



Doing Business in the United Arab Emirates: 2015 Country Commercial Guide for U.S. Companies

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Chapter 1: Doing Business in the United Arab Emirates

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Market Overview

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The United Arab Emirates (U.A.E.) represents a major market for U.S. exports and serves as an important regional hub for American companies conducting business throughout the Middle East, Africa and South Asia. The U.A.E. is the largest market for American product exports in the Middle East; in 2014, U.S. exports to the U.A.E. totaled \$22.1 billion, a 10% decrease from 2013.¹ U.A.E. exports to the United States grew by 22% in 2014 to \$2.8 billion. Overall U.S. - U.A.E. bilateral trade was \$24.9 billion in 2014.

Leading export sectors for American firms include commercial aircraft, power generating equipment, defense equipment, computers and electronic equipment, and transportation and infrastructure related goods and services. Demand for imported goods is currently being fueled by a number of factors including a rapidly expanding U.A.E. civil aviation sector, implementation of major infrastructure and transportation projects, and oil and gas industry modernization and expansion.

Oil and gas production remains critical to the U.A.E. economy, contributing about one-third of GDP and generating \$126.3 billion in export revenues in 2013. The industry is set for expansion as the U.A.E. seeks to increase daily production from approximately 2.7 million to 3.5 million barrels a day by 2017. Major downstream projects are also planned including petrochemicals and plastics. American firms are major players in new onshore and offshore projects currently being implemented including the \$10 billion Shah Gas Field project and modernization of production at the Upper Zakum offshore field where daily production of 750,000 barrels of oil is targeted. U.S. firms are also vying for a major petroleum concession that expires after 75 years and is set to be renewed in 2015.

Despite the continued importance of the petroleum sector, the U.A.E. is aggressively seeking to diversify its economy and develop new industrial and commercial sectors. The U.A.E. has already become a major international producer of aluminum and has begun ventures in the aviation and defense sectors.

Despite a modest population of just under 9 million, with expatriates comprising about 85% of this total, the U.A.E. is a leading commercial center serving the Middle East, Africa, and South Asia. Reflecting the country's role as a major regional commercial center, a significant portion of the U.A.E.'s import volume is ultimately re-exported. Dubai in particular plays a central role as a regional trade facilitation, logistics and tourism hub.

Dubai has emerged successfully from the 2007-2008 financial crises, and is reaching pre-crises levels with regard to real estate prices, which have steadily increased in the past three years. Dubai has also enjoyed another strong year of growth in the trade and tourism sectors, and has benefitted from some of the recent tumult in the region, as tourists shy away from other traditional, regional

¹ The year-on-year drop in exports is likely due to normal fluctuations in deliveries of "large-ticket" exports, e.g. civil aircraft.

destinations. High hotel occupancy rates have spurred development of new hotel projects, including several high-end luxury resort, shopping centers, and amusement parks. Likewise, the Emirate of Abu Dhabi has significantly expanded its hotel and tourism offerings.

Market Challenges

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In most sectors, foreign firms seeking to establish themselves within the U.A.E. market must have a local sponsor or agent and are limited to a minority ownership position. While the U.A.E. has established itself as a major international commercial hub, firms doing business there can confront a number of challenges. The U.A.E. improved its position on the World Bank's 2015 Ease of Doing Business ranking, moving up one spot from 23rd to 22nd place, and is among the world leaders in some elements of the ranking: taxes (1); trading across borders (8); electricity (4); registering property (4); and dealing with construction permits (5). However, there are some areas of the ranking where the U.A.E. continues to lag. These include protecting investors (92); enforcing contracts (100); and resolving insolvency (101). These lower rankings reflective of common problems foreign firms can confront, including long delays in receiving payment for completed work, efforts by some U.A.E. entities to modify scopes of work or otherwise alter contracts after signing, and difficulties in terminating commercial agent agreements even in cases of nonperformance by the local agent. In certain sectors these issues can result in significant cost burdens and absorb valuable management time and resources. Dispute resolution mechanisms vary in effectiveness among the seven emirates and can be cumbersome.

Market Opportunities

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Despite its modest population, the U.A.E. offers a sophisticated, diverse market for U.S. firms in many industries. Dubai's position as a regional commercial hub supports world-class trade exhibitions and conferences, presenting venues for American firms to reach buyers from throughout the Middle East, Africa and South and East Asia.

Market Entry Strategy

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Because foreign firms seeking to sell products and services in the U.A.E. market must have a local agent/distributor, selecting a local partner can be a critical first step for operating in the U.A.E.. As a regional trade hub supporting intense international business activity, the U.A.E. is a market where American firms can expect to face strong, multi-national competition. Many successful American firms rely on technological and qualitative advantages to compete with often less expensive foreign competition. The U.S. Commercial Service offices at the U.S. Embassy in Abu Dhabi and the U.S. Consulate in Dubai support a wide range of trade exhibitions and promotion events designed to aid American firms seeking to enter the U.A.E. and regional markets. Details on many of these activities are available on the following website: www.export.gov/uae.

Americans firms looking to do business in the Middle East may find that a regional approach to their marketing activities in the Gulf will offer certain practical advantages. The members of the Gulf Cooperation Council (the GGC), which is comprised of Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the United Arab Emirates, have taken steps to unify some industrial standards and other measures to harmonize regulatory structures. The region is also one of the largest and fastest growing export markets for American goods and services; in both 2013 and 2014 American exports to the Gulf totaled roughly \$53 billion annually. On January 1, 2015, the GCC customs union came into full effect, charging a 5% tariff on most goods across the member countries.

With a population approaching 30 million, Saudi Arabia is the Gulf's largest consumer market. The country is investing hundreds of billions of dollars to expand infrastructure, diversify its industry and

improve social services delivery through major healthcare and housing construction programs. Similar to Saudi Arabia, the U.A.E. is a major petroleum producer seeking to diversify its economy, with recent initiatives to expand development of industrial production, healthcare, aviation and tourism. Dubai in particular has become a regional hub for trade exhibitions and offers an excellent entry point for many firms seeking to expand into the wider Gulf region. Qatar, the world's largest producer of natural gas and possessing the highest per capita income in the world, is seeing an infrastructure and transportation boom as it prepares to host the 2022 Soccer World Cup. As with others in the region, Kuwait is also focusing major investments in housing, infrastructure and transportation projects. Though more modest in size, both Bahrain and Oman have signed Free Trade Agreements with the United States that facilitate market access for American goods, services and investment. Like many of its neighbors, Oman is investing in social services and infrastructure as a means to diversify its economy and create employment opportunities for Omanis.

Through multi-country trade missions and regional trade exhibitions, the U.S. Commercial Service seeks to introduce American firms to the markets of the Gulf region. Details on regional trade events are provided in the body of this report.

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Chapter 2: Political and Economic Environment

For background information on the political and economic environment of the country, please click on the link below to the U.S. Department of State Background Notes.

<http://www.state.gov/r/pa/ei/bgn/5444.htm>

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Using an Agent or Distributor

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The U.A.E. legal system distinguishes between two forms of commercial agents - the registered and the unregistered commercial agent. U.A.E. law does not distinguish between an agent and distributor, referring to both as commercial agents. The Ministry of Economy handles registration of commercial agents. Local companies prefer to work as registered agents, but on occasion local companies will accept an unregistered commercial agency based on good faith, but will almost always demand exclusivity in these cases.

The U.A.E. federal government has recently published Federal Law No 2 of 2010, which amends certain provisions of Federal Law No 18 of 1981 regulating Commercial Agencies (Agencies Law). Federal laws are applicable throughout the U.A.E..

Selection of the right agent continues to be an important decision. Registered agents may not be terminated, except with sufficient cause as determined by a government committee that has historically ruled in favor of the local agent. In most cases, compensation to a terminated agent is required even if the committee rules for the foreign firm. Only U.A.E. nationals or companies wholly owned by U.A.E. nationals can register with the Ministry of Economy as local agents.

Since 1996, the U.A.E. no longer permits sole agency agreements for food brand names. In 2006, the U.A.E. cancelled the exclusive agency agreements that were grandfathered from before 1996 for foods considered basic commodities. The action was taken so to reduce retail food prices. Some pre-1996 agency agreements continue to be recognized for products such as chocolate.

Terms and conditions vary for agency contracts. Commissions and other forms of compensation typically depend on the amount of work required of the agent, and the sales volume. Responsibilities and performance measures should be clearly defined. The agency contract should establish the geographic territory covered (U.A.E. law awards automatic exclusivity to the agent in a geographic area covered by the agreement). An agent must have a presence and be licensed to

operate in each emirate, as there is no blanket license for the whole of the U.A.E.. In some instances agents have been appointed on a project basis, with the relationship restricted to the specified project, terminating automatically upon reward or completion.

American companies are recommended to retain the services of a local attorney to ensure its best interests are carefully considered when drawing up an agreement. American companies can leverage the U.S. Commercial Service's Gold Key Service to identify in-country representatives, and the U.S. Commercial Service's International Company Profile to vet potential representatives.

Establishing an Office

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In addition to an American company establishing an "indirect" business presence in the U.A.E. via an agency relationship, there are several alternatives by which an American company and other foreign companies may be licensed to undertake specified activities on a direct, permanent basis in the U.A.E.. The U.A.E. Commercial Companies Law, Federal Law No. 8 of 1984, as amended, provides for a number of different corporate structures. The primary alternatives for foreign entities to establish direct business operations in the U.A.E. (outside the free zones) are (i) registration of a branch or representative office; or (ii) incorporation of a limited liability company with a U.A.E. national "partner".

Except for companies located in the free zones, at least 51% of a business establishment must be owned by a U.A.E. national. A business engaged in importing and distributing a product must be either a 100% U.A.E.-owned agency/distributorship or a 51/49 (U.A.E./foreign) limited liability company. Subsidies for manufacturing firms are available only to those companies with at least 51% local ownership. Branch offices do not involve U.A.E. national ownership, but do require a U.A.E. national as a sponsor.

It is recommended that a U.S. company retain the services of a local attorney to ensure its best interests are carefully considered when establishing an office or entering into a business partnership of any kind.

Resources: Fulbright & Jaworski L.L.P. {Section III, direct operations/Page 3}

Franchising

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Local and international franchise brands continue to grow exponentially in the U.A.E. across a variety of sectors including food and beverage, fashion retail, and convenience stores. A combination of factors has spurred this growth. Chiefly among these factors is the fact that the U.A.E. is one of the most investor-friendly countries in the region with an attractive tax-free environment and a world-class infrastructure. Adding to this there is improved intellectual property legislation, a growing population with a sizeable proportion of expatriates, a large number of high net-worth individuals with a propensity for leisure and consumer spending, an increasing number of business and leisure visitors, and the country's emergence as a popular shopping destination .

Even though there is no specific franchise law in the U.A.E., brands seeking to enter the country by way of franchising should consider three pieces of legislation that govern such agreements: (1) Agreements would fall under the context of the U.A.E. Agency Law if franchise agreements are "registered" by the Ministry of Economy (MOE); (2) Agreements that does not fall under the Agency Law, either because the Agency Law cannot apply or the parties choose not to apply them; the rights and obligations would be recognized under the U.A.E. Civil Code or (3) the U.A.E. Commercial Code.

Although there is a general consensus as to some of the key provisions that normally go into franchising agreements, specific attention should be given to the period, area specification, third-party transfer rule, dispute resolution mechanism, termination mechanism, etc. Also, agreements should adequately protect intellectual property (IP). In addition, special consideration must be given to Islamic dietary laws (halal meat/cosmetic products, no pork or alcohol content, etc.), local dress and customs. Due attention should also be given to possible trade barriers, such as the Arab League Boycott of Israel, which bans any goods originating from Israel, and may include a partner's request to sign a declaration that a franchisor companies is not trading with Israel, with which it is illegal for American companies to comply.

As protection of companies' trademarks and other IP rights continue to be of great importance, it is recommended that trademarks be registered with the Ministry of Economy in advance of entering into the U.A.E. market. That would provide first-to-file priority, establish registered user rights and ensure that franchisees do not rush to register the trademark in their own name.

Franchisors looking to enter the U.A.E. market could continue to encourage master franchising or be a part of a gradual change and invite smaller companies to enter the franchising arena.

Direct Marketing

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Direct marketing in the U.A.E. for products to be used for commercial purposes and/or industrial consumption is increasing. The rapid acceptance of Internet and mobile technologies has accelerated the phenomenon of direct marketing to a great extent through mobile messaging, promotional emails, interactive consumer websites, online display ads, fliers and catalog distribution.

In addition, more foreign companies are utilizing Internet/mobile services to communicate directly with U.A.E. buyers and send courier samples and brochures for immediate assessment. Local companies are also on the lookout for international suppliers that could provide good quality products at competitive prices.

However, pyramid selling or foreign-based multilevel marketing in non-free zones had not generally been permitted to be practiced in the past. Direct marketing by overseas companies to consumers (end-users) is not common as international manufacturers and exporters are expected to conduct business with the U.A.E. by concluding transactions directly only with importers and traders who are already established in the market. Local companies in the U.A.E., however, are given special permission to establish membership for direct selling of products. Such companies have to comply with local municipality regulations by getting products and catalogs periodically approved. Such companies may also appoint individuals as commission agents for sales to end users.

Free zone companies in the U.A.E. may undertake direct marketing through online and media advertisements. Such companies are governed by respective Free Zone regulations. Even though such products sold or marketed do not necessarily be approved by local governing bodies but such companies must comply with local municipality requirements of not selling any products that might be banned or prohibitory.

Foreign companies participating in local consumer trade shows or at tourism attracting events e.g., Global Village, are permitted to undertake direct marketing during their participating period and promote their products by SMS alert promotion, newspaper/media advertisements, flier inserts, etcetera.

Emphasis is given to personal relationships in the Middle East when conducting business. Maintaining a local presence offers distinct advantages. Local business and government officials prefer to deal with someone they know and trust. However, simply being in the U.A.E. may not be enough. For example, if the majority of a company's business is likely to be in Abu Dhabi, then the company is expected to establish an office in Abu Dhabi, even if costs are lower elsewhere in the country.

The Companies Law defines a joint venture as an association between at least two parties who will share the profit or loss of a commercial business. The joint venture agreement or contract of establishment regulates the obligations and respective entitlement of each of the partners.

A joint venture is a contractual agreement between a foreign party and a local party licensed to engage in the desired activity. The local equity participation in the joint venture must be at least 51%, but the profit and loss distribution can be prescribed. There is no need to license the joint venture or publish the agreement. The foreign partner deals with third parties under the name of the local partner who - unless the agreement is publicized - bears all liability.

In practice, joint ventures are seen as offering a suitable structure for companies working together on specific projects.

Joint ventures are very common where a local contractor and a much larger international contractor, particularly in the case of "mega" projects where it is impossible for a single contracting entity to execute the project alone. Joint ventures can be contractual or based on more complex partnership arrangements. The contractual joint venture is by far the most common.

When contracting with a partner to a joint venture, it's important to understand that unless the existence of the joint venture is disclosed, the only legal recourse that a foreign enterprise may have is against the partner with whom they have had dealings.

Licensing of manufacturing processes is a growing market, especially considering the U.A.E.'s desire to increase the quality and diversity of local production. The total market for industrial licenses remains relatively small due to the limited manufacturing done in the U.A.E..

U.A.E. Industrial zones such as Jebel Ali & Khalifa Industrial Zone Abu Dhabi (KIZAD) hope to attract manufacturers by offering a range of incentives from free-zone status to the ability to use foreign nationals for 100% of their workforce, as well as some of the region's cheapest utility costs. With giant ports adjacent and a prospective stop on the line of the planned GCC-wide railway, firms will have access to some of the fastest-growing and wealthiest markets in the world, from Asia and Africa to other Gulf nations.

The majority of licensing in the U.A.E. is done for the fabricating and/or marketing of trademarked items. Licensees of U.S. sports logos, universities, animated characters, etc., are servicing a very active market with one of the world's highest per capita disposable incomes. Licenses to sell U.S. brand products (an authorized dealer), as distinct from a standard distribution arrangement, or U.S. logos/names/ characters on a non-U.S. product are becoming very sought after, especially in the apparel market. Licensing effectively meets the current demand, especially among younger consumers, for American styles.

License agreements should be registered in the Trademark Register and published as set forth in the Implementing to be effective.

Like the U.S., the U.A.E. is a two-tier government - Federal and Emirate (state) level. For all types of government procurement and projects, U.S. firms need to have a presence in the U.A.E. and acquire their goods and services on a prequalified basis individually with the various government departments for procurement tenders. It is possible for bids not to go out on a public tender; instead, they are awarded selected firms that are pre-qualified with the institution in question.

Federal purchases are administered through the respective federal offices located in Abu Dhabi and/or Dubai. At the emirate level, purchases for goods and services are done directly by the institution depending on its needs.

For most civilian purchases, government entities prefer to deal with firms registered in the U.A.E., or in their particular emirate, and will favor local products over imports. Only when goods or services of acceptable quality are not available locally will the procurement authority seek outside sources.

Competition in the public sector is very strong. Besides large military procurement projects, governments in the U.A.E. invest heavily in infrastructure projects, such as roads, power generation and distribution systems, desalination facilities, sewage systems, public housing, recreational facilities, hospitals and other medical facilities and services, schools, national security projects, athletic facilities, refineries and other hydrocarbon facilities, airports, and government buildings.

The following is the process for registering a partnership between a foreign company and a local U.A.E. partner:

- The U.S. company must sign an Agency Agreement with the local company;
- This Agreement then must be notarized via the Notary Public, legalized via the Ministry of Foreign Affairs, certified via the U.A.E. Embassy in the U.S.A and then returned to the local agent to register the agreement with the Ministry of Economy in Abu Dhabi and;
- Once the Ministry of Economy Certificate is issued, the local U.A.E. agent can then approach government entities to prequalify them.

The U.A.E. partner of the U.S. company is usually responsible for registering the U.S. product or service with the U.A.E. government. The following documents are usually required for the prequalification:

- Ministry of Economy Certificate
- Reference List
- Last 3 years audited bank statement
- ISO, or other relevant, certifications
- Quality and HSE manuals
- Questionnaire that will be provided by the U.S. company

Though the English language is widely used in the U.A.E., the ability to communicate in Arabic is highly important when dealing with the government.

In 2014, President His Highness Sheikh Khalifa Bin Zayed Al Nahyan has issued Federal Law No. 2 of 2014, for the Small and Medium Enterprises (SMEs) sector. The law aims to encourage Emirati entrepreneurs, and the government hopes to generate more contracts for the Emirati SMEs size business.

The most commonly used way of selling goods and services in the U.A.E. is by appointing a commercial agent. Other methods are also used, such as direct sales to the end-user, establishment of a joint venture with a local firm, non-exclusive reseller, or selling through a licensing or franchising agreement.

U.S. exporters sometimes find it advantageous to appoint different commercial agents or partners in each emirate. Multiple agencies and distributors may also be appointed to handle diverse product lines and/or services. Many U.A.E. companies manage numerous product lines, making it sometimes difficult to focus on all products in an efficient and effective manner.

Food imports were typically handled by firms specializing in import and distribution of food products to wholesalers, retailers and institutions. However, currently the government has removed the monopoly of agents and has opened up the sector. The U.A.E. legal system does not distinguish between an agent and a distributor, they are both referred to as commercial agents.

The terms and conditions of a contract should be clearly defined. The contract should include the geographic territory to be covered by the agent, verification of licenses given to the agent to operate and the terms of the expiration and termination of the agreement, all of which must be agreed upon in advance. This makes a competent attorney to advise you indispensable.

Ports of the U.A.E.: Port Rashid, Jebel Ali Port, Khalifa Port, Mina Zayed, Mussafah Port, Free Port, Saqr Port, Al Jazeera port, Al Jeer port, RAK Khor Port, RAK Maritime City, Port of Ajman, Port of Fujairah, Port Umm Al Quwain, Port Khalid and Port of Hamriyah.

The commercial tradition of the U.A.E. is that of the middleman or trader acting as a conduit for goods from large manufacturers to consumers largely in South Asia, the Gulf, and East Africa. The U.A.E. still serves those traditional markets along with those of North, South, West, and Central Africa, and the rest of the Middle East.

The business style prevalent is one that puts an emphasis on personal relationships and perceptions of integrity, though there is a growing emphasis on quality, after-sales service, and maintenance requirements and costs. Because the personal relationships emblematic of the U.A.E.'s business environment take time to nurture, U.S. firms are advised to invest time in the market with a local presence or at the very least very frequent visits. This activity is not one that can be done long-distance - face-to-face contact is essential. In addition, U.S. firms should seek a local sponsor, agent, or partner with sufficient access and influence in relevant business circles. For U.S. firms selling to traders, which is the dominant business model in the U.A.E., there is no substitute for being price competitive. Government procurement also places heavy emphasis on selection of the low bidder, as long as the lowest price bidder is compliant with all technical specifications.

Even though the U.A.E. is relatively less conservative than some other Gulf States and English is widely spoken, sensitivity to local traditions and Islamic beliefs is essential. The use of Arabic in packaging and advertising is both desirable and effective (and sometimes mandatory) in marketing consumer goods.

U.S. manufacturers and exporters enjoy an excellent reputation for product technology, quality and durability and the U.S. market share is expected to increase. U.S. companies face tough competition from European and Asian companies in the U.A.E., who generally have a larger presence in the region and/or offer comparable products and services at very competitive prices. For many products, providing after-sale maintenance services is essential, and in such cases U.S. companies should consider establishing a presence in the U.A.E. too. In general, U.S. companies with a manufacturing presence in the U.A.E. or in any of the GCC countries are most likely to be able to compete in the U.A.E. market, given the relatively low cost of production compared to other places.

Electronic Commerce

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The e-commerce market in the U.A.E. is currently valued at \$2.5 billion, and is expected to reach \$10 billion by 2018. E-commerce will be the U.A.E.'s fastest growing business and is expected to accelerate and create new businesses and job opportunities. The reason for this increase in e-commerce is improved connectivity, rapid proliferation of connected devices and services, and the government initiatives encouraging a digital lifestyle. In the region e-commerce has grown significantly in recent years and is positioned for a boom, as Internet connections spread and the population becomes more familiar with online shopping.

B2C commerce presently accounts for less than 1% of total retail sales in the region, as there are obstacles to overcome to prepare the way for the boom. These obstacles include the low adoption of the online retail channel by local businesses, the predominance of cash on delivery payments, and low consumer acceptance of online shopping, compared to international benchmarks. Still, a few markets lead the region in adoption of e-Commerce. The U.A.E., Saudi Arabia and Qatar together account for around half of all sales in the region. The product categories that produce the most revenue in online sales in the region are consumer electronics, computers, and jewelry, including watches. Online shopping for clothing also has begun to gain in popularity. Mobile commerce has a high potential in the Middle East, as smartphone and tablet penetration is high, and mobile is often the most common mode of connection to the Internet in the region.

The e-commerce market in the U.A.E. recorded 300% growth between 2013 and 2014. Over 80% of the population is Internet users, and of this number over 15% shops online; below 10% do so on mobile devices. The most important factors for online shoppers in the U.A.E. are pricing, customer service and ease of use, though security concerns and inability to touch and test products before purchase keep some consumers away from online purchases. Consumer electronics and appliances was the largest product category of B2C e-Commerce sales in U.A.E., excluding travel and tickets.

Trade Promotion and Advertising

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The U.A.E., and in particular Dubai, serves as the commercial center for the region. From late September through May, the U.A.E. hosts a growing and almost continuous series of well-attended trade exhibitions and conferences. These trade events attract an impressive number of exhibitors from the region and around the world, providing all international firms the opportunity to research the local market and evaluate the potential of their products or services before making a business decision.

Advertising plays a significant role in sales promotion. About 40% of the population is native Arabic speaking. Although the language of business is English, Arabic is the official language and is required for all governmental documentation. In addition, combined English and Arabic usage is common on signage and for many publications. English-only promotional literature is acceptable, but those that are in both English and Arabic have a decided edge. Arabic speakers in key decision

making positions appreciate the extra effort and sensitivity to their culture that bilingual publications imply. Arabic labeling for consumer products, especially foodstuffs, is an important requirement and an advantage in competitive marketing.

There are a number of Arabic and English language daily newspapers and several weekly and monthly magazines that are effective consumer market vehicles. Third country language publications are also available. Below is a list of English and Arabic newspapers in the U.A.E. The mostly widely circulated English-Arabic newspapers are *Gulf News* and *Khaleej Times*. Emirates News Agency (WAM <http://www.wam.ae>) is the official news agency of the U.A.E.. It provides daily news coverage of official and other events throughout the country. It is also a reference for U.A.E. news for all mass media.

English Publications	Website	Arabic Publications	Website
7 Days (Dubai)	www.7days.ae	Akhbar Al Arab (Abu Dhabi)	www.akhbaralarab.ae
Emirates Business 24/7 (Dubai)	www.emirates247.com	Al Arabia (Dubai)	www.alarabiya.net
Gulf in the Media (Dubai)	www.gulfinthemedia.com	Al Bayan (Dubai)	www.albayan.ae
Gulf News (Dubai)	www.gulfnews.com	Al-Ittihad (Abu Dhabi)	www.alittihad.ae
Khaleej Times (Dubai)	www.khaleejtimes.com	Al-Khaleej (Sharjah)	www.alkhaleej.ae
The Gulf Today (Dubai)	http://gulftoday.ae	CNBC Arabia (Dubai)	www.cnbcarabia.com
The National (Abu Dhabi)	www.thenational.ae	Emarat Al Youm (Dubai)	www.emaratalyoum.com
XPRESS (Dubai)	www.xpress4me.com	WAM (Emirates News Agency)	www.wam.ae

By law, the Media Council, which is appointed by the President, licenses all publications and issues press credentials to editors. Laws also govern press content and proscribed subjects. The National Media Council reviews and censors all imported media for content. Limits on media freedom are being challenged by the establishment of Dubai Media City (DMC, <http://www.dubaimediacity.com>) and twofour54 (<http://twofour54.com>) in Abu Dhabi. These free zones are intended to attract media and marketing services, business and information services, news media, multimedia/Internet, broadcasters, music companies, and production firms. In addition to tax benefits, companies operating in these free zones have been guaranteed that the government will not censor their news and information content, provided certain relatively liberal guidelines of taste and propriety are met. U.S. firms are strongly urged to consider cultural sensitivities in any promotional activity.

Radio and television broadcasts are primarily in Arabic, English, Hindi and Urdu and can also be considered as a channel of advertising.

Pricing

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For consumer goods, price is the primary buying factor for the middle and lower classes. These market segments are served through small stores and shops in traditional souks, or markets. Retailers in this category operate under razor-thin margins—1% or 2% is common—and rely on volume. At the other end of the scale are the segments of the society with high purchasing power, made up of largely of U.A.E. nationals, businesspersons and tourists. For this group, price is not a primary buying factor and retail margins are high. These segments are serviced through Western-style malls and specialty shops. The U.A.E. is home to some of the largest malls in the world, as their air-conditioned comforts in a harsh climate include various dining and entertainment, as well as

shopping establishments. U.S. exporters must be ready to use pricing aggressively to encourage market acceptance of their products.

The average importer markup on food products is about 10-15%. Retail food prices are generally 20-25% above import/wholesale prices.

Price plays a major role in the decision making process on all major government and commercial purchases, though technical aspects do weigh heavily with some semi-government entities like the Abu Dhabi National Oil Company and local utility companies. Companies bidding on government tenders submit Technical and Commercial proposals that are reviewed and evaluated separately.

The relatively higher prices of U.S. products and services can be attributed to higher quality and higher transport costs and is also an important factor making Indian, Chinese, Korean, and Japanese suppliers more competitive in this market. European companies are known to offer quality products as well and are tough competitors when the Euro is low. The strength of the Euro versus the Dollar (though in decline), and the peg of the AED to the Dollar (\$1 = AED 3.67), which offers pricing and exchange consistency for buyers, currently favors U.S. products.

Sales Service/Customer Support

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With increased competition and availability of quality products, providing need-based customer support and after sales service is of paramount importance. Consumer rights as stated in the Consumer Protection Law No (24) 2006 include:

- Right to safety (to be protected from products, production processes and services that may cause harm to health and safety)
- Right to representation (to express opinions to develop the goods, services, prices and availability)
- Right to choose (to have multiple options of items and services in competitive prices and quality); and
- Right to be informed (knowledge and skill and awareness of consumer rights and responsibilities)

Consequently, companies wanting to do business in the U.A.E. are advised to:

- Avoid misleading advertising and provide consumers accurate information about their rights.
- Make clear policies regarding refunds, replacement, repair or rework for defective or damaged products and/or incomplete services.
- Display prices clearly in U.A.E. currency (AED) for goods and services in Arabic with and any other language.
- Provide all consumers with a dated detailed receipt.
- Label the product condition visibly and clearly for sellers of used or repaired goods.
- Offer products with valid guarantees and warranties.
- Guarantee service quality for a period of time. If services are not carried out with due care, the service must to be provided again for free or refunded.
- Ensure that employees' knowledge is compatible with the range of products and services offered.

The current business environment thus would favor companies that deal with local distributing companies with adequate parts inventory and regular maintenance capabilities.

The U.A.E. government has demonstrated a commitment to strengthening Intellectual Property Rights (IPR) enforcement in its ongoing bid to attract regional and international investment and trans-shipment. The U.A.E. is a World Trade Organization (WTO) member and a signatory to the Paris Convention for the Protection of Industrial Property. The U.A.E. government has passed IPR laws and stepped up enforcement actions aimed at reducing IPR violations, and bringing its IPR regime up to international standards.

Anecdotal and statistical evidence confirms that the U.A.E. government is enforcing copyright, trademark, and patent laws passed in 2002 to protect the IPR of U.S. stakeholders, and continues to demonstrate its commitment to the 2002 agreement providing TRIPS-plus levels of protection to U.S. pharmaceutical patents. In 2008, the U.A.E. MoE established offices for copyright, trademark, and patent registration, each under a different section at the MoE. Although the U.A.E. is a leader in the region at enforcing IPR and the Emirate of Dubai is proactive in enforcement, many stakeholders believe that the U.A.E.G could do more to fight piracy and counterfeiting in the other emirates and to better deal with the problems of transshipping of counterfeit goods.

The copyright law, enacted in July 2002, grants protections to authors of creative works and expands the categories of protected works to include computer programs, software, databases, and other digital works. Efforts to combat computer software piracy in the U.A.E. have been successful. According to industry estimates, the rate of software piracy in the U.A.E. is the lowest in the Middle East and North Africa, estimated to be 37% in 2011 (Source: BSA). The U.A.E. is recognized as the regional leader in fighting computer software piracy. In recent years, the U.A.E. launched several campaigns against piracy and seized and destroyed thousands of pirated CDs, auto spare parts, perfumes, air fresheners, electrical devices, sport equipment, medicines, movies and music discs. In response to complaints from industry and consumers, the Abu Dhabi Business Center Department of Commercial Protection launched a number of enforcement campaigns in 2014. It reports that it conducted 14,011 field visits, resulting in the seizure of 55,532 trademark-violating items. It inspected hawkers, corner shops, electric tool stores, and perfume and phone stores. In 2014, industry estimated that piracy resulted in almost \$200 million (AED 735 million) in losses to the U.A.E. economy in 2013. According to U.A.E. officials, counterfeit goods cost U.A.E. economy around \$408 million (AED 1.5 billion) annually.

The U.A.E.'s Trademark Law, also issued in July 2002, confirms that the U.A.E. will follow the Nice International Classification System and that one trademark can be registered in a number of international classes. The law provides that the owner of the registration shall enjoy exclusive rights to the use of the trademark as registered and can prevent others from using an identical or similar mark on identical or related products and services if use of the mark is likely to cause confusion among consumers. Stakeholders should note that in 2015, the U.A.E. MoE significantly raised its fees for registering and renewing all types of IP rights. In some cases these fees were increased between 2 to 10 times the original rates.

As part of the GCC Customs Union, the U.A.E. and the other five Member States are working toward unifying their IPR regimes. In this respect, the GCC has prepared a draft GCC trademark law. All six Member States are expected to adopt this law as national legislation in order to implement it in 2015.

A weakness in the U.A.E.'s IPR enforcement is the lack of a clear mechanism that would allow for the establishment of organizations, commonly referred to as collecting societies, with the authority to collect royalties on behalf of its members, despite the provision for this in the 2002 copyright law and Ministerial Decision No. 133 of 2004. This problem is acute in the performing arts sector where performers, songwriters, publishers, and record labels are unable to collect royalties for the

broadcast of their performances on the radio, in commercial establishments, and at concerts.. The result is a loss of millions of dollars for the music recording industry every year. For over ten years, the U.S.G has been working in partnership with U.S. industry and international stakeholders to convince the Ministry of Economy (MoE) to allow for the creation of a collecting society. (For more details see Chapter 6 “Investment climate”).

In 2014, the U.A.E. Government passed a new law combatting commercial fraud, which U.A.E. officials assert would boost IPR protection and enforcement. The revised law stipulates that the defective or substandard goods should be returned to their point of origin, while counterfeit goods should be destroyed. The law was also revised to explicitly cover enforcement in free zones. Although legislation requiring the destruction of counterfeit goods is a positive step, implementing regulations detailing procedures for distinguishing between defective or substandard goods and counterfeit goods, as well as outlining enforcement mechanisms, will be critical to its success. The law also does not address environmental and landfill limitations that Dubai authorities have previously cited as reasons compelling them to return some counterfeit goods to the country of origin. As the U.A.E. addresses these challenges, there could be significant opportunities for U.S. businesses involved in waste-to-energy, recycling, or advanced landfill techniques.

Useful contacts:

Ministry of Economy
P.O. Box 901, Abu Dhabi, U.A.E.
Tel: +971-2-626-5000; Fax: +971-2-626-2922
E-mail: info@economy.ae
Website: www.economy.ae

Dr. Ali Ibrahim Al Hosani, Undersecretary for Intellectual Property	
Mr. Fawzi Al Jaberi, Manager, Copyrights	Tel: +971-2-613-1415
Ms. Fatema Al Hosani, Manager, Trademarks	Tel: +971-2-613-1431 & 1430
Mr. Khalfan Al Suwaidi, Manager, Patents	Tel: +971-2-613-1402 & 1406

Protecting Your Intellectual Property in the United Arab Emirates:

Several general principles are important for effective management of intellectual property (“IP”) rights in the U.A.E.. First, it is important to have an overall strategy to protect your IP. Second, IP is protected differently in the U.A.E. than in the U.S. Third, rights must be registered and enforced in the U.A.E., under local laws. Your U.S. trademark and patent registrations will not protect you in the U.A.E.. There is no such thing as an “international copyright” that will automatically protect an author’s writings throughout the entire world. Protection against unauthorized use in a particular country depends, basically, on the national laws of that country. However, most countries do offer copyright protection to foreign works under certain conditions, and these conditions have been greatly simplified by international copyright treaties and conventions.

Granting patents and trademark registering are generally based on a first-in-time, first-in-right basis, so you should consider applying for trademark and patent protection even before introducing your products or services in the U.A.E. market. It is vital that companies understand that intellectual property is primarily a private right and that the U.S. government generally cannot enforce rights for private individuals in the U.A.E.. It is the responsibility of the rights’ holders to register, protect, and enforce their rights where relevant, retaining their own counsel and advisors. Companies may wish to seek advice from local attorneys or IP consultants who are experts in the U.A.E. law. The U.S. Embassy in Abu Dhabi provides [a list of local lawyers on its website](#).

While the U.S. Government (USG) stands ready to assist, there is little we can do if the rights holders have not taken these fundamental steps necessary to securing and enforcing their IP in a timely fashion. Moreover, in many countries, rights holders who delay enforcing their rights on a mistaken belief that the USG can provide a political resolution to a legal problem may find that their rights have been eroded or abrogated due to legal doctrines such as statutes of limitations, laches, estoppel, or unreasonable delay in prosecuting a law suit. In no instance should USG advice be seen as a substitute for the obligation of a rights holder to promptly pursue its case.

It is always advisable to conduct due diligence on potential partners. Negotiate from the position of your partner and give your partner clear incentives to honor the contract. A good partner is an important ally in protecting IP rights. Consider carefully, however, whether to permit your partner to register your IP rights on your behalf. Doing so may create a risk that your partner will list itself as the IP owner and fail to transfer the rights should the partnership end. Keep an eye on your cost structure and reduce the margins (and the incentive) of would-be bad actors. Projects and sales in the U.A.E. require constant attention. Work with legal counsel familiar with the U.A.E. laws to create a solid contract that includes non-compete clauses, and confidentiality/non-disclosure provisions.

It is also recommended that small and medium-size companies understand the importance of working together with trade associations and organizations to support efforts to protect IP and stop counterfeiting. There are a number of these organizations, both the U.A.E. or U.S.-based. These include:

- The U.S. Chamber and local American Chambers of Commerce
- National Association of Manufacturers (NAM)
- International Intellectual Property Alliance (IIPA)
- International Trademark Association (INTA)
- The Coalition Against Counterfeiting and Piracy
- International Anti-Counterfeiting Coalition (IACC)
- Pharmaceutical Research and Manufacturers of America (PhRMA)
- Biotechnology Industry Organization (BIO)
- Arabian Anti-Piracy Alliance (AAA), Dubai
- Brand Owner's Protection Group (BPG), Dubai
- The MENA Satellite Broadcast Anti-Piracy Coalition

IP Resources

A wealth of information on protecting IP is freely available to U.S. rights holders. Some excellent resources for companies regarding intellectual property include the following:

- For information about patent, trademark, or copyright issues -- including enforcement issues in the U.S. and other countries -- call the STOP! Hotline: **1-866-999-HALT** or visit www.STOPfakes.gov.
- For more information about registering trademarks and patents (both in the U.S. as well as in foreign countries), contact the U.S. Patent and Trademark Office (U.S.PTO) at: **1-800-786-9199**, or visit <http://www.uspto.gov/>.
- For more information about registering for copyright protection in the U.S., contact the U.S. Copyright Office at: **1-202-707-5959**, or visit <http://www.copyright.gov/>.

- For more information about how to evaluate, protect, and enforce intellectual property rights and how these rights may be important for businesses, please visit the “Resources” section of the STOPfakes website at <http://www.stopfakes.gov/resources>.
- For information on obtaining and enforcing intellectual property rights and market-specific IP Toolkits visit: www.stopfakes.gov/businesss-tools/country-ipr-toolkits. The toolkits contain detailed information on protecting and enforcing IP in specific markets and also contains contact information for local IPR offices abroad and U.S. government officials available to assist SMEs.
- The U.S. Commerce Department has positioned IP attachés in key markets around the world. The U.S.PTO also has a regional IPR Attaché for the Middle East & North Africa, Aisha Salem (Aisha.Salem@trade.gov).

Due Diligence

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One of the most important issues for American companies contemplating establishing agency relationships in the U.A.E. is their prospective ability to terminate that agency relationship subsequently. Terminating agency agreements with local companies can be highly costly and drawn out if an agency agreement is not drafted carefully.

Any business agreement that binds the company to a local U.A.E. agent should be entered into only after receiving competent legal advice on how to structure the document. U.S. companies are advised to utilize the services of an attorney fully conversant in U.A.E. law and practice, in particular with Commercial Agencies Law 2 of 2010, which reverses some of the amendments made in (Law 13) 2006 to the Federal Law 18 of 1981, and introduces new amendments.

Detailed provisions are therefore necessary to draft enforceable agency agreements. Depending on the agreement, a few items that should be specified are the performance measures for the local agent, consequences for failure to meet specific targets, dealing with competitors and competitive commodities, the length of the contract, and explicit lists of projects covered by the agreement.

The U.S. Commercial Service can assist companies perform due diligence through its International Company Profile (ICP) service. ICPs provide information related to ownership and management structure, business activities, foreign companies represented, reputation in the local market, and a Specialist's opinion on the relative strength and reliability of a local firm.

Local Professional Services

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Please click on the link below for the list of Local Professional Services

<http://export.gov/unitedarabemirates/businessserviceprovider/index.asp>

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www.economy.ae
www.ameinfo.com
www.consumerelectronicsnet.com
www.tbreak.ae
www.dubaichamber.com

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Chapter 4: Leading Sectors for U.S. Export and Investment

Commercial Sectors

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Demand for aircraft parts and aviation services are driven by business and leisure air travel and the size and age of aircraft fleets. The profitability of individual companies depends on efficient operations. Large companies enjoy economies of scale in purchasing. Small companies can compete effectively in hometown markets. Companies in this industry operate airports for commercial and general aviation and provide support services such as air traffic control, aircraft fueling and maintenance, baggage and cargo handling, and rental of hangar space. Major services include aircraft maintenance and repair, fixed-base operator services and ground handling. Other services include airport administration and operation and wholesale fuel sales. Major companies include Advanced Military Maintenance, Repair and Overhaul Centre (AMROC), Abu Dhabi Aircraft Technologies (ADAT), Gulf Aircraft Maintenance Company (GAMCO), Trans-Aero, Emirates Airline Engineering, Aerostar Asset Management, Hawker Pacific Avionics, Jet Aviation and Goodrich Aero structures.

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Any company that can contribute in developing a state-of-the-art sustainment center is in demand. The requirement is for the center to offer innovative maintenance solutions, performance-based reliability, all life cycle management, and affordability from one centralized location. In addition, there is a market for independent provider of maintenance, repair, and overhaul solutions for airframes, engines, and components.

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Designed to meet the demands of the 21st century aerospace industry by forming partnerships with aircraft OEMs and combining leading-edge technology, best practice manufacturing processes, an integrated supply chain, and a high caliber workforce, Strata delivers innovative, cost effective solutions driving growth and efficiency. Strata endeavors to become a tier-one supplier: designing, developing and manufacturing aircraft major units - such as wings and empennages - for the next generation of commercial aircrafts. Recent years have witnessed a revolution in the digitization of the commercial aircraft industry with various airlines realizing the importance of providing added features such as real-time weather details, flight operations, asset tracking, health monitoring, and airport taxi services. The future will see significant opportunities for aircraft manufacturers and OEMs to use various means of digitization as a potential source of differentiation. Today's world is increasingly adopting the digital model in all aspects of living and thus embedded sensors improve the efficiency of business processes when combined with mobility applications. The devices are expected to reduce the amount of paper required for flight operating manuals, navigation charts, reference handbooks and flight checklists. Focus is also on the new Aviation District at the Al Maktoum International Airport, with FBO operators wanting to construct their own customized solutions. The Aviation District plays a strategic role in furthering Dubai's vision to become a gateway to global markets and particularly MENASA (Middle East, North Africa and South Asia) region. MENASA is the second fastest growing market comprising 23% of the world's population – more than half of which are under 25 years old. MENASA's projected GDP is estimated to reach US\$12.8 trillion by 2022-2023.

Trade shows:

Dubai Air Show

Date: 8 - 12 November, 2015

Website: <http://www.dubaiairshow.aero>

MRO Middle East

Date: 3 - 4 February, 2016

Website: <http://events.aviationweek.com/archive/2014/mme/>

IDEX: International Defence Exhibition and Conference

Date: 19 - 23 February, 2016

Website: <http://www.idexuae.ae/>

Abu Dhabi Air Expo

Date: 8 - 10 March, 2016

Website: <http://www.adairexpo.com/>

Airport Show

Date: 16 - 18 May, 2016

Website: <http://www.theairportshow.com>

MEBA: Middle East Business Aviation Show

Date: 6 - 8 December, 2016

Website: <http://www.meba.aero/>

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Airline Update: www.airlineupdate.com

Mubadala - www.mubadala.com

Abu Dhabi Airports Company - www.adac.ae

General Civil Aviation Authority - www.gcaa.ae

Hoovers - www.hoovers.com

Dubai World Central - www.dwc.ae

<http://mromiddleeast.aviationweek.com/me16/public/enter.aspx>

In 2014, the U.A.E.'s automotive trade value reached USD20.7 billion, up 43% from 2010. Of this value, 94% was imports. Cars represented 63% of U.A.E.'s automotive imports, followed by parts and accessories (12.6%), and trucks (12.1%). Virtually the entire U.A.E. supply of car and light vehicles is imported. Barring a couple of truck units assembling CKD components and armored vehicles factories, there is no serious automotive manufacturing activity taking place in the U.A.E.

According to media reports, the U.A.E. is the second largest automotive market (including cars, parts and accessories, trailers and semi-trailers, trucks, public transport vehicles, tractors, other) in the GCC after Saudi Arabia. The U.A.E.'s automotive retail sector grew by 6.5% y/y in H1 2014. In 2014, cars represented 63% of the U.A.E.'s total automotive imports. The U.A.E. is also one of the largest importers of used cars, making it a regional hub not only for cars but also for vehicle parts and components in the MENA region. As a result, the U.A.E. has become a strategic player in the car parts trade within the GCC region, positioning itself as a major re-exports center.

The U.A.E. market is broadly divided between passenger cars and commercial vehicles with approximately 80% being passenger cars and 20% being commercial vehicles (trucks, vans and buses). The luxury segment contributed around 12% to the U.A.E.'s total industry volume, which is growing at a rate of 17% annually. Japanese manufacturers enjoy significant market share in the U.A.E. automotive market, with Toyota maintaining its dominance in 2014.

Tariffs: The tariff applied to cars is 5% customs duties on value of the vehicle plus 1% insurance plus cost of the shipment. For trucks, the customs duty is 12%.

Taxes: No VAT, luxury tax or special consumption tax exist on vehicles.

Barriers: The U.A.E.'s trade policy has been consistent with its obligations under the WTO. There are few trade barriers, viz. automotive parts should not contain asbestos, and products should not have been manufactured or transited through Israel.

Market Entry

All cars and buses entering U.A.E. have to abide by safety regulations issued by the Emirates Authority for Standardization and Metrology (ESMA). In addition, the following rules must be adhered to:

- Head restraints in all seats and air bags for the driver and the front passenger are compulsory for all passenger cars and buses with capacity up to 22 passengers.
- Safety belts and Anti Braking System (ABS) are required in all new vehicles. Extra seats in the aisles are prohibited for any motor vehicle with a riding capacity of four people or more.
- Every vehicle must have an alarm to notify when drivers exceed speed limit of 120 km in cars and 100 km on buses.

In addition, all vehicles must be exported from the country of manufacture and steering wheels must not be modified. There must be no damages on the vehicle's outer body and must be accident free.

Local Standards Requirements:

GSO Standards tests for motor vehicle spare parts:

- [Motor vehicle spare parts \(draft\)](#)

GSO Standards tests for multipurpose tires:

- [Multipurpose Tires – General Requirements](#)
- [Multipurpose vehicles tires standards](#)
- [Multipurpose vehicles tires \(testing methods\)](#)

Current Market Trends:

New Products Sector

The U.A.E. automotive industry's growth is driven by a number of factors including increasing quality awareness, high spending power, and wide offerings of automotive products across international brands. According to industry estimates, in the first half of 2013, U.A.E. companies imported most from Japan (50%), followed by U.S.A (13%) and then South Korea (6%).

During the corresponding period, vehicle re-exports grew by 13%. Oman is the top destination for cars re-exported from Dubai, accounting for 63.7%, followed by Tanzania 5.1% and Saudi Arabia 3.3%.

Passenger Cars - Toyota Motors remains the dominant player with 41.9% market share. Nissan is second with a market share of 19%, followed by Mitsubishi (7.8%), Hyundai (7.1%) and Ford (5.3%). Kia is sixth with a market share of 4.8% followed by Fuso, BMW, Honda and Chevrolet.

Commercial Vehicles – With major infrastructure and housing projects being planned, this sector will experience continued growth. Truck approvals are conducted at the GCC level by the GCC Standards Organization which is based in Riyadh, KSA. The product should be first approved by GSO before the truck CAN be exported to GCC countries, including the U.A.E..

U.S. truck manufacturers or exporters can contact the office below for approval:

Conformity Assessment Department
G.C.C Standardization Organization (GSO)
Tel: +966 1 274 66 55 ext. 333; Fax: +966 1 210 53 90
E-mail: alsagr@gso.org.sa

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Parts and Components – The U.A.E.'s strategic positioning and economic conditions have led the country to become a regional hub for car parts and vehicle components in the entire Middle East and GCC. As a result, the U.A.E. has become a key player in the car parts trade within the Gulf region and has positioned itself as a major re-export center.

According to media reports, U.A.E.'s trade for auto parts and accessories was valued at around \$12 billion, a 10 per cent growth over previous year. Imports were valued at over \$ 7 billion last year, while value of exports and re-exports was around \$ billion.

Three major trading partners accounted for 49 per cent of total automotive parts imports. Japan was on the top with \$1.67 billion, followed by South Korea with \$972 million, and China with \$901 million.

Imports from Germany (\$860 million) and the USA (\$846 million) came fourth and fifth, respectively, in terms of total auto parts trade last year.

Saudi Arabia (\$645 million), Iraq (\$294 million) and Afghanistan (\$218 million) were the biggest export and re-export markets in 2014.

Used Car Market Sector

Passenger Cars: As a regional trade hub supporting intense international business activity, the U.A.E. presents an extremely competitive business landscape for American companies in this sector. Many successful U.S. firms already in business in the region rely on technological advantage and quality assurance in addressing current demand and facing foreign competition.

Regulations:

- All vehicles must conform to the U.A.E. standards –
- Steering wheels must not be modified
- There must be no damage on the vehicle's outer body
- The U.A.E. does not allow import of vehicles that have been subject to accidents such as submersion, fire, collision, rollover, etcetera
- Vehicles previously used as taxicabs or by police are not allowed to be imported
- Vehicles may only be exported to companies (having commercial registration for business activities in vehicle sale and import) and to individuals with a valid residence authorization if the importer is not a citizen of any of the GCC States

Documents Required:

1. Proof of vehicle ownership and invoice attested by the local chamber of commerce in the U.S.
2. Export declaration of the customs administration in the U.S. (the invoice and the certificate of origin should be attached to the export declaration)
3. A document issued by Police in the U.S. indicating that the vehicle is not wanted for any criminal investigation.

Re-Manufactured/Used Auto Parts:

Importation of reconditioned/used auto parts is not allowed for sale in the U.A.E., unless reconditioned by the original manufacturer. The reseller is not allowed to claim that the part is the same as an original part. There is no difference in the treatment between remanufactured and used auto parts. This treatment applies to all motor vehicle parts.

Remanufactured/rebuilt parts are generally considered used or semi-used and are reflected in the pricing. Normally, the warranty period will not be the same as the original, if offered.

Used, not remanufactured, parts usually carry no warranty.

Local industry sources believe that there could be potential as there are a number of American cars sold within the U.A.E. and also a number of used American cars are re-exported to other neighboring countries through the U.A.E. Rebuilding of parts in the U.A.E. is limited to auto mechanics offering their clients an extra service in their maintenance of cars.

The 5% import duty for new parts also applies to remanufactured or used parts. The use of the company logo as well as the original packing design is not allowed for reconditioned/used parts. As there is a complete difference in packing from the original, advertising costs for resellers of reconditioned/used parts are higher even though the quality of the product is similar. It will not be easy to lend credibility to reconditioned/used parts in this market and a lot of effort would need to be put into the process of establishing a brand.

Local Standards Requirements:

GSO Standards tests for retreaded tires:

- <http://www.esma.gov.ae/SiteCollectionDocuments/ECAS/ECAS-RT.pdf>

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There are a number of areas within the automotive sector that provide U.S. companies increased opportunities in the U.A.E. market:

- The Abu Dhabi Government's new initiative to develop 'The Auto City' in the Mussafah area. The cluster will cater to advanced workshops and service centers thereby attracting investment in automobile manufacturing and spare part logistics.
- Remanufactured Parts: With local government bodies showing increased commitment on greener technologies, commercial vehicles remanufactured parts should find increased acceptance.
- Luxury Vehicles: Lifestyle changes in the U.A.E. provide opportunities for U.S. manufacturers to supply luxury vehicles, RVs, specialty vehicles, etc.
- Automotive Aftermarket: With increased acceptance for U.S. manufactured parts and accessories, U.S. based OEM supplies of Japanese, European and U.S. vehicles might find opportunities to supply goods to the U.A.E. market.

In the Used Car Market Sector, U.A.E. consumers increasingly want to buy U.S. products to cater to the growing demand for used car market sector, specifically targeting:

- Classic car buyers
- Modified vehicles buyers; and
- Performance vehicle buyers

Web Resources

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- http://www.rak-realestate.de/rak_pic/d03/d03i/Auto%20Survey%20report-12-1-10l.pdf
- <http://www.uaeinteract.com/docs/>
- <http://www.zawya.com/>
- http://trade.gov/static/autos_report

The U.A.E. lies between 22°30' and 26°10' north latitude and between 51° and 56°25' east longitude. It shares a 530-kilometer border with Saudi Arabia on the west, south, and southeast, and a 450-kilometer border with Oman on the southeast and northeast. It is in a strategic location along southern approaches to the Strait of Hormuz, a vital transit point for world crude oil.

- Area is 32,278 sq miles.
- Environmental concerns & Natural hazards: frequent sand and dust storms.
- Climate: The U.A.E. climate is generally hot and humid. The hottest months are July and August, when average maximum temperatures reach above 50.°C (About 122 °F).

Construction is the third largest sector of the economy, after oil and trade. The construction sector has been a primary beneficiary of the oil boom and surge in investment. While the construction sector contributed 10.3% to the U.A.E. GDP in 2011, it was projected to contribute 11.1% in 2014.

The Emirates of Abu Dhabi and Dubai act as the country's drivers of growth. Dubai's real estate market is looking stronger and more sustainable with Abu Dhabi's market remained stable through the first and second quarters of 2014. However, a growing pipeline of projects in the capital may increase construction spend. The activity in the Northern Emirates retains a focus on resort style hospitality projects as demand in the hospitality sector continues to grow.

The construction industry in the U.A.E. grew by 5% during 2014 to a value of \$ 39 bn, and is expected to grow to \$ 42.3 bn in 2015. However, during the third quarter of 2014, many projects in Abu Dhabi were slowed down, and some were put on hold, due to the drop in oil prices. For Dubai, lower oil prices pose minimal threat to this outlook, given the importance of infrastructure spending and strong growth in tourism.

The U.A.E. is leading the region in green building with the highest share of green buildings in the Middle East and North Africa. 65% of green buildings in region are found in U.A.E..

The Emirate of Abu Dhabi has a set of building codes that incorporate substantial sustainable construction requirements, particularly in water and energy consumption. Both Dubai and Abu Dhabi realize the importance of introducing sustainable architecture, design, engineering, and construction standards within their particular emirate. For example, Dubai implement provisions where all new construction projects must follow Leadership in Energy and Environmental Design (LEED) standards.

Transportation amount to 13% of the total U.A.E. construction spend, commercial amount to 62%, industrial 19%, energy and resources account for 19% and residential for 3%.

Construction projects depend on the availability of resources. The U.A.E. must compete with its two neighbors that have very strong investment plans; Qatar & Saudi Arabia. The awarding of the FIFA World Cup 2022 to Qatar will see \$100 bn invested, out of which about 40% in infrastructure; meanwhile, in Saudi Arabia the construction sector is growing at about 4% per year and the country is looking to spend \$500 bn on transportation, energy and education facilities.

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All facets of sustainable technology are needed within the U.A.E.. There is a desire to find U.S. companies that can lead a green project from the very start of design to its ultimate completion. This includes providing the materials and leading the management of the sustainable project.

There is also a great need for companies that can modify existing buildings to become more energy efficient.

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In 2014, the U.A.E. construction market continued to grow by investments in infrastructure and the hospitality industry.

The Expo 2020 will focus around a planned 438-hectare site, the largest ever created for a World Expo. Located in Jebel Ali, construction at the Expo 2020 site is expected to cost between \$2bn to \$4 bn. The site will feature 180 purpose built pavilions, an underground service rail network and a photovoltaic canopy capable of producing 50% of the site's power. The master plan for the site will not receive approval until the end of 2015, with work expected to commence shortly afterwards and be completed for 2019. Given the centerpiece role of the project and full governmental backing.

Away from the site itself, other major infrastructure projects are set to receive new attention and be driven towards completion thanks to the 2020 event. An estimated \$1.3 bn is to be invested in transport to and from the expo event. This includes expansion to the Dubai metro network. Projects such as Nakheel's The World are reportedly being fast-tracked to be ready in time for the expo and we also expect activity at major projects such as the Mohammed bin Rashid City and residential and business districts in and around Dubai World Central Airport to pick up.

Thanks to efforts to support the diversification of the economy of the emirates, through programs such as Abu Dhabi's 2030 vision for development, there remains much opportunity in the infrastructure investment space, despite the gains already made in the U.A.E.'s market. In March 2014, Dubai Electricity and Water Authority (Dewa) announced three major power expansion projects worth \$5.4 billion, including solar and clean coal. The \$25 billion U.A.E. rail system, including the Blue, Gold and Purple metro lines and the Jumeirah tram in Dubai have all been approved for construction.

Al Maktoum International Airport expansion (DWC) is anticipated to be the biggest airport in the world. This is followed by a massive industrial project in Abu Dhabi for Tacaamol - Al-Gharbia Chemicals Industrial City, planned at \$20 billion. There are other sectors with several billions being planned on capital projects, with the top sector for 2015 being mixed-use and residential projects amounting to \$24 billion.

List of major projects include:

1. Dubai International Airport expansion	\$ 7.8 Bn
2. Baraka Nuclear Power Plant: Reactor 3 Power	\$ 4.00 Bn
3. Upper Zakum Full Field: Early Production Facility: Offshore: EPC 2	\$ 3.790 Bn
4. Baraka Nuclear Power Plant: Reactor 1 Power	\$ 3.100 Bn
5. Abu Dhabi Airport Expansion: Midfield Terminal Complex Transport	\$ 2.960 Bn
6. Baraka Nuclear Power Plant: Reactor 2 Power	\$ 2.500 Bn
7. Ruwais Carbon Black and Delayed Coker Project Oil	\$ 2.470 Bn
8. Dubai Pearl: Towers Construction	\$ 2.400 Bn

9. North East Bab Field Development: Phase 3: Al Dabbiya Field Oil	\$ 2.250 Bn
10. Baraka Nuclear Power Plant: Reactor 4 Power	\$ 2.00 Bn
11. Abu Dhabi Alumina Refinery (Shaheen) Industrial	\$ 2.00 Bn

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Abu Dhabi Urban Planning Council - <http://www.upc.gov.ae>
 Emirates Green Building Council - <http://www.emiratesgbc.org>
 Dubai Municipality - <http://www.dm.gov.ae>
 Abu Dhabi Department of Municipal Affairs - <http://dma.abudhabi.ae>
 Abu Dhabi Municipality - <http://www.abudhabi.ae>
 The Abu Dhabi Executive Council - <http://www.gsec.abudhabi.ae>

Overview

The U.A.E. retains its position as a leading global consumer electronics market. Thanks to its strong domestic demand that is ever growing and its strategic location as an international business hub serving the GCC and the rest of the world. Located at the crossroads of Asia, Africa and Europe, the electronics distributors of the U.A.E. serve a potential market of almost 2 billion consumers.

In recent years, the domestic market in the U.A.E. has steadily become more significant in relation to re-export trade. The U.A.E. is the preferred testing ground for multinational consumer electronics companies for new product launches and marketing initiatives. The U.A.E.'s consumer electronics devices market, categorized as computing devices, mobile handsets and video, audio and gaming products, is estimated to reach a value of US\$4.7bn by 2016, driven by the popularity of new electronic devices such as LED and 3G TV sets, 3G mobile handsets, smart phones, feature-rich notebooks, MP3/MP4 players and Blu-ray players. Spending on AV products will gain momentum from demand for new high-tier products such as 3D and LED TV sets. SLR cameras, high-end camera phones and smartphones are also popular products.

Unit: U.S.\$ millions

Consumer Electronics (Computers, Video, Audio & Gaming, Communications)	2013	2014 (estimated)	2015 (forecast)	2016 (forecast)
Total Market Size	4291	4678	5089	5522
Total Local Production	N/A	N/A	N/A	N/A
Total Exports	N/A	N/A	N/A	N/A
Total Imports	4291	4678	5089	5522
Imports from the U.S.	1419	1607	1836	2114

Data Sources: BMI; census.gov/econ; uaestatistics.gov.ae

$$\text{Total Market Size} = (\text{Total Local Production} + \text{Total Imports}) - (\text{Total Exports})$$

Total Local Production: There is no local production in the U.A.E.

Total Exports: Since there is no local production in the U.A.E., there are no exports.

However, the U.A.E. does serve as a re-export market

Total Imports: All goods and services in the industry are imported.

Sub-Sector Best Prospects

The U.A.E.'s consumer electronics devices market, defined as the addressable market for computing devices, mobile handsets and video, audio and gaming products, reached a value of US\$4.3bn in 2014. This is expected to increase to over US\$5.1bn by 2017, driven by the popularity of new electronic devices such as LED and 3G TV sets, 3G mobile handsets, smartphones, feature-rich notebooks, MP3/MP4. The rising number of devices and migration to cloud computing solutions expose organizations to a growing number of cybersecurity threats. Improving awareness of these threats combined with increased government support will underpin robust demands for cybersecurity solutions in tandem with cloud-based IT services.

Investment in e-government and computers for education will lead to computer deployments in schools and government offices, while demand will also be strong in the SME and consumer segments. Telecoms operators have launched a range of managed services and corporate solutions for SMEs in the U.A.E., which we expect to drive demand for new PCs and tablets. Spending will grow at a CAGR of 9% through to 2017, led by notebooks, which account for over 60% of spending. Growth drivers will include demand for premium HD TV sets, with the roll-out of HD TV broadcasting in the U.A.E., and high-end digital cameras. An overall AV spending CAGR of 5% is projected for 2014-2017. Volume sales growth will continue to be healthy because of demand for smartphones. High government and private spending on healthcare will drive demand for IT solutions in the healthcare vertical. Investments across different consumer-centric industries, such as aviation, retail and hospitality, in the run-up to the 2020 World Trade Expo in Dubai should drive demand for IT products and services contracts. The Dubai 2020 World Trade Expo is also expected to attract investments in the wireline sector, particularly in the expansion of next-generation broadband networks.

Trade shows:

Gitex Shopper

Date: 3 October -10 October, 2015

Website: <http://www.gitexshopperdubai.com/>

Gitex Technology Week

Date: 18 – 22 October, 2015

Website: <http://www.gitex.com/>

Dubai Chamber - www.dubaichamber.com

Business Monitor International - www.businessmonitor.com

Khaleej Times - www.khaleejtimes.com

Middle East Technology News - www.itp.net

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The U.A.E.'s beauty and cosmetics market is growing fast with overall spending expected to reach US\$1.3 billion (Dh 4.77 billion) by 2017. The value of imports is projected to increase primarily due to great emphasis on personal grooming and good looks. Such spending is driven not just by mere vanity, but also high consumerism, increased “discretionary” personal incomes and a strong social pressure on wellness.

Accordingly, sales of beauty products benefit from a number of factors, including high disposable income levels in the country, a strong shopping culture, travelling often and being exposed to global lifestyle and trends, and huge influx of tourists. The high demand can also be attributed to the rising trend of men beginning to use a widening range of beauty and personal care products.

Cosmetics is, therefore, one of the fastest growing preferred consumer retail categories in the U.A.E., and the booming market offers promising opportunities for quality U.S. brands. The market has seen a lot of foreign entrants to the market within the last two decades and with the organized retail in the U.A.E. getting further established, it is also creating a demand for more imported cosmetics products. France, Germany, U.K. and the United States have been the traditional suppliers with imports gradually increasing from Turkey, India, China, Thailand, and Eastern European Countries in recent years.

Market Demand

The U.A.E. cosmetics industry's growth is driven by a number of factors, including increasing beauty awareness, high spending power, and wide offerings of beauty and skin care products across international brands. According to industry estimates, in 2012, U.A.E. consumers spent the most on mass cosmetics – 43%, premium cosmetics were the second-most popular – 27%, followed by fragrances – 19% and hair care – 11%.

During that year, the skin care segment had seen a major growth, with both women and men opting to buy more anti-ageing, eye-contouring, sun protection, hair loss, and anti-cellulite products. A trend that's catching up lately is compelling companies to shift from investing in moisturizing creams with skin whitening features to see more toners and anti-ageing creams with similar features.

The organic cosmetics industry and the premium hair products also went up 30% and 25% respectively during that period. It is expected that both sectors will continue to see double-digit growth in the future. The increased preference for “Halal” cosmetics products is compelling local and international companies to adopt business strategies accordingly.

Market Characteristics

In the U.A.E., the beauty sector, comprised of cosmetics and well-being products, hair products, fragrances, etcetera, is growing due to multiple factors. Firstly, the harsh climatic conditions contribute to the demand for hair and skin care products in order to protect against dryness and damage. Secondly, change in population dynamics and growing income class has also led to disproportionate spending on luxurious beauty products. With young and largely “fashion conscious” population, there is a growing trend towards consumer urbanization and higher spending propensity.

Finally, population increase coupled with rise in income has led to growth of the number of spas. The spa culture can also be attributed to increased tourism that the country has lately seen.

Apart from the above, the wide demographic spread in the U.A.E. has compelled companies to import widespread range of products from across the price spectrum. The Cosmetics and Perfumes Sector is thus one of the most competitive, innovative and dynamic sectors. This is mainly due to the current trend to increasingly accept premium beauty care products as an “affordable luxury” by both men and women in the U.A.E..

Technical Requirements

Safety and Quality Requirements:

- Products shall be completely free from substances or derivatives which are prohibited, e.g., Pork, lard, etc., and shall be safe for human health when used under normal or reasonably conditions.
- The product(s) shall comply with the requirements of U.A.E..S GSO 1943
- The product(s) should be homogenous, stable and their properties should not change during its shelf life when stored and used as per the instructions. Cosmetic products, particularly its form, odor, color, appearance, packaging, labeling, volume or size should not be confused for food products as it may result in unintended use (consumption) which may be dangerous.
- The product(s) shall be accompanied by Cosmetic Product Safety Report containing the following:
 - a) Qualitative and quantitative composition of the cosmetic product, including chemical identity of the substances (incl. chemical name, INCI, CAS, EINECS/ELINCS, where possible) and their intended function. In the case of perfume and aromatic compositions, description of the name and code number of the composition and the identity of the supplier.
 - b) The physical and chemical characteristics of the substances or mixtures, as well as the cosmetic product.
 - c) The microbiological specifications of the substance or mixture and the cosmetic product. Particular attention shall be paid to cosmetics used around the eyes, on mucous membranes in general, on damaged skin, on children under three years of age, on elderly people and persons showing compromised immune responses.
 - d) The purity of the substances and mixtures. In case of traces of prohibited substances, evidence for their technical unavailability.
 - e) The normal and reasonably foreseeable use of the product. The reasoning shall be justified in particular in the light of warnings and other explanations in the product labelling.
 - f) Exposure to the cosmetic product: Data on site(s) of application, the surface area(s) of application, the amount of product applied; the duration and frequency of use; the normal and reasonably foreseeable exposure route(s).
 - g) Toxicological profile of substances
 - h) Undesirable effects and serious undesirable effects (if any)
 - i) Other relevant information, such as, risk assessments carried out elsewhere.

Manufacturing Requirements

Supplying manufacturing organizations must comply with the requirements of ISO 9001 and GSO.ISO 22716.

Further information available at:

<https://estore.esma.gov.ae/e-store/Default/ICSStandards.aspx?ID=1277>

Metrological Requirements

Cosmetics entering the U.A.E. market should comply with the metrological requirements of U.A.E..S GSO OIML R 87.

Packaging Requirements

1. The containers used for cosmetics and personal care products shall comply with article 3 of U.A.E.S/GSO ISO 22715 (packaging and labeling). In the case of glass containers they shall also meet the requirements of U.A.E.S/GSO2093.
2. Cosmetic products must be packed in appropriate containers which are clean, do not interact with the cosmetic product or vice versa, and it shall be ensured that containers are properly closed.

Labeling Requirements

For Cosmetics:

1. Information (textual and non-textual) appearing on the label shall be truthful and accurate and shall not be misleading. It should be in English or Arabic or both and must comply with the requirements of U.A.E.S GSO 1943.
2. The expiry date of the cosmetic product shall be, expressed by 'date of minimum durability' or 'period after opening', to be indicated clearly and precisely. Note: The term date of minimum durability is used in the case of expiry date is equal to or less than thirty months while the term 'period after opening' is used in the case of more than thirty months.
3. The date of minimum durability shall be indicated by the month and year or the day, month and year, in that order. In any case it shall be preceded by either the symbol 1 of Annex 4 or by the phrase "best used before the end of". If necessary this information shall be supplemented by an indication of the conditions which must be satisfied to guarantee the stated durability.
4. The period after opening shall be indicated by month and/or years.
5. The above requirements are not applicable in the cases where the concept of the durability after opening is not relevant, that is to say for single-use products, products not at risk of deterioration or products which do not open.
6. All ingredients present in the form of nano-materials shall be clearly indicated in the list of ingredients. The names of such ingredients shall be followed by the word 'nano' in brackets.
7. The following shall not appear on the labeling:
 - Pictures and illustrations those are inconsistent with prevailing U.A.E. social customs and values
 - Medical claims without authentic evidence.

Further reference available at:

<http://www.esma.gov.ae/en-us/ESMA/Pages/Laws-and-Legislations.aspx> (Refer No. 9)

For perfumes:

Apart from the above requirements, perfumes containing any allergen with concentration more than 0.001%, the presence of these allergens should be mentioned in the list of ingredients, and

consumers' attention should be drawn to the presence of these ingredients. In addition, effective July 30, 2014 all perfumes traded in the U.A.E. must bear the Emirates Quality Mark or any other Mark approved by ESMA (<http://www.esma.gov.ae/en-us/Services/TAM/Pages/Perfumes.aspx>).

Challenges

While the current trend of eco-friendly products is likely to put cost pressures on manufacturers, stiff competition, new product innovation, wide choice of products and aggressive marketing being adopted by major companies provides obvious challenge for U.S. Companies. In addition, the need for products to comply with the U.A.E. cosmetics products regulations viz. labeling, ingredients, etc. might deter new companies from entering the U.A.E. Market. Also, with the introduction of ESMA Standards for cosmetics and perfumes in the U.A.E. and greater acceptance Halal Cosmetics, U.S. companies will do well to prepare for such changes.

Sub-Sector Best Prospects

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Perfumes, eye and facial make-up products, lip make-up, facial moisturizers, nourishing, anti-ageing products, skin whitening, etc. lead the sector, followed by hair care, oral/dental hygiene and bathing products.

Opportunities

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There are a number of areas within the Cosmetics and Personal Care Sectors where increased opportunities prevail. While perfumes, beauty, make-up and skin care products would most likely continue to rule the sector; perfumed bath products, hair preparations and room perfuming/deodorizing products might see consistent growth in line with improved quality of life. Also, since men make up of around three quarters of the U.A.E. population, products aimed solely at men show good potential. So do products that successfully tap ethnic sensitivities and professional products e.g. halal, salon, spa products. Oral care products category also is one sector that might see high demand.

In addition, the growth of eco-consumerism has created a strong demand for green and natural products, which is expected to remain. Demand for anti-ageing products, which has witnessed increased acceptability in the last few years, is expected to continue.

Trade Events

- Beyond Beauty Arabia – Abu Dhabi & Dubai - www.beyondbeautyarabia.com
- Beauty Secrets Exhibition – Abu Dhabi - www.al-hader.com/index.php
- BeautyWorld Middle East – Dubai - www.beautyworlddubai.com

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- Dubai Municipality: www.dm.gov.ae
- Consumer Product Laboratory Section - Dubai Central Laboratory Department - Dubai Municipality, P.O. Box 67, Dubai, U.A.E. Tel: +971 4 33 69 900; E-mail: labs@dm.gov.ae;
- Sharjah Municipality, Lab Section, Tel: +971 6 506 8366; Web: www.shjmun.gov.ae
- [GSL Product Registration](#)

Education remains a top government priority as it continues to play a major role in achieving sustainable development in the U.A.E. The U.A.E. government's vision is to continue to provide the highest level of modern education in curricula, technology and environment by creating a high quality, comprehensive education system that applies world-class standards, enhances educational opportunities and improves outcome results across the different emirates. To implement the government policy, the U.A.E. Ministry of Education (MoE) developed Education 2020, a series of an ambitious five-year plan designed to bring significant qualitative improvement in the education system, especially on how teachers deliver curriculum and how students learn. The MoE is currently introducing advanced education techniques in accordance with best practices, applying the 21st century skills in classrooms, improving innovative skills, and developing the self-learning abilities of students.

In addition, among the government main objectives is to incorporate education of information technology, eradicate computer illiteracy, preserve social values and ethics, promote traditional and leadership values among the youth. In 2014, the U.A.E. government allocated US\$2.6 billion in education, accounting for 21% of its federal budget, out of which \$1.6 billion is spent on improving general education and \$1.03 billion on academic excellence programs in local universities.

Education System

The education system in the U.A.E. is divided into public schools, private schools and higher education. The public schools follow the Arabic curriculum whereas the private schools follow 15 different curricula. Schools following national curricula from the U.K., U.S., India and the U.A.E. MoE cater to 90% of the private school student population. Among other curricula are: International Baccalaureate (IB), Canadian, French, German, Philippines, Pakistani, Iranian and Japanese.

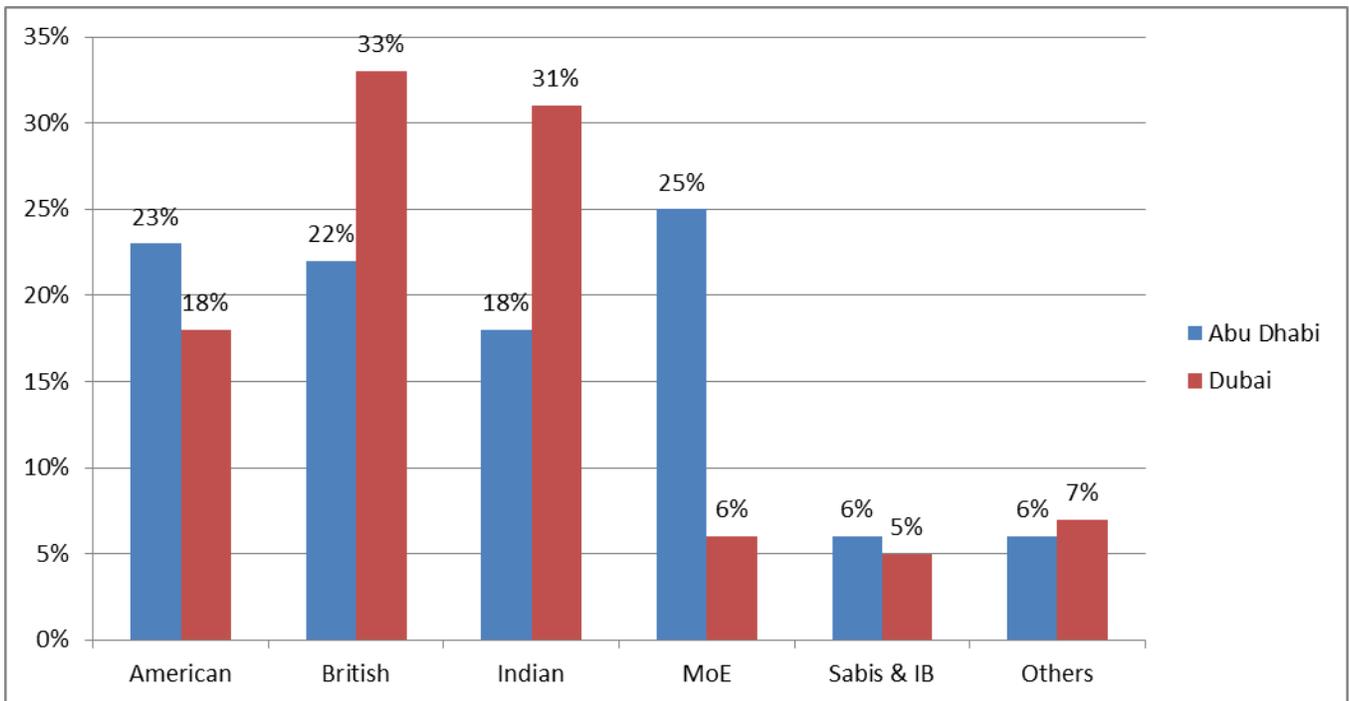
The MoE primary and secondary education is provided for all U.A.E. citizens and is mandatory up to the ninth grade. The existing educational structure, which was established in the early 1970s, is a four tier system covering 14 years of education as per the following:

- Kindergarten – 4 to 5 years old (1-2 years program)
- Primary – 6 to 12 years old (6 years program)
- Preparatory – 12 to 15 years old (3 years program)
- Secondary – 15 to 18 years old (3 years program)

In 2013/2014, number of private schools totaled 459, most of which are in Dubai (169) and Abu Dhabi (185), with an approximate number of 214,587 and 243,715 students in Abu Dhabi and Dubai, respectively; an increase of 9 percent from the last academic year.

PRIVATE SCHOOLS AT A GLANCE (2013/2014)				
Region	No. of Private Schools	No. of Students	% of Students	
			National	Expats
Abu Dhabi	114	145,210	22%	79%
Dubai	169	255,208	12%	88%
Sharjah	76	-	-	-
Fujairah	23	-	-	-
Western Region	12	8,993	24%	76%
Al Ain	59	60,384	31%	69%
Ras Al Khaimah	3	-	-	-
Ajman	3	-	-	-

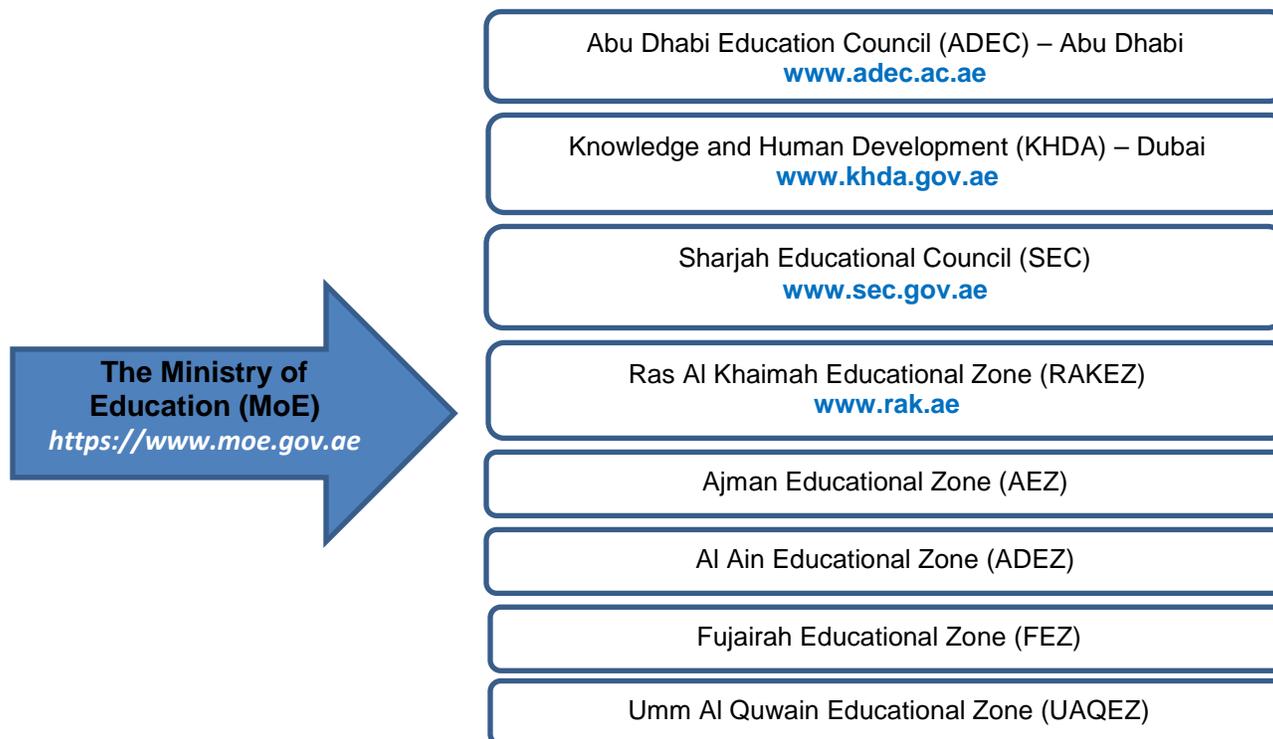
The below figure shows students' distribution per curricula in Abu Dhabi & Dubai. Others curricula include Canadian, French, German, Iranian, Japanese, Pakistan, Philippines, and Russian (only in Dubai).



Among the key school operators in the U.A.E. are, but not limited to, Choueifat, GEMS, Mosaica, Taleem, Innoventures, Al Dar Academies, and Academia Management Solutions International.

Education Entities

The MoE oversees all U.A.E.-based education councils and authorities as per the following:



Below is a brief summary of the main educational entities:

- Abu Dhabi Education Council (ADEC)** – Established in 2005, ADEC is the regulatory body that provides licensing and accreditation to private schools in Abu Dhabi, Al Ain and the Western Emirates, sets the minimum standards that must be met in terms of educational outcomes, health, safety, building and site requirements. ADEC works closely with the MoE in formulating the Emirate education plan and focuses on developing the educational system in line with the highest standards by developing and implementing innovative approaches and initiatives.

Since September 2008, all private schools have been required by law to register with ADEC and are inspected to ensure providing a first class education and identifying strengths and weaknesses of schools' performance. The Private Schools and Quality Assurance (PSQA) Sector was established to implement ADEC's strategic plan for the rapid improvement of the school system in the Emirate of Abu Dhabi. PSQA main vision is to:

- Improve the quality of education and academic outcomes;
- Generate satisfactory outcomes for student's personal and social development besides promoting National identity and nurturing the "ideal citizen;" and
- Increase access to provide school by ensuring adequate capacity and affordable school options.

Private schools in Abu Dhabi cater for approximately 214,587 students of different nationalities including 51,925 Emirati students, representing 24% of total number of students registered in private schools. Currently, there are about 184 private schools compared to 255 public schools and 18 higher education institutes operating in 3 different regions, Abu Dhabi, Al Ain and the Western region. Private schools in Abu Dhabi offer 14 main curricula; MOE curricula account for the largest share in private schools followed by English and American curricula, respectively; accounting for 70% of total student enrolment in private schools in 2013/2014.

TOTAL NUMBER OF SCHOOLS IN ABU DHABI / AL AIN / WESTERN REGION			
Region	2011/2012	2012/2013	2013/2014
Abu Dhabi	116	117	114
Al Ain	57	57	59
Western Region	10	11	12
Total	183	185	185

NUMBER OF NEWLY OPENED & PROJECTED PRIVATE SCHOOLS IN ABU DHABI				
Year	2012/2013	2013/2014	2014/2015	2015/2016
School	9	11	14	20
Seats	9,418	13,000	19,846	44,000

- b. Knowledge and Human Development (KHDA)** – Established in 2007, KHDA is responsible to inspect all private schools in Dubai to ensure proper quality of education, from early learning to higher and continuing education. Among KHDA activities are publishing education standards and reports, data collection and analysis, the provision of educational services permits, and the supervision of educational institutions on an ongoing basis. In 2014/2015, total number of private schools amounted to 169 compared to 158 schools in 2012/2013, an increase of 11 new schools. Twenty six news schools have opened in the last three years with 11,789 enrolled students. There are three main operators with the most number of schools in Dubai, namely, GEMS education (29 schools), Taaleem (11 schools) and Innoventures (4 schools and 2 nurseries).

So far, the private school sector dominates the education landscape with 89% of Dubai's students enrolled in private schools, out of which 57.4% are Emiratis. It is worth mentioning that the number of students in Dubai's private schools has doubled over the past decade. In 2014/2015 academic year, 255,208 students enrolled in private schools compared to 243,715 in 2013/2014, an increase of 11,493 from 2013/2014. This increase is attributed to the fact of increasing numbers of Emirati students preferring private schools over public schools. Also, needs and expectations of Dubai's expatriate population continue to drive the growth of private schools.

There are about 186 different nationalities attending schools in Dubai. The top ten nationalities are: India, U.A.E., Pakistan, UK, Egypt, Philippines, Jordan, Syria, U.S.A, and Iran.

Curriculum	Number of Schools by Curriculum (Dubai)
British	65
Indian	31
American	31
MOE	12
IB	7
Iranian	6
French	5
Filipino	2
Pakistani	2
SABIS	2
IAT	1
German	1
Russian	1
Japanese	1
Canadian	1
TOTAL	169

- c. **The Ministry of Education (MoE)** – The MoE monitors the education system through secondary level at public schools in the Northern Emirates, namely Sharjah, Ajman, Ras Al Khaimah and Umm Al Quwain. The MoE develops and monitors reform activities focusing on standards and level of education.

ADEC, KHDA and MoE are each tasked with education reform while continue to preserve local traditions, principles and cultural identity.

Higher Education

Higher Education has changed dramatically over the past decades in the U.A.E.. Until 1977, there was only one high education provider, namely the U.A.E. University (U.A.E.U.). However, today, there are more than 80 universities, colleges and higher institutes, admitting over 110,000 students. The U.A.E. has become an international hub for higher education, with global leading universities mainly from the U.S. and Europe. Among international universities are: New York University (NYU), Paris-Sorbonne University, American University, British University, Canadian University, Waterloo University, Wollongong University, etc. All private institutions are required to apply for licensure and accreditation from the Commission for Academic Accreditation (CAA). However, Abu Dhabi and Dubai have developed “free zones.”

Higher education institutions can be divided into the following categories:

- a. Federal institutions funded by the U.A.E. government
- b. International universities that have international accreditation and quality assurance
- c. Local universities accredited by the CAA but without international accreditation or quality assurance
- d. Vocational (not awarding degrees)

According to a study conducted by the Dubai International Academic City (DIAC), the U.A.E. is seen as the fourth most attractive education destination for students seeking to pursue their studies abroad. Established in 2007, as part of TECOM Investments, DIAC is the world’s only Free Zone dedicated to Higher Education, located on 18 million sq. ft. campus with state-of-the-art modern

facilities. Currently, DIAC has 21 of the U.A.E.'s 37 International Branch Campuses from 11 countries with a capacity of hosting nearly 20,000 students from 137 nationalities. DIAC students also have access to over 400 Higher Education programs.

Best Prospects

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- K-12 American Curriculum Schools
- Students & Teachers Leadership Programs
- Programs for Special Needs
- Vocational Training
- IT Education
- Educational Programs and Services

Opportunities

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The U.A.E. government has committed large funds toward the development of educational infrastructure, realizing the need to invest in educating their future generations to ensure growth and maintain social stability. Due to the transient nature of the expatriate population in the U.A.E., parents prefer enrolling their children within international schools. In addition to this, almost 58% of the U.A.E. nationals send their children to private rather than public schools. Hence, demand for private education has been on the rise in the U.A.E., thus leading to strong growth in the education sector. As indicated by several educational entities and private investors, the private education market will require an addition of 52 educational facilities across multiple curriculums, out of which 10 American schools. Several local operators are in demand to introduce K-12 American schools, especially in Abu Dhabi and Dubai. Local investors/operators are looking for establishing a medium to high American tier schools, assisting in getting accreditation from American accreditation authority, developing curriculum for American schools and recruiting skilled teachers.

One of the emerging segments that deserve attention, as well, is “Smart Learning.” A new curriculum with greater emphasis on teaching technology and 21st-century skills will be rolled out to the country's public schools in the 2018-2019 academic year. Teachers and principals will be offered special training and professional development programs focused on teaching innovation in classrooms.

Another growth segment is educational and training programs for Special Needs students. Special education software and educational toys have a high potential and will make learning more interactive. In addition, teachers need to receive training on the different types of speech, language disorders, their causes, methods of diagnosis and different techniques used to assist children with these disorders.

Exhibitions/Conferences

The Digital Education Show Middle East

Date: September 15-16, 2015
Venue: Dubai International Convention & Exhibition Centre, Dubai
Official Website: www.terrappinn.com/conference/digital-education-show-middle-east/
Organized by: Terrappinn Middle East FZ LLC

NAJAH Education & Training Exhibition

Date: October 27-29, 2015
Venue: Abu Dhabi National Exhibitions Center (ADNEC)
Official Website: www.najahonline.com

Organized by: Informa Exhibitions

The International Education Show

Date: February 10-12, 2016
Venue: Expo Centre Sharjah
Official Website: www.educationshow.ae/
Organized by: Sharjah Chamber of Commerce & Industry

Global Education Supplies and Solutions (GESS)

Date: March 1-3, 2016
Venue: Dubai World Trade Center
Official Website: www.gessdubai.com
Organized by: F&E Education

AbilitiesMe

Date: March 1-3, 2016
Venue: Abu Dhabi National Exhibitions Center (ADNEC)
Official Website: www.abilitiesme.com
Organized by: DMG World Media

Gulf Education and Training Exhibition (GETEX)

Date: April 13-15, 2016 (Dubai)
TBA (Abu Dhabi)
Venue: Dubai International Convention & Exhibition Centre
Beach Rotana Hotel (Abu Dhabi)
Official Website: www.mygetex.com
Organized by: International Conferences & Exhibitions IC&E

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Abu Dhabi Education Council:	www.adec.ac.ae
Knowledge & Human Development Authority:	www.khda.gov.ae
Ministry of Education:	www.moe.gov.ae
U.A.E. Embassy in Washington DC:	www.U.A.E.cd.org
UNICEF:	www.unicef.org

The franchise industry in the U.A.E. continues to maintain a positive momentum, driven by social and economic developments. Among the key major factors influencing the franchise industry is its economic growth, high purchasing power among consumers, growing population comprising a large percentage of expatriates, consumption patterns and the increasing penetration of international franchise brands. Franchising has developed quite extensively in the U.A.E. over a short time, especially in the fast-food sector. American, French, and British brands continue to expand and dominate the market in sectors, such as fast-food and fashion retail followed by Spain and Italy. However, the scenario has started changing and franchise opportunities are available in diverse sectors of the economy and many Asian franchisors started to enter the market.

With Dubai winning to host Expo 2020, a number of projects are being implemented to support the huge anticipated inflow of tourists, supporting to boost the infrastructure, hospitality, tourism, franchise and retail sectors in the U.A.E.. Expo 2020 will host exhibitors from 180 destinations and over 25 million visitors.

Retail outlets, fast food, casual dining franchises are mostly concentrated in the largest emirates of Abu Dhabi and Dubai. However, it is worth mentioning that the federal government plans to pursue a large scale infrastructure program in the north and to bring significant investment opportunities, particularly in Ajman, Ras Al Khaimah and Sharjah.

Though the government encourages entrepreneurs to work on franchising, until now, the U.A.E. franchise market has witnessed supremacy of few big retail conglomerates having multi-brands in their portfolio and the Master Franchisee arrangements. Among the well-known and strong franchise operators in the U.A.E. are: Majid Al Futtaim (MAF), Al Futtaim Group (AFG), Al Tayer, Landmark Group, Al Shaya and Chaloub Group, Apparel Group, and Al Ahli Group. However, the trend is for small franchisees and sub-franchising as the government and Chambers of Commerce in the U.A.E. have started to focus and promote the franchise sector to induce growth and development of small and medium size businesses.

At present, there are hundreds of international franchises in the U.A.E.; 47% are U.S. food franchises, followed by British, French, Spanish, Italian and lately Asian brands. The focus has also started to diversify from food franchises to non-food sectors, such as services in the field of cleaning, laundry, automotive, nurseries, management and education.

Though it is difficult to give an estimate of the current food franchise market size, the U.A.E. fast food market, dominated by American chains, has experienced notable expansion, and market sources expect the growth to continue with 250 stores opening across the Middle East and brands, such as Shake Shack, Red Lobster and Texas Roadhouse will continue to expand their franchises in the U.A.E..

Based in Kuwait, Americana Group is considered to be the leader in bringing Western food to the region. Americana Group is the franchise partner for a number of American food companies, such as KFC, Pizza Hut (both owned by Yum Brands) and TGI Fridays. Among new U.S. brands introduced in early 2014 include BOA Steakhouse, recently opened in Abu Dhabi, and Lemonade Restaurant in Dubai. It is worth to mention that Denny's, U.S. restaurant chain, signed a franchise agreement with U.A.E.-based Advance Investment, an affiliate of Food Quest Restaurant

Management to open 30 restaurants in the Middle East over the coming 10 years, with its first opening in the U.A.E. by late 2015. In addition, 7-Eleven, the largest operator of convenience stores in the world, signed an agreement with Abu Dhabi-based Seven Emirates Investment to operate 100 stores in the U.A.E. through 2017 with the first store expected to open in late 2015.

Other well-established U.S. brands in the U.A.E. are: McDonalds, Johnny Rockets, Burger King, Wendy's, Shack Shake, Elevation Burger, Baskin Robbins, Haagen Dazs, Cinnabon, Popeye's, Chili's, Cheese Cake Factory, Hardee's, Round Table Pizza, Tony Roma's, Johnny Carino's, Dunkin Donuts, Krispy Kreme Doughnuts, among others. Among the newly introduced brands are: Five Guys (U.S.), Papa's Murphy Pizza, and Project Pie (opening soon)

Among other well-established non-U.S. brands are: Mugg & Bean, the Butcher Shop Grill and Nando's from South Africa, Kono Pizza, Pizza Express, Rossovivo, Al Forno and Santino's from Italy, the French Bakery, Paul, La Brioche, Paul from France, New York Fries from Canada, and Burger Fuel from New Zealand.

In addition to fast food and casual dining restaurants, the coffee shops' concept works very well in the U.A.E. and is on the rise, especially in Abu Dhabi and Dubai, serving as convenient places for businesses, families and friends to meet. According to the International Coffee Organization, the U.A.E. has one of the highest per capita coffee consumption in the world. Currently, Starbucks (U.S.), Costa (UK), the Coffee Bean & Tea Leaf (U.S.), Tim Horton's (Canada), Black Canyon (Asia) will continue to expand in the U.A.E..

On the other hand, non-food sector has started to gain popularity. Non-food franchises have a large market potential. Several new franchisors are actively planning to enter the U.A.E. market, and opportunities exist for additional U.S. franchise development. A number of companies in the fields of retail, hotel management, car rental, language education, health, fitness, electronics, and computer training are currently franchised in the U.A.E..

Many of the world's leading department stores are present in the U.A.E., offering the top retail brands, such as US-based Saks Fifth Ave., Bloomingdale's, the UK's Harvey Nichols, Debenhams (UK), and Marks and Spencer (UK). Macy's, one of the biggest department stores in the U.S. is planning to open at the capital's Al Maryah Island by 2018 offering a space of 205,000 square feet. The opening of a Macy's would be the first store outside the US and the department store's first entry into the region.

Among other non-food franchise brands are: Sketchley Laundry (UK), Sylvan Learning (U.S.) Nutty Scientists (U.S.), and Kidville (U.S.). Among retail franchise brands are: Virgin Megastores (UK), Hertz Car Rental (U.S.), Dial-A-Battery (New Zealand), DAISO (Japan), etc.

Local franchise brands started to expand locally and internationally. Among the famous local food and beverage brands are: "Just Falafel," "Café to Go," "X-Pressé Café," "Reem Al Bawadi," and "Bateel." It's worthwhile to mention that Reem Al Bawadi Restaurant & Café, the themed family restaurant renowned for authentic Middle Eastern cuisine, has launched an international franchising model with plans to open new outlets over the next two years. Also, Bateel, famous for its gourmet products of chocolates, dates and pastries is currently operating in more than 12 countries.

For the non-food sector, Heritage for Henna has been growing rapidly since 2002 with 28 henna majalis located in stylish locations throughout the Emirates. Henna was one of the first beauty products ever developed with its rich colored dyes used in body painting across the Middle East and Asia. Established in 2008, Bedashing Beauty Lounge is a modern trendsetting beauty lounge offering the latest beauty treatments.

There is no franchise legislation or law in the U.A.E.. All franchise agreements are subject to civil and commercial laws, namely the Commercial Agencies Law, the Commercial Transactions and the Civil Transactions Law (Federal Law No. 18 of 1981 on the Organization of Commercial Agencies, amended by Federal Law No. 14 of 1988, and further amended by Federal Law No. 13 of 2006 and Federal Law No. 2 of 2010, namely the "Commercial Agencies Law"). Also, the principles of Sharia law apply to commercial transactions. Special consideration must be given to Islamic dietary laws, meat and by-meat products must be halal, and NO pork or alcohol content is permitted.

As per the U.A.E. law, only U.A.E. nationals or companies wholly owned by U.A.E. nationals or those with a U.A.E. partner or sponsor are permitted to carry out franchise operations. The Commercial Agencies Law has potential application not only to what would be strictly considered as agency agreements in many foreign jurisdictions but also to agreements regarding franchises, distributorships, commission arrangements, dealerships and other forms of sales representative or sales agency relationships. Registering the franchise agreement is more in favor of protecting the franchisee. It is worth to mention that only about 30% franchisees are registered in the U.A.E.. The Ministry of Economy recommends that franchise contracts must be registered with the U.A.E. Federal Ministry of Economy and must meet the following criteria:

- The franchisee must be a U.A.E. national or an entity that is wholly owned by U.A.E. nationals;
- The franchise agreement must grant exclusivity over all or part of the U.A.E.; and
- The franchise agreement must be registered and notarized.

It is recently notable that local retail businesses have started to franchise their business. This indicates that the franchise concept is acceptable within the region's cultural settings and shows an entrepreneurial spirit among the region's businesses.

Best Prospects

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- Casual Dining and Fast Food
- Healthcare Services
- Childcare Services
- Education Services/Centers
- Entertainment Centers
- Automotive Services

Opportunities

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Benefits of Franchising in the U.A.E.:

- Considerable growth potential and investment opportunities.
- The U.A.E., especially Dubai and Abu Dhabi, is an ideal place for global luxury brands, with a long-term plan to extend investment projects in the northern emirates.
- Businesses, located in the multiple free zones, enjoy tax exemption.
- The franchise sector gets ample of support from the U.A.E. government.
- The U.A.E. has a large and high-spending expatriate population.
- Investors continue to view the U.A.E. as a secured investment destination compared to other countries in the region.

Helpful Tips for New-to-Market Franchisors

- Due diligence while selecting the proper franchisee.
- Awareness of the U.A.E. Commercial Agencies Laws and other relevant laws.
- Consultation with a local legal franchise expert.
- The franchisor should carefully draft the franchise contract and operations manual for the franchisee specifying the manner in which the franchise is to be operated.
- The franchise agreement should:
 - Serve as a foundation for both parties understanding the terms and operations of a franchise.
 - State clearly the rights and duties of the franchisor as well as the franchisee.
 - Be prepared by a legal franchise expert.
- The franchisor should also take steps to protect its intellectual property (IP) comprising its logos, trademarks, business process against potential misuse by its franchise partner.
- Awareness of the U.A.E. labor law and municipality rules.

Exhibitions/Conferences

Middle East Franchise Expo

Dates: October 20-21, 2015

Venue: Jumeirah Beach Hotel Convention Center - Dubai

Organized by: Middle East & North Africa Franchise Association (MENAFSA)

www.menafa.com/expo

The 3rd International Franchise Conference & Franchise Catalogue Show

Dates: November 18-19, 2015

Venue: Abu Dhabi

Organized by: Abu Dhabi Chamber of Commerce & Industry (ADCCI)

Web Resources

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Abu Dhabi Chamber:

www.abudhabichamber.ae

Dubai Chamber:

www.dubaichamber.com

U.A.E. Ministry of Foreign Trade:

www.moft.gov.ae

Business Monitor International:

www.businessmonitor.com

Healthcare Services

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Overview

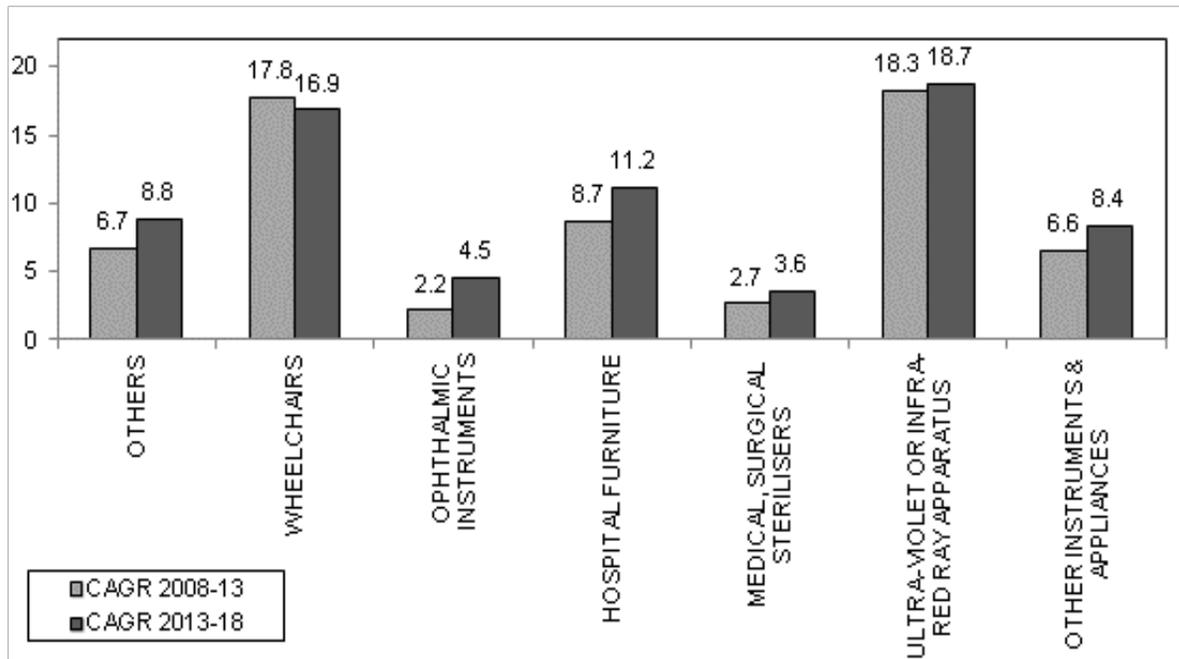
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The United Arab Emirates (U.A.E.) is among the top 40 largest medical device markets in the world and ranks fourth in the Middle East & Africa (MEA) region. Manufacturing capability is limited, therefore the market will continue to rely on imported medical devices. Population growth, a growing medical tourism industry, continuous healthcare infrastructure developments, expanding health insurance and increasing health expenditure which are all factors contributing to market growth.

Healthcare expenditure as percentage of GDP represented an estimated 3.4% in 2014, equal to USD13.8bn, and will continue at that level in the coming years. Per capita health expenditure will remain high regionally and globally, estimated US\$1,465 in 2014. Although spending increased by a 2009-2014 CAGR of 8.3%, reports indicate that the U.A.E. still needs to increase health expenditure, particularly in the Northern Emirates. The U.A.E. is a zero-tax country, with excellent transportation and logistics infrastructure and is geographically well positioned to be the commercial hub in the region. These factors make it an attractive location for establishing a regional distribution center for medical devices. Healthcare is regulated at both the federal and Emirate level. Registration of medical devices is regulated by the U.A.E. Ministry of Health. The regulation of medical devices in the U.A.E. is aimed at maintaining a balance between product safety, quality and effectiveness.

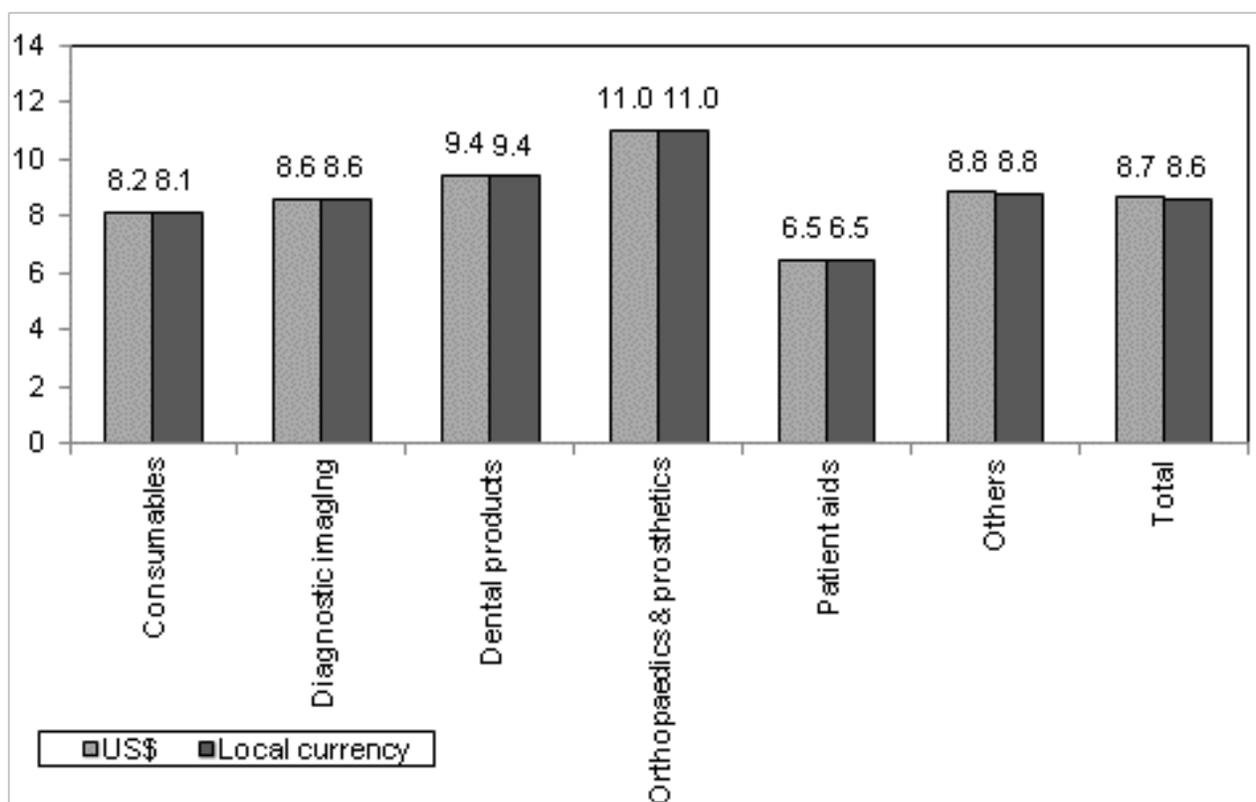
Other Medical Devices Market CAGR (Compound Annual Growth Rate) 2008-2018

(%)



Source: BMI

Projected Medical Device Market CAGR (Compound Annual Growth Rate) By Product Area, 2013-2018 %



Source: BMI Espicom Report Q3-2015

Definition of Medical Devices: Products including accessories used in healthcare for diagnosis, prevention, monitoring or treatment of illness or handicap excluding drugs. Medical devices can be consumables, diagnostic imaging, dental products, orthopedic & prosthetic products, and patient aids.

Medical Device Regulations: All medical devices must be approved by the U.A.E. Ministry of Health Drug Registration and Control Department. Imported medical devices will not be cleared by Customs unless a pre-approval for importation of the consignment is issued by MOH. If the exporter company/manufacturer has no legal presence in the U.A.E., it will have to appoint a local representative to act on its behalf to register the devices. The local representative must be appointed by written contract stating the appointment of the local authorized representative by the company. The local representative should be licensed by the Ministry of Health.

Qualification of Registration of Medical Devices: An application to register a medical device in the U.A.E. must be made by the device manufacturer or its local representative/distributor. The local representative/distributor must be formally authorized by the manufacturer to handle the application process and the manufacturer's legal obligations and responsibilities with regard to placing the medical device in the U.A.E. market. The authorized representative/distributor must be available to interact between the medical device manufacturer and the Ministry of Health.

Supporting Documents to the Committee: The applicant must provide the committee with the following documents: Copies of all certificates related to ISO 9001:2000 standards; the ISO 13485:2003 standard attested and authenticated GMP (Good Manufacturing Practice) original certificate issued by the relevant health authorities at country of origin attested and authenticated; device description, intended use, directions for use, contraindications, warnings, precautions; specifications of material used in device manufacturing and packing; copies of certification and documents certifying conformity to product standards, safety, and quality systems in design and manufacturing; list of countries where it is marketed and details of regulatory status; a summary of “mandatory” reported problems with device since its introduction in the market; risk assessment comprising risk analysis, evaluation and reduction measures; detailed information on safety studies which includes pre-clinical and clinical studies, software studies, software validation studies where appropriate, and bibliography of published reports dealing with the device; stability studies; price information, such as ex-factory price; and post-market requirements, i.e., providing evidence of established procedures and systems for distribution records.

These documents may be submitted in English or Arabic. The applicant must declare that all submitted documents are true and that she will be fully responsible for the product and post-market plan submitted for complaint handling and recall and, that she will fully comply with the requirements of the Drug Control Department after the placing of the product in the market.

Sub-Sector Best Prospects

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The medical device market will expand at a 2013-2018 CAGR of 8.7% in US dollar terms, which should see it grow from an estimated USD0.8bn in 2013 to around US\$1.3bn in 2018. The accelerating growth is motivated by several factors that include better education and awareness of new medical devices at U.A.E. healthcare institutions, increased public spending for healthcare, and a friendly regulatory environment. From a healthcare perspective, the U.A.E. is relatively well provided for in terms of hospitals and hospital beds, although it does suffer from a shortage of trained medical personnel. The U.A.E. has an estimated 106 hospitals in 2014. There are numerous hospital construction and renovation programs underway, as a result of public and private investment. A growing medical tourism sector is booming demand for modern facilities with state-of-the-art medical equipment. Medical device production will continue to be low, and only limited to basic items such as various types of syringes, IV sets.

Opportunities

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One of the important emerging segments is the pre-hospital equipment such as ventilation and resuscitation equipment which keep people alive on the way to the hospital, whether for use in police and ambulance vehicles or at home. These devices are also gaining popularity among local citizens and expatriates alike as part of every home’s first aid kit. For a country with one of the highest diabetes rates in the world (estimated at 25% of local population), glucose monitoring devices, insulin pens, and insulin syringes are becoming a significant segment of the market. Another growth segment is mobile medical devices (also referred to as mHealth), which allow medical professionals to manage patients remotely. These devices can monitor their conditions in real time and pass on vital statistical information between the healthcare provider and the patient. Mobile medical devices represent a new and booming trend in the healthcare industry, and are set to become a trillion dollar industry allowing the delivery of better healthcare while positively impacting the bottom line across the range of stakeholders in the healthcare industry.

Exhibitions/Conferences:

Arab Health 2016

Date: January 25 – 28, 2016

Venue: Dubai International Convention & Exhibition Center, U.A.E.

Official Website: <http://www.arabhealthonline.com>

Hospital Build 2016

Date: June 2016

Venue: Dubai International Convention & Exhibition Center, U.A.E.

Official Website: <http://www.hospitalbuild.com>

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U.A.E.-Ministry of Trade: www.moft.gov.ae

Ministry of Health: www.moh.gov.ae

Health Authority Abu Dhabi: www.haad.ae

Dubai Health Authority: www.dha.gov.ae

Arab Dental Publishing: www.arab-medico.com

Epicom Business Intelligence – Q3 2015 (BMI Reports)

Overview

The United Arab Emirates is OPEC's fifth-largest oil producer, and is a member of the Gas Exporting Countries Forum (GECF).

The U.A.E. has the world's sixth largest proven oil reserve and the fifth largest natural gas reserve. It is the world's third largest exporter of crude oil, though it exports almost nothing to the United States.

Each of the Emirates controls its own oil and gas production and resource development. Abu Dhabi holds 94% of the U.A.E.'s oil reserves, or about US\$97.8 bn barrels (2013). Abu Dhabi's oil and gas reserves are found both onshore and offshore. Dubai contains an estimated 4 billion barrels, followed by Sharjah and Ras Al-Khaimah with US\$1.5 bn and 100 million barrels of oil, respectively. The U.A.E. exports more than 40% of its crude oil to Japan.

The Abu Dhabi National Oil Company (ADNOC), and its operating companies, are in the process of expanding the output of crude oil from 2.8 million Barrels Per Day (mbd) to 3.5 mbd by 2017, and be able to maintain it until 2027. It is also developing downstream industries including petrochemicals and plastics. Despite the drop in oil prices, many observers believe that ADNOC is still on track to reach the 3.5 mbd by 2017.

The U.A.E.'s natural gas reserves estimated at 5.9 trn cubic meters. The Emirate of Abu Dhabi holds approximately 94% of the total reserves, Sharjah (4%), Dubai (1.5%) and Ras al-Khaimah (0.5%). The U.A.E. produces 4.65 billion cubic feet a day (cf/d) of gas, 3.85 billion cf/d in Abu Dhabi and 0.5 billion cf/d in Dubai.

Most of the U.A.E.'s natural gas has relatively high sulfur content the thing that makes the development and processing of the country's vast reserves economically challenging. Because of this, nearly 30% of the U.A.E.'s gross production was re-injected into oilfields as part of the nation's Enhanced oil recovery (EOR) techniques. The U.A.E. is not self-sufficient in gas. In 2012, U.A.E. gas consumption was estimated at 2.235 Billion Cubic Feet (BCF), while production stood at 60 BCM in 2014 with a 7% increase over 2013.

The U.A.E. has a well-developed domestic pipeline network that links oil fields with processing plants and the seven export terminals. In June 2012, the Abu Dhabi Crude Oil Pipeline (ADCOP) began operations. It runs 230 miles from Habshan to Fujairah. This pipeline provides a direct link from the rich fields in its western desert to the Gulf of Oman - bypassing the Strait of Hormuz, and from there to global markets. The pipeline was set to be fully operational in 2014 but is only partially operational as of June 2015.

The U.A.E. has five refining facilities, the largest of which are the Ruwais (400,000 bbl/d) and Jebel Ali (120,000 bbl/d) refineries. According to the Oil & Gas Journal, the total refining capacity is 527,000 bbl/d, however some estimates place the figure slightly higher.

IPIC is investing \$3 billion on the new Fujairah refining complex, of which phase one is expected to be on stream by 2017, with a targeted capacity close to 200,000 bbl/d; once completed, the complex will be the second-largest in the Emirates behind the facilities in Ruwais.

Further, Dubai government – owned Emirates National Oil Company (ENOC) - announced in June 2012 plans to boost the refining capacity of the Jebel Ali refinery off the coast of Dubai by 20,000

bbl/d as part of a larger port - expansion project. Finally, talks recently re-started between the U.A.E. and Oman to build a jointly-operated refinery that would have a capacity exceeding 200,000 bbl/d.

Sub-Sector Best Prospects

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U.S. firms with cutting edge technologies that will assist ADNOC operating companies to avoid using gas to maintain oil well pressure, exploit fields more efficiently, and lower costs of exploiting sour gas fields will find important opportunities in the U.A.E.. New technologies in Oil Enhanced Recovery (OER) are of high demand.

Amid lower operational expenditure, projects such as the enhanced oil recovery process, which will help extend the lifespan of producing fields by injecting gas, chemicals or steam into the oil reservoir, become even more critical. Although the global average for recovery stands at about 35 per cent, ADNOC is looking to increase oil recovery rates to 70 per cent at its fields.

However, these are just a few of the areas of requirements. U.S. firms are highly regarded for their high levels of research and development and new technology development. Service companies are urged to establish a presence in Abu Dhabi.

There is also high demand for Drilling bits, Drilling fluids and upstream chemicals.

Opportunities

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ADNOC planned to invest \$25 billion to boost production to 3.5 million bpd within the next three years, and expects to drill more than 150 wells every year.

ADNOC's expansion of production in oil and gas fields, both onshore and offshore provides opportunities across a wide range of technologies and services. As costs of field exploitation rise, technologies that improve yield and drive costs down will be particularly attractive. A number of major contracts have been let in the past months, but opportunities remain as they are in different stages of implementation.

The long awaited onshore concession was announced in April and May of 2015. Japan's Inpex was awarded 5 percent, GS Energy of South Korea took a further 3 percent. Total had been awarded 10 percent, leaving a possible 22 percent still up for grabs, with ADNOC holding a 60 percent controlling stake.

Jodco, an Inpex subsidiary, already holds a stake in the Adma and Zadco concessions – the latter expires in 2018 – while other Japanese companies hold some small fields. Korea National Oil Company and China National Petroleum Corporation are exploring other fields under deals awarded in 2012 and 2014. The awards to Inpex and GS mark a further advance of Asian players in the emirate.

ADNOC has a 60-40 joint venture with Occidental Petroleum (Oxy) to establish Abu Dhabi Gas Development Company Limited (Al Hosn Gas). Al Hosn is managing a US\$10 bn project to deliver sour gas field at Shah field. Production has already started, and is due to reach full capacity by end of 2015.

In 2011 & 2012 Abu Dhabi gave out rights to develop fields with up to 1 billion barrels of reserves to South Korea, its partner in the U.A.E. civil nuclear program.

The Fujairah export terminal capabilities are slated to expand significantly over the coming few years. Expansion plans include three new subsea loading lines, an intermediate pumping station, and three offshore buoys designed for deep water tanker loading. A 250,000 bl/d refinery is also in the works which will provide fuel for both domestic and export markets. With storage capacity of 8 million barrels of crude oil and plans to increase that total to 12 million barrels in the near future.

Web Resources

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Abu Dhabi National Oil Company: www.adnoc.ae

Middle East Business Intelligence (MEED): www.meed.com

Abu Dhabi International petroleum Exhibition & Conference: www.adipec.com

International Petroleum Investment Company: www.ipic.ae

The National Newspaper: www.thenational.ae

Organization of the Petroleum Exporting Countries: www.opec.org

U.S. Energy Information Administration: www.eia.gov/countries

The U.A.E. enjoys one of the highest rates of sun exposure in the world and experiences frequent winds, which combine to give it a high potential for renewable energy development. The nation's large oil and gas reserves for many years created a disincentive for this development, however this is now changing. The current energy capacity can only meet half of the energy demand forecast for 2030. For this reason, tapping into new sources of energy has become an absolute economic necessity in order to cope with the increasing population and economic growth. The U.A.E.'s current energy strategy aims to diversify the sources of energy generation and secure a firm position to meet growing energy needs.

The U.A.E. government – at both the federal and emirate level – is focused on integrating a wider range of fuel sources into its electricity mix, with renewable energy high on the list of priorities.

The U.A.E. targets 7% of its energy needs to be covered by renewables in 2020, and 15% in 2030. It is now one of the few places where solar power is cost-competitive with thermal power generation, with prices for solar-powered electricity having declined by 75% over the last five years. The low costs will make tenders for new solar capacity an attractive avenue via which the government can drive growth in new capacity to meet demand for electricity. The competition for tenders and cheaper solar panels has instigated this downwards price trend.

A significant milestone in renewable energy was marked in 2009 when the Preparatory Commission of the International Renewable Agency (IRENA) designated Abu Dhabi as the headquarters of the agency. Since then, strategic projects to achieve the U.A.E. renewable energy goals have been initiated. Emirates Nuclear Energy Corporation (ENEC) was launched to deliver safe, clean, efficient nuclear energy to the United Arab Emirates, with a target of delivering electricity to the U.A.E. grid in 2017. The U.A.E. is also developing nuclear power plants, and by 2020 it is projected that nuclear energy will produce nearly a quarter of the nation's electricity needs.

The new headquarters of IRENA were officially inaugurated early June 2015, on the edge of the Masdar city campus. The 32,000 square meter complex named "the greenest office building in the U.A.E." will use 1,000 square meters of solar panels on its roof to cut its energy needs by 40 per cent and also using half as much water as other typical buildings in the city. Since 2009, IRENA's team had operated out of temporary offices in a non-descript tower in the city.

A report released in May 2015 by IRENA said that worldwide renewable energy employment grew 18 per cent last year compared to 2013. The trend is set to continue in the U.A.E., particularly for the country's solar power sector, with 1,000 jobs expected to be added, according to the Middle East Solar Industry Association (Mesia), an industry group based in the U.A.E..

Realizing the risks of being exposed to the risk of higher fuel prices, the government has effectively sought diversification of its energy mix away from gas and toward clean energy such as renewables and nuclear. The U.A.E. enjoys reasonable renewable energy resources, with an average vertical solar irradiance of 2120kWh/m²/year and an average monthly wind speed of 4.2-5.3 m/s in coastal areas. The U.A.E. is also recognized for its commitment to the global carbon agenda and has planned to reduce its CO₂ emissions by 30% by 2030.

With the above drivers in mind, the U.A.E. aims to attract AED 367 billion (US\$100 billion) of investment in alternative and sustainable energy projects by 2020. Both Abu Dhabi and Dubai are targeting the generation of 7% and 5% respectively, of total power demand from renewable sources by 2030.

Great opportunities exist for investors and traders who supply and install solar equipment and invest in developing new solar power plants across the U.A.E.. For example, in Abu Dhabi's expansive Western Region, a 100 megawatt concentrated solar power plant named Shams 1 ("shams" means sun in Arabic) is helping the region's population meet its rising energy needs. Shams 1 became operational in March 2013. It is expected to be followed by Shams 2 and Shams 3 stations. Shams 1 will displace 175,000 tons of CO₂ per year equivalent to planting 1.5 million trees or taking approximately 15,000 cars off the road.

Its power output will be enough to power about 20,000 homes. Once finished, the station will consist of 258,048 parabolic trough mirrors which cover an area of 2.5 square kilometers. The project is developed by the Shams Power Company, an Abu Dhabi Future Energy Company (Masdar). Masdar is a wholly owned subsidiary of the Abu Dhabi Government-owned Mubadala Development Company and has 60% stake in the project while two foreign companies, French and Spanish (Total and Abengoa) have 20% each. The power station is developed under a 25-year build, own and operate contract. The construction cost of Shams 1 is about \$600 million. Masdar's Shams I concentrated solar power (CSP) plant in Abu Dhabi has catapulted the U.A.E. to its new ranking as third among the world's nations in both 2013 CSP technology investment and total CSP capacity according to a report by REN21, an international multi-policy stakeholder network that promotes a rapid global transition to renewable energy.

Another project, the Nour 1, a planned 100 megawatts solar photovoltaic (PV) plant, east of Al Ain, could be a major step forward for Abu Dhabi. First announced in 2011, Nour 1 is just the first phase of a 300MW solar park to be operated by Masdar. The terms of the tender for Nour 1 project are expected to be critical to pave the way for more renewable energy schemes. Initial bids were received in 2011 but the process encountered delays.

Dubai aims to generate at least 5% of its energy from renewables by 2030. The government anticipates an annual average growth rate in electricity consumption of 5.4% between 2015 and 2024. The Dubai Mohammed Bin Rashed Al Maktoum Solar Park was established in 2013 as part of a strategy to diversify Dubai's energy sources. The first phase of this project was awarded to the U.S. firm First Solar Inc., and started running in October 2013. The 13MW solar plant Mohammed Bin Rashid Al Maktoum Solar Energy Park is managed and operated by the Dubai Electricity and Water Authority (DEWA). The second phase has secured 100MW solar capacity, and the third phase of the solar park expansion will include a capacity addition of 800 MW. The solar park will eventually be expanded to have an installed capacity of 3 GW. The Mohammed bin Rashid Al Maktoum Solar Park is one of the landmark projects for the United Arab Emirates plan to source at least 24% of its total electricity demand from 'clean energy' sources like renewable energy and nuclear power.

Opportunities

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The U.A.E. currently lacks a comprehensive policy agenda and a renewable energy-specific incentive scheme. The U.A.E. Government is reported to be contemplating the introduction of green tariffs that will give companies generating energy from renewable resources the right to feed electricity into public grids and obtain fixed rates for each kWh produced.

The U.A.E. is expected to issue the world's first Sharia-compliant bond aimed at financing green energy projects this year, according to industry experts. Strong demand for the bond came from various investors with an interest in supporting green projects.

The U.A.E. tends to shape its markets not just through independent regulation, but also through the creation of privately structured, government-backed entities such as TAQA* and MASDAR*. These are able to channel government funds into infrastructure projects through effective partnering with the private sector at a global level, to deliver market-making projects and transactions.

*TAQA: Abu Dhabi National Energy Company, a government controlled energy holding company of Abu Dhabi. It is one of Abu Dhabi's flagship companies and as such has an important role to play in helping to deliver the economic strategy of the Emirate of Abu Dhabi.

*MASDAR: A wholly-owned subsidiary of the Abu Dhabi Government, launched by the Abu Dhabi leadership in 2006 with a mandate to advance renewable energy through education, R&D, investment and commercialization.

Exhibitions/Conferences:

Gulfsol 2015

Date: September 14-16, 2015

Venue: Dubai World Trade Center

Official Website: www.gulfsol.com

World Future Energy Summit 2016

Date: January 18-21, 2016

Venue: Abu Dhabi National Exhibition Center

Official Website: www.worldfutureenergysummit.com

Water Energy Technology Environment Exhibition (WETEX)

Date: October 4-6, 2016

Venue: Dubai International Convention and Exhibition Center

Official Website: www.wetex.ae

Web Resources

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- <https://bmo.bmiresearch.com>
- <http://www.powerandrenewablesinsight.com/industry-trend-analysis-competitive-solar-swell-project-pipeline-may-2015/>
- <https://www.thebig5hub.com>
- www.irena.org
- <http://www.masdar.ae/>
- <http://www.thenational.ae/uae/abu-dhabi-opens-irena-to-world>
- <http://www.thenational.ae/business/energy/uae-solar-sector-heating-up-with-1000-new-jobs-expected>
- <http://m.gulfnews.com/news/uae/general/uae-ranks-third-in-concentrated-solar-power-1.1343217>
- <http://www.thenational.ae/business/energy/uae-can-save-billions-with-solar-energy-irena-report-says>
- http://www.khaleejtimes.com/kt-article-display-1.asp?xfile=data/nationgeneral/2014/June/nationgeneral_June36.xml§ion=nationgeneral
- <http://www.thenational.ae/business/economy/uae-set-to-be-the-first-to-offer-green-energy-sukuk>

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Agricultural Sectors

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The Office of Agricultural Affairs (OAA) in the U.S. Consulate General in Dubai represents the U.S. Department of Agriculture in Bahrain, Kuwait, Oman, Qatar and the U.A.E.. The OAA reports on food and agricultural issues. OAA reporting and U.S. food export statistics are available at the following websites:

Statistics : http://www.fas.usda.gov/scripts/w/bico/bico_frm.asp

Market research : <http://gain.fas.usda.gov>

In addition, OAA Dubai publishes the *American Food Directory* which lists American food companies and franchises operating in the five Gulf countries.

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Chapter 5: Trade Regulations and Standards

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Import Tariffs

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Effective January 1, 2003, the U.A.E. acceded to the Gulf Cooperation Council (GCC; consisting of the U.A.E., Saudi Arabia, Kuwait, Bahrain, Qatar and Oman) Customs Union, that equalizes the duties paid upon entry of an item to any member state, regardless of the country of destination within the GCC. For example, an item imported into the U.A.E. destined for the Saudi market is subject to the 5% duty once it enters the U.A.E. market. In theory, the trader needs not to pay customs duties again to take the item across the border into Saudi Arabia.

The customs duties for most items is calculated on CIF value at the rate of 5%. However, alcoholic products are assessed a 50% duty, while tobacco products are assessed a 100% customs duty. CIF value will normally be calculated by reference to the commercial invoices covering the related shipment, but customs is not bound to accept the figures shown therein and may set an estimated value on the goods, which shall be final, as far as duty is concerned.

The GCC Common Customs Law provides guidance on goods that are exempted from Customs duties. Each member provides its own list of exemptions. Guidance on goods exempted from tariff upon entry to the U.A.E. can be found at <http://www.dubaicustoms.gov.ae/en/Publications/Documents/GCCCommonCustomsLawEnglish.pdf>.

For religious and security reasons, there are various restrictions on the import of alcohol, tobacco, firearms, and pork products.

Trade Barriers

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In order to do business in the U.A.E., outside of a free zone, a foreign business must have a U.A.E. national sponsor, agent, or distributor. Once chosen, sponsors, agents, or distributors have exclusive rights for non-food products only. Agency law does not pertain to food products. Terminating a non-performing agent, agent, or a distributor, is extremely difficult in the U.A.E. In March 2010, the U.A.E. issued Federal Law No. 2 of 2010 amending certain provisions of the Commercial Agency Law. The amendments prevent the termination, or non-renewal, of a commercial agency unless the principal has a material reason to justify the termination or non-renewal. Further, a principal may not re-register the commercial agency in the name of another agent even if the previous agency was for a fixed term unless: (i) it is amicably terminated by the

principal and the agent; (ii) termination or non-renewal is for justifiable reasons that are satisfactory to the Commercial Agencies Committee; or (iii) a final judicial judgment is issued ordering the cancellation of the agency. The 2010 Amendments also reinstate the specialized Commercial Agencies Committee which had been revoked in 2006. The Commercial Agencies Committee has original jurisdiction over disputes involving registered commercial agents. Any commercial dispute should be referred first to the Commercial Agencies Committee.

In 2011, the U.A.E. Cabinet issued Resolution No 3 of 2011, Concerning the Commercial Agency Committee. The newly formed Committee is responsible for receiving applications for settling agency disputes and responsible for the process of cancelling registered agencies. The Committee is permitted to abstain from settling a dispute referred to it and can advise the parties to refer the matter to litigation. A party may challenge the determination of the Committee by bringing a matter to the U.A.E. courts within thirty (30) days of the date of receiving notice of the Committee's resolution. The Resolution sets out the process for submitting agency dispute applications and sets a fee of \$ 1,634 (AED 6,000) before an application shall be recorded. Once recorded, the Committee shall schedule a date for examining the dispute within sixty (60) days. The Committee is permitted to seek the assistance of any expert or "appropriate person" for performing its duties. It also has the right to demand the submission of further information and documentation involved in the dispute.

Upon a recommendation by the U.A.E. Ministry of Economy (MoE) submitted in 2011, the U.A.E. Cabinet approved in January 2012 a decision to liberalize the import of 12 essential commodities to enhance prices' stability of essential commodities and curb monopoly of commercial agencies. The liberalized goods include livestock and dairy products, fats and oils, honey, eggs, fruit juices, salt, yeast, animal feed, detergents and hygiene products.

The U.A.E. requires a company be registered in order to be invited to receive government tender documents. Government tendering is not conducted according to generally accepted international standards. Re-tendering is the norm, often as many as three or four times. To bid on federal projects, a supplier or contractor must either be a U.A.E. national or a company in which U.A.E. nationals own at least 51% of the share capital. Federal tenders must be accompanied by a bid bond in the form of an unconditional bank guarantee for 5% of the value of the bid. However, these rules do not apply to major project awards or defense contracts, where there is no local company that can provide the goods or services required. The U.A.E. has no formal requirement that a portion of any government tender be subcontracted to local firms, but local companies clearly enjoy a competitive advantage.

Pursuant to the U.A.E. company law, which was approved by the U.A.E. Federal Cabinet in December 2011, foreign ownership may increase above 49% once this law enter in force. But this change will be subject to certain conditions. According to the law, the U.A.E. Cabinet may, on proposals made by the U.A.E. Minister of Economy, co-ordinate with the competent authority in the relevant Emirate to determine the form of company, type of business activity or class of business that can be held in full by a foreign national. They can also decide on instances where the shareholding of a foreign partner can exceed 49% of the share capital of the company. These determinations are likely to be made by decree.

The U.A.E. government is working hard to tackle the unemployment amongst U.A.E. nationals. More and more private companies are asked to hire U.A.E. nationals, and retain a certain percentage of them to the total work force of the company.

In the past in a number of the Emirates, some American companies were asked to sign on a document that proves that they actively boycott the State of Israel.

Overdue payments continue to be an issue of which many companies suffer. Payments were delayed by several months, and in some cases, by years. A number of small companies went out of business due this reason.

Import Requirements and Documentation

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The consignee/agent should obtain a delivery order from the Shipping Agent and submit original standard trade documentation, including certificates of origin, bills of lading, commercial invoice, export declaration and various government/embassy attestations. These documents must be presented for all imports and exports. Additionally, the U.S. Embassy Agricultural Trade Office has published a Food Exporters Guide for doing business in the GCC-5 (Bahrain, Kuwait, Oman, Qatar and U.A.E.).

All shipments of goods to the U.A.E. require “legalization” of documents. This is a two-step process. First documents must be certified by the National U.S. Arab Chamber of Commerce (NU.S.ACC) and then legalized by the U.A.E. Embassy. Currently the NU.S.ACC charges are \$35 per document (commercial invoice, certificate of origin, etc.). Upon completion of their certification process, the NU.S.ACC can provide courier service to the U.A.E. Embassy in Washington. Details are available on the NU.S.ACC website: <http://www.nusacc.org/content/english-pid=114.php.html>

The U.A.E. Embassy charges separate fees, which are outlined in the attached link: <http://www.uae-embassy.org/embassy/consulate-services/commercial-invoices-shipping-documents>

As noted elsewhere, effective January 1, 2003, the U.A.E. acceded to the GCC Customs Union that equalizes the duties paid upon entry of an item to any member state, regardless of the country of destination within the GCC. An item imported into the U.A.E. destined for the Saudi market is subject to the 5% duty once it enters the U.A.E. proper. In theory, the trader need not pay customs duties again to take the item across the border into Saudi Arabia.

The customs duty for most items is calculated on CIF value at the rate of 5%. Imports of liquor are subject to a 70% customs duty on their CIF value while imports of tobacco products face a 100% on their CIF value. Many essential items, including staple foodstuffs and pharmaceuticals are allowed duty free status. CIF value will normally be calculated by reference to the commercial invoices covering the relative shipment, but Customs is not bound to accept the figures shown therein and may set an estimated value on the goods, which shall be final, as far as duty is concerned.

All imported meats - beef and poultry products, require a health certificate issued by the country of export and a “Halal” slaughter certificate issued by an approved Islamic center in that country. In May 2013, the Emirates Standardization and Metrology Authority (ESMA) announced that all food products claiming to be halal need to have a halal mark and certification with effect from 2014. The announcement comes as part of a halal regulations package, which will also include halal certification for cosmetics and perfumes as well as clothes and accessories.

Restricted Imports: Alcoholic beverages, tobacco products, pork products

Prohibited Imports: Irradiated food products

U.S. Export Controls

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All goods exported to or re-exported from the U.A.E. must have proper documentation issued by the Ministry of Economy and the various Chambers of Commerce in the respective individual emirates.

U.S. firms seeking to export goods from the U.S. to the U.A.E. should consult the appropriate U.S. export control agencies regarding the need for an export license for the U.A.E.. The U.A.E. has a thriving transshipment and re-export business. U.S. firms should also consult the proper U.S. authorities regarding the need to obtain re-export authorization for items to be re-exported from the U.A.E. to other countries, as well as exercising caution that U.S. goods are not re-exported to prohibited countries without the proper permission. The U.A.E. Government has an Executive Committee for Goods and Material Subject to Import and Export Control. This Committee is responsible for permitting (licensing) the importation, transshipment and re-exportation of certain controlled items. The Commercial Section of the Embassy in Abu Dhabi has Specialists specifically to assist U.S. firms in compliance with U.S. export controls.

In June 2014, a U.A.E. Government delegation visited the U.S. to audit several Halal centers. The trip resulted in increasing the number of U.S. Halal food certifiers to 6 centers.

A list that consolidates eleven export screening lists of the Departments of Commerce, State and the Treasury into a single search as an aid to industry in conducting electronic screens of potential parties to regulated transactions is available here: <http://developer.trade.gov/consolidated-screening-list.html>.

Temporary Entry

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As a general rule, imports of goods into the U.A.E. for the purpose of re-export within six months are exempt from customs duty. However, a deposit or submission of a bank guarantee in lieu of duty is required by Customs. The deposit or bank guarantee is refunded/released by the local customs authority on proof of re-export. Goods remaining in the U.A.E. after six months are liable for customs duty.

Goods may be imported duty free and stored in any of the several free zones in the U.A.E. Goods that enter the U.A.E. from these free zones must pay the duty noted previously. There is no provision for duty free entry of parts or components intended for the manufacture of goods to be subsequently exported. As duties are already so low, this has not been a major impediment to manufacturing industries in the U.A.E.

For information on temporary admission of goods/items used for display at trade shows or equipment used by professionals, please refer to Chapter 8 of this guide.

Labeling and Marking Requirements

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Food labels must include product and brand names, production and expiry dates, country of origin, name and address of the manufacturer, net weight in metric units, and a list of ingredients and additives in descending order of importance. All fats and oils used as ingredients must be specifically identified on the label. Labels must be in Arabic only or Arabic/English. Arabic stickers are accepted. Note: the production and expiry dates must be printed on the original manufactured installed label.

Shelf life Standards: the U.A.E. enforces a shelf-life standard for 100 food products. The manufacturer established shelf life is accepted for other food products. The manufacturer must print production and expiry dates on the original label or container. Dates cannot be added after the fact via a sticker. The U.S. supplier should work closely with the importer to ensure compliance with local shelf-life requirements.

Prohibited and Restricted Imports

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All kinds of illicit drugs (hashish, cocaine, heroin, etc.) are prohibited in the U.A.E., as is counterfeit currency and pornography. Publications, videos, photographs, oil paintings, cards, books, magazines and sculptures that do not adhere to religious morals and those that aim to cause corruption and disorder are also banned.

The U.A.E. is serious about enforcing intellectual property rights and prohibits the importation of counterfeit goods that infringe on these commercial rights. More detailed information is available in Chapter 3 of this guide.

Irradiated food products are prohibited, while imports of alcohol and pork products are strictly regulated. For a more detailed list of prohibited imports please refer to the Dubai Customs website: <http://www.dubaicustoms.gov.ae>

Customs Regulations and Contact Information

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Since the establishment of the GCC customs union on 1 January 2003, the U.A.E. has been applying the GCC Common Customs Law. Under the "single port of entry" principle, items imported in the U.A.E. (or any other GCC State), and destined for other GCC markets, are subject to customs duty only at the first point of entry into the GCC. Customs procedures and the required documentation are the same for all GCC members.

Most goods entering the U.A.E. are subject to a standardized 5% Gulf Cooperation Council (GCC) duty on the CIF (cost, insurance and freight) value of the goods. Tobacco and manufactures tobacco substitutes are subject to 100% customs duty or on the minimum collectable rates basis, whichever is higher, as outlined in a specific table. Alcoholic beverages have duties of 50%. The Dubai Customs has an extensive list of goods exempted from duty under the "Common Customs Law of the GCC States". Goods entering any of the U.A.E.'s free zones are exempt from customs duty.

A list of the harmonized tariffs organized by HS code can be found on the Abu Dhabi Customs website. Additional information on the GCC Customs Union can be found on the Secretariat General of the GCC's website.

Abu Dhabi Customs - <http://www.auhcustoms.gov.ae/>

Dubai Customs - <http://www.dubaicustoms.gov.ae/>

Fujairah Customs - <http://www.fujairahfreezone.com>

Sharjah Customs - <http://www.sharjahcustoms.gov.ae>

Secretariat General of the GCC - <http://www.gcc-sg.org/eng/index.html>

Detailed contact information is listed in Chapter 9 of this guide.

Standards

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Overview

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In 2001 under U.A.E. Law no. 28/2001 the U.A.E. established ESMA (Emirates Authority for Standardization and Metrology) as the sole National Standardization Body.

ESMA develops and adopts standards which are prepared by its technical committees at the request of the Government, industry, and consumers. In general, standards are developed according to existing international and regional standards (Gulf Cooperation Council/Gulf Standards Organization); however, if no international standards are available ESMA develops its own standards. Drafts are circulated to the relevant bodies for comments. There is no central body that coordinates preparation of technical regulations in the U.A.E.. These may be developed by ESMA, initially in the form of a standard and then made mandatory, or may be devised directly by a Ministry; all technical regulations are approved by Cabinet decision for legal implementation. ESMA monitors the application of standards and technical regulations and runs the Emirates Conformity Assessment Scheme (ECAS) - this program determines whether imports meet national or international standards for products. ESMA also runs the Emirates National Accreditation Scheme (ENAS), which accredits conformity assessment bodies. ESMA is a member of the International Laboratory Accreditation Cooperation (ILAC), as well as the International Organization for Standardization (ISO), the Codex Alimentarius Commission (Codex), International Electrotechnical Commission (IEC), the Arab Industrial Development and Mining Organization (AIDMO) and the Standardization Organization for the Gulf Cooperation Council (GSO).

The U.A.E. Minister of Environment and Water is the ESMA Chairman of the Board, and ESMA reports directly to the U.A.E. cabinet. ESMA is managed day-to-day by a Director General. National and emirate level governments, regulatory bodies, and professional associations also review standards requirements. To promote transparency and industry and stakeholder input, ESMA has established Technical Committees in the fields of food products, construction and building materials, electrical and electronic products, chemical and plastic products, mechanical products, petroleum products and lubricants, metrology, and information technology.

ESMA is the World Trade Organization (WTO) Technical Barriers to Trade (TBT) inquiry point in the U.A.E., and a part of the Gulf Cooperation Council's standardization organization, the Gulf Standards Organization (GSO). ESMA also functions as the National Accreditation Body to accredit testing and calibration laboratories and certification bodies.

As of June 2014, the United States was not engaged in any WTO TBT cases with the U.A.E., although the United States government maintains collaborative relations with ESMA to help ensure adopted standards do not act as technical barriers of trade to U.S. products.

Standards Organizations

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ESMA is headquartered in Abu Dhabi, the capital of the U.A.E., and maintains a branch office in Dubai where its Director General is located. ESMA has recently formed four major divisions/departments within its organization, including standards, accreditation, conformity, and metrology.

The organizational structure of ESMA is:



NIST Notify U.S. Service

Member countries of the World Trade Organization (WTO) are required under the Agreement on Technical Barriers to Trade (TBT Agreement) to report to the WTO all proposed technical regulations that could affect trade with other Member countries. **Notify U.S.** is a free, web-based e-mail subscription service that offers an opportunity to review and comment on proposed foreign technical regulations that can affect your access to international markets. Register online at <http://www.nist.gov/notifyus/>.

Conformity Assessment & Product Certification

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ESMA's conformity assessment department is responsible for implementing specialized programs such as quality and conformity marks and certification according to internationally approved methods. Certificates of Conformity are issued for products that comply with National or GSO Standards. Whenever these standards are not available, ESMA uses international or foreign standards suitable to the U.A.E.

ESMA implemented ECAS as a system combining conformity assessment and product certification for products in the local market. In addition, exporters of regulated products may choose to obtain a

certificate of conformity for their exported shipments. Currently, ECAS applies to a number of products. Further information on ECAS can be found at <http://www.esma.gov.ae/en-us/ourservices/eservices/Pages/conformity.aspx>. Any proposed additions to the regulated products list will be publicized at least two months prior to implementation, in order to allow sufficient time to assess such products and demonstrate compliance.

ECAS procedures and guidelines explain the steps required for compliance, how certificates of conformity can be obtained and the requirements related to the self-declaration and registration processes. ESMA can provide comprehensive details on the scope of products regulated under the ECAS and can be contacted for any clarification concerning regulated products. In addition, ESMA can issue a formal clarification letter to illuminate whether the product is or is not regulated. This letter is valid for a period of one year from its date of issue to prove the status of the products, subject to no alterations or changes to the regulated products list.

Accreditation

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Test reports from any accredited or approved laboratory shall be submitted to ESMA. These reports shall be reviewed and the compliance level to standards is assessed. If not all the essential requirements are fulfilled, the applicant will be informed of the relevant standards and/or the steps needed to meet these essential requirements. These steps could include type testing or modification of the product according to the observed discrepancy.

Laboratories:

ESMA supervises and manages the scheme in addition to monitoring the laboratories performance to support all the Scheme's requirements. The Approved Laboratories are those:

- Accredited by national recognized organizations;
- Approved by the Authority based on evaluating their capabilities;
- Accredited by the National Accreditation Body;
- Other laboratories nominated by the manufacturers

Publication of Technical Regulations

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Interested companies can find a list of regulated products at: <http://www.esma.gov.ae/en-us/Pages/RegulatedProducts.aspx>. Standards are numbered and published in the Official Gazette (<https://gsec.abudhabi.ae/Sites/GSEC/Navigation/EN/official-gazette.html>). Afterwards, standards are printed and are available for sale at ESMA's head office in Abu Dhabi and branch office in Dubai. Further information can be found at:

<http://www.esma.gov.ae/en-us/ourservices/eservices/Pages/purchase-Standards.aspx>. Companies and organizations do have the opportunity to engage with ESMA on draft standards (see contact information below). In general, comments on draft standards are accepted for 60 days.

Labeling and Marking

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Labeling requirements in the U.A.E. apply mainly to toys, cigarettes, and food. All warning labels on toys are required to be in Arabic or in Arabic and English. Cigarette packages require a special health warning in Arabic. ESMA has released labeling requirements for energy efficiency, in particular for air conditioning units and appliances (<http://www.esma.gov.ae/en-us/News/Pages/UAEtorestrictentryofinefficientair-conditioningunits.aspx>).

Additionally, ESMA implements the voluntary Emirates Quality Mark (EQM). EQM is a mark of conformity granted to products that comply with the relevant U.A.E. National Standards, regional

(GCC/GSO) and/or international standards and are manufactured by an organization implementing an effective Quality Management System to ensure continuous compliance. The process of achieving the license to use the Emirates Quality Mark involves a comprehensive evaluation of the product as well as the quality system used by the manufacturer in production through testing, inspection. Further information on EQM can be found at: <http://www.esma.gov.ae/en-us/ourservices/eservices/Pages/EQM.aspx>. The EQM is a voluntary mark, with the exception of drinking water.

http://www.esma.gov.ae/ar-ae/ourservices/eservices/Lists/ESMAServicesOtherInformationList/Attachments/11/Drinking_Water_Scheme_ENG.pdf

Contacts

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Following is the contact address of ESMA's head office and the various divisions within the organization:

Abu Dhabi:

Emirates Authority for Standardization and Metrology (ESMA)
P.O. Box 2166, Abu Dhabi, U.A.E.
Phone: +971 2 671 1110 | +971 2 676 3743
Fax: +971 2 671 5999
Email: uaetbt@esma.ae
Website: <http://www.esma.gov.ae/en-us/Pages/home.aspx>

Dubai:

Emirates Authority for Standardization and Metrology (ESMA)
P.O. Box 48666, Dubai, U.A.E.
Phone: +971 4 294 9909
Fax: +971 4 294 4112
Email: esma@esma.ae
Website: <http://www.esma.gov.ae/en-us/Pages/home.aspx>

Emirates National Accreditation System (ENAS)
P.O. Box 48666, Dubai, U.A.E.
Phone: +971 4 294 4434
Fax: +971 4 294 4428
Email: accreditation@esma.ae

Emirates Conformity & Assessment Scheme
P.O. Box 48666, Dubai, U.A.E.
Phone: +971 4 295 1626
Fax: +971 4 294 1898
Email: conformity@esma.ae

Emirates Metrology Department
P.O. Box 48666, Dubai, U.A.E.
Phone: +971 4 294 4434
Fax: +971 4 294 4428
Email: metrology@esma.ae

On March 15, 2004, the United States signed a Trade and Investment Framework Agreement (TIFA) with the United Arab Emirates to provide a formal framework for dialogue on economic reform and trade liberalization. TIFAs promote the establishment of legal protection for investors, improvements in intellectual property right protection, more transparent and efficient customs procedures, and greater transparency in government and commercial regulations. Through this process, the United States Government can identify potential partners for further trade cooperation, such as free trade agreements (FTA).

The United States began negotiating a Free Trade Agreement with the U.A.E. in March 2005. In early 2007, the United States and the U.A.E. announced that they would not be able to complete FTA negotiations under the existing time frame for trade promotion authority, but that both sides remain committed to completing FTA negotiations at a later date. No further FTA negotiations have taken place. In 2012 the U.A.E., as a member of the Gulf Cooperation Council (GCC), became party to the U.S.-GCC Framework Agreement for Trade, Economic, Investment and Technical Cooperation. In 2014, the U.A.E. ratified this agreement via Federal Decree No. 86. Since 2012, the United States and United Arab Emirates have held the U.S.–U.A.E. Economic Policy Dialogue, which provides an additional platform to collaborate on economic issues and address irritants to the bilateral commercial relationship.

The U.A.E. is party to a number of multilateral and bilateral trade agreements, including with partner countries in the Gulf Cooperation Council (GCC). Under the Greater Arab Free Trade Area Agreement, the U.A.E. has free trade agreements with Syria, Lebanon, Iraq, Morocco and Jordan. In June 2009 the GCC signed an FTA with the European Free Trade Association (Iceland, Liechtenstein, Norway and Switzerland), which will reportedly be implemented beginning July 1, 2015.

In addition, the U.A.E. has signed free trade agreements with Singapore and New Zealand, and is in talks about the establishment of free trade zones with the European Union, Japan, China, India, Pakistan, Turkey, Australia, New Zealand, Korea, Brazil, Argentina, Uruguay and Paraguay. It has also entered into a number of agreements on the protection and promotion of investment and the prevention of double taxation.

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U.S. Embassy in Abu Dhabi: <http://uae.usembassy.gov/>

U.S. Consulate in Dubai: <http://dubai.usconsulate.gov/>

State Department Visa Website: <http://travel.state.gov/visa>

United States Visas.gov: <http://www.unitedstatesvisas.gov/>

Emirates Authority for Standardization and Metrology (ESMA): <http://www.esma.ae>

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Attitude toward Foreign Direct Investment

The U.A.E. generally is open to foreign investment and has cited foreign investment as a key part of its long term economic plans. The U.A.E. Vision 2021 strategic plan aims to achieve FDI flows to the U.A.E. of five percent of Gross National Product (GNP), a number one rank for the U.A.E. in the global index for ease of doing business, and a place among the top 10 countries worldwide in the Global Competitiveness Index. U.A.E. investment laws and regulations are evolving in support of the goal of creating an environment more conducive to foreign investment. However, current frameworks still favor local over foreign investors. While recently updated U.A.E. laws validate the practice of foreign owned free zone companies operating “onshore,” and permit majority GCC ownership of public joint stock companies, there remains no national treatment for investors in the U.A.E. and foreign ownership of land and stocks is restricted. Non-tariff barriers to investment persist in the form of restrictive agency, sponsorship, and distributorship requirements.

Other Investment Policy Reviews

During 2014, the U.A.E. government hosted the IMF for an Article IV Consultation, but has not conducted an investment policy review through the Organization for Economic Cooperation and Development (OECD), the WTO, or the United Nations Conference on Trade and Development (UNCTAD).

Laws/Regulations of Foreign Direct Investment

There are four major federal laws affecting foreign investment in the U.A.E.: the Companies Law, the Commercial Agencies Law, the Industry Law, and the Government Tenders Law. In 2011, the Ministry of Economy announced that 19 federal laws were in draft status to address a number of concerns historically discouraging foreign investment in the U.A.E.. Today, the laws include an updated commercial companies law, an insolvency law, an arbitration law, and a drafted foreign investment law under review.

The Federal Commercial Companies Law (Law No. 02, 2015) was issued on April 2015 and applies to all commercial companies established in the U.A.E. and to branch offices of foreign companies operating in the U.A.E. The new law, with which all companies must come into compliance by July 1, 2016, will provide a stronger, more up to date basis for corporate regulation in the U.A.E. Companies established in the U.A.E. are currently required to have a minimum of 51 percent U.A.E. national ownership. Regardless, profits and management control may be apportioned differently and often are negotiated at fixed amounts. Branch offices of foreign companies are required to have a national agent with 100 percent U.A.E. national ownership unless the foreign company has established its office pursuant to an agreement with the federal or an emirate-level government. The new commercial companies law, among other provisions, allows companies to offer between 30 and 70 percent of shares upon undertaking an initial public offering (IPO) and eliminates the requirement to issue new shares at the time of IPO. The law also eases the process for forming a limited liability company by requiring between 1 to 75 shareholders (the prior requirement was between 2 to 50 shareholders). Under the new law, when a public joint stock company lists, 51 percent U.A.E. ownership is not required, although there is a 51 percent Gulf Cooperation Council (GCC) ownership requirement. U.A.E. nationals must chair and be the majority of board members of any public joint stock company.

Draft provisions in the new commercial companies law that would have relaxed the foreign ownership limit were rejected by the U.A.E. Federal National Council (FNC) and will be addressed in a separate investment law that is currently still in draft form, according to the FNC spokesperson. A provision to allow 100 percent foreign ownership outside of free zones would reportedly be restricted to certain sectors, such as high technology projects, and would require Cabinet approval on a case-by-case basis.

Foreign investors may purchase 105 of the 138 issues on the U.A.E. stock markets, the Abu Dhabi Securities Market (ADX) and Dubai Financial Market (DFM). The remaining 33 issues are primarily those of government-related entities (GREs), such as the national telecommunications and oil companies. Companies on the exchanges are subject to the Federal Commercial Companies Law, thus foreign investors are allowed to own up to 49 percent of a company. The Emirates Securities and Commodities Authority (SCA), the U.A.E.'s regulator, introduced a new minimum level of capital for brokerages in July 2014.

The Commercial Agencies Law's provisions are collectively set out in Federal Law No. 18 of 1981 on the Organization of Commercial Agencies as amended by Federal Law No. 14 of 1988 (the Agency Law), and applies to all registered commercial agents. Federal Law No. 18 of 1993 (Commercial) and Federal Law No. 5 of 1985 (Civil Code) govern unregistered commercial agencies. The Commercial Agencies Law requires that foreign principals distribute their products in the U.A.E. only through exclusive commercial agents that are either U.A.E. nationals or companies wholly owned by U.A.E. nationals. The foreign principal can appoint one agent for the entire U.A.E. or for a particular emirate or group of emirates. The Ministry of Economy handles registration of commercial agents. It remains difficult, if not impossible, to sell in U.A.E. markets without a local agent. Only U.A.E.

nationals or companies wholly owned by U.A.E. nationals can register with the Ministry of Economy as local agents.

The Federal Industry Law stipulates that industrial projects must have 51 percent U.A.E. national ownership. The law also requires that projects either be managed by a U.A.E. national or have a board of directors with a majority of U.A.E. nationals. Exemptions from the law are provided for projects related to extraction and refining of oil, natural gas, and other raw materials. Additionally, projects with a small capital investment or projects governed by special laws or agreements are exempt from the industry law.

There have been no confirmed reports of government interference in the court system that could affect foreign investors.

To obtain an investor number from the Abu Dhabi Securities Exchange, go to:
<http://www.adx.ae/FormsAndApplications/InvestorNumberApplication.pdf>

To obtain an investor number for trading on the Dubai Exchanges, go to:
<http://www.nasdaqdubai.com/assets/docs/NIN-Form.pdf>

Industrial Promotion

The Abu Dhabi Government in early 2015 formed the Abu Dhabi Investment Attraction Committee to achieve sustainable economic development and develop an attractive investment environment. The committee started the process of forming a foreign investment attraction strategy in March 2015 focusing on the sectors that Abu Dhabi's strategic plan—Abu Dhabi Economic Vision 2030—identified and targeted as engines for non-oil sector growth. These sectors include industry, tourism, transport and logistics, financial services, insurance, media, energy, construction, real estate, telecommunications, information technology, health and education.

In February 2009, the Higher Corporation for Specialized Economic Zones (ZonesCorp), which operates an industrial zone based in Abu Dhabi, signed Memoranda of Understanding with the Ministry of Economy (MoE) and the Abu Dhabi Chamber of Commerce and Industry (ADCCI) to develop an industrial environment in Abu Dhabi and facilities, transactions and services for local, regional and international investors. Through the electronic exchange of data and information, the MoU gives ZonesCorp the authority to issue, amend and renew Chamber of Commerce certificates for industrial businesses operating in the industrial cities, as well as collect fees on the Chamber's behalf, streamlining the process and saving time for investors. ZonesCorp has also established a one-stop-shop for investors.

In 2008, the Abu Dhabi Chamber of Commerce and Industry also created a one-stop shop for investors, with the exception of investors dealing in Israeli currency and the currencies of those countries subject to United Nations sanctions.

In 2006, the U.A.E. Cabinet amended the law regarding ownership of insurance companies to state that insurance companies must be 75 percent owned by a U.A.E. national or 100 percent by U.A.E. legal persons, i.e., a U.A.E. corporation. No new insurance companies or new branches have been authorized since 2008. Any new company entering the market is required to meet high level international rating criteria and must complete a viability study to prove that it will be offering new products to the market.

Limits on Foreign Control

Foreign companies or individuals are limited to 49 percent ownership/control in any parts of the U.A.E. not in a free trade zone, pursuant to law. There have been reports of waivers of the application of this law by decree of the ruler of an individual emirate. There have also been reports that companies owned by primarily GCC citizens have been de facto permitted to operate in the U.A.E. outside of free trade zones. This was codified recently in the updated Commercial Companies Law.

Privatization Program

There has been no privatization program in the U.A.E.. There have been several listings of portions of state owned enterprises (SOEs), which are referred to locally as government related entities (GREs), on local U.A.E. stock exchanges, as well as some “greenfield” IPOs that are focused on priority government projects.

Screening of FDI

The U.A.E. does not have a formal FDI review process.

Competition Law

The Ministry of Economy reviews transactions for competition-related concerns.

Investment Trends

The U.A.E. continued to attract foreign direct investments, with inflows of FDI reaching USD10.5 billion in 2013 and USD13 billion in 2014, largely focused on construction, finance and wholesale and retail trade. FDI outflows from the U.A.E. reached USD2.9 billion in 2013. The FDI recovery coincided with economic growth driven by both oil and non-oil activities(including manufacturing), led by aluminum and petrochemicals; tourism and transportation; and real estate.

The economy received a further boost in November 2013, when Dubai gained the right to host the World Expo 2020, according to UNCTAD. As a result, investors in the U.A.E. are among the most confident of all those surveyed in the Schrodgers Global Investment Trends Report 2014. More than 72 percent said they were more confident about investment prospects in 2014 versus 2013, with 61 percent saying they intended to increase the amount they invested within the next 12 months.

Table 1

Measure	Year	Index or Rank	Website Address
TI Corruption Perceptions index	2014	25 of 175	transparency.org/cpi2014/results
World Bank’s Doing Business Report “Ease of Doing Business”	2015	22 of 189	doingbusiness.org/rankings
Global Innovation Index	2014	36 of 143	globalinnovationindex.org/content.aspx?page=data-analysis
World Bank GNI per capita	2012	38,360	data.worldbank.org/indicator/NY.GNP.PCAP.CD

Foreign Exchange

The U.A.E. has no restriction on the making of payments and transfers for current international transactions, according to the IMF, except for those restrictions for security reasons that have been notified by authorities. There are no restrictions on the transfer of funds into or out of the U.A.E. and currencies are traded freely at market-determined prices. Further, free zone entities are generally expressly permitted to repatriate 100 percent of their profits from the U.A.E. in accordance with regulations in place in their respective free zones. In the free zones, foreigners may: i) own up to 100 percent of the equity in an enterprise; ii) have 100 percent import and export tax exemption; iii) have 100 percent exemption from commercial levies; iv) repatriate 100 percent of capital and profits.

The U.A.E. dirham has been de jure pegged to the dollar since February 2002. The mid-point between the official buying and selling rate for the dirham (AED or Dhs) is fixed at AED 3.6725 per 1 USD.

The U.A.E. has recently amended its anti-money laundering (AML) law, expanding the list of AML predicate offenses, among other improvements. The various free zones, including the Dubai International Financial Center (DIFC), are subject to the federal AML law. Free zone licensing authorities have the ability to set their own AML rules and regulations as long as they are consistent with the federal law, resulting in variance among the free zones. Federal authorities continue to examine ways to expand their regulatory reach on AML/CFT. The U.A.E. is a member of the Middle East and North Africa Financial Action Task Force, a Financial Action Task Force (FATF)-style regional body.

Remittance Policies

The U.A.E. Central Bank initiated the creation of the Foreign Exchange & Remittance Group (FERG), made of up of various exchange companies, which is registered with Dubai Chamber of Commerce & Industry. The unique feature of the industry is that, unlike its counterparts across the world which deal mainly in money exchange, exchange companies in the U.A.E. are the primary channels for transferring large volumes of remittances through official channels. It is estimated that more than USD30 billion (AED 110 billion) is transferred annually by expatriate workers in the U.A.E. to home markets. Exchange companies are also important partners in a unique "Wages Protection System" of the U.A.E. government. They also handle various ancillary services ranging from credit card payments, national bonds, and travelers checks.

Expropriation and Compensation

To Post's knowledge, foreign investors have not been involved in any expropriations in the U.A.E. for at least the last five years. There are no set federal rules governing compensation if expropriations were to occur, and individual emirates would likely treat expropriations differently. In practice, authorities in the U.A.E. would be unlikely to expropriate unless there were a compelling development or public interest need to do so, and in such cases compensation would likely be generous in order to maintain foreign investor confidence.

Dispute Settlement**Legal System, Specialized Courts, Judicial Independence, Judgments of Foreign Courts**

The legal system of the country is generally divided between "off shore" free trade zones, which have a British-based system of common law, and domestic law, which is governed by a Sharia civil

law system. The mechanism for enforcing ownership of property through either court system is generally considered to be both predictable and fair.

The judiciary does not form its own branch of government. The Ministry of Justice, as part of the executive branch, appoints judges to the federal courts, while judges in other emirates such as Abu Dhabi, Dubai and Ras Al Khaimah are appointed by the respective rulers of those emirates. Each emirate applies federal law in its judicial system. While there is some variation, each system generally consists of the courts of first instance, courts of appeal, and a court of cassation. The federal Supreme Court sits in Abu Dhabi. The court of first instance consists of civil, criminal, and Sharia (Islamic law) courts.

While Sharia law technically is applicable to both Muslims and non-Muslims, the U.A.E.'s Sharia courts focus primarily on family, inheritance and personal status matters. In April 2015, DIFC courts announced a wills and probate registry which made it the first jurisdiction in the region where a non-Muslim individual can register a will under internationally recognized common law principles. The United States District Court for the Southern District of New York recently signed a memorandum with the DIFC courts that provides companies operating in Dubai and New York with procedures for the mutual enforcement of money judgments. A properly executed last will and testament will take precedence over Sharia law, however, and is recommended by local attorneys as the best way for expatriates to ensure that the default inheritance laws of the U.A.E. are not applied unless so desired.

Judgments of foreign civil courts are generally recognized and enforceable under the local courts.

Bankruptcy

There have been reports that a bankruptcy (insolvency) law is under consideration. However, at present, a chapter in the U.A.E. federal commercial code, promulgated in 1993, is the only comprehensive legal guidance on the subject. In the judgment of Western legal experts, the commercial code chapter on bankruptcy governs the procedures and effects of bankruptcy in the U.A.E., but does not provide a mechanism for the orderly evaluation and distribution of assets of a bankrupt entity. Monetary judgments in bankruptcy cases are made in the local currency, and U.A.E. courts enforce the judgments of foreign courts if there is reciprocity based on bilateral or international treaties. A debtor may be sent to jail for failure to make payments.

Investment Disputes

The Embassy is aware of a few substantial investment disputes during the past few years involving U.S. or other foreign investors and government and/or local businesses. There have also been several contractor/payment disputes, with the government as well as local businesses. Dispute resolution can be difficult and uncertain. In December 2009, the Ruler of Dubai signed Decree No. 57 bringing into effect bespoke insolvency protection regulations to govern any future formal reorganization and restructuring of Dubai World and its subsidiaries. The Decree was used to reach a deal with creditors to amend and extend terms for USD 14.6 billion of Dubai World debt by establishing an independent tribunal of three judges of the DIFC courts.

Disputes generally are resolved by direct negotiation and settlement between the parties themselves, recourse to the legal system, or arbitration. Small, medium, and some larger enterprises continue to fear being frozen out of the U.A.E. market for escalating payment issues through civil or arbitral courts, particularly when politically influential local parties are involved. Some firms may feel compelled to exit the U.A.E. market as they are unable to sustain pursuit of legal or dispute resolution mechanisms that can add months or years to the dispute resolution process. Arbitration may commence by petition to the U.A.E. federal courts on the basis of mutual consent (a

written arbitration agreement), independently (by nomination of arbitrators), or through a referral to an appointing authority without recourse to judicial proceedings.

International Arbitration

The U.A.E. government's accession to the UN Convention on the Recognition and Enforcement of Foreign Arbitral Awards became effective in November 2006. An arbitration award issued in the U.A.E. is now enforceable in all 138 states that have acceded to the Convention, and any award issued in another member state is directly enforceable in the U.A.E. The Convention supersedes all incompatible legislation and rulings in the U.A.E., and should be welcomed by many businesses that consider arbitration the most advantageous form of dispute resolution. The Mission does not yet have any experience with U.S. firms attempting to use arbitration under the UN convention on the recognition and enforcement of foreign arbitral awards. A 2010 case in the emirate of Fujairah was the first reported recognition of a foreign arbitral judgment but its collection status is unknown. Concerns have been raised about delays and other obstacles encountered by firms seeking to enforce their arbitration awards in the U.A.E. despite the recognition of progress in compliance with this convention. An appeal on a foreign arbitration award in the Dubai Court of First Instance was upheld within the last few years.

ICSID Convention and New York Convention

The International Centre for Settlement of Investment Disputes (ICSID) Convention entered into force in the U.A.E. in 1982, and the U.A.E. acceded to the New York Convention in 2006.

Duration of Dispute Resolution

Enforcing arbitration judgments rendered in the U.A.E. requires court certification and can be a lengthy process. Judicial proceedings may continue for several years and can be invalidated for procedural considerations.

Performance Requirements and Incentives

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WTO/TRIMS

According to the WTO, U.A.E. procurement gives preference to local companies and suppliers, as foreign participation is limited by nationality requirements. However, there is a strong reliance on foreign companies, particularly with major projects for which local expertise is not always available. An offset program is in place for defense contracts.

Foreign insurance companies in Abu Dhabi are not permitted to tender for certain government projects, e.g. roads, oil and gas. Because of these restrictions, foreign insurance companies in Abu Dhabi focus mainly on auto insurance, medical and life insurance.

Government tendering is not conducted according to generally accepted international standards, and re-tendering is the norm. To bid on federal projects, a supplier or contractor must be either a U.A.E. national or a company in which U.A.E. nationals own at least 51 percent of the capital or have a local agent or distributor. Federal tenders must be accompanied by a bid bond in the form of an unconditional bank guarantee for five percent of the value of the bid. U.A.E. federal government entities can tender internationally since foreign companies sometimes are the only suppliers of specialized goods or services that are not widely available.

The U.A.E.'s offset program requires that defense contractors awarded contracts valued at more than USD10 million in any five-year period establish a commercially viable joint venture with local business partners, which yields profits equivalent to 60 percent of the contract value within a specified period (usually seven years).

Investment Incentives

Incentives are given to foreign investors in the free zones. Outside the free zones, no incentives are given, although the ability to purchase property as freehold in certain favored projects in Dubai would appear to be an incentive aimed at attracting foreign investment. The federal government and the governments of the individual emirates promote a business environment largely free of taxation and exchange controls.

Research and Development

Post is unaware of any formal restrictions on investment or involvement with official research and development projects.

Performance Requirements

There is a federal program of "emiratization" to incentivize increasing the number of Emirati citizens in the private sector. Most Emirati citizens are employed by the U.A.E. government or one of its many government related enterprises (GREs). There is a "guest worker" system in place, which generally guarantees transportation back to country of origin at conclusion of employment. There have been no reports of excessively onerous visa, residence, work permit, or similar requirements inhibiting mobility of foreign investors and their employees. There are government/authority-imposed conditions on permission to invest, in the form of a general 49 percent limitation of ownership/control by foreign individuals or corporations.

Data Storage

The U.A.E. does not force foreign investors to use domestic content in goods or technology or compel foreign IT providers to turn over source code. Press reports indicated that U.A.E. officials threatened in August 2010 to ban certain services for Research in Motion's BlackBerry devices if the company did not comply with federal regulatory requirements on data availability. The two sides reached an agreement several months later.

Right to Private Ownership and Establishment

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Except as detailed elsewhere in this report, there are no restrictions on the right of private entities to establish and own business enterprises and engage in all forms of remunerative activity.

Protection of Property Rights

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Real Property

The U.A.E. allows each individual emirate to decide on the form in which ownership of land may be transferred within its borders. Generally, Abu Dhabi has limited ownership to Emirati or other GCC citizens, who may then lease out the land to foreigners. The property reverts back to the owner at the conclusion of the lease. Although Dubai has identified such restricted areas within its borders, traditional freeholds, also known as outright ownership, are also available. Freeholders of land own

the land. Subject to very few regulations, freehold owners may sell on the open market. The contract rights of lienholders, as well as ownership rights of freeholders, are generally respected and enforced throughout the U.A.E., which in some cases has employed specialized courts for this purpose. Mortgages and liens are permitted, with restrictions. Each emirate has its own system of recordkeeping. In Dubai, for example, the system is considered extremely reliable, being mainly centralized within the Dubai Land Department. Land not otherwise allocated or owned is the property of the emirate, and may be disposed of at the will of its ruler, who generally consults with his advisors prior to disposition.

Intellectual Property Rights

The legal regime of the U.A.E. with respect to intellectual property rights (IPR) is generally considered fair and in compliance with international obligations. Enforcement of IPR takes place generally at the emirate level. During 2014, a Dubai government agency, the Commercial Compliance and Consumer Protection (CCCP) office, reported that it had been granted the power to search and seize counterfeit goods within the emirate of Dubai, a power that the Dubai Police, Dubai Customs, and the Dubai Department of Economic Development also hold. A draft of a new anti-commercial fraud law is still pending. Interested stakeholders are watching the draft law closely, especially due to a potential conflation of counterfeit goods with substandard and defective goods. Each emirate works with individual stakeholders regarding counterfeits of its brands, and the government publicly reports only the largest seizures of counterfeit goods. Dubai Customs reported several hundred seizures of counterfeit goods in 2014, which Post has been unable to verify. The U.A.E. is not currently listed in the United States Trade Representative's (USTR) Special 301 report, or in its Notorious Markets report.

The two main challenges IPR holders face in the U.A.E. are in the areas of counterfeit goods, and enforcement of rights to music. The practice of fining shippers of counterfeit goods and permitting re-exportation of those goods subjectively deemed too hazardous to destroy has occurred regularly in the U.A.E. during the reporting period, primarily in the emirate of Dubai. It is important to note that recently, Dubai Customs officials reported that negotiations were underway to outsource destruction of counterfeit goods. As to enforcement of rights to music, although the U.A.E. has generally been responsive when encountering pirated physical CDs, DVDs, and software, the lack of a copyright collecting society, which is allowed for under U.A.E.'s existing copyright law, is a major obstacle to adequate protection of IPR.

Officers with responsibility for IPR at Embassy Abu Dhabi: Mark Motley, +971-2-414-2595, motley@state.gov; at Consulate Dubai: Joseph Giblin, +971-4-309-4034, giblin@state.gov; and the Department of Commerce Middle East/North Africa Regional IP Attaché at Embassy Kuwait: Aisha Salem, +965-2259-1455, aisha.salem@trade.gov. The website of the American Chamber of Commerce in Abu Dhabi can be found at <http://www.amchamabudhabi.org/> and the American Business Council of Dubai and the Northern Emirates at <http://www.abcdubai.com/>. The website of the U.S.-U.A.E. Business Council is located at <http://usuaebusiness.org/>.

Resources for Rights Holders

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American Chamber of Commerce in Abu Dhabi: www.amchamabudhabi.org
American Business Council of Dubai and the Northern Emirates: www.abcdubai.com
U.S.-U.A.E. Business Council: www.usuaebusiness.org

Transparency of Regulatory System

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In general, U.A.E. legislation is published only when enacted into law and is not available for public comment, although the press will occasionally report on some details of high-profile legislation. Final bills are published in an official register, usually only in Arabic, although there are private companies that specialize in translating laws into English.

The fundamental instrument by which all of the emirates regulate business activity is the requirement that any place of business must acquire and maintain a proper license. The procedures for obtaining a license, which are publicly available, vary from emirate to emirate.

A license is not required unless a place of business is set up in the U.A.E.. In other words, foreign businesses exporting to the U.A.E. but without a regular or continuing business presence in the U.A.E. do not need a license. Licenses available include trade licenses, industrial licenses, service licenses, professional licenses, and construction licenses. Several federal regulations govern business activities in the U.A.E. outside free trade zones. Activities within the free zones are governed by special by-laws.

Efficient Capital Markets and Portfolio Investment

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The U.A.E. government is focused on building infrastructure to create an environment conducive to economic growth and outside investment. It is also collaborating with its partners in the GCC to support ventures in the region. U.A.E. government efforts to create such an environment for investments resulted in: i) no taxes or restrictions on the repatriation of capital; ii) free movement of labor and low barriers to entry (effective tariffs are five percent for most goods); and an emphasis on diversifying the economy away from oil, which offers a broad array of investment options for FDI. Drivers for the economy include real estate, tourism, manufacturing, and financial services.

The U.A.E. issued new investment funds regulations in September 2012, known as the “twin peak” regulatory framework. The framework is designed to further govern the marketing of investment funds established outside the U.A.E. to investors in the U.A.E. and the establishment of local funds domiciled inside the U.A.E. This regulation set forth several key changes, such as giving the SCA (rather than the Central Bank) authority over the licensing, regulation and oversight of the marketing of investment funds. The marketing of a foreign fund (including “offshore” U.A.E.-based funds, such as those domiciled in the DIFC) now require the appointment of a locally licensed placement agent. Other restrictions contained in the regulations, such as limitations on funds investing more than 15 percent in any one underlying issuer, have led fund managers to question whether the U.A.E. is seeking to attract international or regionally focused investment funds to be domiciled in the country. The federal government has also encouraged certain high-profile projects to be undertaken via a public joint stock company in order to allow the issue of shares to the public. Further, any company carrying out banking, insurance or investment for a third party must be a public joint stock company.

Money and Banking System, Hostile Takeovers

The U.A.E. has accepted the obligation of IMF Article VIII, Sections 2, 3, and 4. There are no restrictions on the making of payments and transfer for current international transactions, except for

those restrictions for security reasons that have been notified to the Fund, by the authorities, in accordance with Executive Board Decision No. 144 (52/51).

In September 2003, the U.A.E. Central Bank announced that it would allow more foreign banks to operate on a reciprocal basis and in 2008, the Central Bank allowed several foreign banks operating in the U.A.E. to set up new branches. According to Central Bank statistics, there have been no new foreign bank branches licensed since 2009. As of October 2014, the Central Bank listed 28 foreign banks with 115 branches in the U.A.E.

In 2010, the Central Bank issued Regulations for Classification of Loans and Determining Provision, furthering its oversight of lending policies in response to the 2008 financial crisis. In April 2012, an IMF report said the U.A.E. had made significant progress in recapitalizing banks and strengthening capital adequacy ratios, and that despite continuing debt recovery concerns and spillover from European and global credit concerns, the banking system showed significant increases in profitability. However, the IMF noted that the U.A.E. financial system is highly integrated and still remains exposed to global vulnerabilities, primarily for its risk concentration in a few banks in the U.A.E. system, and called for increased regulation and oversight of the sector. In its July 2013 Article IV Consultation with the U.A.E., the IMF noted that “the banking system maintains significant capital and liquidity buffers, and non-performing loans may finally have peaked at 8.7 percent in December 2012,” suggesting a significant turnaround in the U.A.E. banking sector’s post-crisis health. During 2014, Emirati banks experienced healthy increases in profits, and improved asset quality. Dubai’s largest bank, Emirates NBD—which was exposed to the debt crisis at the parastatals Dubai Holding and Dubai World in 2009—reported a 51 percent year-on-year rise in net profits for the first nine months of 2014, to Dh3.9bn (USD1.1bn). The largest Abu Dhabi bank, National Bank of Abu Dhabi (NBAD), posted a 14.7 percent increase in net profits to Dh4.2bn (USD1.14 billion). Abu Dhabi Commercial Bank reported a similar rise, of 16 percent, to Dh3.18bn (USD 0.87billion).

Foreign investors may purchase 105 of the 138 issues on the U.A.E. stock markets, the ADX and the DFM. The remaining issues are primarily those of GREs, such as the oil and national telecommunications companies. Companies on the exchanges are subject to the Federal Companies Law, thus foreign investors are allowed to own up to 49 percent of a company. However, some company by-laws prohibit foreign ownership, and others limit it to less than the legally allowable 49 percent. Several major companies raised their foreign ownership limits in 2013, in anticipation of an increase in foreign investment generated by announcements that ratings agencies MSCI and Standard & Poor’s would upgrade the U.A.E. from “frontier” to “emerging” market status. The international financial crisis and foreign speculation contributed to significant declines in local equity valuations since 2008, but the markets rebounded strongly in 2013. U.A.E.’s regulatory body, the SCA, raised capital requirements to operate a brokerage house from AED 20 million (USD5.5 million) to AED30 million (USD8.2 million) and in July 2014 classified brokerages into two groups: “those which engage in trading only while the clearance and settlement operations are conducted through clearance members” and “those which engage in trading clearance and settlement operations for their clients.” Under the regulations, trading brokerages require paid-up capital of AED 3 million (USD820k), whereas trading and clearance brokerages will need AED10 million (USD2.7 million). Bank guarantees required for brokerages to trade on the bourses will be AED1 million (USD367k).

Competition from State Owned Enterprises

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Some SOEs such as Emirates National Oil Company (ENOC) are strategically important companies and a major source of fiscal revenues. Mubadala Development Company established Masdar in 2006 to develop renewable energy and sustainable technologies industries. A number of Dubai’s SOEs such as Emirates Airlines and Etisalat have in recent years emerged as internationally

recognized brands. Some, but not all of these companies, compete, and in a number of cases against other state-owned firms (Emirates against Fly Dubai or Etisalat against Du). While they are not granted full autonomy, they are integrated in a system where the state leverages synergies among entities it controls to foster national economic development. Perhaps the best example of such an economic ecosystem is Dubai, where SOEs have been used as a motor of diversification and are present in a number of sectors, including construction, hospitality, transport, banking and telecommunications.

The central bank in 2012 required local financial institutions to limit their exposure to the governments of the seven-member U.A.E. federation and related entities to a maximum of 100 percent of their capital base, and exposure to individual public sector borrowers to 25 percent. This measure was adopted as a reaction to the Dubai crisis, during which several SOEs and government-related entities defaulted on loans, creating significant liquidity problems in the local banking market. Creditors to these companies assumed that in providing funding to large SOEs they would benefit from a blanket state guarantee. The fact that many U.A.E. banks are themselves partially state-owned – sometimes through holding entities that are related to the SOEs they lend to – exacerbated the situation. In October 2012, the government of Abu Dhabi issued a new decree requiring SOEs to apply for an explicit sovereign guarantee prior to issuing debt. Sectoral regulations also in some cases address governance structures and practices of state-owned companies. For example, the Dubai Real Estate Regulatory Agency (RERA) developed a code of corporate governance for real estate developers in 2011. In doing so, RERA has considered that the peculiarity of the real estate sector, which includes many actors such as developers and promoters, merits specific guidelines.

OECD Guidelines on Corporate Governance of SOEs

Corporate governance of most SOEs is largely comprised of ruling family members, the merchant class, and a variety of advisors. While the selection and allocation of board seats remains vague, the U.A.E. government states it strives to follow guidelines consistent with OECD's guidelines for SOEs, with the state acting as an owner, and equitable treatment of shareholders. In 2009, the U.A.E. government established the Emirates Competitiveness Council (ECC) to address issues related to optimizing the efficiency and governance of SOEs, recognizing some SOEs are a fiscal burden while others can be a source of economic competitiveness. Another ECC objective is to engage the private sector to identify and communicate their needs in order to become competitive.

Sovereign Wealth Funds

Abu Dhabi is home to four sovereign wealth funds—the Abu Dhabi Investment Authority (ADIA), the Abu Dhabi Investment Council (ADIC), the International Petroleum Investment Company (IPIC), and Mubadala Development Company (Mubadala)—with total assets of about USD990 billion. Emirates Investment Authority, the U.A.E.'s federal sovereign wealth fund, has assets of about USD15 billion. Each Abu Dhabi fund is comprised of a chair and board members who are appointed by a decree of the Ruler of Abu Dhabi. President Khalifa Bin Zayed Al Nahyan is the chair of ADIA and ADIC, and Abu Dhabi Crown Prince Mohammed Bin Zayed Al Nahyan is the chair of IPIC and Mubadala. The Investment Corporation of Dubai (ICD) is the emirate's sovereign wealth fund, with an estimated USD 70 billion of assets.

U.A.E. funds are involved in their investments to varying degrees. ADIA does not actively seek to manage or take an operational role in the public companies in which it invests, while Mubadala tends to take a more active role in particular sectors, including oil and gas, aerospace, and infrastructure, among others. ADIA exercises its voting rights as a shareholder in certain circumstances to protect its interests or to oppose motions that may be detrimental to shareholders as a body. According to ADIA, the fund carries out its investment program independently and without reference to the Government of Abu Dhabi.

ADIA in 2008 agreed to act alongside the IMF as co-chair of the International Working Group of sovereign wealth funds, which eventually became the International Forum of Sovereign Wealth Funds (IFSFWF). The IFSWF, which is comprised of representatives from 28 countries, was created to demonstrate that sovereign wealth funds had robust internal frameworks and governance practices and that their investments were made only on an economic and financial basis.

Corporate Social Responsibility

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Many companies in the U.A.E. maintain corporate social responsibility (CSR) offices and participate in CSR initiatives, including mentorship and employment training; philanthropic donations to U.A.E.-licensed humanitarian and charity organizations; and initiatives to promote environmental sustainability. The U.A.E.'s rulers actively support such efforts through official government partnerships, as well as their own private foundations. The U.A.E.'s resident population actively takes part in such CSR activities.

OECD Guidelines for Multinational Enterprises

The U.A.E. government has stated broadly that corporate good governance and social responsibility are priorities. The U.A.E. government has Governance Rules and Corporate Discipline Standards (Ministerial Resolution No. 518 of 2009) in which it encourages companies to apply social policy towards local society. In 2012 the Dubai Chamber of Commerce and Industry presented Corporate Social Responsibility Label certificates to honor Dubai-based companies for best practices. In April 2015, the Pearl Initiative and the United Nations Global Compact (UNGC) held their inaugural Forum in Dubai, with Reem Al Hashimy, U.A.E. Minister of State, giving the keynote address. The Pearl Initiative is an independent private sector-led not-for-profit organization working across the Gulf region to encourage better business practices.

Political Violence

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There have been no reported instances of politically motivated property damage in recent years.

Corruption

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Corruption, including bribery, raises the costs and risks of doing business. Corruption has a corrosive impact on both market opportunities overseas for U.S. companies and the broader business climate. It also deters international investment, stifles economic growth and development, distorts prices, and undermines the rule of law.

It is important for U.S. companies, irrespective of their size, to assess the business climate in the relevant market in which they will be operating or investing, and to have an effective compliance program or measures to prevent and detect corruption, including foreign bribery. U.S. individuals and firms operating or investing in foreign markets should take the time to become familiar with the relevant anticorruption laws of both the foreign country and the United States in order to properly comply with them, and where appropriate, they should seek the advice of legal counsel.

The U.S. Government seeks to level the global playing field for U.S. businesses by encouraging other countries to take steps to criminalize their own companies' acts of corruption, including bribery of foreign public officials, by requiring them to uphold their obligations under relevant international conventions. A U. S. firm that believes a competitor is seeking to use bribery of a foreign public official in international business, for example to secure a contract, should bring this to the attention of appropriate U.S. agencies, as noted below.

U.S. Foreign Corrupt Practices Act: In 1977, the United States enacted the Foreign Corrupt Practices Act (FCPA), which generally makes it unlawful for U.S. persons and businesses (domestic concerns), and U.S. and foreign public companies listed on stock exchanges in the United States or which must file periodic reports with the Securities and Exchange Commission (issuers), to offer, promise or make a corrupt payment or anything of value to foreign officials to obtain or retain business. The FCPA also applies to foreign firms and persons who take any act in furtherance of such a corrupt payment while in the United States. In addition to the anti-bribery provisions, the FCPA contains accounting provisions applicable to public companies. The accounting provisions require issuers to make and keep accurate books and records and to devise and maintain an adequate system of internal accounting controls. The accounting provisions also prohibit individuals and businesses from knowingly falsifying books or records or knowingly circumventing or failing to implement a system of internal controls. In order to provide more information and guidance on the statute, the Department of Justice and the Securities and Exchange Commission published *A Resource Guide to the U.S. Foreign Corrupt Practices Act*, available in PDF at: <http://www.justice.gov/criminal/fraud/fcpa/guidance/>. For more detailed information on the FCPA generally, see the Department of Justice FCPA website at: <http://www.justice.gov/criminal/fraud/fcpa/>.

Other Instruments: It is U.S. government policy to promote good governance, including host country implementation and enforcement of anti-corruption laws and policies pursuant to their obligations under international agreements. Since enactment of the FCPA, the United States has been instrumental to the expansion of the international framework to fight corruption. Several significant components of this framework are the OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions (OECD Antibribery Convention), the United Nations Convention against Corruption (UN Convention), the Inter-American Convention against Corruption (OAS Convention), the Council of Europe Criminal and Civil Law Conventions, and a growing list of U.S. free trade agreements. In August 2005, the U.A.E. signed the UN Anticorruption Convention and ratified it in February 2006, but generally all countries prohibit the bribery and solicitation of their public officials.

OECD Antibribery Convention: The Antibribery Convention entered into force in February 1999. As of January 2015, there are 41 parties to the Convention, including the United States (see <http://www.oecd.org/corruption/oecdantibriberyconvention.htm>). Major exporters China and India are not parties, although the U.S. Government strongly endorses their eventual accession to the Antibribery Convention. The Antibribery Convention obligates the Parties to criminalize bribery of foreign public officials in international business transactions, which the United States has done under U.S. FCPA.

UN Convention: The UN Convention entered into force on December 14, 2005, and there are 174 parties to it as of March 2015 (see <http://www.unodc.org/unodc/en/treaties/CAC/signatories.html>). The UN Convention requires countries to establish criminal and other offences to cover a wide range of acts of corruption, from basic forms of corruption such as bribery and solicitation, embezzlement, and trading in influence to the concealment and laundering of the proceeds of corruption. The Convention contains transnational business bribery provisions that are functionally similar to those in the OECD Antibribery Convention and contains provisions on private sector auditing and books and records requirements. Other provisions address matters such as prevention, international cooperation, and asset recovery. In August 2005, the U.A.E. signed the UN Anticorruption Convention and ratified it in February 2006.

OAS Convention: In 1996, the Member States of the Organization of American States (OAS) adopted the first international anticorruption legal instrument, the Inter-American Convention against

Corruption (OAS Convention), which entered into force in March 1997. The OAS Convention, among other things, establishes a set of preventive measures against corruption, provides for the criminalization of certain acts of corruption, including transnational bribery and illicit enrichment, and contains a series of provisions to strengthen the cooperation between its States Parties in areas such as mutual legal assistance and technical cooperation. As of January 2015, the OAS Convention has 34 parties (see <http://www.oas.org/juridico/english/Sigs/b-58.html>) and the follow-up mechanism created in 2001 (MESICIC) has 31 members (see http://www.oas.org/juridico/english/mesicic_intro_en.htm).

Council of Europe Criminal Law and Civil Law Conventions on Corruption: Many European countries are parties to either the Council of Europe (CoE) Criminal Law Convention on Corruption, the Civil Law Convention on Corruption, or both. The Criminal Law Convention requires criminalization of a wide range of national and transnational conduct, including bribery, money-laundering, and accounting offenses. It also incorporates provisions on liability of legal persons and witness protection. The Civil Law Convention includes provisions on whistleblower protection, compensation for damage relating to corrupt acts, and nullification of a contract providing for or influenced by corruption, inter alia. The Group of States against Corruption (GRECO) was established in 1999 by the CoE to monitor compliance with these and related anti-corruption standards. Currently, GRECO comprises 49 member States (48 European countries and the United States). See http://www.coe.int/t/dghl/monitoring/greco/general/about_en.asp. As of January 2015, the Criminal Law Convention has 44 parties and the Civil Law Convention has 35 (see <http://conventions.coe.int/Treaty/Commun/QueVoulezVous.asp?CL=ENG&NT=173>; <http://conventions.coe.int/Treaty/Commun/QueVoulezVous.asp?CL=ENG&NT=174>).

Free Trade Agreements: While it is U.S. Government policy to include anticorruption provisions in free trade agreements (FTAs) that it negotiates with its trading partners, the anticorruption provisions have evolved over time. The most recent FTAs negotiated now require trading partners to criminalize “active bribery” of public officials (offering bribes to any public official must be made a criminal offense, both domestically and trans-nationally) as well as domestic “passive bribery” (solicitation of a bribe by a domestic official). All U.S. FTAs may be found at the U.S. Trade Representative Website: <http://www.ustr.gov/trade-agreements/free-trade-agreements>.

Local Laws: U.S. firms should familiarize themselves with local anticorruption laws, and, where appropriate, seek legal counsel. While the U.S. Department of Commerce cannot provide legal advice on local laws, the Department’s U.S. and Foreign Commercial Service can provide assistance with navigating the host country’s legal system and obtaining a list of local legal counsel.

Assistance for U.S. Businesses: The U.S. Department of Commerce offers several services to aid U.S. businesses seeking to address business-related corruption issues. For example, the U.S. and Foreign Commercial Service can provide services that may assist U.S. companies in conducting their due diligence as part of the company’s overarching compliance program when choosing business partners or agents overseas. The U.S. and Foreign Commercial Service can be reached directly through its offices in every major U.S. and foreign city, or through its website at www.trade.gov/cs.

The United States provides commercial advocacy on behalf of exporters of U.S. goods and services bidding on public sector contracts with foreign governments and government agencies. An applicant for advocacy must complete a questionnaire concerning its background, the relevant contract, and the requested U.S. Government assistance. The applicant must also certify that it is in compliance with applicable U.S. law, that it and its affiliates have not and will not engage in bribery of foreign public officials in connection with the foreign project, and that it and its affiliates maintain and enforce a policy that prohibits bribery of foreign public officials. Problems, including alleged corruption by

foreign governments or competitors, encountered by U.S. companies in seeking such foreign business opportunities can be brought to the attention of appropriate U.S. government officials, including local embassy personnel, and reported through the Department of Commerce Trade Compliance Center “Report a Trade Barrier” Website at http://tcc.export.gov/Report_a_Barrier/index.asp. Potential violations of the FCPA can be reported to the Department of Justice via email to FCPA.Fraud@usdoj.gov.

Guidance on the U.S. FCPA: The Department of Justice’s (DOJ) FCPA Opinion Procedure enables U.S. firms and individuals and issuers to request a statement of the Justice Department’s present enforcement intentions under the anti-bribery provisions of the FCPA regarding actual, prospective business conduct. The details of the opinion procedure are available on DOJ’s Fraud Section Website at www.justice.gov/criminal/fraud/fcpa and general information is contained in Chapter 9 of the publication *A Resource Guide to the U.S. Foreign Corrupt Practices Act*, at <http://www.justice.gov/criminal/fraud/fcpa/guidance/>. Although the Department of Commerce has no enforcement role with respect to the FCPA, it supplies general information to U.S. exporters who have questions about the FCPA and about international developments concerning the FCPA. For further information, see the Office of the General Counsel, U.S. Department of Commerce, website, at <http://www.commerce.gov/os/ogc/transparency-and-anti-bribery-initiatives>. More general information on the FCPA is available at the websites listed below.

Exporters and investors should be aware that generally all countries prohibit the bribery of their public officials, and prohibit their officials from soliciting bribes under domestic laws. Most countries are required to criminalize such bribery and other acts of corruption by virtue of being parties to various international conventions discussed above.

Transparency International’s 2013 report ranks the U.A.E. 26th out of 177 nations globally and first among Arab countries in transparency and combating corruption. There is no evidence that corruption of public officials is a systemic problem; however, in 2008 and 2009, U.A.E. authorities investigated several high-profile corruption cases, including two cases involving two former ministers. Several senior Emirati and foreign nationals were dismissed and detained.

The law stipulates that a public servant convicted of embezzlement shall be subject to imprisonment for a minimum of five years if the crime is connected to counterfeiting. Article 237 imposes a minimum term of one year for accepting a bribe, while anyone convicted of attempting to bribe a public servant may be imprisoned for up to five years.

Anti-Corruption Resources

Some useful resources for individuals and companies regarding combating corruption in global markets include the following:

- Information about the U.S. Foreign Corrupt Practices Act (FCPA), including *A Resource Guide to the U.S. Foreign Corrupt Practices Act*, translations of the statute into numerous languages, documents from FCPA related prosecutions and resolutions, and press releases are available at the U.S. Department of Justice’s Website at: <http://www.justice.gov/criminal/fraud/fcpa> and <http://www.justice.gov/criminal/fraud/fcpa/guidance/>
- The U.S. Securities and Exchange Commission FCPA Unit also maintains an FCPA website, at: <https://www.sec.gov/spotlight/fcpa.shtml>. The website, which is updated regularly, provides general information about the FCPA, links to all SEC enforcement actions involving the FCPA, and contains other useful information.

- General information about anticorruption and transparency initiatives, relevant conventions and the FCPA, is available at the Department of Commerce Office of the General Counsel website: <http://www.commerce.gov/os/ogc/transparency-and-anti-bribery-initiatives>
- The Trade Compliance Center hosts a website with anti-bribery resources, at <http://tcc.export.gov/Bribery>. This website contains an online form through which U.S. companies can report allegations of foreign bribery by foreign competitors in international business transactions
- Additional country information related to corruption can be found in the U.S. State Department's annual *Human Rights Report* available at <http://www.state.gov/g/drl/rls/hrrpt/>.
- Information about the OECD Antibribery Convention including links to national implementing legislation and country monitoring reports is available at: <http://www.oecd.org/corruption/oecdantibriberyconvention.htm>. See also Antibribery Recommendation <http://www.oecd.org/daf/anti-bribery/oecdantibriberyrecommendation2009.htm> and Good Practice Guidance Annex for companies: <http://www.oecd.org/daf/anti-bribery/44884389.pdf>.
- GRECO monitoring reports can be found at: http://www.coe.int/t/dghl/monitoring/greco/evaluations/index_en.asp
- MESICIC monitoring reports can be found at: http://www.oas.org/juridico/english/mesicic_intro_en.htm
- The Asia Pacific Economic Cooperation (APEC) Leaders have also recognized the problem of corruption and APEC Member Economies have developed anticorruption and ethics resources in several working groups, including the Small and Medium Enterprises Working Group, at <http://businessethics.apec.org/>, and the APEC Anti-Corruption and Transparency Working Group, at <http://www.apec.org/Groups/SOM-Steering-Committee-on-Economic-and-Technical-Cooperation/Working-Groups/Anti-Corruption-and-Transparency.aspx>. For more information on APEC generally, <http://www.apec.org/>.

There are many other publicly available anticorruption resources which may be useful, some of which are listed below without prejudice to other sources of information that have not been included. (The listing of resources below does not necessarily constitute U.S. Government endorsement of their findings.)

- Transparency International (TI) publishes an annual Corruption Perceptions Index (CPI). The CPI measures the perceived level of public-sector corruption in approximately 180 countries and territories around the world. The CPI is available at: <http://www.transparency.org/research/cpi/overview>. TI also publishes an annual *Global Corruption Report* which provides a systematic evaluation of the state of corruption around the world. It includes an in-depth analysis of a focal theme, a series of country reports that document major corruption related events and developments from all continents, and an overview of the latest research findings on anti-corruption diagnostics and tools. See <http://www.transparency.org/research/gcr>.
- The World Bank Institute's Worldwide Governance Indicators (WGI) project reports aggregate and individual governance indicators for 215 economies over the period 1996-2013, for six dimensions of governance (Voice and Accountability, Political Stability and Absence of

Violence, Government Effectiveness, Regulatory Quality, Rule of Law, and Control of Corruption). See <http://info.worldbank.org/governance/wgi/index.aspx#home>. The World Bank Business Environment and Enterprise Performance Surveys may also be of interest and are available at: <http://data.worldbank.org/data-catalog/BEEPS>. See also the World Bank Group *Doing Business* reports, a series of annual reports measuring regulations affecting business activity, available at: <http://www.doingbusiness.org/>

- The World Economic Forum publishes every two years the *Global Enabling Trade Report*, which assesses the quality of institutions, policies and services facilitating the free flow of goods over borders and to their destinations. At the core of the report, the Enabling Trade Index benchmarks the performance of 138 economies in four areas: market access; border administration; transport and communications infrastructure; and regulatory and business environment. See <http://www.weforum.org/reports/global-enabling-trade-report-2014>.
- Global Integrity, a nonprofit organization, publishes its annual *Global Integrity Report*, which typically assesses anti-corruption and good governance mechanisms in diverse countries. (The 2012 and 2013 reports covered a small number of countries as the organization focused on re-launching a modernized methodology in mid-2014.) For more information on the report, see <https://www.globalintegrity.org/global-report/what-is-gi-report/>.

Bilateral Investment Agreements

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The U.A.E. has signed a variety of bilateral and multilateral trade and investment agreements, including six free trade agreements, 45 related to bilateral trade and economic cooperation, 33 to promote investment, and 49 prohibiting double taxation on income. The U.A.E. is involved in Gulf Cooperation Council (GCC) negotiations with Australia, China, and other countries on free trade agreements. In June 2009, the GCC concluded a Free Trade Agreement with Iceland, Liechtenstein, Norway and Switzerland (the European Free Trade Association).

OPIC and Other Investment Insurance Programs

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The U.A.E. does not have a bilateral agreement with OPIC after having its agreement suspended in 1995 for not meeting statutory "taking steps" standards on worker rights grounds.

Labor

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The U.A.E. economy is robust, with low unemployment among the country's citizen population. Expatriates, who represent over 85 percent of the country's 9.3 million residents, account for over 98 percent of private sector workers.

U.A.E. citizens overwhelmingly work in the public sector, although the federal and emirates-level governments aim to incentivize greater Emirati participation in the private sector through "emiratization" policies. Legally mandated private sector hiring quotas for Emiratis vary by sector, ranging from 2-15 percent of annual hires. The National Human Resource Development and Employment Authority ("Tanmia") oversees emiratization efforts nationally, while emirate-level entities - such as the Abu Dhabi Tatween Council and Dubai's Emirates National Development Program - similarly work to place increasing numbers of U.A.E. citizens into private sector positions.

A significant portion of the country's expatriate population is comprised of low-skill workers, primarily from South Asia, who work in manual labor industries such as construction. In addition, several hundred thousand domestic workers, primarily from South and Southeast Asia, work in the homes of both Emirati and expatriate families. The 2014 Trafficking in Persons Report

(<http://www.state.gov/documents/organization/226849.pdf>) details the U.A.E. government's efforts to combat human trafficking.

Under U.A.E. labor law, severance pay is required for workers who have completed one year or more of service; however, no severance pay shall be provided to employees terminated under certain conditions described in Article 120 of the Federal Labor Law.

Federal Law No. 8 of 1980 prohibits both labor unions and worker strikes. There are no legally mandated minimum wages.

Mediation plays a central role in resolving labor disputes in the U.A.E. The federal Ministry of Labor and local police forces actively maintain telephone hotlines and other venues for labor dispute and complaint submissions; the Ministry of Labor alone fields tens of thousands of such complaints each year, the majority of which are settled between the employer and employee(s) before reaching the formal judicial system. Labor protests are rare, in part due to the perception that such protests typically result in the deportation of the workers involved.

The Ministry of Labor, in conjunction with local police forces, also inspects company workplaces as well as low-skill worker accommodations to ensure labor rights are upheld according to U.A.E. law and employer-employee contractual agreements. The Ministry of Labor conducted tens of thousands of such inspections in 2014. The U.A.E. federal government also enacted legislation to protect workers' health, including a June 15-September 15 ban on outdoor work between 12:30 pm and 3:00 pm; companies found in violation of this ban were fined over USD 4,000 per employee in 2014. In place since 2009, the federally mandated Wage Protection System electronically transfers wages to nearly 4 million private sector workers.

The multi-agency National Committee to Combat Human Trafficking is the federal body tasked with monitoring and preventing human trafficking, including forced labor. The U.A.E. government is party to the "Palermo Convention" (Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children), and has made increasing efforts in recent years to prevent forced labor, and punish those who perpetrate it. Child labor is illegal and rare in the U.A.E.

A new federal law governing domestic worker contracts came into effect in 2014; under the law, the U.A.E. government provided a standard employer-employee contract. In early 2015, the FNC, the U.A.E.'s quasi-legislative body, passed amendments to 2006 Federal Law 51 (which governs human trafficking, including forced labor) to more specifically prescribe protection for human trafficking victims, and punishment for human trafficking perpetrators.

The U.A.E. is home to nearly 40 free zones, all of which offer incentives to expatriate workers and investors. Specifically, free zone regulations permit 100 percent foreign ownership – compared to the 51 percent U.A.E. citizen ownership required outside of free zones under federal law – as well as tax, salary, and customs incentives for foreign investment and industry.

Foreign-Trade Zones/Free Ports

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There are numerous duty-free import zones throughout the U.A.E. Foreign companies generally enjoy the same investment opportunities within those zones as Emirati citizens. Free zones in the U.A.E. are home to more than 17,000 companies. By one government report in November 2010,

total FDI is estimated at USD73 billion in the 36 free zones. These free zones form a vital component of the local economy, and serve as major re-export centers to the Gulf region.

Since U.A.E. tariffs are low and not levied against numerous imports, the chief attraction of the free zones is the waiver of the requirement for majority local ownership. In the free zones, foreigners may own up to 100 percent of the equity in an enterprise. All free zones provide 100 percent import and export tax exemption, 100 percent exemption from commercial levies, 100 percent repatriation of capital and profits, multi-year leases, easy access to sea and airports, buildings for lease, energy connections (often at subsidized prices), and assistance in labor recruitment. In addition, free zone authorities provide significant support services, such as sponsorship, worker housing, dining facilities, recruitment, and security.

Free zones have their own independent authority with responsibility for licensing and helping companies establish their business. Investors can register new companies in a free zone, or license branch or representative office. Free zones have limited liability and are governed by the laws and regulations of free zones. Companies in free trade zones seeking to operate within the U.A.E. may be governed by the new Commercial Companies Law, if the laws of the relevant free zone permit companies to operate outside of the free zones.

Foreign Direct Investment Statistics

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Table 2: Key Macroeconomic Data, U.S. FDI in Host Country/Economy

Economic Data	Host Country Statistical source*		USG or international statistical source		USG or International Source of Data: BEA; IMF; Eurostat; UNCTAD, Other
	Year	Amount	Year	Amount	
Host Country Gross Domestic Product (GDP) (\$M USD)	2013	402,300	2013	402,000	www.worldbank.org/en/country
Foreign Direct Investment	Host Country Statistical source*		USG or international statistical source		USG or international Source of data: BEA; IMF; Eurostat; UNCTAD, Other
U.S. FDI in partner country (\$M USD, stock positions)	2012	3,100	2012	8,335	BEA, Haver Analytics

Host country's FDI in the United States (\$M USD, stock positions)	N/A	N/A	2013	1,804	BEA, Haver Analytics
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Total inbound stock of FDI as % host GDP	NA	NA	NA	NA	.
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*U.A.E. National Bureau of Statistics; U.A.E. Ministry of Economy public statements.

Table 3: Sources and Destination of FDI

Direct Investment from/in Counterpart Economy Data					
From Top Five Sources/To Top Five Destinations (US Dollars, Millions)					
Inward Direct Investment			Outward Direct Investment		
Total Inward	73,107	100%	Total Outward	N/A	100%
United Kingdom	9,688	13.3%			
India	4,258	5.8%			
France	4,084	5.6%			
Japan	3,991	5.5%			
United States	3,110	4.3%			

"0" reflects amounts rounded to +/- USD 500,000.

Source: IMF Coordinated Direct Investment Survey. Figures are from 2012.

Table 4: Sources of Portfolio Investment

The U.A.E. does not report data to the IMF's Coordinated Portfolio Investment Survey and does not publish data on foreign portfolio investment sources or destinations. FPI in the U.A.E. in 2012 was USD 15.1 billion, according to official government statistics.

Web Resources

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<http://usembassy.state.gov/uae/>

<http://www.uae-embassy.org/business-trade>

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Chapter 7: Trade and Project Financing

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- [How Does the Banking System Operate](#)
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How Do I Get Paid (Methods of Payment)

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The U.A.E. can be a challenging place for American firms to do business, especially if businesses are unfamiliar with banking practices in the region. Payments tend to be slower than in the U.S. and Europe. Delays in payments of many months, sometimes years, are not uncommon. Commercial Letters of Credit are extensively used as a means of payment in overseas trade. The most commonly used type of L/C, include: Sight, Deferred Payment, and Revolving L/Cs.

Government tenders are accompanied by a bid bond in the form of an unconditional bank guarantee for five (5) and fifteen (15) % of the value of the bid. The bond is usually an unconditional and irrevocable letter of guarantee issued from a local bank. The Government department determines the exact amount of the bond.

Foreign companies wishing to participate in government procurement programs may be required to have a local agent and provide bid and performance bonds. Foreign companies can generally participate at the general tender, however, by the time a contract is ready to be signed, participating foreign firms may need to have a local presence. Prior registration with the respective government entity is often a requirement in order to be eligible to bid on a tender.

How Does the Banking System Operate

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Banks in the U.A.E. fall in four broad categories: commercial banks, merchant or investment banks, Islamic banks, and industrial banks.

The U.A.E. Central Bank, established in 1980, is the primary financial regulatory authority in the country. The Central bank directs monetary, credit and banking policy and supervises its implementation in accordance with the state's general policy in such a way that it supports the national economy and stability of the currency. It maintains the U.A.E. government's reserves of gold and foreign currencies, acts as the bank for banks operating in the U.A.E., and serves as the state's financial agent at international financial institutions.

In 2008, the Central Bank allowed several foreign banks operating in the U.A.E. to set up new branches. According to Central Bank statistics, there have been no new foreign bank branches licensed since 2009. As of October 2014, the Central Bank listed 28 foreign banks with 115 branches in the U.A.E. Local banks are exempted from any type of taxation whereas foreign banks pay a 20% tax on their profit.

The U.A.E. Central Bank prohibits lending an amount greater than 7% of a bank's capital base to any single customer. The bank defines a customer as an individual, a company, or a group of

companies under common ownership, and capital base as local capital. Foreign banks with branches in the U.A.E. are not permitted to calculate loans as a percentage of their global capital (which may however be used to calculate the capital adequacy ratio). In a revision to the rule in 1993, the Central Bank decided to exclude non-funded exposures, such as letters of credit and guarantees from the requirement. The Central Bank has also announced implementation of internationally recognized and accepted accounting principles, in the form of International Accounting Standard (IAS) number 30 on disclosure.

Islamic banking has expanded considerably in recent years and has become an important element in the U.A.E. banking industry. The number of dedicated Islamic banks in the country has now risen to seven. In addition, a number of conventional banks offer Islamic banking and financial services.

During the global economic downturn, non-performing loans became a burden for a number of Emirati banks. In some cases, expatriate borrowers defaulted and fled the country. The federal government, through the Central Bank, stepped in to guarantee the deposits in all local banks. Although the past years have seen consistent recovery and increased lending, growth in credit demand slowed in the fourth quarter of 2014 as government-related entities and small- and medium-sized companies cut borrowing, according to a Central Bank credit sentiment survey published in January 2015. The survey also showed that demand from industries including construction, property development and wholesale trade weakened.

Traditionally, trade and building sectors receive a major share of bank loans. Banks lend to the services, trade, and building sectors due to the scarcity of major investment scope in other productive sectors.

Starting in November 2011 the Central Bank of the U.A.E. introduced the International Bank Account Numbers (IBAN) system for use by all bank customers in the country. The system is designed to minimize the risk of errors during cross-border transactions and brings the U.A.E. in line with Saudi Arabia and Kuwait, which already use it.

Foreign-Exchange Controls

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The Emirati Dirham (AED, sometimes abbreviated Dhs) has been pegged to the U.S. dollar at AED 3.671 = \$1 since 1980. The authorities believe this promotes stability and confidence in the currency. Interest rates in the U.A.E. tend to parallel those in the U.S.

U.S. Banks and Local Correspondent Banks

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Citibank is the only U.S. bank in the U.A.E. that offers full banking services. Bank of America, Wachovia Bank, State Street Bank and American Express have representative offices in Dubai to service international clientele, and Bank of New York has a representative office in Abu Dhabi. A number of U.A.E. banks either have branches in the U.S. or correspond with certain American banks to cater to the needs of their local and international clientele.

Project Financing

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Trade financing has become increasingly common in the U.A.E., and most local and international banks offer services to small and medium-sized enterprises, allowing them to trade with local and international markets. They will guarantee payments through letters of credit to sellers and will offer 'document against payment' and 'document against acceptance' services.

The U.A.E. holds title to two major government owned corporations, Mubadala and Dubai World, owned by the Emirate of Abu Dhabi and the Emirate of Dubai respectively. Many projects taking place within the U.A.E. are affiliated with these two companies.

Mubadala - the Arabic word for 'exchange' - was founded in 2002 and is a Public Joint Stock Company owned solely by the Abu Dhabi government. Mubadala manages over \$60 billion in assets distributed among 50+ affiliated companies, focusing on aerospace, energy, healthcare, technology, real estate, hospitality, infrastructure, and education.

Dubai World is a holding company wholly owned by the Emirate of Dubai that owns entities in over 100 cities internationally. Dubai World's portfolio is focused on transport and logistics, dry docks and maritime, urban development, investments and financial services, and energy and natural resources. Among Dubai World's investments are Economic Zones World which operates several free zones around the world, and Nakheel, the property developer that created the "Palm Islands" and "The World" islands in Dubai.

The development of projects seeking financing is growing ever broader. From power and desalination complexes through petrochemical plants, gas development, and transportation projects, the role of the private sector in large-scale projects is becoming more varied and important. Major international and local banks are behind these projects advising and arranging for the major part of the financing. The proportion of financing and the transaction leadership is steadily shifting towards local and regional banks, including in some cases, Islamic banks. During the economic crisis, a number of major projects in the country were either put on hold or cancelled altogether. However, optimism has returned to Dubai due to a recovery in the real estate market, further bolstered by the emirate's winning bid for the World Expo in 2020. Still, fears of a repeat of the 2009 real estate bubble remain.

U.S. government trade financing resources are available to U.S. firms seeking to do business in U.A.E. The U.S. Export-Import Bank provides direct loans and loan guarantees to U.S. firms exporting to the U.A.E., and is active with regard to U.A.E. The Small Business Administration's Office of International Trade also provides loans on a smaller scale, with a focus on new-to-export firms. The Overseas Private Investment Corporation, on the other hand, is not authorized to operate in U.A.E. due to ongoing compliance issues in U.A.E. with prevailing international labor standards.

Stock Markets:

The U.A.E. has three stock exchanges: the Dubai Financial Market (DFM), the Abu Dhabi Securities Exchange (ADX), and NASDAQ Dubai (formerly Dubai International Financial Exchange). The DFM was officially opened in March 2000, preceded by ADX in November 2000, both of which are licensed and regulated by the Emirates Securities and Commodities Authority (SCA). More than 120 securities are listed in the DFM and ADX combines. The SCA is the governing body for all the stock exchanges, securities and commodities listed in the U.A.E. except for the ones that are in the free zones such as the Dubai International Financial Centre (DIFC).

In September 2005 NASDAQ Dubai Stock Exchange opened in DIFC. NASDAQ Dubai is regulated by the Dubai Financial Services Authority (DFSA), an independent autonomous body. NASDAQ Dubai allows regional and DIFC-based companies to list on the exchange, and international issuers to apply for a secondary listing. Since its launch, it has struggled to attract sustained foreign investor interest and these failures have persisted following the financial crises within the U.A.E. and global economies. After years of low trading volumes, NASDAQ Dubai was acquired by the DFM/Borse Dubai in 2009. All clearing, trading, settlement and custody functions for NASDAQ Dubai equities

have migrated and are being outsourced to the DFM's systems. At the time of the move, DP World (a local port operator) was the only actively traded stock on NASDAQ Dubai.

According to NASDAQ Dubai, there are a total of 32 members, including both regional and internationally licensed brokers. Prominent international brokers include Citigroup (U.S.), Deutsche Bank (Germany), JP Morgan Securities (U.S.), Bank of America Merrill Lynch (U.S.) and Morgan Stanley & Co. International. Unlike the DFM and ADX, NASDAQ Dubai lists derivatives as well as stocks, bonds, and Sukuk (Islamic bonds).

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Abu Dhabi Securities Market: <http://www.adx.ae>

Dubai Financial Market: <http://www.dfm.ae>

Dubai International Financial Center: <http://www.difc.ae>

Export-Import Bank of the United States: <http://www.exim.gov>

- Country Limitation Schedule: http://www.exim.gov/tools/country/country_limits.html

NASDAQ: <http://www.nasdaqdubai.com>

SBA's Office of International Trade: <http://www.sba.gov/oit>

Trade and Development Agency: <http://www.tda.gov>

\$A Commodity Credit Corporation: <http://www.fsa.usda.gov/ccc/default.htm>

U.A.E. Central Bank: <http://www.centralbank.ae>

U.A.E. Central Bank: <http://www.centralbank.ae/en/pdf/reports/CreditSentimentSurvey-2015Q1.pdf>

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Chapter 8: Business Travel

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Business Customs

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With expatriates from over 150 countries forming over 80% of the population, the U.A.E. is a largely tolerant, multi-cultural society. The Emirati culture itself is essentially a conservative Muslim culture, but tolerant of non-local mores. Men and women work together in offices, and you will see women in positions of responsibility. U.A.E. nationals wear the traditional national dress and women usually dress conservatively and modestly. Western women traveling to the U.A.E. for business should dress conservatively.

As in many Middle Eastern countries, meetings can run late and projects may experience postponements and extensions. Business visitors, however, are expected to be punctual for all appointments. It is most important to respond to email, fax and other communications promptly.

In a meeting, the host will offer tea or coffee upon arrival. It is rude to refuse this beverage. If Arabic coffee is on offer, you will be handed a coffee cup which should be held in your right hand, and when the coffee is poured from an elegant coffeepot, you should accept at least one cupful. It may be considered discourteous to refuse. Your cup will be refilled at frequent intervals. If you do not want any more coffee, shake the cup slightly to show that you have had enough.

Formal greetings can take several minutes. It is considered impolite to begin addressing business topics without taking several minutes for small talk. Courtesy is more emphasized in the U.A.E. than in typical U.S. business meetings. It is not customary to inquire about a man's wife. Business cards and gifts should be offered with the right, not left, hand. Never sit with the sole of your foot facing someone.

Travelers can visit the website of the U.A.E. Embassy in Washington for additional useful cultural tips: <http://www.uae-embassy.org/travel-culture/traveling-in-muslim-country>

Travel Advisory

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There is no specific travel advisory in effect for the U.A.E. A general worldwide advisory concerning terrorism is in effect and travelers should contact the U.S. Department of State's Office of Citizen Services or the nearest U.S. Embassy or Consulate for an update.

The website for the U.S. Department of State (for travel advisory) is <http://travel.state.gov/>

Visa Requirements

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U.S. citizens holding valid passports may obtain visitor visas at the port of entry, if the duration of the stay is less than 30 days. This visa does not permit employment in the U.A.E. For a longer stay, a traveler must obtain a visa before arrival in the U.A.E.

A medical exam, including an HIV/AIDS test, is required for work or residence permits; testing must be performed after arrival. This is a requirement for all expatriates and their dependents living in the U.A.E. The test must be conducted in the U.A.E. by the Preventive Medicine Unit of the U.A.E. Ministry of Health. A U.S. HIV/AIDS test is not accepted.

For further information, travelers should visit the website of the Embassy of the United Arab Emirates (<http://www.uae-embassy.org>) or contact them at 3522 International Court, NW Suite #100, Washington, DC 20008 3522; Tel (202) 243-2400.

The Government of the United Arab Emirates requires that all persons residing in the U.A.E., including U.S. citizens, have a national identification card. Americans who are working or living in the U.A.E. should visit the Emirates Identity Authority website for more information on card registration procedures and requirements:

<http://www.emiratesid.ae/en/home.aspx>.

Telecommunications

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There are two telecommunication providers in the U.A.E.:

- Etisalat (Emirates Telecommunications Corporation) and;
- Du (Emirates Integrated Telecommunications Company)

Broadband and wireless connections are widely available at most hotels, airports and malls.

The U.A.E. government restricts access to any content deemed “inappropriate” or “offensive” to the U.A.E.’s religious, cultural, political and moral values. These also include access to adult content, selected social, networking and dating websites, VoIP provider websites, selected media sites, websites related to gambling and also content that constitutes a risk such as phishing websites, hacking tools and spyware.

For information on Etisalat check their website at <http://www.etisalat.ae>

For information on Du check their website at <http://www.du.ae>

Transportation

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Taxis are common and inexpensive. In Abu Dhabi, fares rarely exceed AED 40 (\$10.00). In Dubai, fares should not exceed AED 50 (\$13) unless traveling to the outer suburbs. The fare from Dubai’s World Trade Center to the Jebel Ali Free Trade Zone is about AED 110-150 (U.S. \$30-40), from Dubai to Abu Dhabi approximately AED 400 (\$108).

Language

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The language of business is English and Arabic. Most taxi drivers understand sufficient English to get you where you want to go.

Public health services in Abu Dhabi and Dubai are adequate, i.e., major trauma cases can be stabilized. Major hospitals have modern equipment and non-Western trained personnel to operate them. Most Western expatriates use private medical facilities and carry private health insurance.

Local Time, Business Hours, and Holidays

Local Time: GMT+4 hrs

Government offices open at 7:30 am Sunday through Thursday, closing at 2 p.m. for the day. Local businesses often close from 1:00 p.m. until 4:30 or 5:00 p.m. and then reopen for several hours. Visitors should plan appointments around these timings, as U.A.E. businesses may not adjust their schedules in order to meet during their closing time. Private U.A.E. companies close Friday and Saturday. Business meetings are rarely, if ever, held on Friday or Saturday, which U.A.E. nationals value as family time.

Listed below are the official U.S. holidays and the estimated U.A.E. holidays

New Year's Day	Jan 1, 2015	Thursday
The Prophet's Birthday*	Jan 3, 2015	Saturday
Birthday of Martin Luther King, Jr.	Jan 18, 2015	Sunday
Washington's Birthday**	Feb 15, 2015	Sunday
The Prophet's Ascension Day*	May 15, 2015	Friday
Memorial Day	May 24, 2015	Sunday
Independence Day (observed)	July 5, 2015	Sunday
Eid Al Fitr*	July 18-20, 2015	Saturday-Monday
Labor Day	Sep 6, 2015	Sunday
Arafat (Haj) Day*	Sep 23, 2015	Wednesday
Eid Al Adha*	Sep 24-26, 2015	Thursday-Saturday
Columbus Day	Oct 11, 2015	Sunday
Islamic New Year*	Oct 15, 2015	Thursday
Veterans Day	Nov 11, 2015	Wednesday
Thanksgiving Day	Nov 26, 2015	Thursday
National Day	Dec 2, 2015	Wednesday
Christmas Day (observed) and The Prophet's Birthday*	Dec 24, 2015	Thursday
New Year's Day (observed)	Dec 31, 2015	Thursday

* Denotes U.A.E. religious holidays. Dates for religious holidays are dependent upon the sighting of the moon and are likely to vary from the above estimated dates.

Temporary Entry of Materials and Personal Belongings

The ATA Carnet is an international customs document, issued by an authorized Chamber of Commerce that permits duty-free and tax-free temporary admission of goods into one or a number of foreign countries for up to one year. The initials "ATA" are an acronym of the French and English words "Admission Temporaire/Temporary Admission".

ATA Carnet covers almost everything like commercial samples, professional equipment and goods for use at trade fairs, shows, exhibitions, events. ATA Carnets cover the usual and unusual: computers, photographic and film equipment, musical instruments, industrial machinery, jewelry, clothing, medical appliances, aircraft, race horses, art work, etc. ATA Carnets do not cover perishable or consumable items, or goods for processing or repair. ATA Carnets are useful for traveling business/sales executives, technicians, professionals like surgeons, architects, engineers, educationalists, etc.

For more information, please visit <http://www.passportforgoods.com>

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Abu Dhabi Government <http://www.abudhabi.ae>

ATA Carnet is <http://www.passportforgoods.com>

Du (Emirates Integrated Telecommunications Company) is <http://www.du.ae>

Dubai Government <http://dubai.ae>

Emirates Authority for Standardization and Metrology (ESMA) is <http://www.esma.ae>

Etisalat (Emirates Telecommunications Corporation) is <http://www.etisalat.ae>

State Department Visa Website is <http://travel.state.gov/visa/index.html>

U.A.E. Embassy in Washington is <http://www.uae-embassy.org>

U.A.E. Government Portal <http://www.government.ae>

U.S. Consulate in Dubai is <http://dubai.usconsulate.gov>

U.S. Department of State (for travel advisory) is <http://travel.state.gov>

U.S. Embassy in Abu Dhabi is <http://abudhabi.usembassy.gov>

United States Visas is <http://www.unitedstatesvisas.gov>

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Chapter 9: Contacts, Market Research, and Trade Events

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Contacts

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U.S. Government Trade Related Contacts in the U.A.E.

Senior Commercial Officer: Dao Le
U.S. Embassy, Commercial Section
P.O. Box 4009, Abu Dhabi, U.A.E.
Tel: +971-2- 414-2665 Fax: +971-2- 414-2228
E-mail: Dao.Le@trade.gov
Website: www.buyusa.gov/uae

Commercial Officer: Gary Rand
U.S. Embassy, Commercial Section
P.O. Box 4009, Abu Dhabi, U.A.E.
Tel: +971-2-414-2530 Fax: +971-2-414-2228
E-mail: Gary.Rand@trade.gov

Commercial Attaché: Nasir Abbasi
U.S. Consulate General, Commercial Section
P.O. Box 9343, Dubai, U.A.E.
Tel: +971-4-309 4963 Fax: +971-4-309-4841
E-mail: Nasir.Abbasi@trade.gov
Website: www.buyusa.gov/uae

Regional Agricultural Counselor: Quintin Gray
U.S. Consulate General, Office of Agricultural Affairs
P.O. Box 121777, Dubai, U.A.E.
Tel: +971-4-309-4177 Fax: +971-4-354-7279
E-mail: atodubai@fas.usda.gov
Office covers: Bahrain, Kuwait, Oman, Qatar and U.A.E.

U.S. Government Trade Related Contacts in Washington, D.C.

Director: Christian Reed
U.S. Department of Commerce
U.S. and Foreign Commercial Service
International Trade Administration
1401 Constitution Ave., NW, Suite A205 HCHB
Washington, DC 20230
Tel: (202) 482-1902 Fax: (202) 482-5179
Email: Christian.Reed@trade.gov

U.A.E. Desk Officer: Mr. James Cramer
International Trade Administration
U.S. Department of Commerce
14th St. & Constitution Avenue, N.W.
Washington, D.C. 20230-0001
Tel: (202) 482-0879 Fax: (202) 482-0878
Email: James.Cramer@trade.gov

Trade Information Center (TIC)
U.S. Department of Commerce
Washington, D.C. 20230-0001
Tel: 1-800-USA-TRADE
Email: tic@ita.doc.gov
Website: http://export.gov/exportbasics/eg_main_017483.asp

Trade Assistance and Promotion Office (TAPO)
Foreign Agricultural Service (FAS)
U.S. Department of Agriculture
Box 1052
Washington, D.C. 20250-1052
Tel: (202) 720-7420 Fax: (202) 690-4374
Website: www.fas.usda.gov

Embassy of the United Arab Emirates
3522 International Court, NW, Suite 400
Washington, DC 20008
Tel: (202) 243-2400 Fax: (202) 243-2432
Website: www.uae-embassy.org

Consulate General of the United Arab Emirates
1999 Avenue of the Stars, Suite 1250
Los Angeles, CA 90067
Tel: (310) 551-6534
Email: protocol.la@mofa.gov.ae

Major U.A.E. Trade Associations/Chambers of Commerce

The American Business Council of Dubai and Northern Emirates
P.O. Box 37068, Dubai, U.A.E.
Tel: +971-4-340-7566 Fax: +971-4-340-7565
Email: admin@abcdubai.com
Website: www.abcdubai.com

The American Chamber of Commerce
P.O. Box 43710, Abu Dhabi, U.A.E.
Tel: +971-2-631-3604, Fax: +971-2-633-0489
Email: abgroup@emirates.net.ae
Website: www.amchamabudhabi.org

U.S.-U.A.E. Business Council
505 Ninth Street, NW
Washington DC 20004
Tel: (202) 863-7285 Fax: (202) 863-7289
Email: info@usuaebusiness.org
Website: www.usuaebusiness.org

National U.S. Arab Chamber of Commerce
1023 15th Street NW
Washington, D.C. 20005
Tel: (202) 289-5920 Fax: (202) 289-5938
Website: www.nusacc.org

Federation Chamber of Commerce & Industry
P.O. Box 3014, Abu Dhabi, U.A.E.
Tel: +971-2-621-4144, Fax: +971-2-633-9210
Email: info@fcciuae.ae
Website: www.fcciuae.ae

Abu Dhabi Chamber
P.O. Box 662, Abu Dhabi, U.A.E.
Tel: +971-2-621-4000, Fax: +971-2-621-5867
Email: services@adcci.gov.ae
Website: www.abudhabichamber.ae

Dubai Chamber of Commerce & Industry
P.O. Box 1457, Dubai, U.A.E.
Tel: +971-4-228-0000, Fax: +971-4-202-8888
Email: info.dataresearch@dubaichamber.ae
Website: www.dubaichamber.ae

Sharjah Chamber of Commerce & Industry
P.O. Box 580, Sharjah, U.A.E.
Tel: +971-6-530-2222, Fax: +971-6-530-2226
Email: scci@sharjah.gov.ae
Website: www.sharjah.gov.ae

Ajman Chamber of Commerce & Industry
P.O. Box 662, Ajman, U.A.E.
Tel: +971-6-742-2177, Fax: +971-6-742-7591
Email: ajmchmbr@emirates.net.ae
Website: www.ajcci.gov.ae

Fujairah Chamber of Commerce, Industry & Agriculture
P.O. Box 738, Fujairah, U.A.E.
Tel: +971-9-222-2400, Fax: +971-9-222-1464
Email: fujccia@emirates.net.ae
Website: www.fujcci.ae

Ras Al Khaimah Chamber of Commerce, Industry & Agriculture
P.O. Box 87, Ras Al Khaimah, U.A.E.
Tel: +971-7-233-3511, Fax: +971-7-233-0233
Email: info@rakchamber.ae
Website: www.rakchamber.ae

Umm Al Quwain Chamber of Commerce & Industry
P.O. Box 426, Umm Al Quwain, U.A.E.
Tel: +971-6-765-1111, Fax: +971-6-765-5055
Email: uaqcci@emirates.net.ae

Important U.A.E. Federal Ministries

Ministry of Defense
P.O. Box 46616, Abu Dhabi, U.A.E.
Tel: +971-2-446-1300, Fax: +971-2-446-3286
P.O. Box 2838, Dubai, U.A.E.
Tel: +971-4-353-2330, Fax: +971-4 353-1974
The Minister: H.H. Sheikh Mohammed Bin Rashid Al Maktoum (also Vice President and Prime Minister of the U.A.E. and Ruler of Dubai)

Ministry of Finance
P.O. Box 433, Abu Dhabi, U.A.E.
Tel: +971-2- 672-6000 Fax: +971-2-666-3088
P.O. Box 1565, Dubai, U.A.E.
Tel: +971-4-3939000 Fax: +971-4-3939738
Website: www.mof.gov.ae
The Minister: H.H. Sheikh Hamdan Bin Rashid Al Maktoum

Ministry of Interior
P.O. Box 398, Abu Dhabi, U.A.E.
Tel: +971-2-441-4666, Fax: +971-2-441-4938
P.O. Box 4333, Dubai, U.A.E.
Tel: +971-4-398-0000; Fax: +971-4-398-1119
Website: <http://moi.gov.ae>
The Minister: H.H. Lt. General Sheikh Saif Bin Zayed Al Nahyan (also a Deputy Prime Minister of the U.A.E.)

Ministry of Presidential Affairs
P.O. Box 280, Abu Dhabi, U.A.E.
Tel: +971-2-622-2221, Fax: +971-2-622-2228
Website: www.mopa.ae
The Minister: H.H. Sheikh Mansour Bin Zayed Al Nahyan (also a Deputy Prime Minister of the U.A.E.)

Ministry of Education
P.O. Box 295, Abu Dhabi, U.A.E.
Tel: +971-2-408-9999 Fax: +971-2-631-3778
P.O. Box 3962, Dubai, U.A.E.
Tel: +971-4-217-6666 Fax: +971-4-299-4535
Website: www.moe.gov.ae
The Minister: H.E. Hussain Bin Ibrahim Al Hammadi

Ministry for Foreign Affairs
P.O. Box 1, Abu Dhabi, U.A.E.
Tel: +971-2-444-4488 Fax: +971-2-444-7766
P.O. Box 3785, Dubai, U.A.E.
Tel: +971-4-222-1144 Fax: +971-4-228-0979
Website: www.mofa.gov.ae
The Minister of State: Dr. Mohammed Anwar Gargash
Foreign Minister: H.H. Sheikh Abdullah Bin Zayed Al Nahyan

Ministry of Higher Education and Scientific Research
P.O. Box 45253, Abu Dhabi, U.A.E.
Tel: +971-2-642-8000 Fax: +971-2-642-8778
Website: www.moheer.gov.ae
The Minister: H.E. Sheikh Hamdan Bin Mubarak Al Nahyan

Ministry of Public Works
P.O. Box 878, Abu Dhabi, U.A.E.
Tel: +971-2-665-1778 Fax: +971-2-666-5598
P.O. Box 1828, Dubai, U.A.E.
Tel: +971-4-269-3900 Fax: +971-4-269-2931
Website: www.mopw.gov.ae
The Minister: H.E. Dr. Abdullah Bin Mohammed Balhaif Al Nuaimi

Ministry of Economy
P.O. Box 90, Abu Dhabi, U.A.E.
Tel: +971-2-626-5000 Fax: +971-2-621-5339
P.O. Box 3625, Dubai, U.A.E.
Tel: +971-4-295-4000 Fax: +971-4-295-1991
Website: www.economy.ae
The Minister: H.E. Sultan Bin Saeed Al Mansouri

Ministry of Justice
P.O. Box 260, Abu Dhabi, U.A.E.
Tel: +971-2-681-4000, Fax: +971-2-681-0680
P.O. Box 1682, Dubai, U.A.E.
Tel: +971-4-282-5999 Fax: +971-4-282-5121
Website: <http://ejustice.gov.ae>
The Minister: H.E. Sultan Bin Saeed Al Badi

Ministry of Energy
P.O. Box 59, Abu Dhabi, U.A.E.
Tel: +971-2-667-1999 Fax: +971-2-666-4573
Website: www.moenr.gov.ae
The Minister: H.E. Suhail Bin Mohammed Faraj Al Mazroui

Ministry of Labour
P.O. Box 809, Abu Dhabi, U.A.E.
Tel: +971-2-667-1700, Fax: +971-2-666-5889
P.O. Box 4409, Dubai, U.A.E.
Tel: +971-4-269-1666 Fax: +971-4-266-8967
Website: www.mol.gov.ae
The Minister: H.E. Saqr Ghubash Saeed Ghobash

Ministry for Cabinet Affairs
P.O. Box 899, Abu Dhabi, U.A.E.
Tel: +971-2-681-1113 Fax: +971-2-681-2968
P.O. Box 50, Dubai, U.A.E.
Tel: +971-4-396-7555 Fax: +971-4-397-8884
Website: www.moca.gov.ae
The Minister: H.E. Mohammed Abdullah Al Gargawi

Ministry of Social Affairs
P.O. Box 26, Abu Dhabi, U.A.E.
Tel: +971-4-263-7777 Fax: +971-4-2633525
Website: www.msa.gov.ae
The Minister: H.E. Mariam Mohammed Khalfan Al Roumi

Ministry of State for FNC (Federal National Council) Affairs
P.O. Box 836, Abu Dhabi, U.A.E.
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Critical Infrastructure & Coastal Protection Authority (CICPA)

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Tel: +971-4- 391-4895 Fax: +971-4-391-4888
E-mail: info@broadcastmediazone.com
Website: www.broadcastmediazone.com

Dubai Civil Aviation Department
P.O. Box 2525, Dubai, U.A.E.
Tel: +971-4-216-2009 Fax: +971-4-224-4502
Email: dcaa@dcaa.gov.ae
Website www.dubaiairport.com

Dubai Corporation for Ambulance Services
P.O. Box: 99117, Dubai, U.A.E.
Tel: +971-4-292-2222 Fax: n/a
Website: www.ambulance.gov.ae

Dubai Department of Economic Development
P.O. Box 13223, Dubai, U.A.E.
Tel: +971-4-222-9922 Fax: +971-4-222-5577
Call Center: 7000-40000 Operator: +971-4-445-5555
Email: help@dubaided.gov.ae
Website: www.dubaided.gov.ae

Dubai Electricity & Water Authority
P.O. Box 564, Dubai, U.A.E.
Tel: +971-4-324-4444, Fax: +971-4-324-8111
Website: www.dewa.gov.ae

Dubai Export Development Corp.
P.O. Box 123336, Dubai, U.A.E.
Tel: +971-4-429-8888 Fax: +971-4-429-8899
Email: info@dedc.gov.ae
Website: www.dedc.gov.ae

Department of Finance
P.O. Box 516, Dubai, U.A.E.
Tel: +971-4-353-3330, Fax: +971-4-353-4915
Email: pr&communication@dof.gov.ae
Website: www.dof.gov.ae

Gold & Diamond Park
P.O. Box 37370, Dubai, U.A.E.
Tel: 971-4-347-7576 Fax: 971-4-347-3206
E-mail: enquiry@emaar.co.ae
Website: www.goldanddiamondpark.com

Dubai Holding
P.O. Box 66000, Dubai, U.A.E.
Tel: +971-4-330-0300 Fax: +9714-362-2019
Website: www.dubaiholding.com

Dubai Government Human Resources Department
P.O. Box 242222, Dubai, U.A.E.
Tel: +971-4-353-3333 Fax: +971-4-353-3450
Email: career@dghr.gov.ae
Website: www.dghr.gov.ae
Dubai Internet City
P.O. Box 73000, Dubai, U.A.E.
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Website: www.dubaiinternetcity.com

Jebel Ali Free Zone Authority
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Tel: +971-4-881-5000 Fax: +971-4-881-6093
Website: www.jafza.ae

Dubai Land Department
P.O. Box: 1166, Dubai, U.A.E.
Phone: 00971 4 2222253, Fax: +971-4-222-2251
Email: infor@dubailand.gov.ae
Website: www.dubailand.gov.ae

Dubai Legal Affairs Department
P.O. Box 446, Dubai, U.A.E.
Tel: +971-4-353-3337 Fax: +971-4-3537544
Email: contact@legal.dubai.gov.ae
Website: <http://legal.dubai.gov.ae>

Dubai Media Incorporated
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Dubai Municipality
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Website: www.dm.gov.ae

Dubai Police
P.O. Box 1493, Dubai, U.A.E.
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Email: mail@dubaipolice.gov.ae
Website: www.dubaipolice.gov.ae

Dubai Ports World
P.O. Box 17000, Dubai, U.A.E.
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Website: www.dpworld.ae

Dubai Port Customs & Free Zone Corporation
P.O. Box 63, Dubai, U.A.E.

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Website: www.dxbcustoms.gov.ae

Roads & Transport Authority
P.O. Box 118899, Dubai, U.A.E.
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Website: www.rta.ae

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Email: info@dubaitourism.ae
Website: www.dubaitourism.ae

Dubai Trade
P.O. Box 18666, Dubai, U.A.E.
Tel: +971-4-433-9333 Fax: +971-4-433-9372
Email: customercare@dubaitrade.ae
Website: www.dubaitrade.ae

Sharjah

The Sharjah Commerce & Tourism Development Authority
P.O. Box 26661, Sharjah, U.A.E.
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Website: www.sharjahtourism.ae

Civil Aviation Department
P.O. Box 8, Sharjah, U.A.E.
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Email: mktg@sharjahairport.ae
Website: www.sharjahairport.ae

Sharjah Department of Seaports & Customs
P.O. Box 510, Sharjah U.A.E.
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Email: shiports@eim.ae
Website: www.sharjahports.gov.ae

Economic Development Department
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Website: www.sedd.gov.ae

Sharjah Municipality
P.O. Box 22, Sharjah, U.A.E.
Tel: 971-6-562 3333 Fax: 971-6-562-6455
Website: www.shjmun.gov.ae

Sharjah Electricity & Water
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Website: www.sewa.gov.ae
Sharjah Airport International Free Zone (SAIF Zone)
P.O. Box 8000, Sharjah, U.A.E.
Tel: +971-6-557-0000 Fax: +971-6-557-1010
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Sharjah Ports Authority
P.O. Box 510, Sharjah, United Arab Emirates
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Website: www.sharjahports.gov.ae

Sharjah Hamriya Free Zone Authority
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Sharjah Chamber of Commerce & Industry
P.O. Box 580, Sharjah, U.A.E.
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Website: www.sharjah.gov.ae

Ajman

Economic Department
P.O. Box 870, Ajman, U.A.E.
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Ajman Municipality
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Ajman Port & Customs
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Ajman Free Zone Authority
P.O. Box 932, Ajman, U.A.E.

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Website: www.afza.gov.ae

Fujairah

Fujairah Free Zone Authority
P.O. Box 1133, Fujairah, U.A.E.
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Website: www.fujairahfreezone.com

Fujairah Municipality
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Website: www.fujairahmunc.gov.ae

Department of Industry & Economy
P.O. Box 1, Fujairah, U.A.E.
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Civil Aviation Department
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Email: pro@fujairah-airport.com
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Port of Fujairah
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Ras Al Khaimah

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Website: www.rakftz.com

Ras Al Khaimah Municipality
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Email: rakmun@rakm.ae
Website: rakmunicipality.rak.ae

Ras Al Khaimah Port & Customs Department
P.O. Box 8, Ras Al Khaimah, U.A.E.
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Email: rakcust2@eim.ae

Website: www.rakcustoms.rak.ae

Umm Al Quwain

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P.O. Box 279, Umm Al Quwain, U.A.E.
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Umm Al Quwain Municipality
P.O. Box 12, Umm Al Quwain, U.A.E.
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Website: www.uaq.gov.ae

Market Research

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To view market research reports produced by the U.S. Commercial Service please visit:
<http://www.export.gov/mrktresearch/index.asp> and click on Country and Industry Market Reports.

Please note that these reports are only available to U.S. citizens and U.S. companies. Registration to the site is required, and is free.

Trade Events

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Please click on the links below for information on upcoming trade events.

<http://export.gov/unitedarabemirates/tradeevents/index.asp>
<http://www.export.gov/tradeevents/index.asp>

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Chapter 10: Guide to Our Services

SelectUSA:

SelectUSA was created by President Obama in June 2011 through Executive Order 13577, as the U.S. government-wide program to promote and facilitate business investment into the United States, including foreign direct investment (FDI) and reshoring.

The program is housed within the Commerce Department and coordinates investment-related resources across more than 20 federal agencies through the Interagency Investment Working Group (IIWG).

SelectUSA provides services to two types of clients: investors and U.S. economic development organizations at the state and local level. Services include:

Information Assistance:

- SelectUSA provides information to investors on the benefits of establishing operations in the United States, as well as the information needed to move investments forward. Investors can access facts, data and local contacts for the U.S. market.
- SelectUSA also works closely with state, local and regional economic developers to provide counseling on strategy, best practices, and on-the-ground intelligence from the Foreign Commercial Service network across more than 70 foreign markets.

Ombudsman Services:

SelectUSA coordinates federal agencies to address investor concerns relating to a wide range of federal regulatory issues – helping them to navigate an unfamiliar system.

Investment Advocacy:

U.S. state and local governments often find themselves competing with a foreign location for a project. SelectUSA can coordinate senior U.S. government officials to advocate to the investor to bring those jobs to the United States.

Promotional Platform:

SelectUSA brings the power of the “USA” brand to high-profile events, such as, such as the upcoming 2015 Investment Summit, to attract investors to learn about our nation’s investment opportunities. SelectUSA organizes international Road Shows and missions to trade fairs, while also offering tailored on-the-ground assistance in more than 70 markets.

Note:

SelectUSA exercises strict geographic neutrality, and represents the entire United States. The program does not promote one U.S. location over another U.S. location.

For more information on SelectUSA and services provided for investors and economic development organizations please click on the following link: <http://selectusa.commerce.gov/>

National Export Initiative:

The President's National Export Initiative/NEXT marshals Federal agencies to provide customer service-driven services and actionable information resources that ensure American businesses are able to capitalize on expanded opportunities to sell their goods and services abroad.

The U.S. Commercial Service offers customized solutions to help U.S. exporters, particularly small and medium sized businesses, successfully expand exports to new markets. Our global network of trade specialists will work one-on-one with you through every step of the exporting process, helping you to:

- Target the best markets with our world-class research
- Promote your products and services to qualified buyers
- Meet the best distributors and agents for your products and services
- Overcome potential challenges or trade barriers
- Gain access to the full range of U.S. government trade promotion agencies and their services, including export training and potential trade financing sources

To learn more about the Federal Government's trade promotion resources for new and experienced exporters, please click on the following link: www.export.gov

For more information on the services the U.S. Commercial Service offers to U.S. exporters, please click on the following link: (Insert link to Products and Services section of local buyusa.gov website here.)

U.S. exporters seeking general export information/assistance or country-specific commercial information can also contact **(800) USA-TRAD(E)**.

To the best of our knowledge, the information contained in this report is accurate as of the date published. However, **The Department of Commerce** does not take responsibility for actions readers may take based on the information contained herein. Readers should always conduct their own due diligence before entering into business ventures or other commercial arrangements. **The Department of Commerce** can assist companies in these endeavors.

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