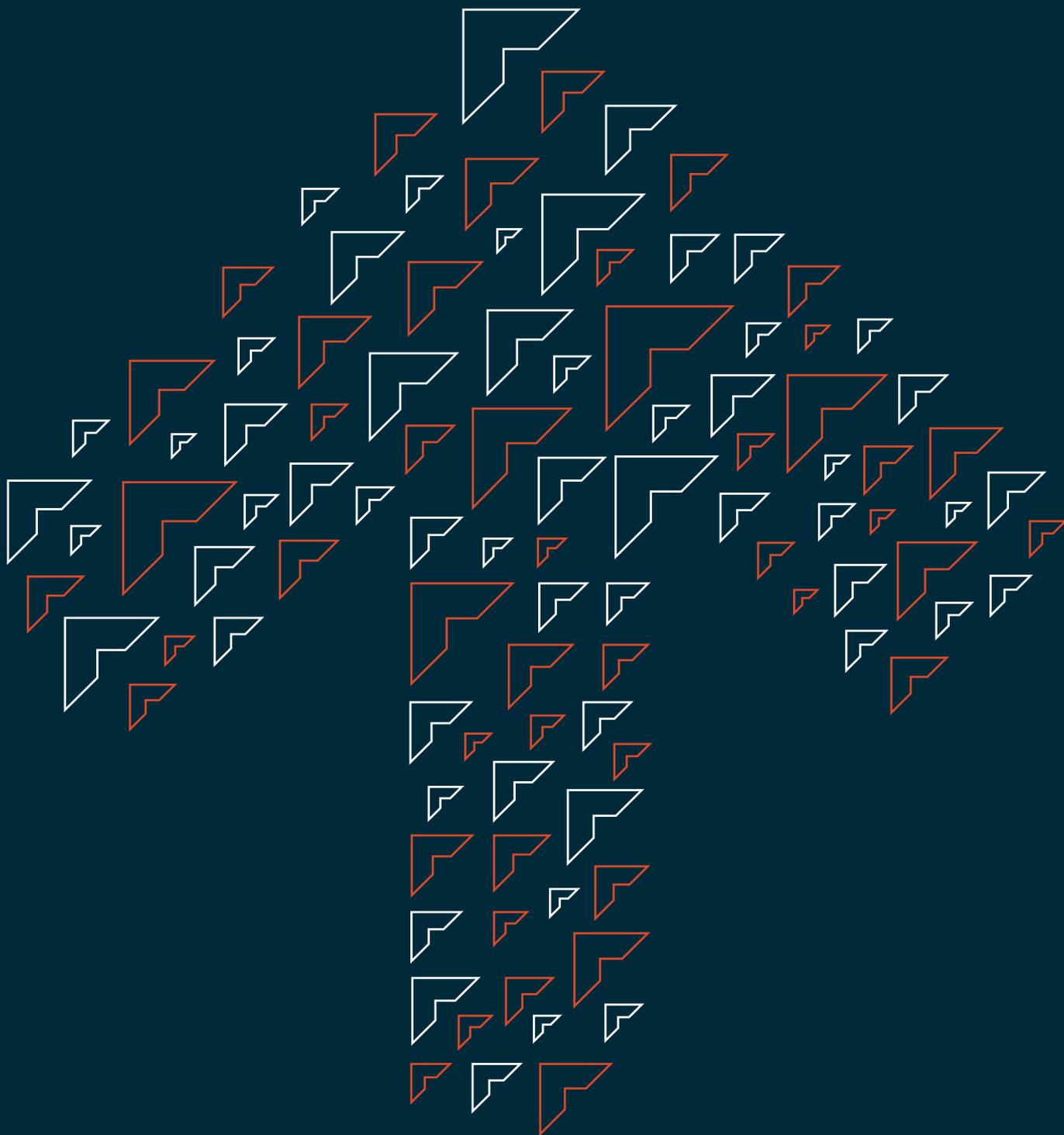


DUBAI CHAMBER OF COMMERCE

ANNUAL REPORT 2021



A Bolder Vision



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Vision and Strategic Objectives

Promoting Dubai as an international business hub and supporting the development of business.

VISION

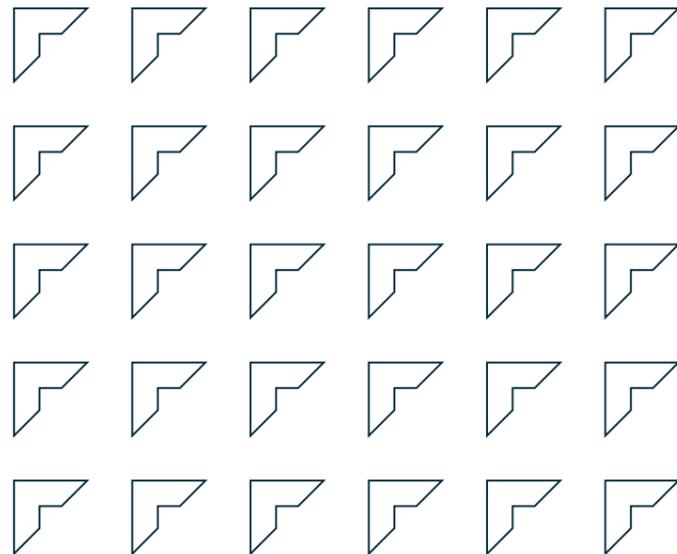
To be the best Chamber in the world in driving competitiveness and business growth by 2021

MISSION

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

STRATEGIC OBJECTIVES

- Create a favourable business environment
- Support the development of business
- Promote Dubai as an international business hub
- Achieve institutional excellence and efficient management of resources





Board Members

Experienced professionals guide Dubai Chamber of Commerce's strategy and operations.



**H.E. Abdul-Aziz
Abdulla Al Ghurair**
Chairman



**Mr. Faisal Juma
Khalfan Belhoul**
Vice Chairman



**H.E. Khalid Juma
Al Majid**
Member of the Board



**Mr. Omar Abdullah
Al Futtaim**
Member of the Board



**Mr. Majid Hamad Rahma
Al Shamsi**
Member of the Board



**Mr. Mohammed Abdul
Ghaffar Hussain**
Member of the Board



**Mr. Buti Saeed
Mohammad Al Ghandi**
Member of the Board



**Mr. Tariq
Hussain Khansaheb**
Member of the Board



Dr. Raja Easa Al Gurg
Member of the Board



Dr. Amina Al Rustamani
Member of the Board



Mrs. Hind bin Kherbash
Member of the Board



**Mr. Raji Patrick
Chalhoub**
Member of the Board



Mr. Shehab M. Gargash
Member of the Board



**Mr. Saeed Saif
Al Ghurair**
Member of the Board



**Mr. Hisham Abdullah
Al Shirawi**
Member of the Board





Chairman's Message

A Bold New Vision For Dubai



DUBAI CHAMBER OF COMMERCE IS WORKING CLOSELY WITH THE PRIVATE SECTOR TO TACKLE EXISTING MARKET CHALLENGES, IDENTIFY NEW BUSINESS OPPORTUNITIES AND DEVELOP NEW INITIATIVES TO ENHANCE DUBAI'S BUSINESS ENVIRONMENT.

While unprecedented disruption caused by the COVID-19 pandemic reverberated through the global economy, it was the swift action taken by the UAE government that has led to a rosier business outlook for Dubai.

The government's effective management of the pandemic – and allocation of economic support packages – paved the way for accelerated growth across multiple sectors in 2021. This has enabled key sectors, such as retail, tourism, and hospitality to get back on track in the last few months of 2021.

Along with stimulus packages, the government announced reforms

to attract investment and help businesses in the Emirates stay competitive and, as a result, momentum behind Dubai's economy is projected to grow in line with projected uptick in business activity.

This projection is only likely to increase with Expo 2020 Dubai, the largest mass gathering since the onset of the pandemic, the largest event to ever be staged in the Middle East, and a catalyst for Dubai's sustainable economic growth.

Economic forecasts have estimated that the Dubai edition of the World Expo could contribute around AED 122.6 billion (\$33.4 billion) to the Dubai economy, according to recent projections, with the world expo seeing remarkable success after attracting over 3 million visitors in the first two months.

Going forward, the UAE's Projects of the 50 - a series of game-changing developmental and economic initiatives across key sectors such as economy, entrepreneurship, advanced skills, digital economy, space, and advanced technologies – will lay

the foundation for a sustainable economy and prosperous future.

With this in mind, Dubai Chamber of Commerce is now working closely with the private sector to tackle existing market challenges, identify new business opportunities and develop new initiatives to enhance Dubai's business environment and fast track the development of new economic sectors.

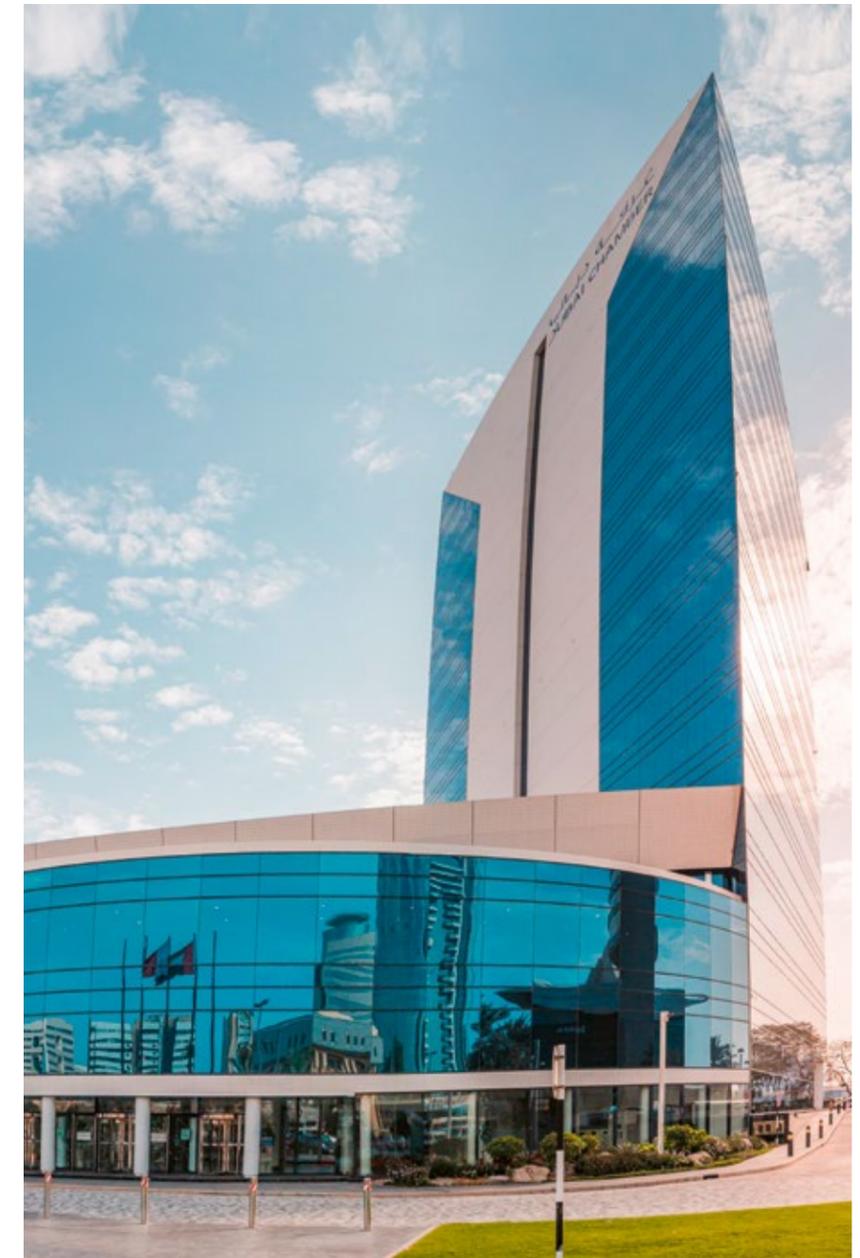
We have a lot to look forward to in 2022 as we evolve from a tumultuous point in time, into a post-COVID era that promises a new landscape of growth, transformation and boundless opportunities.

As His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, once said: "Our vision is clear, our road is paved and the clock is ticking. There is no time for hesitation or half-baked goals or solutions. Development is an ongoing process and the race for excellence has no finish line."

For its part, Dubai Chamber of Commerce aims to further support businesses across the emirate and ensure that they prosper in a brighter tomorrow.



H.E. Abdul Aziz Al Ghurair
Chairman, Dubai Chambers





President And CEO's Message

A Brighter Future For Business

It was fitting that 2021 – the year of the UAE's landmark Golden Jubilee celebrations – was a milestone year that laid the groundwork for a new chapter for the nation, with a raft of new projects and incentives paving the way for sustainable economic growth.

Whether it be investing in human capital, creating new business incentives or adopting advancing technologies, Dubai continues to boost its value proposition for companies and investors.

The introduction of long-term residency and remote working

visas, as well as changes to the foreign ownership and bankruptcy laws enhanced the attractiveness of Dubai as a preferred business hub. New initiatives and developments in 2021 follow several moves to improve ease of doing business in Dubai.

Previously, the UAE Cabinet announced businesses across a wide range of sectors – including renewable energy, space, agriculture, manufacturing, transport, logistics, hospitality, food services, information, and communications, among others – were eligible for 100% foreign ownership under a law to further liberalise and strengthen the investment environment.

The message is clear – Dubai has never been more open for business.

The plethora of changes and new projects and initiatives serve as a cornerstone for growth, bolstering the UAE and Dubai's appeal as a destination for both foreign investors and entrepreneurs, encouraging the flow of investment into vital economic sectors, and strengthening the country's competitive edge for business.



THE PLETHORA OF CHANGES AND NEW PROJECTS AND INITIATIVES SERVE AS A CORNERSTONE FOR GROWTH, BOLSTERING THE UAE AND DUBAI'S APPEAL AS A DESTINATION FOR BOTH FOREIGN INVESTORS AND ENTREPRENEURS

Dubai's economic landscape has undoubtedly witnessed significant changes during its rich history and these changes have helped shape the emirate as a model for economic development, while reinforcing its status as one of the world's leading cities.

The emirate's forward-thinking and future-ready approach has paid off in the COVID-19 era as it emerged as a leading example of a city that effectively dealt with new challenges and re-opened its economy successfully and responsibly. This success helped Dubai emerge from the pandemic stronger and prepared for future crises.

The staging of Expo 2020 Dubai – the first World Expo held in the Middle East, Africa and South Asia (MEASA) region – is also a milestone moment for Dubai as it welcomes the world, showcases new innovations and creates new possibilities.

If we can not only survive but thrive coming out of a global crisis, then I am confident we can realise our ambitions, aim higher and create a more prosperous future as we work towards a bold new vision for the next 50 years.

As His Highness Sheikh Mohammed Bin Rashid Al Maktoum Vice President and Prime Minister of the UAE and Ruler of Dubai, said, the UAE's ambitions have "grown bigger and our priorities have changed."

As the UAE's non-oil economy continues to grow from month to month, developments for the next decades will see the emirate and the wider country cement its status on the global stage through digitalisation, advanced technology, smart cities, economic growth, its position in the space race, and its reputation as being one of the leading places to live and work.

Furthermore, as the country progresses with its evolution and expansion, Dubai Chamber of Commerce will spare no effort in supporting businesses of all sizes and sectors, while elevating the emirate's position in the global arena.



H.E. HAMAD BUAMIM
President & CEO of Dubai Chambers

A NEW CHAMBER STRUCTURE



In 2021, Dubai Chamber turned the page on a new chapter in its history, with plans to restructure and broaden the scope of its work.

DUBAI CHAMBER OF COMMERCE CONTINUES TO SUPPORT AND PROTECT THE INTERESTS OF BUSINESSES IN THE EMIRATE.

The new structure will support ongoing plans to boost Dubai's foreign trade to AED 2 trillion within the next five years, and cement the emirate's position as a global trade hub.

In July, His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, announced that Dubai Chamber would transform into Dubai Chambers, an organisation comprised of three chambers of commerce, namely Dubai Chamber of Commerce, Dubai International Chamber, and Dubai Chamber of Digital Economy.

His Highness also, at the time, appointed boards of directors for Dubai Chambers, as well as chairmen and advisory boards

tasked with steering each of the three chambers towards its respective goals and targets.

"We approved the board of directors of the overarching Dubai Chambers, which will oversee and coordinate the efforts of the three chambers under a common vision and propose mega initiatives to spearhead Dubai's economy, ultimately creating a robust business environment," said HH Sheikh Mohammed.

The restructure led to new key appointments: HE Juma Al Majid as the Honorary Chairman of Dubai Chambers H.E. Abdulaziz Al Ghurair as the Chairman of Dubai Chambers, H.E. Sultan bin Sulayem as Chairman of Dubai International Chamber and H.E. Omar Al Olama as Chairman of Dubai Chamber of Digital Economy.



287,000
MEMBER COMPANIES



AED 2 TRILLION
TARGET FOR DUBAI'S FOREIGN TRADE



30
TARGET MARKETS IDENTIFIED

A SPECIALISED APPROACH

Dubai Chambers seeks to accelerate the growth of the Dubai economy by promoting Dubai as a global business hub and attracting multinational companies. As a leading representative of the private sector in Dubai, Dubai Chamber of Commerce continues to support and protect the interests of businesses in the emirate.

Following a specialised approach, Dubai International Chamber is strengthening partnerships with global corporations, investors, and entrepreneurs, while it elevates Dubai's status as a major trade hub. The advisory board of Dubai International Chamber outlined new priorities and targets for attracting 50 multinational companies to Dubai, supporting 100 Dubai-based companies with international expansion over the next two years, as well as encouraging

multinational companies to list on the Dubai Financial Market. It has identified 30 target markets where it sees the most potential to boost Dubai's foreign trade.

Dubai Chamber of Digital Economy is tasked with launching projects and developing studies on the new future economy, as part of efforts to build the world's best digital infrastructure and transform Dubai into an international technology hub. The chamber builds relationships with local and international tech entrepreneurs and investment funds while helping draft legislation in Dubai and the UAE to create an attractive environment that advances the digital economy.

Dubai Chambers - Overall Structure



Higher Board of Dubai Chambers

Honorary Chairman of Dubai Chambers



H.E. Juma Al Majid
Honorary Chairman of Dubai Chambers

Board Members



H.E. Abdul-Aziz Abdulla Al Ghurair
Chairman



Mr. Faisal Juma Khalfan Belhouli
Vice Chairman



H.E. Khalid Juma Al Majid
Member of the Board



H.E. Omar Sultan Al Olama
Member of the Board



Mr. Omar Abdullah Al Futtaim
Member of the Board



H.E. Sultan Ahmed Bin Sulayem
Member of the Board



H.E. Helal Saeed Al Marri
Member of the Board



Mr. Buti Saeed Mohammad Al Ghandi
Member of the Board



Dr. Raja Easa Al Gurg
Member of the Board



Dr. Amina Al Rustamani
Member of the Board



Mr. Tariq Hussain Khansaheb
Member of the Board



Mr. Raji Patrick Chalhoub
Member of the Board



Mr. Gassan Al-Kibsi
Member of the Board



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Khalfan Belhoul**
Vice Chairman



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Al Majid**
Member of the Board



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Member of the Board



**Mr. Majid Hamad Rahma
Al Shamsi**
Member of the Board



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Ghaffar Hussain**
Member of the Board



**Mr. Buti Saeed
Mohammad Al Ghandi**
Member of the Board



**Mr. Tariq
Hussain Khansaheb**
Member of the Board



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Member of the Board



Dr. Amina Al Rustamani
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Member of the Board



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Chalhoub**
Member of the Board



Mr. Shehab M. Gargash
Member of the Board



**Mr. Saeed Saif
Al Ghurair**
Member of the Board



**Mr. Hisham Abdullah
Al Shirawi**
Member of the Board

Advisory Council

Mr. Abdullah Ahmad Al Mousa
Member of The Advisory Council

Mr. Mohammed bin Zaal
Member of The Advisory Council

Mrs. Hind Habib Al Mulla
Member of The Advisory Council

Mr. Ali Abdullah Al Shafar
Member of The Advisory Council

Mr. Khaled Khalifa Juma Al Naboodah
Member of The Advisory Council

Mr. Ahmed Saeed Belyouha
Member of The Advisory Council

Dr. Tariq Humaid Al Tayer
Member of The Advisory Council

Mr. Ahmad bin Eisa Al Serkal
Member of The Advisory Council

Mrs. Amal Mohammed Al Marri
Member of The Advisory Council

Mr. Abdullah Mohammed Juma Al Naboodah
Member of The Advisory Council

Mr. Mohammad Abdulaziz Baker
Member of The Advisory Council

Mr. Jamal Abdulla Ali Al Shafar
Member of The Advisory Council

Mr. Mohammed Khalaf Al Habtoor
Member of The Advisory Council

Mr. Saif Ahmed Belhasa
Member of The Advisory Council

Mr. Mohamed Matar Al Falasi
Member of The Advisory Council

Mr. Butti Obeid Butti Al Mulla
Member of The Advisory Council

Mr. Mishal Kanoo
Member of The Advisory Council

Mr. Yahya bin Saeed Al Lootah
Member of The Advisory Council

Dr. Ahmed Hassan bin Al Shaikh
Member of The Advisory Council

Mrs. Sofia Abdullah Saleh
Member of The Advisory Council

Mr. Marwan Abdulla Al Rostamani
Member of The Advisory Council

Mr. Abdullah Saif Al Hathboor
Member of The Advisory Council

Mr. Tariq Ahmed Baqer
Member of The Advisory Council

Mr. Ebrahim Ahmed Al Abbas
Member of The Advisory Council

Mr. Essam Al Tamimi
Member of The Advisory Council

Mr. Khalid Jassim bin Kalban
Member of The Advisory Council

Mr. Abdulaziz Mohammed Al Shafar
Member of The Advisory Council

Mr. Osama Ibrahim Seddiqi
Member of The Advisory Council

Mr. Eqbal Yousef Habib Al Yousuf
Member of The Advisory Council

Mr. Abdulfattah Mansour Sharaf
Member of The Advisory Council

Mr. Badr Abdullah Al Jaziri
Member of The Advisory Council

Mr. Hani Rashid Al Yateem
Member of The Advisory Council

Mr. Rashid Ali Al Ansari
Member of The Advisory Council



Board Members



H.E. Sultan Ahmed Bin Sulayem
Chairman



H.E. Helal Saeed Al Marri
Vice Chairman



Dr. Habib Al Mulla
Member of the Board



Mr. Ahmed Alkhalafi
Member of the Board



Mr. Nabil Habayeb
Member of the Board



Mr. Gassan Al-Kibsi
Member of the Board



Mr. Nader Haffar
Member of the Board



Mr. Rani R. Raad
Member of the Board



Mr. Stephen Moss
Member of the Board



Mr. Mark Willis
Member of the Board



Mr. Remy Ejel
Member of the Board



Mr. Sanjiv Kakkar
Member of the Board



Mrs. Elissar Farah Antonios
Member of the Board



Mrs. Julia Onslow-Cole
Member of the Board



Mrs. May Nasrallah
Member of the Board



Mrs. Rola Abu Manneh
Member of the Board



Mr. Anuj Ranjan
Member of the Board



Mr. Shukri Eid
Member of the Board

Advisory Council

Mr. Mohammed Alshaya
Member of The Advisory Council

Dr Alim Markus
Member of The Advisory Council

Mr. Mohammed Amin
Member of The Advisory Council

Mr. Saad Assim Abood Al Janabi
Member of The Advisory Council

Professor Ian Goldin
Member of The Advisory Council

Mr. Bernard j. Dunn
Member of The Advisory Council

Sir Tim Clark
Member of The Advisory Council

Mr. Tilman Fertitta
Member of The Advisory Council

Mr. Khaled S. Eldabag
Member of The Advisory Council

Mr. Dietmar Siersdorfer
Member of The Advisory Council

Mr. Nidal Abou Ltaif
Member of The Advisory Council

Mr. Joe Rainey
Member of The Advisory Council

Mrs. Racha Makarem
Member of The Advisory Council

Mr. Sunil John
Member of The Advisory Council

Mr. Ashraf El Afifi
Member of The Advisory Council

Mr. Caspar Herzberg
Member of The Advisory Council

Mr. Samer Khoury
Member of The Advisory Council

Mr. Norm Gilsdorf
Member of The Advisory Council

Mr. Jerome Droesch
Member of The Advisory Council

Mr. Nicholas Maclean
Member of The Advisory Council

Mr. Raja Trad
Member of The Advisory Council

Mr. Tarek Rizk
Member of The Advisory Council

Dr. Azad Moopen, MD
Member of The Advisory Council

Mr. Geoffrey Dickinson
Member of The Advisory Council

Mr. Richard Edelman
Member of The Advisory Council

Dr. Udo Huenger
Member of The Advisory Council

Mr. Eugene Willemsen
Member of The Advisory Council

Mr. Ahmed Douleh
Member of The Advisory Council

Mr. Ziv Aviram
Member of The Advisory Council

Mr. Michael Cleanis
Member of The Advisory Council

Mr. Saeed Mansoor Al Awar
Member of The Advisory Council

Mrs. Ronuka Jagtiani
Member of The Advisory Council



Board Members



H.E. Omar Sultan Al Olama
Chairman



Mr. Ahmad Abdullah bin Byat
Vice-Chairman



H.E. Hamad Obaid Al Mansoori
Member of the Board



Mr. Khalid Ahmed Al Tayer
Member of the Board



Mr. Rashid Abdullah Al Ghurair
Member of the Board



Mr. Fadi Ghandour
Member of the Board



Mrs. Mona Ataya
Member of the Board



Mrs. Hind Abdul Hamied Seddiqi
Member of the Board



Mr. Rashid Mohamed Alabbar
Member of the Board



Mr. Mansour Khalifa Al Habtoor
Member of the Board



Mr. Ronaldo Mouchawar
Member of the Board



Mr. Mudassir Sheikh
Member of the Board



Mrs. Elissa Freiha
Member of the Board



Mr. Dany Farha
Member of the Board

Advisory Council

Mr. Pavel Durov
Member of The Advisory Council

Mr. Michael Lahyani
Member of The Advisory Council

Mr. Osman Sultan
Member of The Advisory Council

Mr. Guillaume Pousaz
Member of The Advisory Council

Mr. Philip Bahoshy
Member of The Advisory Council

Mr. Muhammed Yesilhark
Member of The Advisory Council

Mr. Alexander Tamas
Member of The Advisory Council

Mr. Haider Ali Khan
Member of The Advisory Council

Mr. Sayed Hashish
Member of The Advisory Council

Mr. Div Turakhia
Member of The Advisory Council

Mr. Hosam Arab
Member of The Advisory Council

Mr. Vinod Krishnan
Member of The Advisory Council

Mr. Christophe Reech
Member of The Advisory Council

H.E. Wesam Lootah
Member of The Advisory Council

Mr. Hussein Freijeh
Member of The Advisory Council

H.E. Ahmad Abdulkarim Julfar
Member of The Advisory Council

Mr. Joe Abi Akl
Member of The Advisory Council

Mr. Jiawei Liu
Member of The Advisory Council

Mr. Jack Selby
Member of The Advisory Council

H.E. Younus Al Nasser
Member of The Advisory Council

Mr. Ali Khanafer
Member of The Advisory Council

Mr. Bhavin Turakhia
Member of The Advisory Council

Mr. Faisal Rehman
Member of The Advisory Council

Mr. Ali Matar
Member of The Advisory Council

Mr. Rabea Ataya
Member of The Advisory Council

Mr. Farid Faraidooni
Member of The Advisory Council

Mr. Mohammed Asfour
Member of The Advisory Council

Mr. Ryan Mahoney
Member of The Advisory Council

H.E. Eng. Majed Sultan Al Mesmar
Member of The Advisory Council

Mr. Amit Jain
Member of The Advisory Council

Mr. Karl Magnus Olsson
Member of The Advisory Council

Mr. Mostafa Kandil
Member of The Advisory Council

Mr. Azzam Alameddin
Member of The Advisory Council

Mr. Fahad Al Hassawi
Member of The Advisory Council

Mr. Talal Tabbaa
Member of The Advisory Council

Mrs. Noor Sweid
Member of The Advisory Council

Mr. Mohamad Ballout
Member of The Advisory Council

Mr. Talal Bayaa
Member of The Advisory Council

Mrs. Raja Al Mazrouei
Member of The Advisory Council

Mr. Walid Hanna
Member of The Advisory Council

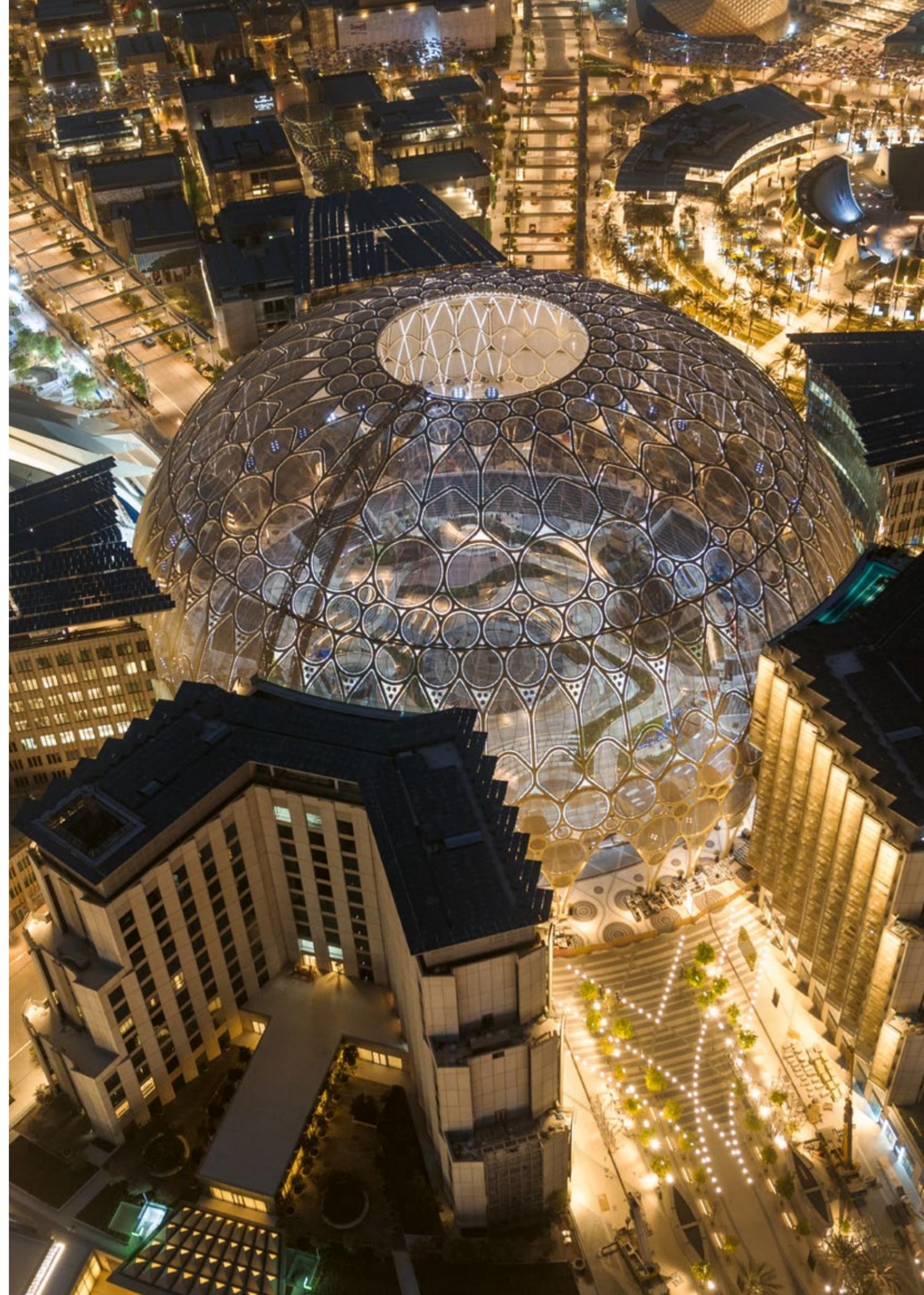
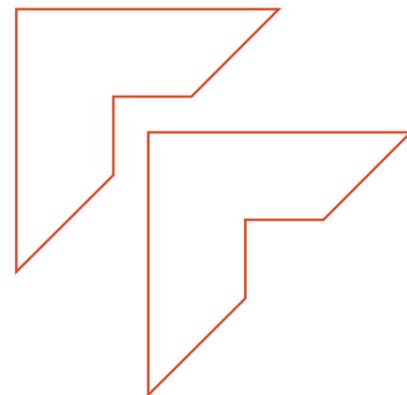
Mr. Arjun Mohan
Member of The Advisory Council



Dubai Overview

Expo Effect Bolsters Dubai's Economy

Dubai finds itself in a strong position as it emerges from the pandemic and reaps the far-reaching economic benefits created by the mega event.



VISA REFORMS, CONSISTENT POLICIES AND STIMULUS PACKAGES ARE BENEFITING VARIOUS ECONOMIC SECTORS, WITH TRAVEL, TOURISM, HOSPITALITY, REAL ESTATE AND RETAIL SEEING POSITIVE MOMENTUM.

After several years of preparation, Dubai's big moment arrived as it welcomed the world for Expo 2020. The mega event is a catalyst for sustainable economic growth and recovery, while it's expected to elevate Dubai's position as a global business hub.

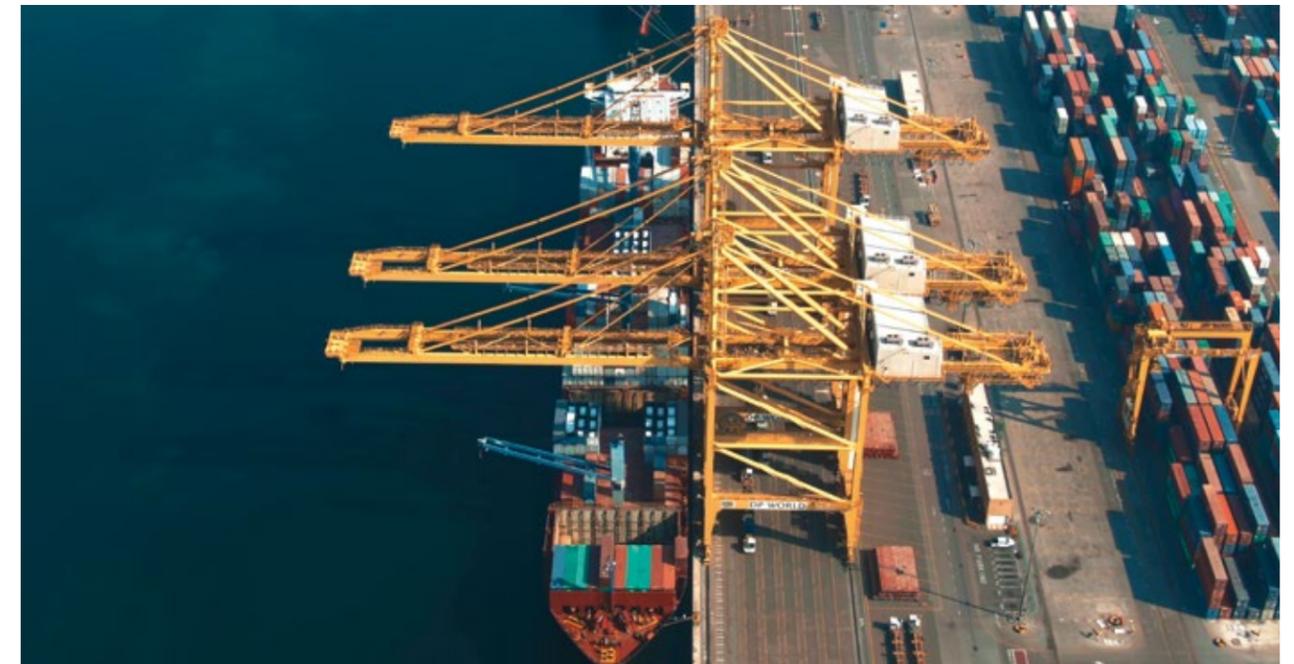
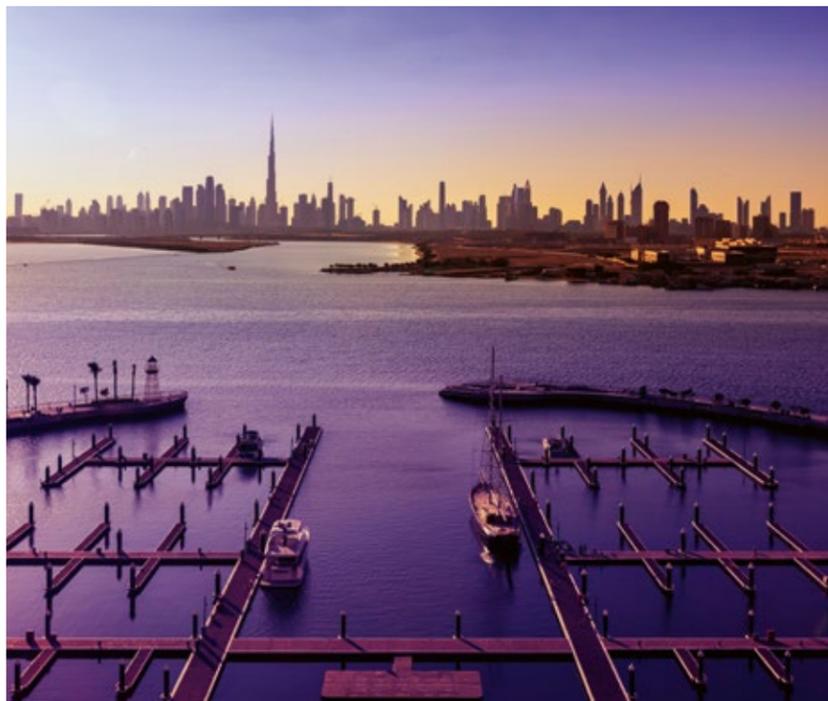
After a pandemic-ridden year amidst flight restrictions, tourists from around the world had a chance to travel to Dubai and visit the mega event which features more than 190 countries, showcasing a diverse range of cultures, innovation and cutting-edge solutions addressing global challenges.

BUSINESS-FRIENDLY POLICIES TAKE EFFECT

In June 2021, new foreign ownership rules in the UAE came into effect which granted foreigners 100% ownership of mainland companies in specific economic sectors. The amended Commercial Companies Law aims at boosting the country's competitive edge and is a part of UAE government efforts to facilitate doing business.

Amendments to the UAE's bankruptcy law provided added flexibility to companies and debtors, and allow them to face challenges and ensure their rights and the rights of others. The amendments also contribute to enhancing confidence in the country's business environment, and the ability for companies and the private sector to face all challenges especially related to the pandemic and its effects on the business sector.

The UAE also announced it would open citizenship to select foreigners including investors, specialised talents and professionals, as well as their families. The game-changing move aims to attract top talent with expertise needed to support the UAE's sustainable development and transition to a knowledge-based economy. At the same time, it is expected to elevate the country's status in the global arena and enhance its value proposition.




\$196 BILLION
DUBAI'S FOREIGN NON-OIL TRADE


24 MILLION
PASSENGERS RECEIVED AT DUBAI AIRPORT


\$40 BILLION
VALUE OF NEW PROPERTY INVESTMENTS IN DUBAI

TRADE AND TOURISM RECOVER

The UAE's successful vaccination drive and a return to live business and leisure events only added to the surging confidence in the Dubai market.

Visa reforms, consistent policies and stimulus packages are benefiting various economic sectors, with travel, tourism, hospitality, real estate and retail seeing positive momentum.

During 2021, numerous reports and analysis showed accelerated economic growth across a wide range of sectors. Dubai's non-oil external trade in the first half of 2021 reached AED 722.3 billion (\$196 billion), up 31% from AED 550.6 billion it recorded in the corresponding period in 2020.

Exports grew 45% year-on-year in H1 2021 to AED 109.8 billion

from AED 75.8 billion, in line with the 10 x 10 programme (one of the nation's 'Projects of the 50' initiatives) to increase the UAE's exports to 10 global markets by 10% annually.

Imports rose 29.3% year-on-year to AED 414 billion from Dhs320 billion. Re-exports grew 28.3% to AED 198.6 billion from AED 154.79 billion. The volume of Dubai's non-oil external trade in the first half of 2021 rose 10% to 48 million tonnes compared to 43.7 million tonnes in H1 2020.

China maintained its position as Dubai's top trading partner in H1 2021 with AED 86.7 billion worth of trade, up 30.7% compared to AED 66.3 billion in H1 2020. Trade with India also grew 74.5% year-on-year to AED 67.1 billion from AED 38.5 billion.

Trade with the US amounted to AED 32 billion, up 1% from AED 31.7 billion in H1 2020. Saudi Arabia came fourth with AED 30.5 billion, up 26% from AED 24.1 billion, followed by Switzerland with AED 24.8 billion, an increase of 2.3% from AED 24.2 billion.

Dubai welcomed over 6 million visitors from January to November 2021, with the highest number of international guests arriving from India with 794,000 visitors. India was followed by Saudi Arabia (391,000) and Russia (374,000).

In the opening month of Expo 2020 Dubai, hospitality industry data estimated hotel occupancy

to rise by 77% year-on-year, with revenue per available room rising by an even higher 86%. At the same time, some 100,000 people traveled through Dubai International Airport (DXB) daily. By the end of October, in fact, DXB had reclaimed its title as the world's busiest international airport as global travel restrictions eased.

Dubai International (DXB) received over 24 million passengers during the first 11 months of 2021, according to Dubai Civil Aviation Authority (DCAA). In November alone, the world's busiest international airport welcomed 3.88 million passengers.

GROWING INVESTOR CONFIDENCE

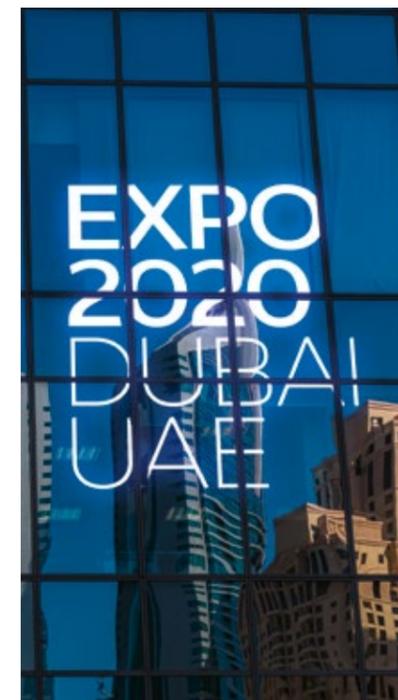
Dubai attracted AED 15.9 billion (\$4.3 billion) in foreign direct investment from 378 projects in the first nine months of 2021, according to the Dubai Investment Development Agency (Dubai FDI).

Growing momentum followed the introduction of new initiatives and regulation that boosted investor confidence in the Dubai market.

“Global investors have placed their faith in Dubai's business ecosystem, making it among the most attractive FDI locations in the world. Initiatives such as full foreign ownership, an evolving visa administration and the alignment of the work week with global markets demonstrate Dubai and the UAE's responsiveness to business needs,” said HH Sheikh Hamdan bin Mohammed, Crown Prince of Dubai and Chairman of the emirate's Executive Council.

FDI reinvestment projects accounted for 11% of the total FDI projects in the emirate. Job creation resulting from FDI surged 36% during the first nine months of 2021 to 16,430 new jobs.

Dubai's real estate market recorded 84,772 transactions valued at AED 300 billion (\$81.6 billion) in 2021.



The emirate recorded a 65% growth in the number of real estate transactions and a 71% increase in value last year compared to 2020, according to the Dubai Land Department (DLD).

“The directives of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, to make Dubai the world's best city to live and work has served as a key driver in increasing its attractiveness as a global investment destination,” said HH Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Executive Council.

A total of 52,415 investors concluded 72,207 new investments in 2021 worth AED 148 billion representing a 73.7% growth in the number of investments, a 65.6% rise in the number of investors, and a 100% increase in the value of investments compared to 2020, the report added.

Expo 2020 Dubai played a crucial role in attracting new investors to the Dubai property market as the mega event provided visitors a chance to explore projects and offerings.

THE ROAD AHEAD

The UAE unveiled The 'Projects of the 50' - a series of developmental and economic projects that aim to accelerate the UAE's development and transform it into a comprehensive hub in all sectors and establish its status as an ideal destination for talents and investors. These initiatives cover several key sectors such as: economy, entrepreneurship, advanced skills, digital economy, space and advanced technologies.

Around AED 5 billion has been earmarked to fund advanced technology adoption, while the Fourth Industrial Revolution Network aims to grow 500 national companies through the application of such technologies over five years.

As Dubai pushes ahead with its innovation mission, it will continue to look outwards as it doubles down on efforts to attract leading companies and specialised talent from around the world that can accelerate the growth of its digital economy.

Attracting FDI is a major component of future plans, and there is sure to be many more new projects, initiatives and incentives introduced in the coming years that will cement Dubai's position as a global business hub and catalyse the emirate's economic growth and competitiveness.



DUBAI CHAMBER OF COMMERCE OVERVIEW





Dubai Chamber of Commerce Overview

Back To Business

Dubai Chamber of Commerce raised the bar in 2021 as it recorded membership growth, achieved 100% smart transformation and leveraged the Expo 2020 platform to promote Dubai as an attractive business hub.

Amidst new challenges created by the pandemic, Dubai Chamber played a pivotal role in supporting the development of business in Dubai, while providing members access to business opportunities through various initiatives, programmes, events services and resources.



**\$61.8
BILLION**

VALUE OF MEMBER
EXPORTS



669,922

CERTIFICATES OF
ORIGIN ISSUED

MEMBERSHIP AND EXPORT GROWTH

A total of 27,896 new companies joined Dubai Chamber as members in 2021, marking 66.8% growth, compared to 2020 and bringing total membership to 287,000.

The value of ATA Carnets issued by the Chamber and received by the country reached AED 4.5 billion in 2021, while a total of 4,495 ATA Carnets were accounted for.

The value of member exports reached AED 227 billion in 2021 22.7% growth compared to 2020 (AED 185 billion).

In addition, 669,922 certificates of origin were issued by the Chamber in 2021, compared 631,686 certificates in 2020.

DIGITAL MILESTONES

In 2021, the Chamber achieved 100% smart transformation of its core services, marking a new milestone in the organisation's



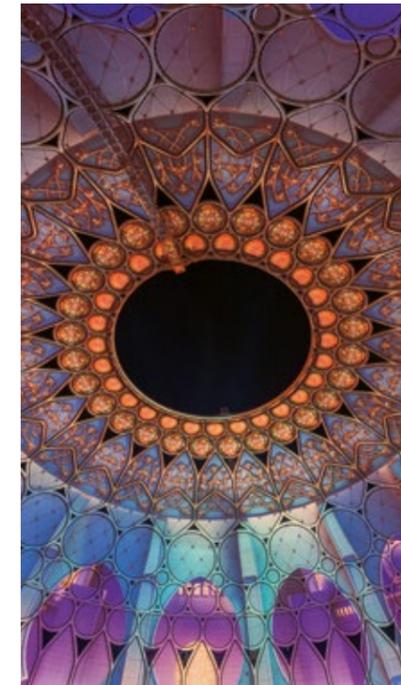
digital transformation mission. The Chamber achieved its target of becoming 100% paperless by the end of 2021, joining several other government entities in reaching this goal.

Currently, the Chamber offers 50 smart services to Dubai's business community through its website and mobile applications. These services cover everything from certificates of origin, attestation, ATA Carnets and credit reports, economic research, market intelligence, policy advocacy, business mentorship, business matching, mediation, to training, seminars and workshops related

to e-commerce, startups, sustainability, CSR, legal matters and international expansion.

The Chamber launched a new online business intelligence tool to help traders in the emirate identify the untapped potential for exporting commodities to 30 promising markets across the MENA region, Asia, Africa, and Europe.

As per analysis by the International Trade Center (ITC), there are reportedly 26 major commodities listed on the platform, with an estimated \$10 billion worth of opportunities that UAE exporters can capitalise on.



EXPO 2020 AND MAJOR EVENTS

As the Official Business Integration Partner of Expo 2020 Dubai, Dubai Chamber organised a series of high-level business forums, including the sixth annual Global Business Forum (GBF) Africa, and the inaugural GBF ASEAN at Expo 2020 Dubai, which explored new avenues of economic cooperation between UAE companies and their global counterparts.

Hosted both physically and virtually at the world-class Dubai Exhibition Centre - Expo 2020, Dubai Chamber hosted several Thematic Business Forums highlighting emerging business opportunities, the latest ideas and technologies, and serve as a powerful platform to connect, create and innovate.

Co-organised by Dubai Chamber, the International Chamber of Commerce and its World Chambers Federation, under the theme *Next Generation: Chambers 4.0*, the 12th World Chambers Congress in Dubai was the first hybrid event of its kind, offering delegates a glimpse into what chambers of the future will look like.

The first-ever Future Growth Forum in Dubai attracted 500 participants representing 24 sectors that are key contributors

to Dubai's economy, including UAE ministers, government officials, business leaders and representatives from multinational companies operating in Dubai.

During the forum, participants took part in 24 breakout sessions, each tackling existing market challenges and opportunities, as well as recommendations for driving sustainable economic growth and reducing the cost of doing business in Dubai.

In addition, the Dubai Digital Economy Retreat saw the adoption of a new action plan designed to develop Dubai's digital economy strategy, with discussions producing several practical recommendations addressing existing challenges in the market.

The two-day retreat, organised by Dubai Chamber of Digital Economy, supports the vision of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, to position Dubai as a global capital of digital economy.

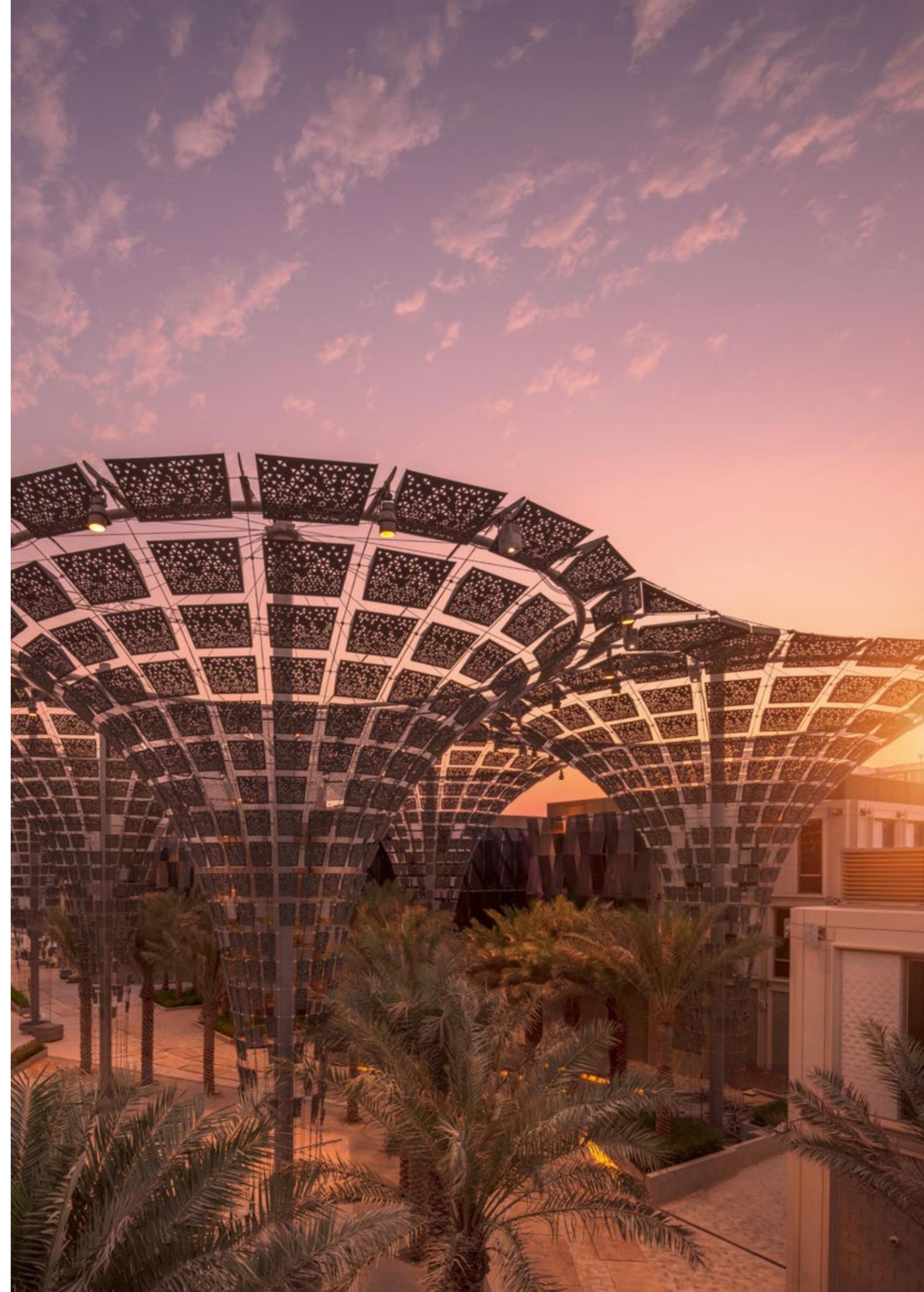
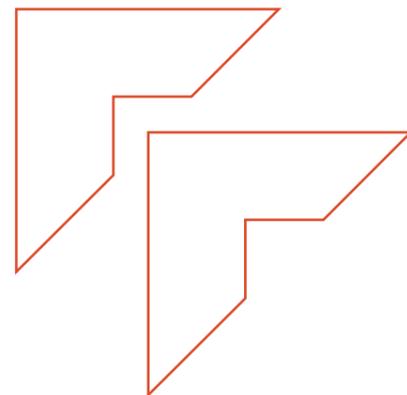




Legal & Policy Advocacy

Navigating A Changing Legal Landscape

Dubai Chamber supported and empowered businesses through policy advocacy, awareness webinars and mediation.



THE CHAMBER REVIEWED VARIOUS DRAFT AND EXISTING LAWS AND ADVOCATED TO PROTECT BUSINESS INTERESTS.

Dubai Chamber of Commerce kept members of the business community informed of important regulatory developments through awareness webinars covering a wide variety of legal matters. The Chamber reviewed various draft and existing laws and advocated to protect business interests.

POLICY ADVOCACY

Dubai Chamber reviewed a total of 52 laws in 2021 with the aim of ensuring a favourable business environment in Dubai. The Chamber signed a Memorandum of Understanding with the Supreme Legislation Committee to enhance institutional cooperation between the two entities in the development of legislation.

The Chamber continued to engage businesses in the policy formulation process and launched a dedicated portal through which to consult with them. Throughout the year, the Chamber conducted 30 advocacy meetings, with each one proving a proactive opportunity to lobby the government on behalf of the business community and covering five issues that impact them.

Organised by Dubai Chamber of Digital Economy the first-ever Future Growth Forum in Dubai attracted 500 participants representing 24 sectors that are key contributors to Dubai's economy, including UAE

ministers, government officials, business leaders and representatives from multinational companies operating in Dubai.

During the forum, participants took part in 24 breakout sessions, each tackling existing market challenges and opportunities, as well as recommendations for driving sustainable economic growth and reducing the cost of doing business in Dubai.

The forum was initiated following the recent directives of H.H. Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Executive Council, to reduce government-related procedures for businesses by 30% over the next three months.

In addition, the Dubai Digital Economy Retreat saw the adoption of a new action plan designed to develop Dubai's digital economy strategy, with discussions producing several practical recommendations addressing existing challenges in the market. The two-day retreat, organised by Dubai Chamber of Digital Economy, supports the vision of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, to position Dubai as a global capital of digital economy.




52
LAWS REVIEWED


30
ADVOCACY MEETINGS HELD


200
MEDIATION CASES RECEIVED

BUSINESS MEDIATION AND LEGAL SUPPORT

The Dubai Chamber legal services department received 200 mediation cases in 2021, of which 66 commercial disputes were resolved amicably. Thanks to an agile response to the global situation, The vast majority, 175 of these cases were handled virtually using the department's smart mediation services.

The value of settled cases reached AED 5 million and the total value of mediation cases handled amounted to over AED 30 million.

The Legal Services Department organised seven webinars in 2021 that were attended by 2,500 participants. The webinars examined important legal

developments and advised businesses and professionals on how to comply with existing and new regulation.

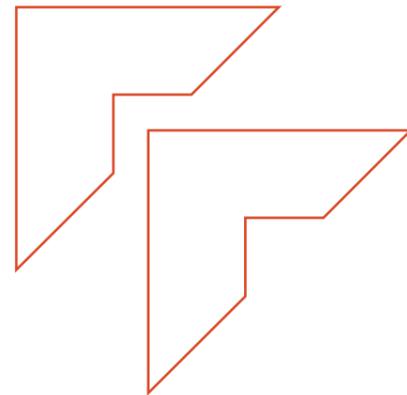
Among the topics and issues covered by the webinars were: commercial contracts, economic substance regulations, UAE Commercial Companies Law, UAE Bankruptcy Law, bounced cheques, commercial agencies, and real estate development and challenges.



Human Capital

Creating A Positive Working Environment

Ensuring the health and safety of staff and developing their skills remained top priorities for Dubai Chamber of Commerce.



THE CHAMBER'S HUMAN RESOURCES DEPARTMENT WORKED TO ENSURE A POSITIVE WORKING ENVIRONMENT OFFERING TRAINING AND DEVELOPMENT OPPORTUNITIES.

Dubai Chamber of Commerce launched a vaccination drive, implemented the latest health and safety measures and adopted flexible working for employees.

In March, Dubai Chamber organised a campaign at its headquarters in cooperation with Dubai Health Authority, where more than 200 staff members and their family members were vaccinated against COVID-19.



200

STAFF AND FAMILY MEMBERS VACCINATED



57%

EMIRATISATION RATE



1,415

TRAINING HOURS

INVESTING IN SKILLS AND TALENT

The Chamber's Human Resources department worked to ensure a positive working environment offering training and development opportunities, and a healthy work-life balance for its diverse workforce of 193 employees representing 28 nationalities.

Creating an attractive environment for UAE nationals to thrive and grow remained a top priority, with the Emiratisation rate standing at 57%. Employees received a total of 1,415 training hours comprising 43 courses, both in-person and online.

In addition, various events were organised throughout the year to enhance team spirit among Dubai Chamber staff. Aside from the wellness benefits provided to staff such as free annual health checks and discounted gym memberships, Dubai Chamber organised tailored wellness and fitness initiatives during Dubai Fitness Challenge to promote healthy lifestyle and habits.

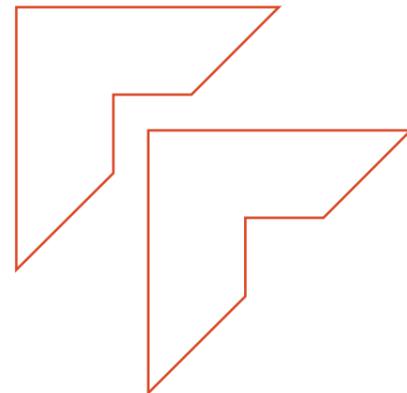




Economic Research and Business Support

Insights for Better Business

Dubai Chamber of Commerce provided businesses access to valuable market insights and partnered with leading e-commerce players to support members' digital ambitions.



RESEARCH COVERED A WIDE VARIETY OF TOPICS AND ISSUES, INCLUDING THE DIVERSIFICATION OF UAE EXPORTS, INFLATION, BUSINESS CONFIDENCE, DUBAI TRADE SECTOR AND MARKET TRENDS.

The Economic Research department played an important role in helping Dubai Chamber fulfil its mandate of keeping the business community informed and updated on the latest economic and business developments locally, regionally and globally.

It did so by carrying out extensive research on the economic and business impact of COVID-19, identifying potential business opportunities and monitoring economic trends through its business outlook survey and intelligence reports, sector analyses and business guides.



41

RESEARCH REPORTS PREPARED



1,100

E-RESOURCES ADDED TO LIBRARY



555

CREDIT RATING REPORTS ISSUED

ANALYSING MARKET TRENDS

The Economic Research department prepared 41 reports and added more than 1,100 e-resources to the e-library, in addition to more than 65 fact sheets. The Department also provided 158 items of research and data support to varying Dubai Chamber of Commerce departments.

Research covered a wide variety of topics and issues, including the diversification of UAE exports, inflation, business confidence, Dubai trade sector and market trends, Dubai-Africa and Dubai-ASEAN trade and investment, the role of technology in manufacturing sector, opportunities of Dubai agri-food trade with the OIC markets.

A total of 555 business reports were sold through the Credit Rating service, while 272 companies joined the Global Trusted Member e-Network.

The business support team organised several webinars on building B2B Marketing Strategy for 2021, social media content creation, using the Global Trusted e-Network and Credit Rating services. In total, 1,286 Tender and Business Opportunities were disseminated to Dubai Chamber business community and uploaded on Dubai Chamber website.



ENABLING E-COMMERCE GROWTH

Dubai Chamber forged a partnership with eBay which officially launched the “eBay for Business - UAE” Growth Program, a customised support program with exclusive benefits for the businesses in the UAE that provides a practical training and tailor-made support on how to grow their business online, enter new markets, boost sales and drive repeated business with eBay. Since its establishment, 62 companies have joined the program.

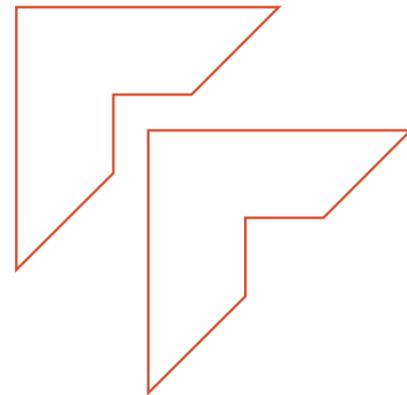
Google and Dubai Chamber joined forces to launch Business Online Presence, a comprehensive digital solution designed to help businesses in the UAE manage their online presence, maximise visibility and attract new customers. The new solution was launched during a webinar co-hosted by the two entities.



Community and Sustainability

Championing CSR within the Business Community

Dubai Chamber organised several corporate social responsibility (CSR) initiatives throughout 2021 and encouraged companies to adopt sustainable and responsible business practices.




69
SUSTAINABILITY
NETWORK MEMBERS


109
CSR LABEL
APPLICATIONS


2,779
GIVE & GAIN
VOLUNTEERS

Dubai Chamber’s Centre for Responsible Business and the Dubai Chamber Sustainability Network mobilised the business community through various events and activities designed to help businesses share knowledge, address key CSR and sustainability matters and give back to their communities.

TACKLING SUSTAINABILITY ISSUES

The Dubai Chamber Sustainability Network, a platform for sharing expertise and strategy on CSR and sustainability challenges, held a series of virtual events to keep the business community connected and engaged on important issues such as health and wellbeing, diversity and inclusion, the circular economy, and sustainability technology. Thousands of attendees from over 600 companies and organisations took part in the events.

Meanwhile, the Dubai Chamber Sustainability Week, was held virtually in November 2021, under the theme “Celebrating Diversity and Inclusion – Building Inclusive Workplace”. Activities included the CEO Dialogue forum and roundtable discussion with contributions from high-level panellists.

The CRB’s first major in-person event, Dubai Dialogue 2021, was held on 25 October

at Expo 2020 Dubai under the theme “Accelerating the Transition to a Circular Economy”. The event attracted 101 delegates from 62 organisations who took part in discussions around the opportunities and challenges of this model of production and consumption.

The Dubai Chamber Sustainability Network saw its members grow steadily during the year to 69. Dubai Chamber’s CSR Label attracted 109 applications.

GIVING BACK

In the early part of the year, Dubai Chamber launched the Business Mentoring and Support programme, which benefited 17 companies that participated in different projects throughout the year.

The annual Give & Gain campaign held by ENGAGE Dubai saw 66 organisations taking part. A total of 2,779 volunteers donated 70,000 hours of volunteering towards 92 projects that benefited more than 60,000 beneficiaries.

Dubai Chamber staff fundraised for various charities and 30.5% of Dubai Chamber employees volunteered in 2021 with an average of 2.6 hours of volunteering per employee, benefitting more than 6,200 beneficiaries.



Sustainability Week 2021 campaign on Celebrating Diversity and Inclusion resulted in having more than 50,000 participants from around 50 organisations.

Chamber staff volunteered 200 hours for initiatives such as Zayed Humanitarian Day and the Used Item Collection Drive. During those campaigns staff dedicated their time to donate rice, books, clothes, medicine and electronics, benefiting 5,000 individuals.

For International Workers’ Day, Dubai Chamber honoured contract workers who work hard each day to make sure its offices are one of the safest, cleanest and most efficient places to work.

On the environmental front, Dubai Chamber continued promoting various campaigns, such as Earth Hour and World Environment Day. Also, it organised an environmental competition and staff gathering

to raise employee awareness on environmental preservation and implement best practices.

ADVANCING HIGHER EDUCATION

The University of Dubai, an initiative of Dubai Chamber, launched the Sheikh Hamdan Bin Rashid scholarship for three students enrolled in BBA, IT and Electrical Engineering, as well as tuition-free courses for high school students.

Additionally, the Chamber signed 20 MoUs with schools across the UAE and secured more than AED 1.5 million for charitable causes.

INTERNATIONAL PARTNERSHIPS

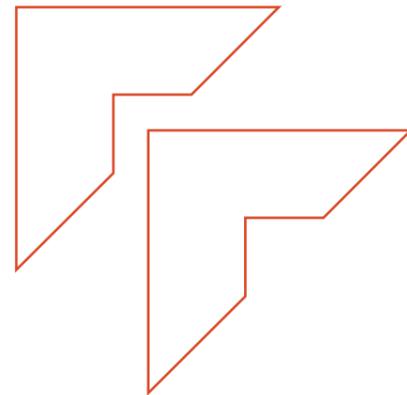




International Partnerships

Elevating Dubai's Position in the Global Arena

Dubai Chamber and its international offices played a critical role in developing Dubai's trade ties with other markets and identifying attractive global expansion opportunities for member companies.





International Partnerships

Expanding Dubai's Trade Ties

Dubai Chamber took international outreach efforts to the next level as it hosted business delegations from around the world that attended Expo 2020 Dubai and leveraged the mega event to fuel global business exchange.

Dubai Chamber received a total of 2,983 international delegations representing 73 countries in 2021 and met with over 6,800 visiting delegates. The Chamber organised

86 business networking events, including 28 live events and 57 webinars, which were attended by 15,000 businesspeople from around the world.

With the aim of building Dubai's business ties in promising markets, 21 outbound activities were organised, which included trade missions and participation in global events and trade fairs. A total of 582 business matching meetings were

arranged by the Chamber during 2021, while it supported the opening of three new trade offices in Dubai focusing on promoting business exchange between the emirate and Vanuatu, Argentina and Africa.

Dubai Chamber's representative offices - located across Azerbaijan, Ethiopia, Ghana, Mozambique, Kenya, China, Brazil, Panama, India, and Argentina - are the driving force behind the organisation's ambitious international expansion strategy. They study business opportunities in more than 80 countries, build ties with public and private sector stakeholders in emerging markets, identify business opportunities for Dubai Chamber members, and support foreign companies with their entry into the Dubai market.

The Chamber's international offices conducted 2,394 meetings joined by 4,052 investors and businessmen in 2021 and promoted Dubai at 347 events abroad. The offices hosted 39 events attended by 4,280 participants from various markets around the world, while the also organised 13 outbound missions throughout the year.



INTERNATIONAL OFFICES



11
INTERNATIONAL OFFICES

4
FUTURE OFFICES

EXISTING OFFICES

- ▀ Baku, Azerbaijan
- ▀ Buenos Aires, Argentina
- ▀ Shanghai, China
- ▀ Shenzhen, China
- ▀ Mumbai, India
- ▀ Addis Ababa, Ethiopia
- ▀ Nairobi, Kenya
- ▀ Accra, Ghana
- ▀ Maputo, Mozambique
- ▀ Panama City, Panama
- ▀ Sao Paulo, Brazil

FUTURE OFFICES

- ▀ Mexico City, Mexico
- ▀ Moscow, Russia
- ▀ Ho Chi Min City, Vietnam
- ▀ Jakarta, Indonesia



International Partnerships

Welcoming the World

Dubai Chamber of Commerce leveraged the Expo 2020 Dubai and Global Business Forum platforms to build new bridges between UAE companies and their international counterparts.

As Expo 2020 Dubai opened its doors in the UAE in October 2021 - the largest in-person event since the onset of the pandemic - Dubai Chamber of Commerce worked in close collaboration with organisers to create and stage a series of inspiring and action-oriented Thematic Business Forums to meet the ever-changing needs of the global business community.

Moreover, by joining forces as an official partner at Expo 2020, Dubai Chamber also helped connect the

business community with a world of possibilities during 2021. For companies based in Dubai and around the world, that means a once-in-a-lifetime opportunity to meet, mingle and collaborate on opportunities in one of the fastest-growing cities in the world.

Hosted both physically and virtually at the Dubai Exhibition Centre, the Thematic Business Forums aim to highlight emerging business opportunities, the latest ideas and technologies, plus serve as a platform to connect, create and innovate.

During the forums of the fair's first three months, business leaders around the world converged to discuss topical issues affecting business, including climate change and biodiversity, space, urban and rural development, knowledge and learning.



GLOBAL BUSINESS FORUMS AT EXPO 2020

Over 3,000 government officials, business leaders and industry experts representing 91 countries took part in the 6th Global Business Forum Africa at Expo 2020 Dubai, which featured two days of thought-provoking sessions highlighting exciting business opportunities emerging across the continent. A record 550 bilateral meetings between African and UAE investors were held on the sidelines of the event.

A total of 24,800 African companies are now registered with Dubai Chamber, marking a 15.5% increase compared to 2019 and reflecting GBF Africa's growing reputation as a leading platform for establishing economic partnerships and strengthening trade relations.

The inaugural GBF ASEAN, meanwhile, was created with the mission to provide a boost to the economic and trade relations between the UAE and the Association of South East Asian Nations (ASEAN). It was attended by a total of 1,368 delegates from 58 countries - including 250

virtual participants. Approximately 180 bilateral business meetings took place on the sidelines of the event, held under the theme The New Frontiers.

The Chamber received heads of state and high-level attendees at these events including, H.E. Felix Antoine Tshisekedi Tshilombo - President - Democratic Republic of the Congo; H.E. Paul Kagame - President - Republic of Rwanda; Hon. Dr. Constantino Chiwenga - Vice President - Republic of Zimbabwe; H.E. Dato Lim Jack Hoi - ASEAN Secretary General; H.E. Carlos Alvarado Quesada - President of the Republic of Costa Rica; Hon. Dr. Ruhakana Rugunda - Former Prime Minister of Uganda; H.E. Pierre Dartout - Prime Minister - Monaco; H.E. Netumbo Nandi-Ndaitwah - Deputy Prime Minister - Republic of Namibia; H.E. Toomas Hendrik Ilves - Former President of the Republic of Estonia; H.E. Attilio Fontana - President of the Lombardy Regional Government; H.E. Aziz Aaliev - Deputy Prime Minister - Kyrgyzstan; and H.E. Kersti Kaljulaid - Former President of Estonia.



International Partnerships

Mobilising the Chambers Community

12WCC HIGHLIGHTED THE NEED FOR CHAMBERS OF COMMERCE AROUND THE WORLD TO REALIGN THEIR SERVICES TO DRIVE BUSINESS IN A NEW ERA THAT IS BEING DEFINED BY DIGITALISATION, GOVERNANCE, AND INCREASING CONCERN FOR SOCIAL AND ENVIRONMENTAL ISSUES.

Co-organised by Dubai Chamber, the International Chamber of Commerce (ICC) and its World Chambers Federation, the 12th World Chambers Congress (12WCC) in Dubai attracted business leaders from around the world. The Congress was the first hybrid event of its kind, offering delegates a glimpse into what chambers of the future will look like.

Over 3,800 chamber leaders, representatives, and industry experts from 110 countries attended the 12WCC, with more than 80 speakers taking part in 44 interactive sessions over the three days of the Congress. 12WCC highlighted the need for chambers of commerce around the world to realign their services to drive business in a new era that is being defined by digitalisation, governance, and increasing concern for social and environmental issues.

At the Congress, H.E. Hamad Buamim, President & CEO of Dubai Chambers and Chair of the ICC-World Chambers Federation presented Chamber Model Innovation (CMI), a new

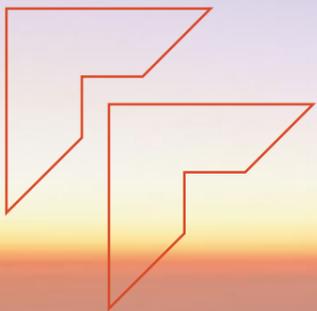
framework designed to fast-track Chamber-led innovation around the world.

The framework provides a reliable reference for chambers of commerce to deal with disruption and become more agile and proactive in catering to member needs. It was developed by a global taskforce, established by the World Chambers Federation. The CMI framework has already been successfully tested by several Chambers from around the world.





DUBAI CHAMBER OF COMMERCE INITIATIVES

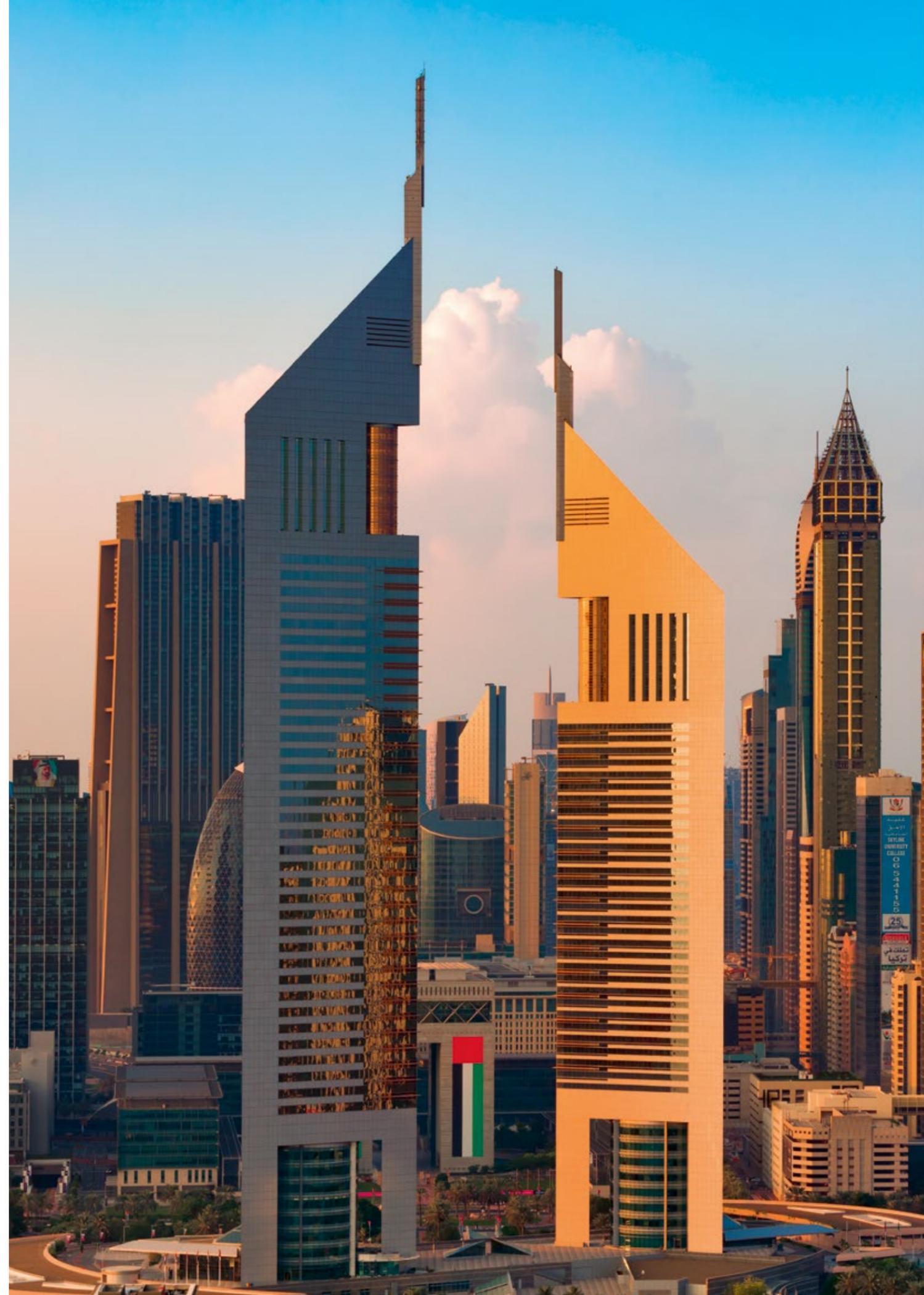
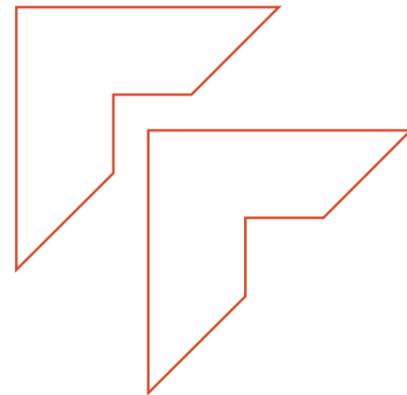




MRM Business Awards

Raising the Bar for Business Excellence

In 2021, Dubai Chamber recognised the winners of the 11th cycle of the Mohammed bin Rashid Al Maktoum (MRM) Business Award, the 3rd cycle of the MRM Business Innovation Award and the 1st cycle of the MRM Customer Excellence Award.



THE PRESTIGIOUS AWARDS HAVE EVOLVED INTO A COMPREHENSIVE AND INTEGRATED PROGRAMME DESIGNED TO HELP COMPANIES ADOPT BEST INTERNATIONAL PRACTICES.

His Highness Sheikh Ahmed bin Saeed Al Maktoum, President of Dubai Civil Aviation Authority, and Chairman & Chief Executive of Emirates Airline & Group honoured 33 winning companies at a prestigious ceremony at Expo 2020 Dubai.

Held under the patronage of H.H. Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice-President and Prime Minister and Ruler of Dubai, the ceremony was hosted by Dubai Chamber and attended by heads of government departments and officials, and prominent business leaders from the UAE and GCC.

Recognised companies represented a wide variety of sectors, including construction, finance, services, manufacturing, trade, re-export and transport and logistics. The companies applying for the various awards went through a rigorous evaluation process in the main areas of corporate performance such as leadership, strategy, employment, competency management, innovation, and providing exceptional experiences to customers based on the criteria outlined in the award's business performance model, as well as best international practices.

His Excellency Abdul Aziz Al Ghurair, Chairman of Dubai Chambers, said the MRM Business Award, a member of the Mohammed bin Rashid Al Maktoum Global Initiatives, forms an essential part of the culture of institutional excellence that the UAE's wise leadership is keen to foster within business communities across the region. He described the MRM Business Awards ceremony as a celebration of business excellence and innovation coinciding with a pivotal moment for the UAE as it welcomes the world at Expo 2020 Dubai, celebrates its Golden Jubilee and maps out a new bold vision for the post-COVID era.



33
WINNING COMPANIES IN LATEST AWARD CYCLE

205
COMPANIES AWARDED TO DATE

1,950
APPLICATIONS SUBMITTED SINCE 2005

HE Hamad Buamim, President & CEO of Dubai Chambers and Chairman of the MRM Business Award Steering Committee said: "Since Dubai Chamber launched the Mohammed bin Rashid Al Maktoum Business Award in the year 2005, it has endeavoured to foster a culture of excellence within business communities, enhance economic competitiveness, and raise industry standards. Over the years, the prestigious awards have evolved into a comprehensive and integrated programme designed to help companies adopt best international practices and 205 companies have been awarded to date, while over than 1,950 applications have been submitted."

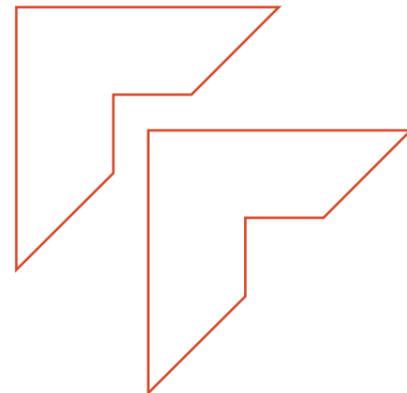
H.E. Buamim noted that interest and participation in the MRM Business Awards has grown significantly in recent years in line with Dubai's economy and business community. He noted that this is also a result of the far-reaching benefits seen by participating and winning companies, which go far beyond recognition. He added that a majority of participating companies in the last awards cycle came from the UAE. A total of 88 companies from other GCC countries, accounting for 13% of all participants, applied to the programme.



Dubai Startup Hub

Bolstering Dubai's Entrepreneurial Ecosystem

Dubai Startup Hub, the entrepreneurship arm of Dubai Chamber of Commerce, supports aspiring entrepreneurs by helping them turn their business ideas into a reality.



Dubai Startup Hub's mission is to support emerging companies and help them understand and navigate the process of establishing businesses in Dubai. It also offers entrepreneurs opportunities to exchange knowledge and ideas, and build valuable partnerships that drive business growth. This is all in an effort to support and develop the emirate's entrepreneurial ecosystem, and strengthen its position as a global destination for new businesses.

In 2021, a total of 1,929 entrepreneurs benefitted from Dubai Startup Hub programmes and initiatives, 30% of which were Emiratis.

Dubai Startup Hub harnessed the power of digital technologies by offering a vast portfolio of online programmes and performing offline engagements within the entrepreneurship ecosystem. To this end, Dubai Startup Hub hosted 39 webinars/online events and participated in 14 in-person events.

A NEW GENERATION OF ENTREPRENEURS

A key focus of 2021 for Dubai's Startup Hub was developing the new generation of talented Emirati entrepreneurs and inspiring UAE talent to explore opportunities in the private sector.

This was aided by the Emirati Development Programme, which aimed to develop Emirati talents and inspire a new generation of UAE entrepreneurs to take on opportunities in the private sector. This was achieved by identifying and developing entrepreneurs' skills through specialised training and providing participants with the necessary knowledge and experience in the field.

A total of 105 Emirati entrepreneurs applied to the programme,



52% of which were women. The top 30 received 12 hours of specialised interactive training to become ready to launch and grow their technology businesses. Participants were also provided with an opportunity to learn more about various sectors through an internship scheme with DHL, Oliver Wyman and International Consultant Law Office (ICLO).

PROMOTING DUBAI AS A STARTUP DESTINATION

In 2021, the Dubai Startup Hub promoted Dubai as a leading startup destination by expanding international outreach and engaging with international startup ecosystems and entrepreneurs around the world.

The Dubai Technology Tour, attracted the participation of six promising Indian scale-ups in the area of retail technology who were selected to be participants

of the second tour organised in cooperation with IMC, MCCIA, Kerala Startup Mission.

The tour offered participating scale-ups access to three exclusive virtual events and the opportunity to meet with public and private sector stakeholders from the UAE, pitch their business to prospective investors and business partners, and participate in 16 business matchmaking sessions organised by Dubai Chamber.

EXPO 2020 DUBAI EVENTS

A total of 30 of Dubai Startup Hub members were given the opportunity to showcase their solutions and engage with Expo business visitors during the GBF series.

Dubai Startup Hub also helped foster the growth of B2B innovation in Dubai during 2021. This included building on the Market Access Programme.



The 2021 edition saw a new format of the programme which offered a three-month cycle of matchmaking services to three corporate partners. Six startup companies were selected by corporates to collaborate on new pilot projects. Of the submissions, 50% came from outside the UAE, reflecting Dubai's strong appeal as a preferred destination for international startups.

Furthermore, the second cycle of the Co-Founder Dubai Programme in the UAE helped connect existing startup businesses to aspiring co-founders. The initiative attracted 147 applications and finalists of the programme benefited from a three-part training module and mentorship support to help boost the success rate of emerging

partnerships. Three in four (60%) of the programme's applicants interested in growing their business in the Dubai market had female co-founders.

Meanwhile, the second and third cycles of the Scale-up Dubai Programme provided in-depth knowledge, guidance and tailored support to the enrolled scale-ups, as they look to take their businesses to the next level and expand beyond borders, leveraging the extensive network of Dubai Chamber's international offices. In total, eight founders of technology companies successfully passed programme modules and were awarded a digital "MARKET READY" stamp to boost their business growth in the Dubai market.



1,929
ENTREPRENEURS
BENEFITTED



50%
SUBMISSIONS TO
MARKET ACCESS CAME
FROM OUTSIDE THE UAE



282
BUSINESS IDEAS
SUBMITTED TO DUBAI
SMARTPRENEUR
COMPETITION

**ADVANCING
ENTREPRENEURIAL
EDUCATION**

Dubai Startup Hub, in partnership with ByteDance, launched the first TikTok Academy in the region, with the purpose of educating entrepreneurs on how to validate their business idea, grow their brand online, and convert followers into paid customers. Nearly 300 entrepreneurs applied for the first cycle of the academy. Educational modules available to all participants via a dedicated online platform were supplemented with a business canvas session to help entrepreneurs adopt a lean business model.

Meanwhile, the sixth edition of the annual Dubai Smartpreneur Competition attracted 282 smart business ideas in areas of Trade, Sustainability and Opportunity. The top 10 finalists then presented their businesses at a dedicated event at Expo 2020 Dubai site in January 2022, competing for a prize pool of AED 150,000, and a marketing package from Dubai Startup Hub partners.

**A GROWING
KNOWLEDGE HUB**

Helping entrepreneurs turn their idea into a tangible reality, the Dubai Startup Hub released the Dubai Startup Outlook 2021; a go-to guide for doing business and investing in startups in Dubai, developed in partnership with Dtec, the largest tech entrepreneur centre in the region.

Dubai Startup Hub released one Startup Panorama Report dedicated to the trade ecosystem and opportunities available in this sector for tech startups in Dubai. It also launched eight specialised sector guides to support entrepreneurs in the fields of fintech, healthcare transportation, education, F&B, social impact, sustainability and travel, and tourism and hospitality. The guides provide a comprehensive list of business incubators and accelerators that can help businesses grow their startups, as well as events and conferences that focus on their specific industries.

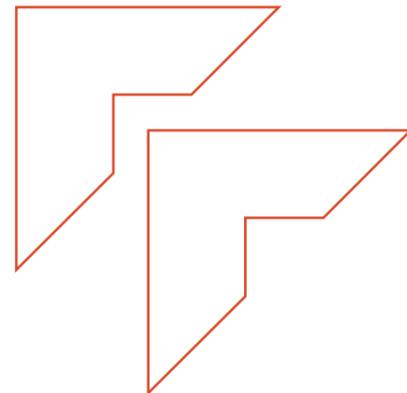
These guides were downloaded by 970 users. Furthermore, ten community newsletters were shared with 8,691 subscribed readers during 2021.



Dubai Business Women Council

Empowering Women in Business

Established in 2002 under the umbrella of Dubai Chamber of Commerce, Dubai Business Women Council has dedicated its efforts to enhancing gender parity in society and encouraging women to play an active role in building the country and stimulating sustainable development.





THE COUNCIL BUILT NEW PARTNERSHIPS TO ENHANCE AND EXPAND SUPPORT TO ITS MEMBERS.

In 2021, the DBWC implemented a number of initiatives to further its commitment to empowering women, providing them with equal opportunities and harnessing their potential.

MEMBERSHIP GROWTH AND EVENTS

A total of 346 new members joined Dubai Women Business Council in 2021, bringing total membership to 507. Meanwhile, eight major initiatives were launched and 152 members were provided access to mentorship. Three major forums were organised by the council, which also participated in 12 local and international events.

The Council established new partnerships to broaden the scope of support and opportunity to its members. They include: Siemens, University of Dubai, Spanish Business Council, South African Business Council – SABCO, Visa Middle East, Dubai Economy, IEL International, PayLink, Dtec, SHE Trades MENA, Euphoria Empire, Pearl Initiative, Creative Women Platform UAE, and INSEAD.

In 2021, HH Sheikh Mohammed bin Rashid, Vice President and Prime Minister of the UAE and Ruler of Dubai, approved the restructuring of the emirate’s Chamber of Commerce into three entities and appointed DBWC’s president,

H.E. Dr. Raja Al Gurg as part of the new Board of Directors of the overarching Dubai Chambers, which oversees and facilitates the work of the three chambers under a common vision.

LEARNING AND DEVELOPMENT

In 2021, DBWC launched two further cycles of its Mentorship Programme. The fourth cycle, held in October, was held at Dubai Chamber of Commerce’s headquarters - the first in-person event hosted by DBWC during the pandemic.

After the success of She Leads and the Creative Zone, the Council also launched the second phase of their integrated accelerator programme, the #SheLeads 2.0 which provided 20 women-led startups with a week-long incubator programme packed with coaching and training sessions that prepared them for a successful launch, and helped them to build a better future. Out of the 20 best companies, two businesses were accelerated and received support services worth AED 100,000.

Following the launch of the Women in Retail and Luxury Forum in December 2020, DBWC organised and hosted another series of forums in 2021 covering several key topics. These included the ‘Women in Tech’ Forum,





which saw Visa, DBWC and DIFC Hive discuss opportunities and challenges facing female-owned start-ups, the Women in Franchising Forum, discussing the role of franchising in empowering female entrepreneurs, and the Women in Construction Forum, in collaboration with The BIG 5, discussing the role of diversity and inclusion in transforming the construction industry.

INTERNATIONAL WOMEN'S DAY

To mark International Women's Day 2021, and in recognition of the social, economic, cultural, and political achievements of women, the Council also hosted the "Dare To Dream Summit: A Celebration of Fearless Women", which was held in cooperation with Kompass Consultancy and supported by the Abu Dhabi School of Government (ADSG). It featured virtual interviews and panel discussions on women's contribution to growth and development. The theme for the summit was aligned with the United Nation's theme for IWD 2021, "Choose to Challenge".

Also in 2021, the President and Board Members of DBWC received 60 EMBA delegates from France at the Dubai Chamber. The meeting was centred on the delegation's interest in learning more about the work of the DBWC, and the Board's overall perspective on the

progression of the businesswomen landscape in Dubai.

The Council also continued to participate in several events, including the Diversity & Inclusion Panel Discussion at the UAE - France Business Days conference; the Fourth Digital Business Ecosystem (DBE) Research Forum, organised by the University of Bahrain; the Women in Leadership Inspiring the Future: Inspirational Women Impacting Business; the International Women's Day Summit powered by Xponential, in collaboration with Microsoft; the Female Entrepreneurship Webinar organised by Hub Brussels; the SMEs Navigating COVID-19: Lessons from the UK & the MENA Region; the Women Transforming Technology Summit; and the Women in Leadership Panel with Siemens at Expo 2020 Dubai, featuring H.E. Dr. Raja Al Gurg.

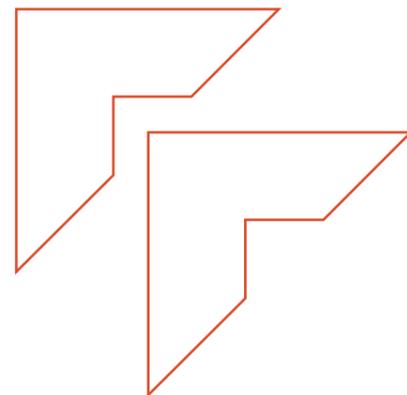
DBWC also provides its members with webinars and skill-building workshops on diverse topics delivered by industry experts that aim to develop and enhance personal and professional skills including: "How to Boost Your Ecommerce Conversion Rates", "Launching a Marketing Campaign: Unlock Instagram For Your Personal Brand", "Business Set-up in the UAE", "SMEs Business Growth Programme: Building an Effective Marketing Strategy", and many more.



Dubai Association Centre

Promoting Dubai as a Global Associations Hub

Dubai remains an attractive hub for international associations thanks to the work and support of the Dubai Association Centre.





9
NEW ASSOCIATIONS
JOINED



45
DELEGATIONS
RECEIVED



2
ROUNDTABLE
DISCUSSIONS HOSTED

Associations are a vital facet of industry, enabling organisations with shared interests to cooperate, pool knowledge and resources, and support each other in solid and stable growth. Dubai Association Centre (DAC), which was established in 2014 by Dubai Chamber of Commerce, the Department of Economy and Tourism, and Dubai World Trade Centre, strengthened its position as a world-class facilitator of non-profit, apolitical and nonreligious professional associations, and trade bodies from a wide variety of sectors.

ATTRACTING ASSOCIATIONS TO DUBAI

DAC welcomed nine new associations to the region, issuing licences to the following entities: Arab Brazilian Chamber of Commerce in the Arab Countries, Chartered Institution of Highways & Transportation (CIHT), Association for Coaching International Middle East, International Dermatology & Aesthetic Medicine (MEIDAM), Chartered Institute of Logistics and Transport; GCC Association of Immunology and Rheumatology (GCC AIR), Energy Workforce & Technology Council Middle East Chapter, ARAC Accreditation Cooperation, and Arab Federation of Radiology & Medical Imaging Specialists.

This exceeds the seven licences issued by DAC in 2020, and demonstrates that the Centre remains a trusted authority during turbulent global times.

EVENTS AND ACTIVITIES

Despite the interruptions and restrictions of 2021, the DAC held 50 meetings joined by 110 attendees, while it hosted several business networking events.

The two hybrid roundtable discussions explored post-pandemic resilience and reinvention, building digital capital, plus launched the Association Investment Fund to help the association community.

The online event saw participation from association experts around the world, who offered practical measures for moving forward through ongoing global challenges. The necessity for collaboration through well-supported associations was highlighted.

LOOKING AHEAD

The Dubai Association Conference, the flagship event of the DAC, will return in 2022. The conference will take place at Expo 2020 Dubai, another example of the emirate's advantageous position as a global hub of business and cooperation that international associations establishing a regional presence through the DAC are able to build on.



PHOTO GALLERY 2021





Dubai Chamber of Commerce Photo Gallery 2021



During Gulfood Breakfast Briefing event, organised by Dubai Chamber of Commerce on the sidelines of the Gulfood 2021 exhibition in Dubai (February 2021)



A high-level Italian business delegation from Confindustria Cisambiente visits Dubai Chamber's headquarters to discuss collaboration prospects (March 2021)



During the visit of HE Ambassador Mesganu Arga Moach, State Minister, Ministry of Trade & Industry, Ethiopia (February 2021)



H.E. Abdul Aziz Al Ghurair, Chairman of Dubai Chambers received a delegation from the Principality of Monaco, led by HH Pierre Dartout, Minister of State in the Principality of Monaco (March 2021)



Dubai Chamber of Commerce Photo Gallery 2021



During the visit of Mexico's Vice Minister of Foreign Affairs, HE Martha Delgado Peralta (April 2021)



Dubai Chamber of Commerce signed an MoU with TikTok, to launch the Dubai Chamber - TikTok Academy, a four-week educational programme that will help 1,000 startups and SMEs grow their businesses using TikTok (April 2021)



During the visit of Romanian Consul General, HE Nicoleta Teodorovici (June 2021)



Dubai Chamber of Commerce Photo Gallery 2021



A high-level delegation from Israel, led by Dr. Ron Tomer, President - Manufacturers' Association of Israel, attends a business seminar at Dubai Chamber's headquarters (June 2021)



H.E. Helal Saeed Almarri, Director General of Dubai Department of Tourism and Economy; H.E. Reem Al Hashimy, Minister of State for International Cooperation and the Managing Director for Expo 2020 Dubai; and H.E. Omar Sultan Al Olama, Minister of State for Artificial Intelligence, Digital Economy and Remote Work Applications and Chairman of Dubai Chamber of Digital Economy address participants during the Future Growth Forum (June 2021)



Dubai Chamber of Commerce Photo Gallery 2021



The board of Dubai Chambers holds its first meeting in 2021 where it discussed key objectives and priorities (June 2021)



The board of Dubai Chamber of Digital Economy discusses activities and priorities for 2021 (July 2021)



The Board of Dubai Chamber of Commerce adopted a 90-day plan to drive business growth in Dubai (July 2021)



An ICC-UAE meeting on trade diversification was held at the headquarters of Dubai Chamber of Commerce (July 2021)



Dubai Chamber of Commerce Photo Gallery 2021



HE Hamad Buamim, President & CEO, Dubai Chambers, receives H.E. Moon Byung-Jun, the Consul General of the Republic of Korea in Dubai (August 2021)



The Board of Directors of Dubai International Chamber discusses new strategy and plans to boost Dubai's trade with global markets (September 2021)

During the first meeting of the Emirati Human Resources Development Council in Dubai, chaired by HH Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum, Deputy Ruler of Dubai, at Dubai Chamber of Commerce premises (August 2021)



Dubai Chamber of Commerce organised the Big 5 Breakfast Briefing, which familiarised visiting delegates with Dubai's economy, business environment, and construction sector (September 2021)



Dubai Chamber of Commerce Photo Gallery 2021



The Dubai Digital Economy Retreat was attended by over 100 industry experts who shared their insights and recommendations for supporting the growth of digital companies operating in Dubai (September 2021)



During the visit of Guatemala's Minister of Economy, HE Antonio Malouf (October 2021)



Dubai Chamber of Commerce hosts the 6th edition of Global Business Forum Africa at Dubai Exhibition Centre in partnership with Expo 2020 Dubai (October 2021)



Dubai Chamber of Commerce Photo Gallery 2021



HE Sarah Al Amiri, Minister of State for Advanced Sciences and HE Hamad Buamim, President & CEO of Dubai Chambers, address participants at the Space Business Forum, held at Expo 2020 Dubai (October 2021)



Dubai Chamber of Commerce hosted the Dubai Dialogue 2021 at Expo 2020 Dubai under the theme Accelerating the Transition to a Circular Economy (October 2021)

During the visit of Panama's Minister of Commerce and Industry, HE Ramón Martínez de la Guardia (October 2021)



HE Sara Falaknaz, Member of Federal National Council and HE Hisham Al Shirawi, Board Member of Dubai Chamber of Commerce speak at the Urban & Rural Development Business Forum, hosted at Expo 2020 Dubai (November 2021)



Dubai Chamber of Commerce Photo Gallery 2021



HE Hamad Buamim, President & CEO, Dubai Chambers, received a delegation from UnionCamere and Promos Italia, where an MoU was signed to strengthen bilateral ties (November 2021)



The advisory board of the Dubai International Chamber meets at DP World's Pavilion at Expo 2020 Dubai (November 2021)



Dubai Chamber of Commerce marks UAE Flag Day 2021 (November 2021)



Dubai Startup Hub hosts a networking event concluding the 2nd edition of the Emirati Development Program (November 2021)

Dubai Chamber of Commerce Photo Gallery 2021



Dubai Chamber of Commerce signed an MoU with Hamburg Chamber of Commerce, renewing their strategic partnership (November 2021)



Dubai Chamber of Commerce in partnership with Expo 2020 Dubai hosts the first edition of the Global Business Forum ASEAN at Dubai Exhibition Centre (December 2021)



Dubai Chamber of Commerce in cooperation with the International Chamber of Commerce and its World Chambers Federation hosted the 12th World Chambers Congress (12WCC) in Dubai (November 2021)



Dubai Chamber of Commerce received a high-level Costa Rican delegation, led by the country's President HE Carlos Alvarado Quesada (December 2021)

Dubai Chamber of Commerce Photo Gallery 2021



Dubai Chamber of Commerce organised at its premises the UAE-Kyrgyzstan Business Forum, which was attended by HE Daniyar Amangeldiev - Minister of Economy and Commerce of the Kyrgyz Republic, and HE Askarbek Dzhanybekov- Minister of Agriculture of the Kyrgyz Republic (December 2021)



H.H. Sheikh Ahmed bin Saeed Al Maktoum, President, Dubai Civil Aviation Authority, Chairman & Chief Executive Emirates Airline & Group, and Chairman Dubai Airports, and H.E. Abdul Aziz Al Ghurair, Chairman of Dubai Chambers, honoured 33 companies that were named winners of the 11th cycle of the MRM Business Award, the 3rd cycle of the MRM Business Innovation Award, and the 1st cycle of the MRM Customer Excellence Award (December 2021)



The Knowledge & Learning Business Forum was organised in cooperation with Expo 2020 Dubai, at the DP World Pavilion (December 2021)



Dubai Chamber of Commerce Photo Gallery 2021



Dubai Chamber of Commerce hosts a meeting with Business Groups and Business Councils where participants were informed of new developments impacting the business community in Dubai (December 2021)

غرفة دبي
DUBAI CHAMBER

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