include the following:

Flexi-time

- The Chamber also promotes a flexitime approach to working hours which allows employees to choose flexible working hours to match their personal circumstances. In, addition, employees faced with traffic delays have the option to make up for lost time by working later in the afternoon, this eliminating the stress factor of arriving to work late due to traffic.

Work Life Balance

- Work life balance has long been identified as a priority for the Chamber management policies as well as day to day operations. In its aim to enforce balanced working hours, all office lights and air conditioning is automatically shut down after working hours.

Medical Benefits

- The employees were dissatisfied with the benefits offered by the Chamber's medical scheme. The Chamber reviewed the benefits package raising the caps for all employees and also adding maternity benefits for junior employees. In addition the Chamber introduced an annual medical check up for employees to ensure that preventive care was also offered to all employees to help maintain

their health. The medical scheme is incomparable with any other employer in Dubai. The Chamber also sponsored all female employees for an annual breast cancer screening.

Job Rotation

- The Chamber also encourages internal transfers to help employees develop their skills and enhance their career options. As a matter of policy, all vacancies are advertised internally for Chamber employees who are searching for new opportunities. During 2009, 7 employees were transferred to other departments as part of their career plan.

Resourcing

- The key challenge for HR is to ensure that the business is resourced effectively to deliver the Chamber's services and achieve its objectives. This involves creating a performance culture amongst motivated and loyal employees whilst at the same time enhancing the quality of employees entering the organization. During 2009, 168 job applicants were interviewed out of which 43 were employed.

Internships

- The Chamber also offers a number of internship opportunities for students. 24 students were offered internships in the Chamber during 2009.

Retention

- During 2009 the attrition rate was reduced by about 50% with an attrition rate of 14% compared to 28% in 2008.

Sick Leave

- In 2009 the Chamber also introduced a club membership benefit for all employees. As a results of this initiative and others, 2009 saw a reduction in average sick leave with the average sick

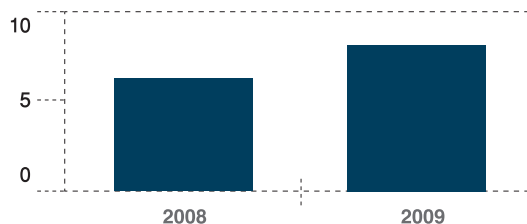
leave per employee being 3.6 compared to 4.7 days per employee in 2008.

Training

- The Chamber targets an average of 5 working days per employee to be dedicated for training and development. During 2009 this target was exceeded. The average number of training days per employee in 2009 was 8.5 days.

The Administration Department

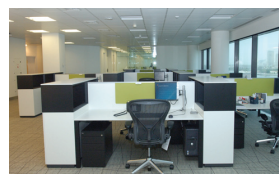
Average Number of Training Days



The Administration Department at Dubai Chamber had an extensive agenda in 2009. The building renovation started and the employees were transferred to the fully refurbished 6th and 7th floors of the building. The Department provides its services to the business community by offering its conference rooms and halls to host its major events and meetings.

The Administration Department has three section:

1. Facilities Management Section
2. Procurement Section
3. Protocol and Logistics Section



Information Technology Department

Vision: To be recognized as a leader in providing Efficient, Innovative and Cost Effective Information Technology services that meets Dubai Chamber's strategic objectives.

Mission: To be acknowledged by Dubai Chamber as making significant contribution to its success through the delivery of high quality and cost effective IT services.

Information Technology is fulfilling its promises of providing efficient, cost effective and innovative services to its internal and external customers by automating those services, and allowing ease access to them using systems such as Oracle & Jupiter. The department applies the best international IT Practices and caters the IT needs of Dubai Chamber.

Customer Service Centers Department

The Promise:

1. Listen to our stakeholders
2. Understand & pro-actively anticipate their needs
3. Deliver the right products, services & information in an efficient & friendly manner

Objectives:

1. Enhance services through staff, processes, & technology
2. Raise awareness about Dubai Chamber & its services
3. Breed a customer-service & sales culture in Dubai Chamber
4. Improve our relationship with our members

The Customer Service Centers achieved a significant progress in the level of customer satisfaction with a score of 91% with increase of 3% as compared to the last year result where it stood at 88%.

Policy Advocacy

A team of Dubai Chamber's legal experts on policy advocacy in the various economic sectors studied and followed up on 19 draft laws concerning businesses in 2009 and gave their recommendations to government authorities and legislative bodies in order to facilitate trade and create a favourable business environment. The draft laws are mentioned below:

1. The Companies Law
2. Maritime Law
3. Business Competition Law
4. Commercial fraud Law
5. Law pertaining to Auditors
6. Law pertaining to government procurements contracts in Dubai
7. Law pertaining to trade in precious metals and Jewellery
8. Foreign investment Law
9. Labor Law
10. Land Transport Law
11. Guaranteeing inter banking deposits
12. Guaranteeing Bank Securities
13. Public Debt
14. The By-laws of Sectoral Committees of the Executive Council of Dubai
15. Public Revenues
16. Preferential Government Purchases of Domestic Products
17. Amendments of the Commercial Agencies Law

Dubai International Arbitration Center

Dubai International Arbitration Center plays an integrated role with Dubai Chamber in providing value added arbitration services to the business community the services include overseeing of arbitral proceedings and commercial disputes, appointing arbitrators, choosing the venue for the arbitration and fixing the fees of arbitrators and mediators.

DIAC's activities in 2009 included the following:

- Received 292 cases
- Settled 8 cases with a total value of AED 4,096,711
192% increase in received cases
- 178 arbitrator applications were accepted out of 357
- Organized 15 workshops and conferences
- Finalized the preparations to launch the Associate Member Online Portal

Dubai Business Women Council

Dubai Business Woman Council, an initiative by Dubai Chamber, was established to empower UAE businesswomen in Dubai's business community. The Council works with Dubai Chamber to support women entrepreneurs and leverage their competitiveness through a series of initiatives, policies and programmes. The Council in 2009 succeeded in strengthening its status and the following are some of the key activities of the Council:

- Princess Haya Bint Al Hussein, wife of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, became the Honorary President of the Dubai Business Women Council.
- Mrs. Raja Easa Al-Gurg, Dubai Business Women Council President won the "International Alliance for Women" award in a ceremony held in Toronto, Canada. The nomination of Mrs. Al-Gurg comes among the selection of 100 distinct women around the world who have contributed to the economic empowerment of women.
- Dubai Business Women Council participated in major events such as the Arab International Women's Forum 2009, the Arab Investment Forum, Arab Women in Science and Technology and Women in Leadership.
- Dubai Business Women Council met with different delegations from USA, Uruguay and Britain.
- Dubai Business Women Council membership increased in 2009 by 50%.





Being a Responsible Business

With over 100,000 members and a crucial role as the facilitator between business and government, we recognise that we can make a significant contribution to Dubai by encouraging change which provides economic, social and environmental benefits beyond the boundaries of our own offices. We do this in two main ways. Firstly, by managing our own environmental and social impacts, through a number of community, workplace and environmental initiatives that are improving our performance in these areas and helping sustainable thinking and acting to permeate every level of our organisation, activities and culture. Secondly, by encouraging such change among our members, through awards, our Centre for Responsible Business, policy advocacy and other marketplace initiatives.

In 2009, we raised funds and supported Gaza Children, the UAE Down Syndrome Association, Dubai Autism Centre, and Emirates Medical Association. We worked with the Al Noor Centre for Children with Special Needs to hire two staff, and donated furniture, lighting and other materials to the Future Centre for Special Needs and the SMRCCU. We also trained staff about UAE culture and the local dialect, so that they can better integrate and support the local heritage, and about various health issues such as breast cancer and diabetes.

We also endorsed various campaigns, from Earth Hour and Heroes of the UAE in collaboration with EWS-WWF, to No Tobacco Day, World Health and Safety at Work Day, and the Millennium Development Goals. We also ran a blood donation drive, and sponsored initiatives like the Burjuman walkathon. At the same time, we provided ongoing support to the Making It Our Business breast

health program and the University of Dubai, which we founded back in 1997. The Chamber also endorsed the Dubai International Holy Quran Award and hosted its activities at its premises.

Community highlights:

- Fundraising events for Gaza children, Autistic children and other special needs children
- Hiring two special needs staff
- Endorsing various global initiatives like World Health and Safety at Work Day, Breast Cancer, No Tobacco campaign and the Millennium Development Goals
- Donating over 900 sq. m of carpet, 184 light bulbs, and furniture to organisations like the Future Centre

Since 1998, Dubai Chamber has undertaken numerous initiatives to improve its environmental performance, particularly in terms of energy and water use. For example, in 2003 we started capturing water from our air-conditioning systems to use in our fountain. Such improvements have allowed us to reduce electricity consumption by approximately 47% and water consumption by 77%, saving 25.9 million units of electricity and 41.5 million units of water which translates into AED 7.1 million between 1998 and 2008. In 2007 we began focussing on waste and introduced our recycling system in early 2008 to separate paper, plastics, and electronics for reuse. In 2008 we also began working on sustainable transport, and now have bicycle and motorcycle parking, as well as VIP parking for staff and free valet parking for customers driving fuel efficient vehicles. This year, we became the 1st building in the Arab world and one of only 4 outside of North America to achieve the LEED green building certification for existing buildings, a testament to our years of efforts in this field.

Environmental highlights:

- Installing many new green building practices such as lighting and water sensors, bicycle parking and green cleaning practices
- Endorsing the United Nations Seal the Deal and Hopenhagen campaign to fight climate change
- Reducing water consumption by 77% and electricity consumption by 47%, leading to approximately AED 7.1 million in savings between 1998 and 2008
- Receiving environmental awards from DEWA and Dubai Customs
- Achieving LEED for existing buildings, the 1st in the Arab World.

CASE STUDY
University of Dubai

Since the Bachelor program began in the year 2000 at the University of Dubai, more than 700 students have graduated in business or information technology. Dubai Chamber supports the University of Dubai each year by providing various services, such as the provision of a campus area in its head office, transport buses for staff and students, scholarships for students, and other administrative assistance. This support will continue in 2010 with the construction of the new campus in Academic City which will allow the university to expand further while providing top facilities for its growing faculty of staff and students.

Dubai Chamber...in numbers

	2007	2008	2009
Value Of Exports (Aed Bn)	167.9	221.3	186.1
# Of Issued Certificates Of Origin	559,361	622,025	599,303
# Of Membership	96,911	103,620	108,489
# Of Provided Information Services	16,772	22,778	31,215
# Of Credit Rating Requests	288	459	528
# Of Arbitration Cases Received	77	100	292
# Of Mediation Cases Received	490	408	930
# Of Conducted Studies	47	45	47
# Of Business Groups	19	20	24
# Of Business Councils	32	35	35
# Of Signed Mous	8	10	4
# Of Received Delegations	170	201	220
# Of Participating Companies In Mohammed Bin Rashid Al Maktoum Business Award	142	209	234
# Of Staff	177	188	202
% Of Nationalization	49%	51%	53%
% Of Female Workforce	46%	51%	49%
% Of Employee Satisfactions	60%	82%	82%
% Of Customer Satisfactions	77%	88%	91%

2009 in Picture

