

PREPARING DUBAI FOR THE FUTURE

ANNUAL REPORT 2022

غرفة دبي
DUBAI CHAMBERS

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للتجارة COMMERCE

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VISION, MISSION & STRATEGIC PRIORITIES

CHAPTER

01

AMBITION

Vision, Mission & Strategic Priorities

VISION

To be **the best chamber in the world** on driving competitiveness and business growth by 2024

MISSION

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

STRATEGIC PRIORITIES

- /01 Improve Dubai's **favourable business environment**
- /02 Attract **international businesses & investments** into Dubai
- /03 Drive **international expansion** of Dubai Chambers' members

- /04 Grow Dubai's **digital economy**
- /05 Increase **effectiveness of advocacy**
- /06 Sustain **institutional & customer excellence**



IN FOCUS

BOARD MEMBERS & ADVISORY COUNCILS

CHAPTER

02

BOARD

Enhancing business through Board Governance

Dubai Chambers' board is joined by some of the most influential business leaders in Dubai, who oversee the organisation's 2022-2024 strategy and operations. The board was established by a decree issued by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai as part of a move to create a new legal framework for Dubai Chambers.

Three additional boards also steer Dubai Chamber of Commerce, Dubai International Chamber and Dubai Chamber of Digital Economy towards achieving priorities outlined under their respective strategies. These boards draw on the expertise of industry leaders that is essential to supporting the chambers' new strategic priorities of improving the business environment in Dubai, attracting foreign investments and international companies to the emirate, supporting member companies with global expansion and growing Dubai's digital economy.

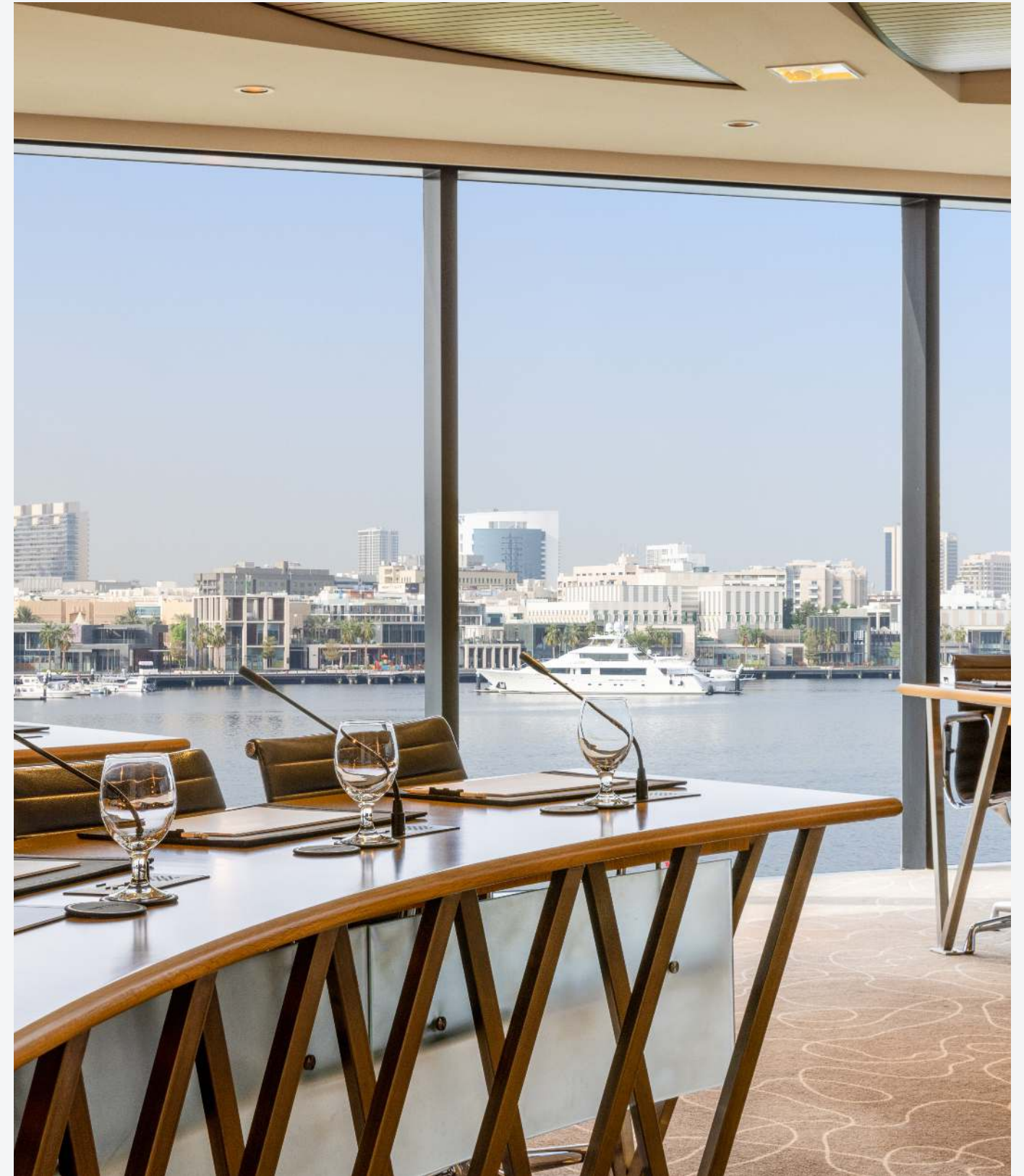
In 2022, Dubai Chambers' board of directors held 4 meetings and issued 32 resolutions. Among the board's key achievements are: approving the Dubai Chambers 2022-2024 strategy, budget and organisational structure; establishing three committees dedicated to investment, audit and risk, and

nominations and remuneration matters. The board also established advisory councils for the three respective chambers, and approved the Dubai Chambers' budget for 2023, as well as the roadmap and organisational structure for the Dubai Centre for Family Businesses.

Board and committee achievements














The boards of directors for Dubai Chamber of Commerce, Dubai International Chamber and Dubai Chamber of Digital Economy each convened for 3 meetings and issued 10, 7 and 8 resolutions, respectively. The Investment Committee held 5 meetings, issued 19 resolutions, and approved the committee's strategic plan and investment guide.

The Audit and Risk Committee held 5 meetings and issued 13 resolutions, while it also appointed an internal auditor for Dubai Chambers in 2022 and approved financial and procurement bylaws and financial authorities' agenda. Meanwhile, the Nominations and Remunerations Committee hosted 3 meetings and issued 13 resolutions. It also approved recommended changes for Dubai Chambers' HR manual and made several upper management appointments in line with the organisation's new direction and Emiratisation drive.



GOVERNANCE















— Dubai Chambers Board

 <p>H.E. Abdul Aziz Abdulla Al Ghurair Chairman</p>	 <p>Mr. Faisal Juma Khalfan Belhoul Vice Chairman</p>	 <p>H.E. Khalid Juma Almajid Member of the Board</p>	 <p>H.E. Omar Sultan Al Olama Member of the Board</p>	 <p>H.E. Sultan Ahmad Bin Sulayem Member of the Board</p>
 <p>H.E. Helal Saeed Almarri Member of the Board</p>	 <p>Mr. Omar Abdulla Alfuttaim Member of the Board</p>	 <p>Mr. Buti Saeed Mohamed Alghandi Member of the Board</p>	 <p>Dr. Raja Essa Algurg Member of the Board</p>	 <p>Dr. Amina Abdulwahed Alrustamani Member of the Board</p>
 <p>Mr. Tariq Hussain Khansaheb Member of the Board</p>	 <p>Mr. Raji Patrick Chalhou Member of the Board</p>	 <p>Mr. Gassan Ahmed Al Kibsi Member of the Board</p>		

— Dubai Chamber of Commerce Board

 <p>H.E. Abdul Aziz Abdulla Al Ghurair Chairman</p>	 <p>Mr. Faisal Juma Khalfan Belhoul Vice Chairman</p>	 <p>H.E. Khalid Juma Almajid Member of the Board</p>	 <p>Mr. Omar Abdulla Alfuttaim Member of the Board</p>	 <p>Mr. Majid Hamad Rahmah Alshamsi Member of the Board</p>
 <p>Mr. Mohammed Abdulghaffar Hussain Member of the Board</p>	 <p>Mr. Buti Saeed Mohamed Alghandi Member of the Board</p>	 <p>Mr. Tariq Hussain Khansaheb Member of the Board</p>	 <p>Dr. Raja Essa Algurg Member of the Board</p>	 <p>Dr. Amina Abdulwahed Alrustamani Member of the Board</p>
 <p>Mrs. Hind Mohammed Binkhribash Member of the Board</p>	 <p>Mr. Raji Patrick Chalhou Member of the Board</p>	 <p>Mr. Shahab Mohamed Gargash Member of the Board</p>	 <p>Mr. Saeed Saif Ahmad Alghurair Member of the Board</p>	 <p>Mr. Hisham Abdulla Alshirawi Member of the Board</p>

— Dubai Chamber of Digital Economy Board

 <p>H.E. Omar Sultan Al Olama Chairman</p>	 <p>H.E. Ahmad Bin Byat Vice Chairman</p>	 <p>H.E. Hamad Obaid Almansoori Member of the Board</p>	 <p>Mr. Khalid Ahmed Altayer Member of the Board</p>	 <p>Mr. Rashid Abdulla Alghurair Member of the Board</p>
 <p>Mr. Fadi Ali Ghandour Member of the Board</p>	 <p>Mrs. Mona Haider Ataya Member of the Board</p>	 <p>Mrs. Hind Abdulhamied Seddiqi Member of the Board</p>	 <p>Mr. Rashid Mohamed Alabbar Member of the Board</p>	 <p>Mr. Mansoor Khalifa Bin Habtoor Member of the Board</p>
 <p>Mr. Ronaldo A. Mouchawar Member of the Board</p>	 <p>Mr. Mudassir Ilyas Sheikha Member of the Board</p>	 <p>Mrs. Elissa Bassima Freiha Member of the Board</p>	 <p>Mr. Dany Farha Member of the Board</p>	

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— Dubai International Chamber Board

 <p>H.E. Sultan Ahmad Bin Sulayem Chairman</p>	 <p>H.E. Helal Saeed Almarri Vice Chairman</p>	 <p>Dr. Habib Mohammad Almulla Member of the Board</p>	 <p>Mr. Ahmad Ali Alkhalafi Member of the Board</p>	 <p>Mr. Nabil Antoine Habayeb Member of the Board</p>
 <p>Mr. Gassan Ahmed Al Kibsi Member of the Board</p>	 <p>Mr. Nader Haffar Member of the Board</p>	 <p>Mr. Rani Raad Member of the Board</p>	 <p>Mr. Stephen Colin Moss Member of the Board</p>	 <p>Mr. Mark David Willis Member of the Board</p>
 <p>Mrs. Elissar Antoine Farah Member of the Board</p>	 <p>Mrs. Julia Onslow-Cole Member of the Board</p>	 <p>Mrs. May Nasrallah Merville Member of the Board</p>	 <p>Mrs. Rola Butros Abu Manneh Member of the Board</p>	 <p>Mr. Anuj Ranjan Member of the Board</p>
 <p>Mr. Shukri Ali Eid Member of the Board</p>				

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ADVISORY

Advisory councils enhance advocacy

Dubai Chambers' advisory councils play an integral role in supporting its advocacy agenda and ensuring a favourable business environment in Dubai. Working in tandem with Dubai Chambers' leadership and boards of directors are the advisory councils of Dubai Chamber of Commerce, Dubai International Chamber and Dubai Chamber of Digital Economy - each of which offer valuable expertise, guidance and support with shaping new policies, initiatives and projects aligned with their respective KPIs and strategic priorities. These advisory councils are joined by industry leaders from the private sector who are involved in the decision-making process and ensure the relevance and effectiveness of the chambers' various efforts and activities to the business community.

























Held under the theme Global Economic Shifts – Trends and Implications for Local, International, and Digital Businesses, the inaugural edition of the Engage Forum in Dubai brought together 100 business leaders, including members of Dubai Chambers' advisory councils, to participate in action-oriented dialogue. The forum provided an ideal platform for advisory council members to share knowledge, strengthen relationships with the public sector and brainstorm tangible solutions to address industry-wide challenges.

Complementing the forum is DC Connect - a digital portal recently launched by Dubai Chambers, which enables the organisation to more effectively engage with advisory councils in a transparent manner. The platform provides a space for members to share their ideas and suggestions and track progress on implementation. In addition, the portal is designed as a one-stop shop to learn about Dubai Chambers' strategic initiatives and access industry research and policy recommendations.













































COUNCILS

— The Advisory Council of Dubai Chamber of Commerce

-  **Dr. Tariq Humaid Matar Al Tayer**
Chairman
-  **Mr. Abdullah Ahmad Al Mousa**
Member of the Advisory Council
-  **Mr. Ali Abdulla Ali Alshafar**
Member of the Advisory Council
-  **Mr. Abdullah Mohamed Juma Alnaboodah**
Member of the Advisory Council
-  **Mr. Mohammed Khalaf Ahmed Alhabtoor**
Member of the Advisory Council
-  **Mr. Buti Obaid Buti Almulla**
Member of the Advisory Council
-  **Mr. Yahya Saeed Ahmad Lootah**
Member of the Advisory Council
-  **Mrs. Sofi Abdulla Mohd Saleh**
Member of the Advisory Council
-  **Mr. Abdulla Saif Obaid Alhathboor**
Member of the Advisory Council
-  **Mr. Ebrahim Ahmed Abdulnabi Alabbas**
Member of the Advisory Council
-  **Mr. Khalid Jassim Mohd Bin Kalban**
Member of the Advisory Council
-  **Mr. Osama Ibrahim Ahmad Seddiqi**
Member of the Advisory Council
-  **Mr. S Abdulfattah Sayed Mansoor Sharaf**
Member of the Advisory Council
-  **Mr. Hani Rashed Rashed Alyateem Almheiri**
Member of the Advisory Council
-  **Mr. Mohammad Zaal Mohammad Zaal**
Member of the Advisory Council
-  **Mr. Khalid Khalifa Juma Alnaboodah**
Member of the Advisory Council
-  **Mr. Ahmad Bin Eisa Bin Nasser Alserkal**
Member of the Advisory Council
-  **Mr. Mohammad Abdulaziz Hassan Baker**
Member of the Advisory Council
-  **Dr. Saif Ahmad Saif Belhasa**
Member of the Advisory Council
-  **Mr. Mishal Hamad Ali Kanoo**
Member of the Advisory Council
-  **Dr. Ahmad Hassan Mohammad Bin Alshaikh**
Member of the Advisory Council
-  **Mr. Marwan Abdulla Al Rostamani**
Member of the Advisory Council
-  **Mr. Tariq Ahmad Abdulrahim Baker**
Member of the Advisory Council
-  **Mr. Essam Abdulamir Hamadi Alfadhli Altamimi**
Member of the Advisory Council
-  **Mr. Abdulaziz Mohammed Saif Binshafar**
Member of the Advisory Council
-  **Mr. Iqbal Yousuf Habib Alyousuf**
Member of the Advisory Council
-  **Mr. Badr Abdulla Mohamed Abdulla Al Jaziri**
Member of the Advisory Council
-  **Mr. Rashed Ali Abulhassan Alansari**
Member of the Advisory Council
-  **Mrs. Hind Habib Mohammad Sharif Almulla**
Member of the Advisory Council
-  **Mr. Ahmad Saeed Majed Belyouha**
Member of the Advisory Council
-  **Mrs. Amal Mohammed Ahmad Almarri**
Member of the Advisory Council
-  **Mr. Jamal Abdulla Ali Alshaafar**
Member of the Advisory Council
-  **Mr. Mohamed Matar Eid Alfalasi**
Member of the Advisory Council

— The Advisory Council of Dubai Chamber of Digital Economy

-  **Mr. Rabea Haidar Ataya**
Member of the Advisory Council
-  **Mr. Ryan Mahoney**
Member of the Advisory Council
-  **Mr. Pavel Durov**
Member of the Advisory Council
-  **Mr. Guillaume Georges Pousaz**
Member of the Advisory Council
-  **Mr. Alexander Tamas**
Member of the Advisory Council
-  **Mr. Divyank Turakhia**
Member of the Advisory Council
-  **Mr. Christophe Gilbert Reech**
Member of the Advisory Council
-  **H.E. Ahmad Abdulkarim Julfar**
Member of the Advisory Council
-  **Mr. John Rees Selby**
Member of the Advisory Council
-  **Mr. Bhavin Mahendra Turakhia**
Member of the Advisory Council
-  **Mr. Karl Magnus Olsson**
Member of the Advisory Council
-  **Mr. Fahad Abdulrahman Alhassawi**
Member of the Advisory Council
-  **Mr. Mohamad Yoland Ballout**
Member of the Advisory Council
-  **Mr. Walid Samir Hanna**
Member of the Advisory Council
-  **Mr. Michael Lahyani**
Member of the Advisory Council
-  **Mr. Philip Bahoshy**
Member of the Advisory Council
-  **Mr. Haider Ali Khan**
Member of the Advisory Council
-  **Mr. Hosam Arab**
Member of the Advisory Council
-  **H.E. Wesam Alabbas Lootah**
Member of the Advisory Council
-  **Mr. Joe Abi Akl**
Member of the Advisory Council
-  **H.E. Younus Abdulaziz Al Nasser**
Member of the Advisory Council
-  **Mr. Faisal Rehman**
Member of the Advisory Council
-  **Mr. Fareed Abdulrahim Faridooni**
Member of the Advisory Council
-  **H.E. Eng. Majed Sultan Al Mesmar**
Member of the Advisory Council
-  **Mr. Mostafa Essa Kandil**
Member of the Advisory Council
-  **Mr. Talal Tarek Tabbaa**
Member of the Advisory Council
-  **Mr. Talal Ziad Bayaa**
Member of the Advisory Council
-  **Mr. Arjun Siva Mohan**
Member of the Advisory Council
-  **Mr. Osman Sultan**
Member of the Advisory Council
-  **Mr. Muhammed Taha Yesilhark**
Member of the Advisory Council
-  **Mr. Sayed Hashish**
Member of the Advisory Council
-  **Mr. Vinod Peruvembu Krishnan**
Member of the Advisory Council
-  **Mr. Hussein Ahmad Freijeh**
Member of the Advisory Council
-  **Mr. Jiawei Liu**
Member of the Advisory Council
-  **Mr. Ali Khanafer**
Member of the Advisory Council
-  **Mr. Ali Mohammad Matar**
Member of the Advisory Council
-  **Mr. Mohammad Hilal Asfour**
Member of the Advisory Council
-  **Mr. Amit Jain Kumar**
Member of the Advisory Council
-  **Mr. Azzam Kamal Alameddin**
Member of the Advisory Council
-  **Mrs. Noor Sweid**
Member of the Advisory Council
-  **Mrs. Raja Mohammed Almazrouei**
Member of the Advisory Council
-  **Mr. Ahmed Mahmoud Auda**
Member of the Advisory Council

— The Advisory Council of Dubai International Chamber

- | | | | |
|--|---|---|--|
| 
Mr. Mohammed Amin Salem
Chairman | 
Mr. Mohammad A Alshaya
Member of the Advisory Council | 
Mr. Saad Assim A Al Janabi
Member of the Advisory Council | 
Sir Timothy Charles Clark
Member of the Advisory Council |
| 
Mr. Dietmar Josef Siersdorfer
Member of the Advisory Council | 
Mrs. Racha Makarem
Member of the Advisory Council | 
Mr. Ashraf Mohamed El Afifi
Member of the Advisory Council | 
Mr. Samer Khoury
Member of the Advisory Council |
| 
Mr. Jerome Droesch
Member of the Advisory Council | 
Mr. Raja Fares Trad
Member of the Advisory Council | 
Dr. Azad Moopen Mandayapurath, MD
Member of the Advisory Council | 
Mr. Richard Winston Edelman
Member of the Advisory Council |
| 
Mr. Eugene Willemssen
Member of the Advisory Council | 
Mr. Ziv Aviram
Member of the Advisory Council | 
Mr. Saeed Mansoor Al Awar
Member of the Advisory Council | 
Dr. Alim Markus
Member of the Advisory Council |
| 
Professor Ian Andrew Goldin
Member of the Advisory Council | 
Mr. Tilman Fertitta
Member of the Advisory Council | 
Mr. Nidal Ramez Abou Ltaif
Member of the Advisory Council | 
Mr. Sunil George John
Member of the Advisory Council |
| 
Mr. Caspar Herzberg
Member of the Advisory Council | 
Mr. Norman Lee Gilsdorf
Member of the Advisory Council | 
Mr. Nicholas Peter Maclean
Member of the Advisory Council | 
Mr. Tarek Rizk
Member of the Advisory Council |
| 
Mr. Geoffrey Paul Dickinson
Member of the Advisory Council | 
Dr. Udo Hunger
Member of the Advisory Council | 
Mr. Ahmed Jibril Dualeh
Member of the Advisory Council | 
Mr. Michael Pascal Cleanis
Member of the Advisory Council |
| 
Mrs. Renuka Mukesh Jagtiani
Member of the Advisory Council | 
Mr. Bernard Joseph Dunn
Member of the Advisory Council | 
Mr. Khaled Salaheddine El Dabag
Member of the Advisory Council | 
Mr. Joe Don Rainey
Member of the Advisory Council |



FOREWORDS

/21 Chairman's Foreword

/23 President & CEO's Foreword

CHAIRMAN'S

A future-proof blueprint for growth

In 2022, Dubai marked one of the most transformational years in its history as the emirate cemented its position as a global hub for business and a future-ready economy.

Not only did Dubai welcome the world at one of the most successful world expos to date, but it also leveraged the opportunity to open new doors of economic cooperation and showcase its bold new vision for its economy that will place the emirate on a stable path of progress and prosperity.

The emirate began reaping the benefits of the various strategic policies and initiatives that support the vision of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai to future-proof Dubai's economy and elevate its position in the global arena.

These proactive measures enabled the emirate to emerge from the Covid-19 pandemic with a stronger and more attractive value proposition to businesses, investors and talent from around the world.

With a strategic focus on building a thriving digital economy and innovative ecosystem, Dubai introduced new incentives that forged new paths toward sustainable growth.

Easing requirements for long-term residency and implementing virtual working visas proved to be very effective in attracting promising businesses and specialised talent to Dubai that offer the solutions and expertise to support its new economic priorities.

Dubai played a major role in unlocking the potential created by new Comprehensive Economic Partnership Agreements, which the UAE signed with Israel, India and Indonesia in the first half of the year.

Such developments sent a clear message to the world that Dubai has never been more open for business, and we at Dubai Chambers are amplifying that message through our new structure and approach to driving Dubai's economy forward.

At the start of the year, Dubai Chambers adopted its 2022-2024 strategy, which outlined the key priorities of improving the business environment in Dubai, attracting foreign investments and international companies to the emirate, supporting member companies with global expansion, growing Dubai's digital economy and increasing effectiveness of advocacy.

These strategic priorities have been identified to activate and enhance various segments of the economy and business community with the aim of improving the ease of doing business in the emirate.

A plethora of new projects, initiatives and KPIs were actioned by Dubai Chambers and the three chambers operating under its umbrella to support these strategic priorities.

We saw a tremendous response to our first-of-its-kind transformation programme designed to enhance the competitiveness of sector-focused business groups operating in Dubai, expand their representation to 100 sectors and boost their economic contribution. We look forward to building on this progress with a similar framework for country-specific business councils in 2023.

Family businesses was another major focus area for Dubai Chambers in 2022, given the crucial importance of this sector to our economy. We have laid the groundwork for a new centre dedicated to supporting the growth of family businesses in Dubai and ensuring their sustainability through specialised training, market research and other value-added services.

We also ventured into new markets and created new innovative programmes to support our member companies with global expansion and attract high-potential companies to the emirate.

Last but not least, we delivered on our pledge of customer excellence by creating a new unit at Dubai Chambers tasked with enhancing all customer interactions and experiences across various touchpoints.

Going forward, Dubai Economic Agenda (D33) will elevate Dubai's position as a global hub for business, trade, tourism and investment through the implementation of 100 transformative projects based on economic targets of AED 32 trillion (\$8.7 trillion) over the next 10 years.

As Dubai's largest economic arm, Dubai Chambers will play a leading role in supporting these ambitions by dedicating its focus and resources to building a forward economy driven by diversification and innovation.



A plethora of new projects, initiatives and KPIs were actioned by Dubai Chambers and the three chambers operating under its umbrella.

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



FOREWORD

PCEO'S

New milestones and limitless ambitions

Following a year full of rapid changes and restructuring, Dubai Chambers hit the ground running in 2022 as it defined its new ambitions and translated strategic plans into action.

In line with its 2022-2024 strategy and mandate set by Dubai Chambers' leadership team, new projects, initiatives and events linked to the organisation's strategic priorities were launched to accelerate economic growth across various priority sectors in Dubai and elevate the emirate's position as a global business hub.

We leveraged Expo 2020 Dubai to build new bridges between business communities in the UAE and abroad, while providing the right platforms for companies to build cross border partnerships.

Unveiling a new corporate identity was another milestone moment for us as the move paved a new path for Dubai Chambers that follows a more strategic approach designed to take Dubai's economic ambitions to the next level and set the emirate apart from other major business hubs around the world.

Each of the three chambers operating under the Dubai Chambers umbrella, made their mark on the economic landscape in a major way.

Dubai International Chamber opened 4 representative offices in Mexico City, Cairo, Tel Aviv and Istanbul. Complementing the Chamber's already strong global presence, the offices are expanding Dubai's trade ties with promising markets, supporting our members with international expansion and attracting high-potential companies to the emirate. The Chamber attracted five multinational companies and 16 SMEs in 2022, and we are very proud to see our ambitious attraction efforts bearing fruit.

Meanwhile, Dubai Chamber of Commerce introduced a new Business Advocacy unit to streamline its advocacy efforts across various departments and interactions with business segments. The Chamber also saw its

membership grow to over 347,000 companies, a testament that its new direction and approach is resonating with the business community. Another milestone was the value of our member exports and re-exports, which reached AED 272.7 billion (\$74.2 billion) in 2022, leading Dubai closer to achieving the targets outlined under its 5-year foreign trade plan.

For its part, Dubai Chamber of Digital Economy placed a key focus on delivering insightful research shedding light on Dubai's fast-growing digital economy and startup ecosystem, while conducting several roadshows and leveraging GITEX Global to attract promising digital companies from target markets.

We look forward to building on that success at the Expand North Star Dubai 2023 as the event provides an ideal platform for the Dubai Chamber of Digital Economy to attract global unicorns and leading digital companies, while showcasing the vast potential that Dubai's digital economy offers.

All three chambers worked to support Dubai Chambers' new business advocacy agenda by fostering purposeful public-private sector dialogue to identify key market challenges and tangible solutions to address them.

The first-ever Engage Forum set a precedent for action-oriented business events in Dubai as it created an ideal opportunity to utilise the valuable expertise of our advisory council members to support Dubai Chambers' advocacy agenda and suggest new policies and initiatives that can drive sustainable economic growth.

As Dubai lays the foundation for a future-ready and innovation-based economy, Dubai Chambers remains committed to working closely with public and private sector stakeholders to achieve the emirate's new strategic priorities and turn its bold ambitions into a reality.



The Chamber also saw its membership grow to over 347,000 companies, a testament that its new direction and approach is resonating with the business community.

Mohammad Ali Rashed Lootah
President and CEO, Dubai Chambers



FOREWORD

DUBAI'S ECONOMIC OUTLOOK

/29 Gross Domestic Product

/31 Foreign Direct Investment

/33 Tourism

/35 Aviation & Travel

/37 Real Estate

CHAPTER

04

DUBAI'S

Dubai's economy at a glance

Dubai's economy rebounded in 2022 as business activity was largely driven by key sectors such as retail, tourism, hospitality, real estate and transportation. The economy expanded by 4.6% in the first nine months of the year to AED 307.5 billion (\$83.7 billion), as the government doubled down on efforts to accelerate the growth of the digital economy, expand economic partnerships with other countries and strengthen Dubai's value proposition with flexible and long-term residency visa options.

The emirate reaped far-reaching economic benefits from Expo 2020 Dubai, the 2022 FIFA World Cup and other large-scale events, while it retained its position as the world's top FDI destination in H1 2022. In addition, momentum behind the digital economy and innovation-focused sectors gathered pace as new ambitious strategies and initiatives were put in place to future-proof Dubai's economy, drive its sustainable development and boost the emirate's global appeal.

These include the Dubai Economic Agenda (D33), Dubai Strategic Plan 2030, Dubai 2040 Urban Master Plan, Dubai Metaverse Strategy, the introduction of the 60-day tourist visa from September 2022 and the Five-Year Multi-Entry Visa for employees of multinational companies. These measures complemented the Golden Visa initiative targeting investors, entrepreneurs and specialised talents, and virtual working and retire in Dubai programmes, which were previously introduced over the last few years.



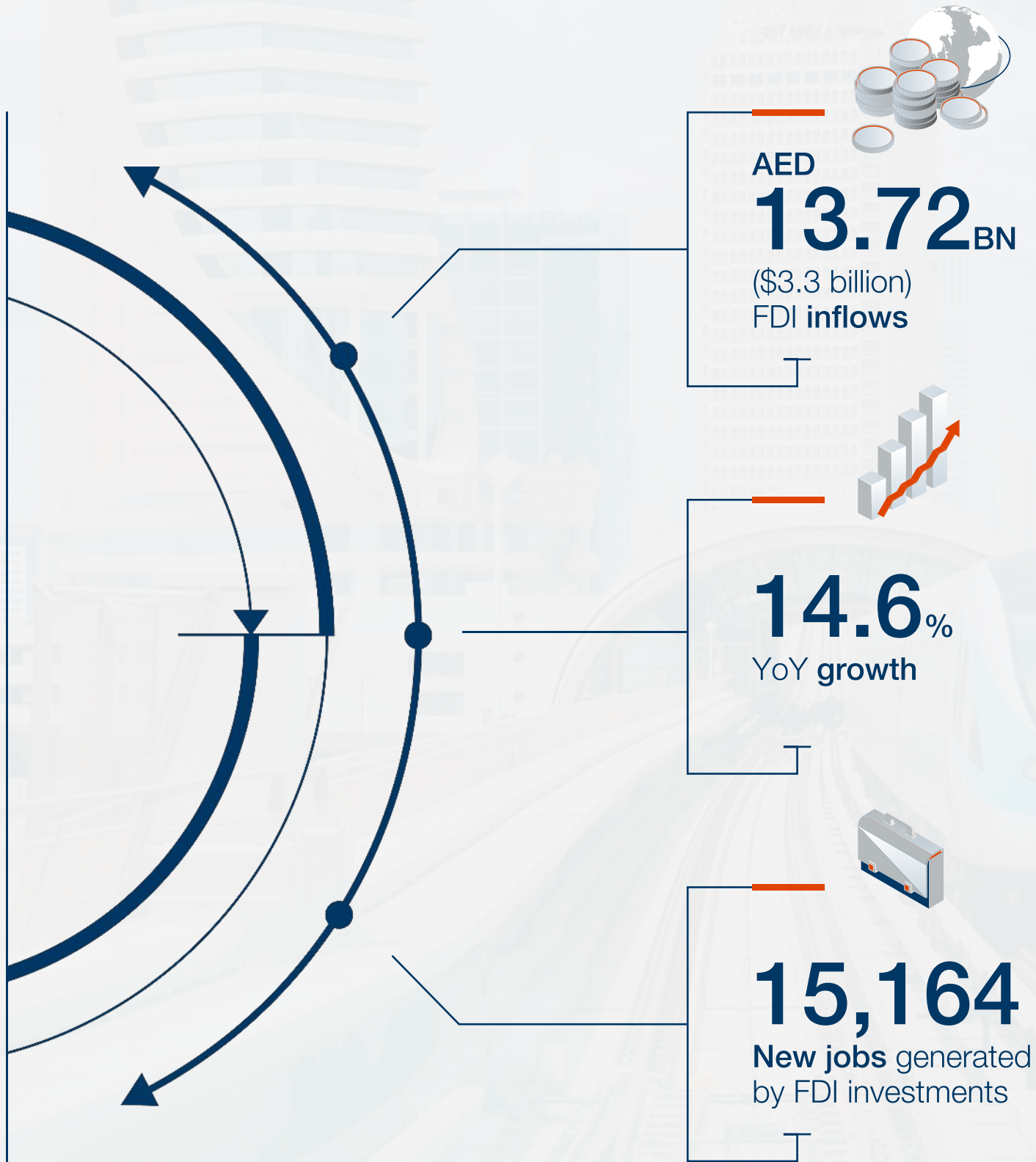
ECONOMY

GDP (first 9 months of 2022)



Source: Dubai Government, Dubai Statistics Centre

FDI (H1 2022)



FDI

The emirate retained its position as the world's top FDI destination in H1 2022.

- RETAIL TRADE**
Highest number of FDI projects
- UK, US & FRANCE**
Top source markets for FDI capital in Dubai

Source: Dubai Department of Economy and Tourism

TOURISM (first 11 months of 2022)

12.8^M Overnight visitors

INDIA, OMAN &
SAUDI ARABIA
Top source markets



113%
YoY growth in
number of tourists



72.6%
Hotel occupancy



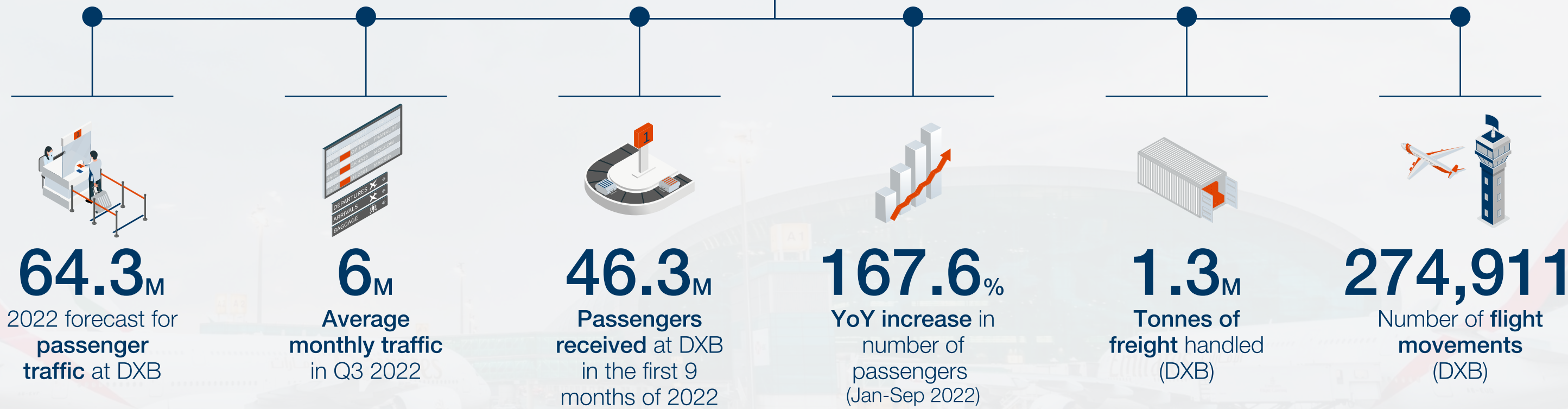
145,098
Hotel rooms



794
Hotel establishments

Source: Dubai Department of Economy and Tourism

AVIATION & TRAVEL



Source: Dubai Airports

REAL ESTATE

528^{BN}

Total transactions
value (AED)



122,658
Real estate
transactions in Dubai
property market in 2022



44.7%
Growth in volume of
real estate transactions
vs. 2021



76.5%
Growth in value of real
estate transactions
vs. 2021



80,216
Investors registered
115,183 new real
estate investments

Source: Dubai Land Department

DUBAI CHAMBERS CORPORATE IDENTITY LAUNCH

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DUBAI CHAMBERS

غرف دبي
DUBAI CHAMBERS

غرف دبي
DUBAI CHAMBERS

غرفة دبي
التجارية

غرفة دبي
الرقمية

غرفة دبي
للنجارة

غرفة دبي
العامة

غرفة دبي
الرقمية

غرفة دبي
للحرة

CHAPTER

05

A BOLD

The Dubai Chambers brand: a new identity for a bold vision

Dubai Chambers began a new chapter in its history in 2022 as it unveiled a new brand identity reflecting its three-chamber structure and priorities outlined under its 2022-2024 strategy. Under the new structure, three chambers of commerce operate under Dubai Chambers, namely Dubai Chamber of Commerce, Dubai International Chamber and Dubai Chamber of Digital Economy – each of which have their own individual brands, strategies and specialised approach.

Dubai Chambers officially rebranded in 2022 as it unveiled a new corporate identity reflecting the organisation's revamped structure and expanded role to support Dubai's sustainable economic growth, which was earlier announced as part of a decree issued by H.H. Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai.

Dubai Chamber of Commerce is playing a crucial role in representing, supporting and protecting the interests of businesses in Dubai, while exploring new ways to meet the changing needs of Dubai's fast-growing and dynamic business community.

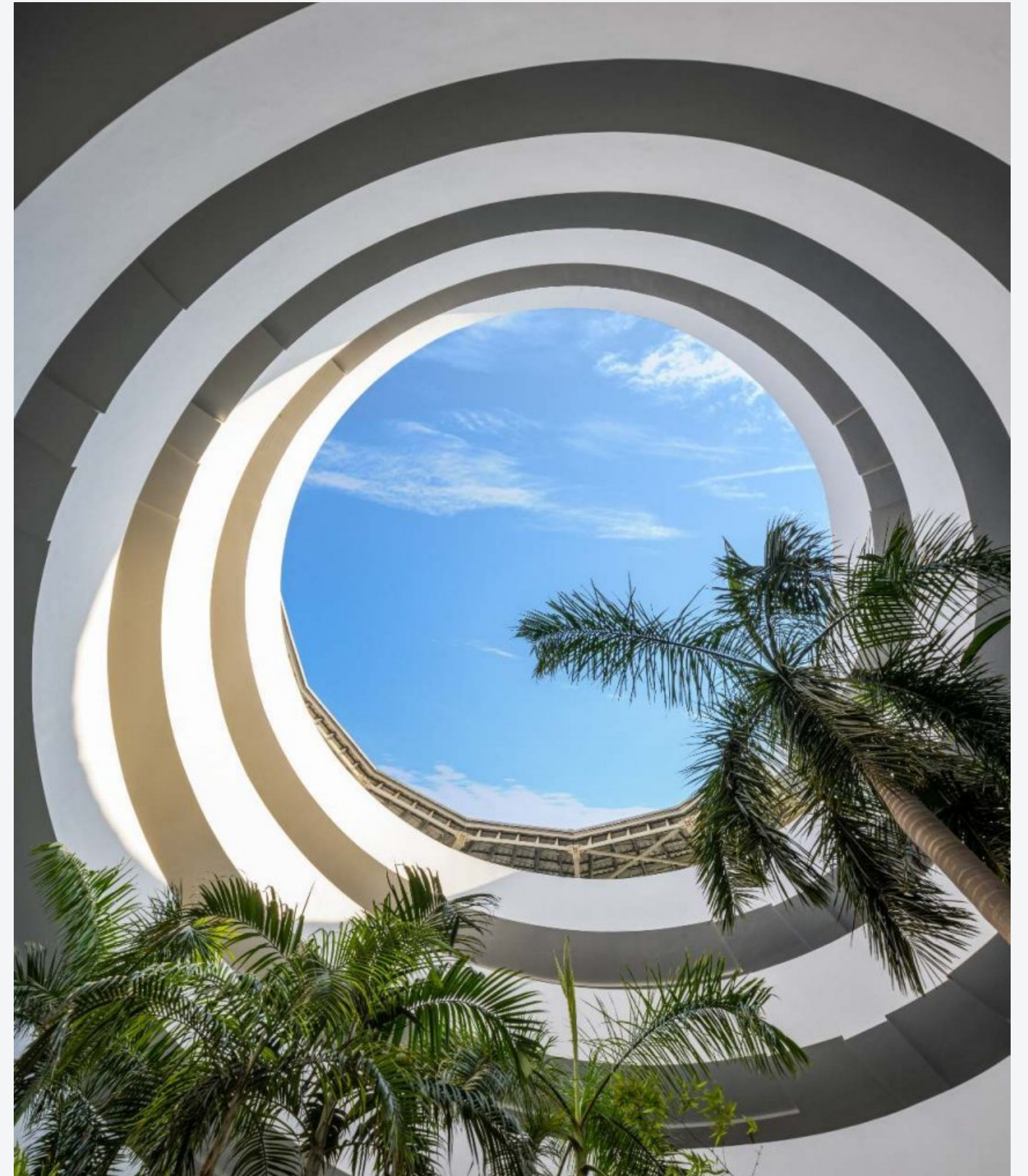
Dubai International Chamber is supporting Dubai's vision to expand to new global markets, forge new economic partnerships and support local companies in achieving global success, while also attracting promising talent and investors from across the world. The Chamber will cover 30 international markets of strategic importance to Dubai through its network of international offices that represent the emirate.

Dubai Chamber of Digital Economy is working to build the world's best digital infrastructure, transform Dubai into an international technology hub, support the interests of technology companies and strengthen the role of the digital economy in the emirate.

The new Dubai Chambers brand identity enables the organisation to implement a specialised approach to promoting Dubai as a global business hub. It also showcases the crucial role Dubai Chambers is playing to support Dubai's new economic ambitions and achieve the objectives of its strategy, which aims to better serve the needs of the business community, deliver added value for its members and future proof Dubai's economy in line with the emirate's new vision and development plans.

Dubai Chambers is among the first chambers in the world to adopt a three-chamber model that is designed to drive growth and unlock potential within specific segments of the economy. All three chambers have put strategic initiatives and projects into place to better serve its 347,600 members, attract foreign companies and investors to Dubai and advance its advocacy agenda with the aim of enhancing the business environment in the emirate.

Although there are three chambers implementing their own tailored approaches to driving business, these chambers are working in tandem with their own dedicated board of directors and advisory councils to achieve new milestones as a unified chamber with shared ambitions.



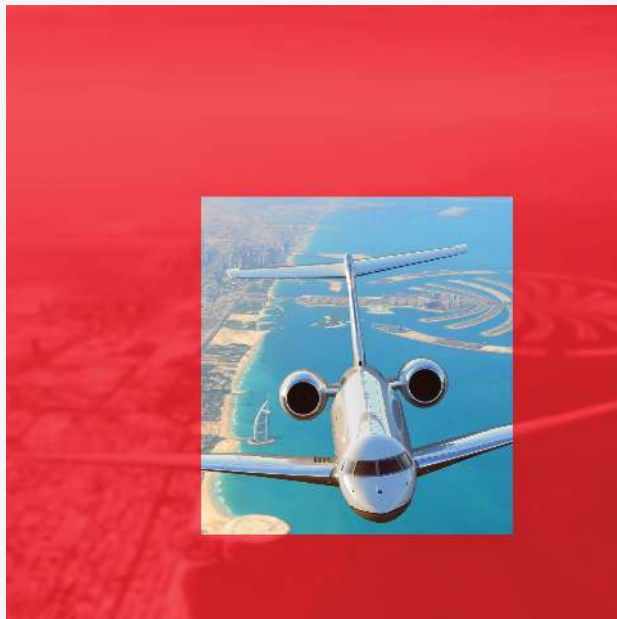
VISION



غرفة دبي
DUBAI CHAMBERS
AMBITION IN FOCUS




غرفة دبي
DUBAI CHAMBER
للتجارة COMMERCE
BUSINESS IN FOCUS

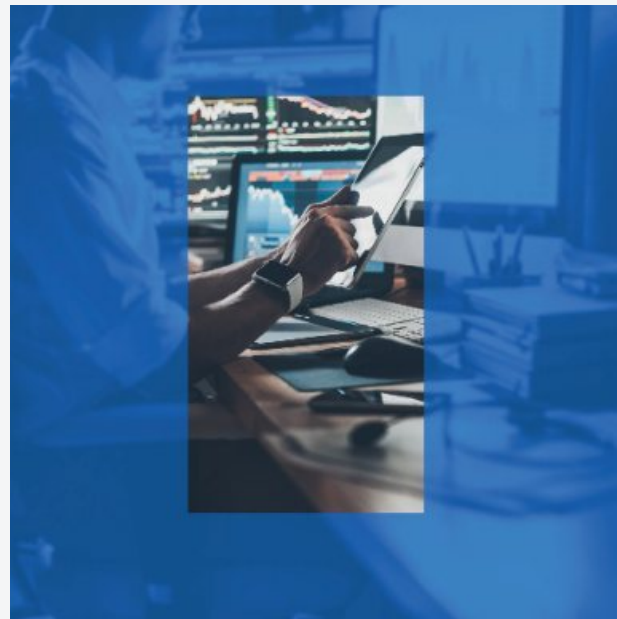


**Dubai Chamber of
Commerce**

Representing, supporting and protecting the interests of businesses in Dubai



غرفة دبي
DUBAI CHAMBER
الرقمية DIGITAL
FUTURE IN FOCUS

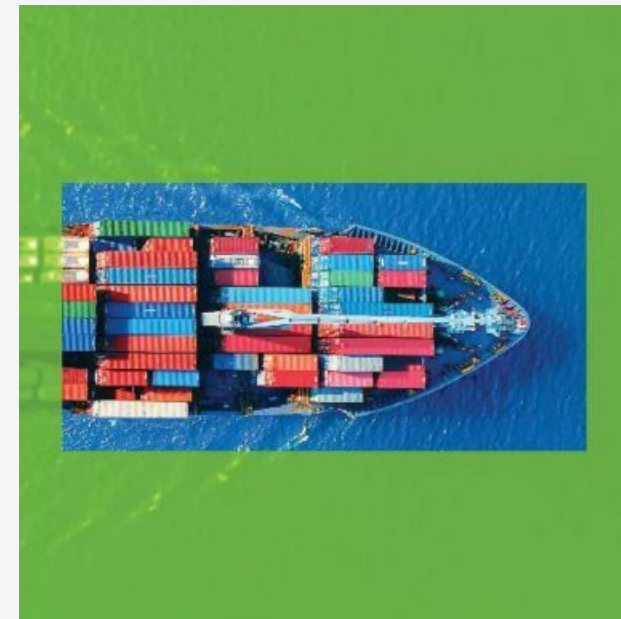


**Dubai Chamber of Digital
Economy**

Working to build the world's best digital infrastructure and transform Dubai into an international technology hub



غرفة دبي
DUBAI CHAMBER
العالمية INTERNATIONAL
WORLD IN FOCUS



**Dubai International
Chamber**

Supporting Dubai's vision to expand to new global markets, forge new economic partnerships and support local companies in achieving global success



Dubai Chambers is among the first chambers in the world to adopt a three-chamber model that is designed to drive growth and unlock potential within specific segments of the economy.

STRATEGIC PRIORITIES & ACHIEVEMENTS

- /49 Improve Dubai's favourable business environment
- /55 Attract international businesses & investments into Dubai
- /59 Drive international expansion of Dubai Chambers' members
- /63 Grow Dubai's digital economy
- /65 Increase effectiveness of advocacy
- /67 Sustain institutional and customer excellence
- /69 What's next?

CHAPTER

06

A NEW

A new chapter of growth

From venturing into new markets to expanding its business advocacy role and accelerating the growth of the Dubai's digital economy, Dubai Chambers marked 2022 as a milestone year.

When His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, described 2022 as "the year of distinction and precedence", he did so with a strong conviction and foresight as Dubai marked one of the most pivotal chapters in its history.

The same could be said for Dubai Chambers, which marked a memorable year of milestones achieved following the implementation of its three-year strategy. The strategy is centred around six strategic priorities of improving Dubai's business environment, attracting international businesses and investments, driving international expansion of member companies, growing the digital economy, increasing the effectiveness of advocacy efforts and ensuring institutional and customer excellence.

In line with this strategy and mandate set by Dubai Chambers' leadership team, Dubai Chambers greenlighted a number of projects and KPIs, that are designed to accelerate economic growth across various priority sectors and elevate Dubai's position as a global business hub, ensure a business-friendly regulatory environment and improve ease of doing business through advocacy.

"With a new corporate identity, expanded role and mandate, Dubai Chambers marked 2022 as a new chapter of growth driven by a new vision and direction. Throughout the year, we introduced new initiatives linked to KPIs that are designed to drive economic impact, while exploring new ways to create added value for member companies and enhance business competitiveness locally and internationally," said H.E. Abdul Aziz Abdulla Al Ghurair, Chairman of Dubai Chambers.



With a new corporate identity, expanded role and mandate, Dubai Chambers marked 2022 as a new chapter of growth driven by a new vision and direction.

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



CHAPTER

01

— Improve Dubai’s favourable business environment

As part of its efforts to restructure and revamp the role that business groups play in driving economic growth in Dubai, Dubai Chamber of Commerce’s first-of-its-kind Business Group Transformation Programme was launched. The 12-month programme saw sector-focused business groups refocus their activities around new KPIs such as governance, strategy, membership growth, organised events, advocacy activities, international connections and digital presence.

Dubai Chambers laid the groundwork for the Dubai Centre for Family Businesses that will aim to enhance the competitiveness of family businesses in Dubai, ensure their sustainability and mobilise these companies to make a bigger contribution to the emirate’s economy.

The first-ever Engage Forum set a precedent for action-oriented business events in Dubai as it created an ideal opportunity to utilise the valuable expertise of our advisory council members to support Dubai Chambers’ advocacy agenda and suggest new policies and initiatives that can drive sustainable economic growth.

Through the Engage Forum, Dubai Chambers and its advisory councils established new channels of public-private sector collaboration and partnership, as they worked hand in hand to address common challenges and develop the right solutions, while supporting the organisation’s advocacy agenda and strategic priorities.

The Hatta Traders Council was also established under the Dubai Chamber of Commerce, as an organisation

that will represent traders in the exclave and work with governmental entities to support business interest and develop the area’s economy and entrepreneurial ecosystem. The Chamber enabled the growth of the eCommerce sector in Dubai by attracting eCommerce startups through facilitating 21 critical areas such as company registration, customs and tax, licensing fees and pre-clearance agreements.

Dubai Chamber of Commerce (DCC) saw a 20% YoY growth in total membership in 2022, which stood at 347,600 by the end of the year, while the Chamber added over 56,000 new member companies. Meanwhile, member exports reached AED 272.7 billion (\$74.2 billion), recording a 20% YoY increase.

A total of 725,537 Certificates of Origin (COO) were issued by the Chamber as the number of COOs jumped by 8% YoY. To add to that, 4,899 ATA Carnets were issued and received by the Chamber, while the value of these documents reached AED 3.4 billion (\$925 million) during 2022.

Dubai Chambers achieved a score of 97% on Dubai Government’s Customer Happiness Index 2022, marking its highest performance to date. The strong results were attributed to the Chamber’s seamless digital transformation of 100% of its core services. The organisation’s Customer Happiness Centre welcomes an average of only 10 customers per day, with the vast majority of services being accessed through online channels.

BUSINESS GROUP TRANSFORMATION PROGRAMME
New initiative launched

DUBAI CENTRE FOR FAMILY BUSINESSES
Finalised preparation for launch

97% Dubai Government’s Customer Happiness Index 2022 score



3rd Business Group Roundtable



Dubai Centre for Family Businesses Workshop

DUBAI CHAMBER OF COMMERCE PERFORMANCE (2022)

20% Membership growth

347,600
Member companies

56,000+
New member companies

MEMBER EXPORTS



AED
272.7 BN
Value of member exports

20%
YoY increase in value of member exports

CERTIFICATES OF ORIGIN



725,537
Certificates of Origin issued

8%
YoY increase in number of COOs issued

ATA CARNETS



4,899
ATA Carnets issued and received

AED
3.4BN
Value of ATA Carnets

E-TRANSACTIONS



752,000+
E-transactions

6.8%
YoY growth in e-transactions processed

Dubai Chamber of Commerce handled 136 mediation cases in 2022, with a total value of AED 28.6 million (\$7.78 million). 40% of the mediation cases received were settled in 2022. This indicates the valuable role the Chamber plays in protecting the interests of the business community and maintaining business relations.

Dubai Chambers launched its metaverse platform to improve ease of doing business and foster the adoption of innovative technologies within the business community.

Dubai Chambers signed 13 MoUs in 2022 with different entities and stakeholders. This came as part of its efforts to support the business community and protect its interests.

Dubai Association Centre (DAC), which was established in 2014 by Dubai Chambers, Dubai's Department of

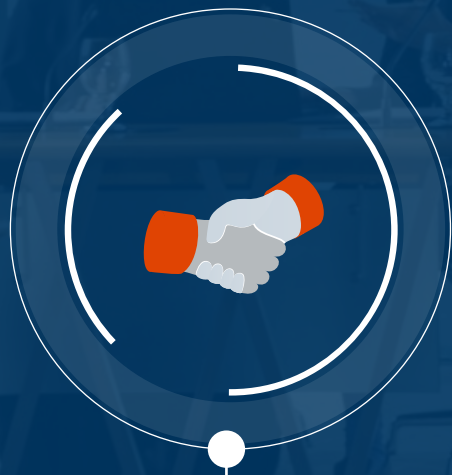
Economy and Tourism and Dubai World Trade Centre, strengthened its position as a world-class facilitator of non-profit, apolitical and nonreligious professional associations, and trade bodies from a wide variety of sectors. DAC welcomed in 2022 several new associations to the region, issuing 6 new licences. This brings the total number of associations under DAC to 82.

49 business networking events were organised in 2022 to support Dubai Chambers' various priorities and objectives. Over 8,000 delegates attended these events.

Dubai Chamber of Commerce Centre for Responsible Business organised 41 events, attended by 4,804 participants, with over 1,600 companies engaged in the centre's events during 2022.

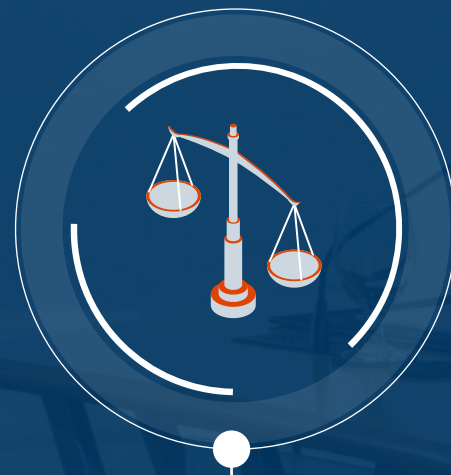
41
Events organised by Dubai Chamber of Commerce Centre for Responsible Business

4,804 Attendees
1,600+ Companies engaged in the events



49

Business networking events organised



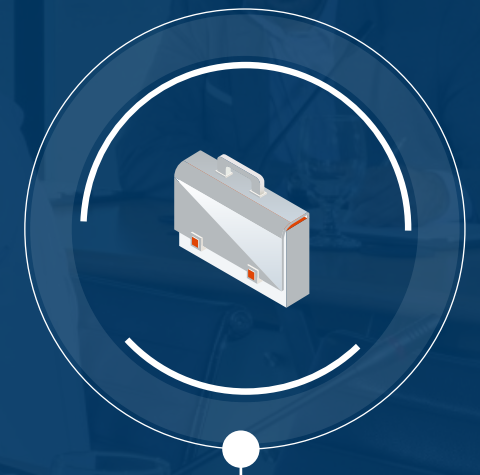
136

Mediation cases handled (40% of cases were settled)



6

New associations licensed



5

New business councils established

102

— Attract international businesses & investments into Dubai

Business attraction and supporting Dubai-based companies with international expansion were key focuses for Dubai International Chamber (DIC), which opened four international offices in Mexico, Egypt, Israel and Türkiye during the year. The new openings bring the number of Dubai International Chamber's international offices around the world to 15 as the Chamber already has offices across Africa, Latin America, Eurasia, India and China.

The new openings support Dubai Chambers' strategic goals to attract international businesses and investment to Dubai and to drive global expansion of its members. They are in line with the 'Dubai Global' initiative launched by H.H. Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of Dubai Executive Council and led by DIC to establish 50 commercial offices for Dubai in five continents by 2030.

Dubai Global is a first-of-its-kind initiative to leverage a network of international offices and strategic public and private sector partners to attract foreign MNCs, SMEs, investors, and international talent to the emirate and assist members in their expansion plans into regional and international markets. The initiative supports the efforts to boost Dubai's non-oil foreign trade from AED 1.4 trillion (\$381.1 billion) to AED 2 trillion (\$544.5 billion) by 2026, as part of the emirate's five-year foreign trade plan.

"Dubai International Chamber has identified 30 target markets under an ambitious strategy, which is being implemented through a growing network of international offices, roadshows, trade missions and other major initiatives designed to expand Dubai's trade ties and attract international businesses to the emirate," said H.E. Sultan Bin Sulayem, Chairman of Dubai International Chamber.

The first-ever Executive Series, a flagship series of VIP

business missions, was organised by DIC to support the organisation's efforts to build and expand Dubai's trade and investment ties with target markets. Held at Dubai Chambers' headquarters, the first event saw the participation of 50 prominent businessmen representing 25 companies from Israel that are listed on the Tel Aviv Stock Exchange, and concluded with 200 bilateral business meetings. The event aimed to highlight the vast untapped potential that businesses in Israel and UAE can capitalise on, as well as existing synergies in key sectors of mutual interest and new business opportunities emerging in both markets. In addition, the forum familiarised Israeli businessmen with Dubai's economy and business environment.

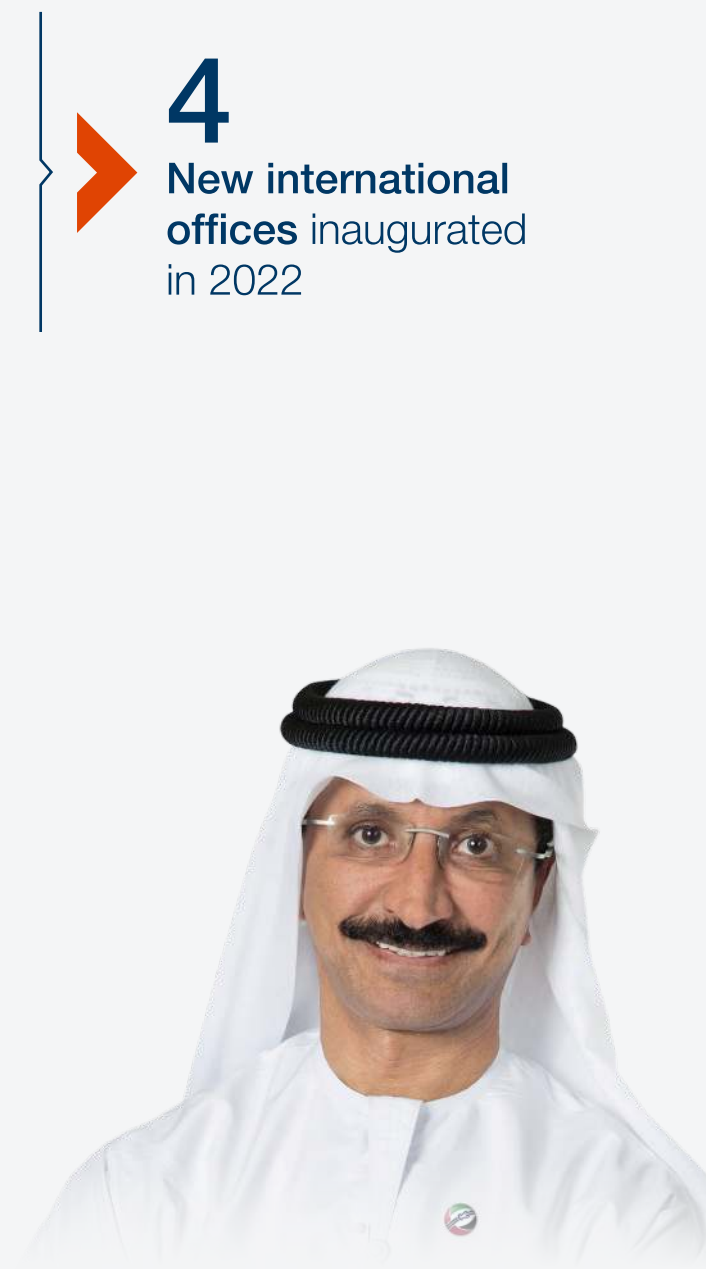
DIC successfully attracted 150,000 businesses from abroad to participate in Expo 2020 Dubai, which concluded in 2022. A total of 223 visiting delegations joined by 941 participants were received by Dubai Chambers, while the various chambers organised and led 40 outbound trade missions and events across 32 cities throughout the year. A new Attraction Unit was established in 2022 to lead the Chambers' attraction efforts from international markets. In addition, the Chamber attracted 16 SMEs and 5 multinational corporations from priority international markets into Dubai in 2022.

The first-ever Chamberthon, a hackathon-style competition, was hosted in Dubai, bringing together a select group of startups and SMEs based in the emirate, who offered valuable insights on the needs of the business community, top challenges related to setting up in the emirate and high-potential market opportunities. Ideas presented during the event will lay the groundwork for a new programme that will amplify the Chamber's efforts to attract 100 SMEs and 300 startups to Dubai, in three years and two years, respectively.



Dubai International Chamber has identified 30 target markets under an ambitious strategy, which is being implemented through a growing network of international offices, roadshows, trade missions and other major initiatives designed to expand Dubai's trade ties and attract international businesses to the emirate.

H.E. Sultan Bin Sulayem
Chairman, Dubai International Chamber



4
New international offices inaugurated in 2022



223

Visiting delegations received by Dubai Chambers

941
Participants



40

Outbound trade missions & events organised by the various chambers

32
Cities visited
26
Countries

5

Multinational corporations attracted

150,000
Businesses from abroad attracted to participate in Expo 2020 Dubai

16
SMEs attracted

03

— Drive international expansion of Dubai Chambers' members

Building on the progress it achieved with Expo 2020 Dubai, Dubai International Chamber (DIC) launched new initiatives to support member companies with international expansion and utilise the expertise and experience of successful businesses in Dubai to enhance its attraction efforts in international markets.

Among these was a series of interactive *In Focus* events designed for member companies to learn more about business synergies between Dubai and other markets, present a snapshot of the economic outlook of the region in focus, and highlight prospective trade and investment opportunities. The event, which attracted strong interest and registration for upcoming trade mission to Central Asian markets, provided the participants with practical information on doing business in various countries, economic and financial fundamentals, policies and procedures and more importantly guidance on building relationships with relevant stakeholders.

DIC international offices supported and guided Dubai companies through every stage of their international expansion journey. They provided market intelligence and business introductions to company set-up, created

new mechanisms to attract FDI from key markets of strategic importance to Dubai, promoted the emirate as a preferred business hub and a global gateway to emerging markets.

Through global network development, business engagement events and facilitation of public-private sector partnerships, DIC's international offices provide member companies with unparalleled opportunities to navigate the diverse investment opportunities in the region. The Chamber conducted in-depth research and analysis on 11 target markets in 2022. The Chamber is focusing its efforts on unlocking new opportunities emerging across priority markets that offer the most potential for Dubai's business community.

DIC also managed in 2022 to internationalise 9 national companies to priority international markets.

Over 600 business matching meetings were conducted during 2022, providing a platform for UAE companies and their global counterparts to build mutually beneficial partnerships, attract investment to key sectors and drive cross-border expansion and cooperation.



600+
Business matching meetings held



9
National companies internationalised

'In Focus'

New series of interactive events launched in 2022



During the launch of the In Focus initiative



Omar Khan, Executive Director of International Offices - Dubai International Chamber, addressing the delegates during the In Focus event

AN EXPANDING INTERNATIONAL NETWORK

Dubai International Chamber opened four new international offices in 2022, bringing the total number of international offices to 15 by the end of the year. Collectively, the offices held a total of 2,031 meetings with 3,685 delegates, attended 199 events, organised 14 events and 15 outbound missions to Dubai that were joined by 228 delegates in 2022.

These offices, strategically located across the Middle East, Africa, India, China, Eurasia and Latin America, play a critical role in expanding Dubai's trade and investment ties with target markets around the world. Building relationships with public and private sector stakeholders, identifying promising markets and high-potential business opportunities, forging cross-border partnerships, facilitating and driving Dubai's foreign trade, attracting companies and FDI to the emirate and supporting member companies with global expansion are among the top priorities and activities of the offices.

In addition, Dubai International Chamber's growing network of offices supports the implementation of Dubai Global – a major initiative launched by His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Executive Council of Dubai in 2022. The first-of-its-kind initiative aims to strengthen Dubai's position as one of the world's top business hubs. Within the next few years, 50 integrated commercial offices representing Dubai will join the initiative and facilitate Dubai-based companies' expansion into 30 priority markets overseas.

15

International offices



AFRICA
(Ghana, Mozambique, Kenya & Ethiopia)

721 Meetings / 1,249 Delegates

5 Events organised

83 Events attended

7 Outbound missions

2 Companies attracted

LATIN AMERICA
(Brazil, Argentina, Panama & Mexico)

531 Meetings / 1,153 Delegates

29 Events attended

1 Outbound mission

5 Companies attracted

ASIA
(India & China)

656 Meetings / 1,052 Delegates

8 Events organised

67 Events attended

5 Outbound missions

10 Companies attracted

MENA & EURASIA
(Egypt, Israel, Türkiye & Azerbaijan)*

123 Meetings / 231 Delegates

1 Event organised

20 Events attended

2 Outbound missions

*Egypt, Israel and Türkiye offices were inaugurated in December 2022

04

— Grow Dubai’s digital economy

Through roadshows, exhibitions, international outreach and tailored programmes, Dubai Chamber of Digital Economy (DCDE) in collaboration with other government entities attracted 203 businessmen to Dubai, who run businesses specialising in advanced technologies, in addition to 54 high potential startups in technology during 2022.

The Chamber conducted and commissioned new research that shed light on the fast-growing digital economy ecosystem in the UAE and Dubai, business and financing opportunities emerging in the market for startups and scaleups, in addition to the vast potential that hyperscale cloud computing could offer SMEs in the UAE.

As a strategic partner for North Star Dubai, the world’s largest startup show held as part of GITEX Global 2022, Dubai Chamber of Digital Economy capitalised on this

prime opportunity to familiarise visiting startups, SMEs and investors with Dubai’s entrepreneurial ecosystem and the vast competitive advantages that it offers.

Dubai Chamber of Digital Economy hosted several high-level events on the sidelines of North Star Dubai 2022. The Annual event brought together more than 100,000 attendees from over 170 countries. Participants included 800 global startups, 600 investors with a portfolio of over \$500 billion, as well as 35 global unicorns with a combined market value of \$216 billion.

The Chamber also saw a tremendous response to its first-of-its-kind *Future of the Digital Economy: Business in the Metaverse Academy*, which attracted applications from digital startups from around the world. The specialised training programme equips digital startups with practical knowledge and tools they need to build in the metaverse and leverage Web3 to

their benefit.

“In 2022, Dubai Chamber of Digital Economy doubled down on its commitment to advancing the digital economy by building strong strategic partnerships and supporting the growth of various innovation-focused sectors and fields, such as AI, blockchain, fintech, Web3 and metaverse. The Chamber put plans into action to support Dubai’s ambitions to become a leading global destination for these advanced sectors of the future – one that embraces pioneering technologies and encourages innovation in various areas of the digital economy,” said 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.



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H.E. Omar Sultan Al Olama
Minister of State for Artificial Intelligence, Digital Economy, and Remote Work Applications
Chairman, Dubai Chamber of Digital Economy



54

High potential tech startups & 203 businessmen **attracted** in collaboration with relevant government entities



100,000

Attendees from 170 countries at **North Star Dubai 2022**

- 800 Startups**
- 600 Investors**
- 35 Unicorns / \$216 billion combined market value**

105

— Increase effectiveness of advocacy

81 draft laws and regulations were reviewed by the Business Advocacy unit, as well as eight key areas of high impact on businesses were studied resulting in twelve advocacy proposals for regulatory changes.

A new Business Advocacy sector was established to expand Dubai Chambers' advocacy role and support Dubai's new economic vision in line with its 2022-2024 strategy. The sector advises and supports all three chambers by streamlining and expanding their advocacy efforts and creating new channels and mechanisms to focus public-private sector cooperation on creating tangible solutions to driving business and boost economic competitiveness.

Changes to bylaws were introduced to ensure C-level

representation for all business groups operating in Dubai, make governance frameworks more inclusive and involve key decision makers in advocacy activities. Business Advocacy worked to ensure that the legislative system remains conducive to digital businesses in Dubai and attractive to multinational companies that have an interest on setting up in the emirate.

Seven new business groups focusing on digital assets, pharmaceutical business, fintech and payments, bottled water, circular packaging, cloud computing and events were established under Dubai Chamber of Commerce (DCC) to ensure comprehensive representation of the business community and



During a meeting with the World Bank in the presence of UAE Central Bank

106

empower the private sector to play a part in drawing up policies and legislation that drive growth across various economic sectors and activities.

"The Chamber is pushing forward with its plans to increase the number of economic sectors and activities represented by business groups to 100. This reflects the diversity and agility of the emirate's economy, as well as the Chamber's commitment to fulfilling the wise leadership's vision to consolidate Dubai's position as a global capital of finance and business," said Mohammad Ali Rashed Lootah, President & CEO of Dubai Chambers.

The Chamber is pushing forward with its plans to increase the number of economic sectors and activities represented by business groups to 100.

Mohammad Ali Rashed Lootah
President & CEO, Dubai Chambers



7

New sector-focused business groups established

81

Laws and draft laws reviewed

06

— Sustain institutional & customer excellence

Dubai Chambers' Excellence department supported the establishment of advisory councils for DCC, DIC and DCDE, each of which offer valuable expertise, guidance and support with shaping new policies, initiatives and projects aligned with their respective KPIs and strategic priorities. These advisory councils are joined by key stakeholders from the private sector who are involved in the decision-making process and ensure the relevance and effectiveness of the chambers' various efforts and activities to the business community.

DCC evaluated and benchmarked its membership services against other global chambers and licensing authorities. The Chamber reviewed member classification, service fees, service categories and other

offerings with the aim of creating added value for the business community in Dubai.

More than 1,000 executives representing 300 chambers from 100 countries were trained on implementing the Chamber Model Innovation (CMI), which is designed to enhance their services and overall competitiveness. The specialised trainings were organised by Dubai Chambers in cooperation with the ICC-World Chambers Federation as part of the Chamber Model Innovation Around the World series, which was attended virtually by chamber leaders and representatives from across the globe.

The CMI framework, launched and developed by Dubai Chambers in 2021, is designed to support chambers



Achieving customer happiness is a key focus for Dubai Chambers

1 000+ Executives trained on implementing the Chamber Model Innovation (CMI)

with integrated customer-focused innovation and align services and offerings with the needs of member companies and customers. Dubai Chambers shared its own experience in implementing CMI internally as the organisation utilised the framework as a launching point to pivot and launch new services to create added value for its members and customers in the UAE.

Following a comprehensive evaluation and benchmarking of business services and customer service processes, DCC established a new customer experience department that is tasked with enhancing the customer journey across multiple touchpoints at Dubai Chambers. The department has adopted outcome oriented KPIs for business attraction and

expansion that will be measured to track the impact of all new systems, initiatives and activities. This is expected to create added value for the business community as it involves new functions, processes and initiatives that align with Dubai Chambers' strategic priorities.

DCC also set up Customer Relationship Management (CRM) which is an enterprise-level Digital solution to cater for all internal and external processes and services and provide an enhanced Digital Workspace for DCC customers and internal users.



Customer Happiness Centre

LOOKING

— What's next?

Looking ahead, Dubai Chambers has outlined new plans for 2023 that are aligned with its various strategic priorities and KPIs.

Several new sector-focused business groups and country-specific business councils will be established by DCC to create new channels of cross-border collaboration that drive economic diversification and growth.

DCC will organise the “International Partners Network”, a specialised event to engage more effectively with the Business Councils and Foreign Trade Offices and involve them in its Business Advocacy agenda and strategic initiatives. The Chamber will enhance its business matching services and align its B2B platform

with a new customer relations management system.

DIC is set to open 13 new international offices in 2023, a strategic move that will accelerate its progress towards boosting Dubai’s foreign trade to AED 2 trillion (\$544.5 billion) within 5 years, and attracting 30 multinational corporations and other high-potential businesses to the Dubai market.

Following the series of In Focus events offering insights on investment opportunities and doing business in Central Asia, the New Horizons initiative will see companies take part in tailor-made trade missions to selected countries. The trade missions help the business community expand into targeted markets and strengthen Dubai’s status as a global business hub.

Expand North Star Dubai will be a key platform in 2023 for DCDE to work towards its targets. The targets include supporting the establishment of 300 startups in the field of the digital economy and transferring the major operations of 10 large international companies in the field of advanced technology to the emirate and giving them the necessary facilities.

The event, the largest startup event of its kind in the region, will showcase growth opportunities emerging in Dubai’s digital economy and serve as a strategic catalyst to expand the future of digital economy, reflecting what GITEX GLOBAL is to the global technology industry.

DCDE will also launch a new programme to train new

Emirati business leaders with aspirations to build thriving digital companies.

Dubai Chambers will organise in 2023 the 7th cycle of the Global Business Forum Africa and the 2nd Cycle of the Global Business Forum ASEAN. The Global Business Forums play a key role in attracting FDIs and assisting members in their expansion plans into the respective international markets.

Dubai Chambers has also been utilising Web3 technologies to develop a metaverse trading platform that would create new benefits for the private sector.



AHEAD

2022 PHOTO GALLERY

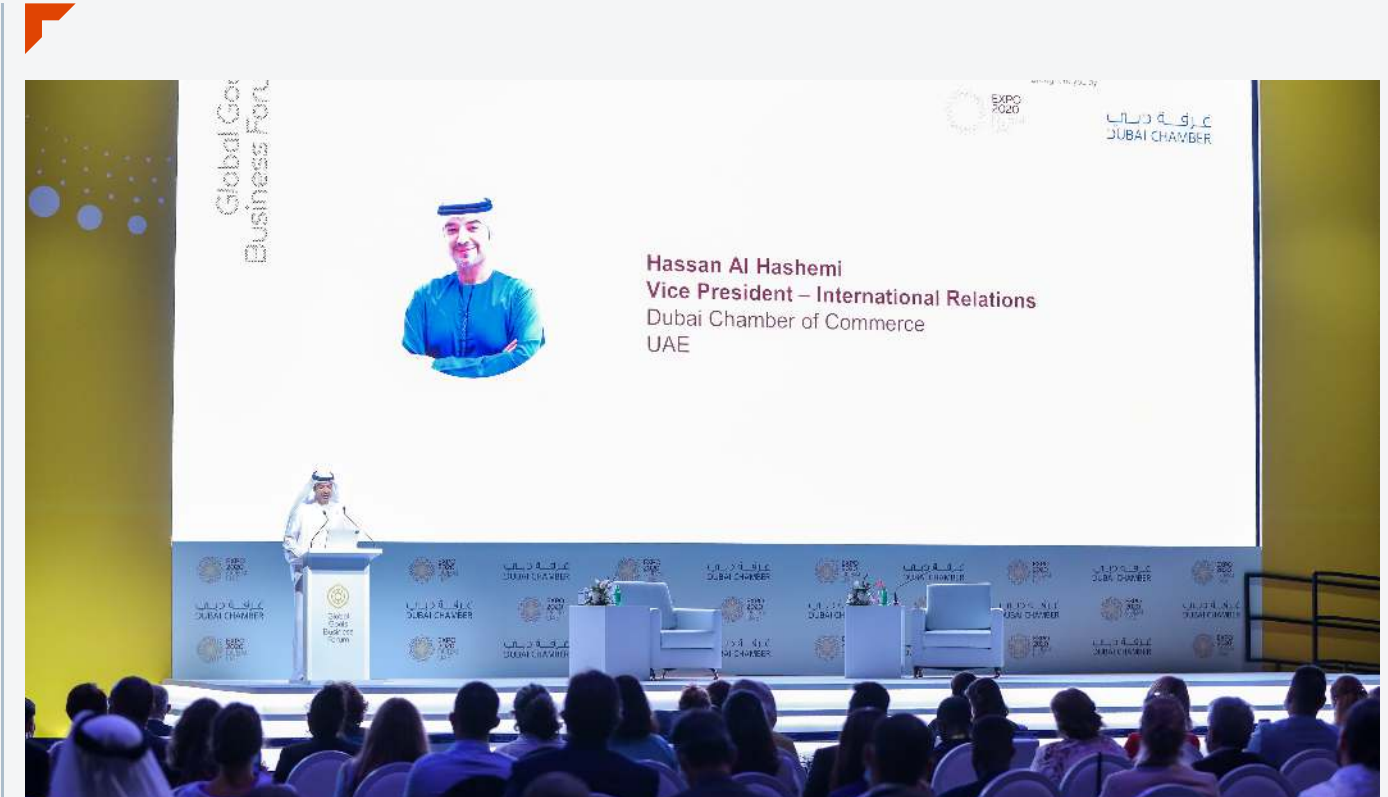


CHAPTER 07

2022



HIGHLIGHTS



Dubai Chambers supports the **Global Goals Business Forum** at Expo 2020 Dubai



H.E. Abdulla Al Basti, Secretary General of the Executive Council attends the first **Shenzhen Day Launch Ceremony and Products Show**



Dubai Chamber of Commerce hosts a **Business Seminar** on the sidelines of the Gulfood 2022



The third edition of the **Dubai Association Conference** was held at Expo 2020 Dubai



The third edition of **The Retail Summit** in Dubai brought together 800 participants from around the world



Dubai International Chamber hosts the first **Dubai-Israel: Future Horizons Mission Forum**



H.E. Prithvirajsing Roopun GCSK, President of the Republic of Mauritius attends the **inauguration of the Economic Development Board (EDB) of Mauritius' representative office** at Dubai Chambers



The 4th Global Business Forum Latin America (GBF LATAM 2022) at Expo 2020 Dubai attracted 2,000 participants from 95 countries



During the DCDE Training Academy launch event



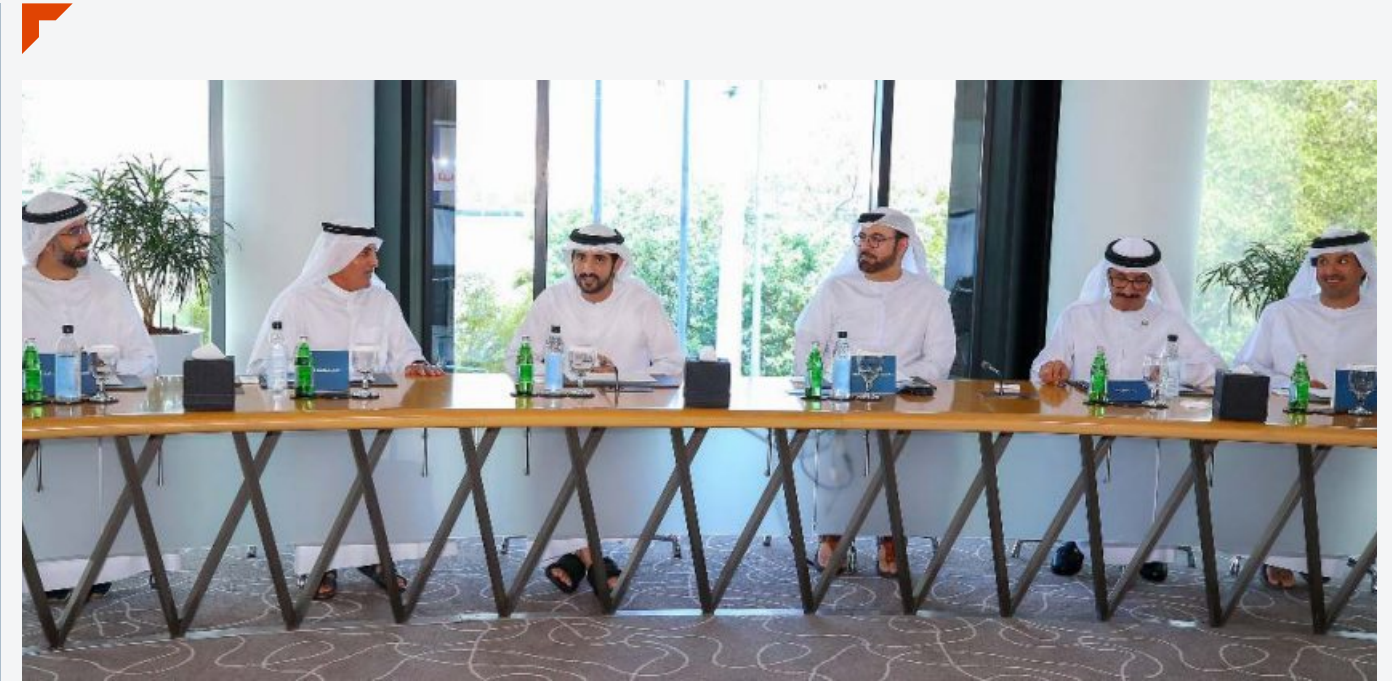
The Mozambique-Dubai Business Forum was hosted by Dubai Chambers at its premises



Faisal Belhoul, Vice Chairman of Dubai Chamber of Commerce attends the Chamber's **Business Seminar** event



During a roundtable discussion hosted by the **Dubai Association Centre (DAC)**



H.H. Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Executive Council visits Dubai Chambers' headquarters to discuss future plans and projects



Dubai Chambers hosts a visiting delegation from **Ministry of Innovation & Technology - Ethiopia**



H.E. Abdul Aziz Abdulla Al Ghurair, Chairman of Dubai Chambers attends the **Ministry of Economy's** launch of the **Thabat Venture Builder Programme** for family businesses in the UAE



H.E. Omar Sultan Al Olama, Chairman of Dubai Chamber of Digital Economy attends the launch of the **Dubai Digital Assets Business Group (D2A2)**



During the **DCDE and AWS Report** launch event



Dubai Chambers signed an MoU with Dubai Land Department (DLD) to enhance the investment environment and transparency in Dubai's rental market



Dubai Chamber of Commerce and Hatta Traders Council meet to discuss new plans and initiatives to support Hatta's economic development



A workshop on UAE Corporate Tax system was joined by 330 participants from the business community



H.E. Rawdha Mohamed Al Otaiba, UAE Ambassador to Costa Rica, visits Dubai Chambers



Dubai International Chamber hosts **the world's first public flight of the pioneering eVTOL flying car X2** designed by Chinese electric vehicle manufacturer XPeng in Dubai



The **inaugural Engage Forum** was joined by over 100 industry leaders, including board and advisory council members



Dubai Chamber of Commerce **showcases its new digital initiatives, projects, and services** at GITEX Global 2022



The Dubai Dialogue 2022 conference was held under the theme **Embedding Sustainability across the Supply Chain**



Dubai Business Women Council (DBWC) launches the **fifth cycle of its Mentorship Programme**



Dubai Chambers marks the occasion of **UAE Flag Day 2022**



Mohammad Ali Rashed Lootah, President & CEO of Dubai Chambers receives H.E. Moudjaidou Soumanou Issouf, **Benin Ambassador in Kuwait** and Mr. Arnauld Akakpo, **President of Benin Chamber**



Dubai Chambers receives H.E. Fernando d'Orey de Brito e Cunha Figueirinhas, **Ambassador of the Republic of Portugal**



Dubai Chambers signed an MoU with the Community Development Authority (CDA) to share knowledge and align efforts on CSR



The annual CEO Dialogue was held during Dubai Chamber of Commerce's Sustainability Week 2022



Dubai Chambers hosts more than 150 ambassadors, consuls and commercial attaches at the annual Diplomatic Circle Dinner 2022



Dubai International Chamber's first Chamberthon brought together Dubai-based startups and SMEs to develop a new programme to attract businesses from abroad



Dubai Chambers celebrates the **51st UAE National Day**



Dubai Chamber of Commerce holds a **quarterly meeting with Business Groups and Business Councils** to discuss important business matters and economic developments



Dubai Chambers signs an **MoU with the Dubai Financial Market (DFM)** to jointly work with local businesses to support them on their IPO journey



Dubai International Chamber **inaugurates its international office in Cairo, Egypt** in the presence of H.E. Mariam Khalifa Al Kaabi, UAE Ambassador to Egypt



Dubai Chambers officials attend a special ceremony inaugurating the organisation's office in Tel Aviv, Israel



Dubai Chambers hosts an event focusing on the role of the private sector in the upcoming COP28 summit to be held at Expo City in 2023



Dubai International Chamber's office in Istanbul, Türkiye was inaugurated in December



H.E. Moon Byung Jun, Consul General of the Republic of South Korea visits Dubai Chambers' headquarters to discuss UAE-South Korea trade relations



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