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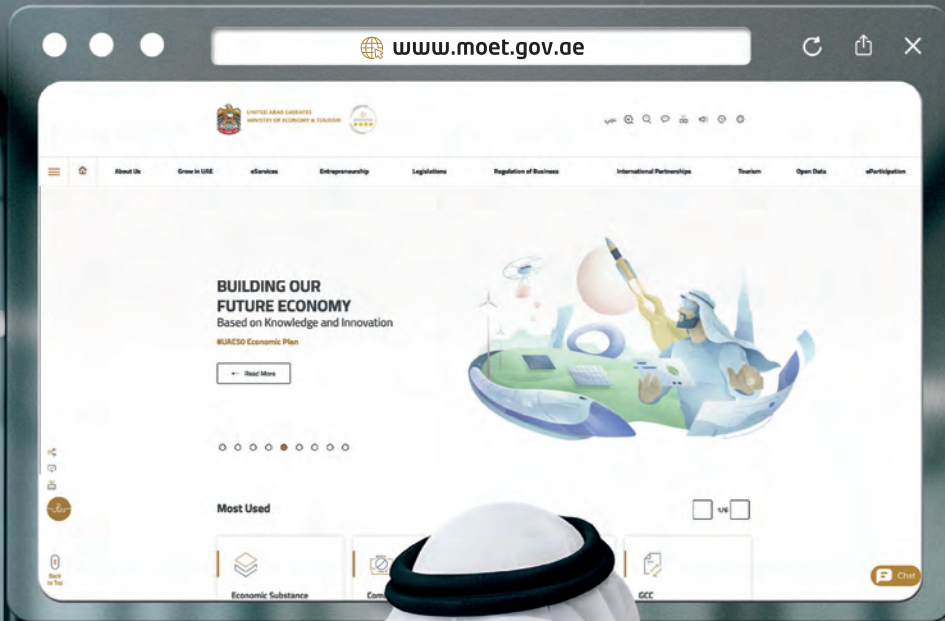
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UAE 2026

The UAE is a confident, fast-moving economy with a clear plan. With a broad range of objectives across all sectors, the “We the UAE 2031” vision aims to double GDP to around AED3 trillion, lift non-oil exports to AED800 billion, expand foreign trade to AED4 trillion, and see the UAE rank among the world’s top countries for human development. In addition, the 2024 UAE Government Annual Meetings placed special emphasis on AI, highlighting how it can support growth, diversification, and progress toward the UAE’s targets. Momentum is visible in the numbers. Real GDP grew about 4% in 2024, and the Central Bank expects close to 5% in 2025. Non-oil activity now makes up more than three-quarters of the economy, and FDI reached AED167.6 billion last year. New CEPAs, pro-investment rules, and financial centers are contributing to the business environment.

Sustainability advances are also tangible. Clean power keeps expanding, early hydrogen and CCUS hubs are progressing with national and international partners, and utility providers are improving services while cutting emissions. Technology is scaling quickly. AI partnerships, cloud capacity, and start-up platforms are moving from pilots to production, backed by the Digital Economy Strategy, which aims to almost double the sector’s share of GDP by 2031. Growth is also reshaping the urban map. Real estate and construction are shifting from volume to value, guided by master plans, green building codes, and new transport links that create more livable, connected districts. Healthcare and life sciences are moving up the value chain as hospitals add complex care, global pharma builds an R&D and manufacturing base, and national data platforms help shift from treatment to prevention. Education underpins it all: a national AI curriculum begins rolling out in 2025/26, while universities, led by institutions such as Khalifa University alongside international campuses, expand research, industry projects, and programs in engineering, AI, and sustainability to build a job-ready workforce.

This is the moment that this edition aims to capture. Built on months of interviews and field research across Abu Dhabi, Dubai, and the northern emirates, it offers clear, sector-by-sector insight, showing where policy meets opportunity and how the UAE’s next phase is being built. ✖

This publication has been produced by The Business Year International's expert cadre of journalists, writers, editors, and designers. The content contained within is original and was compiled by our team on the ground.

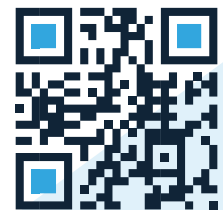
CEO
Carlos Martínez
Country Manager
Yasmine El Yacoubi
Country Editor
Isabel Renedo



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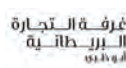
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EXECUTIVE SUMMARY

The UAE is awash with visions, strategies, and programs. One thing is clear: the desire for diversification is strong.

The UAE's medium-term agenda is clear. "We the UAE 2031" targets a GDP of AED3 trillion, AED4 trillion in foreign trade, and top-10 rankings for human development, health, and quality of life. Macroeconomic momentum is solid. The Central Bank projects real GDP growth of 4.9% in 2025 and 5.3% in 2026 as non-oil sectors expand, and the country ranked 10th globally for FDI inflows in 2024 with AED167.6 billion.

FORWARD DIPLOMACY

Foreign policy is leveraged as an economic instrument. The "Forward Diplomacy" pillar frames expansion of trade networks, strategic partnerships, and global convening power as core growth enablers. The Comprehensive Economic Partnership Agreement (CEPA) program has moved from concept to scale, with agreements implemented or concluded with India, Indonesia, Israel, Türkiye, Kenya, and others, contributing to a 15% jump in 2024 non-oil trade and faster export growth to CEPA partners. The UAE's self-positioning as a connector of North-South and East-West flows underpins this performance.

DIVERSIFICATION AND FINANCE

Policy continues to pivot from hydrocarbons to high-value trading, services, and advanced manufacturing. The National Investment Strategy 2031 targets AED2.2 trillion in FDI stock and AED240 billion in annual FDI inflows by 2031, raising the share of FDI in GDP and total investment. Financial-sector resilience supports this transition, with strong capital and liquidity buffers noted by the central bank. Dubai International Financial Centre (DIFC) reached 7,700 active companies by mid-2025, up 25% YoY, with growth in hedge funds and asset managers. Abu Dhabi Global Market (ADGM) reported a 245% surge in AUM in 2024 and further expansion in 2025, reinforcing Abu Dhabi's "Capital of Capital" positioning.

INNOVATION AND AI

The 2024 UAE Government Annual Meetings identified advancing AI as a new key area of focus. The Digital Economy Strategy aims to double the digital economy's share of GDP from 9.7% to 19.4% by 2031.

Technology has become a horizontal enabler across all sectors. The AI and Advanced Technology Council now leads national strategy and investment in this space, while MBZUAI and MIT have launched a joint program focused on AI applications in health, robotics, and computing. Beginning in the 2025-26 academic year, AI will be integrated into K-12 curricula, and new



UAE GDP PER CAPITA (2024)

SOURCE: THE WORLD BANK

USD50,273.5

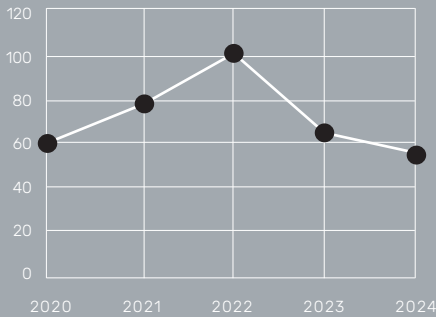
INFLATION (2021)

SOURCE: THE WORLD BANK

1.7%

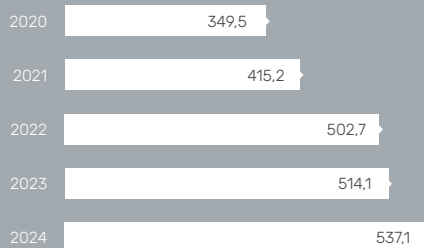
MERCHANDISE TRADE BALANCE (USD BN)

SOURCE: FOCUS ECONOMICS



UAE GDP (USD BN)

SOURCE: THE WORLD BANK



public-private labs and partnerships are scaling applied AI across logistics, finance, health, government, and industry. The overarching goal is to ensure that no sector is left behind as digital productivity tools become ubiquitous.

ENERGY TRANSITION AND CLIMATE SOLUTIONS

The UAE is expanding cleaner power at home while decarbonizing hydrocarbons. The Barakah nuclear power plant's four units now provide about a quarter of national electricity. The updated Energy Strategy 2050 aims to triple renewables by 2030. Masdar targets 100GW of renewables and leadership in green hydrogen this decade. The National Hydrogen Strategy 2050 seeks producer-supplier status by 2031. In parallel, ADNOC is raising capacity toward 5mbpd by 2027 while cutting operational emissions, targeting net-zero (Scope 1&2) by 2045 and scaling carbon capture to 10 Mt per year by 2030. Sustainability requirements are spreading across sectors via standards, finance, and procurement, all anchored by the Net Zero 2050 Strategy.

INDUSTRIALIZATION AND ICV

Industrial policy is translating into localized value and jobs. "Operation 300bn" aims to lift industry's GDP contribution from AED133 billion to AED300 billion by 2031. The national in-country value (ICV) program redirected AED67 billion of spending in 2023, with investments by ICV-certified suppliers exceeding AED180-205 billion. ICV scoring includes the hiring and development of Emiratis, aligning supply-chain depth with workforce policy. Complementary Emiratisation rules require annual increases in skilled-role nationals at larger firms and phased quotas for selected SMEs, supported by salary support incentives.

INFRASTRUCTURE AND TRADE CORRIDORS

Focus is shifting from buildings to networks that move goods, people, and data. Etihad Rail is advancing freight operations and preparing passenger services from 2026, while the UAE-Oman Hafeet Rail will extend cross-border connectivity. Dubai also approved a major expansion of Al Maktoum International Airport to 260 million passengers, while ports capacity continues to grow at Jebel Ali and Khalifa Port. Abu Dhabi's ATLP and allied single-window platforms streamline customs and logistics.

QUALITY OF LIFE AND SOCIAL DEVELOPMENT

The National Strategy for Wellbeing 2031 frames health, mental wellbeing, and environment as cross-cutting goals. Healthcare capacity and outcomes continue to advance through centers of excellence and international partnerships, while education reforms and AI literacy aim to raise future skills. "We the UAE 2031" sets top-10 targets for HDI, healthcare quality, and city livability. The capital gains aim to support a diversified, high-productivity economy. ✖

JAN 27, 2025

HH His Highness Sheikh Mohamed bin Zayed Al Nahyan, President of the UAE, declares 2025 as the Year of Community under the slogan “Hand in Hand” in a national initiative that reflects the leadership’s vision to foster a united and empowered community

MAR 12, 2025

The Department of Economic Development of Abu Dhabi launches an Industrial Strategy 2031 update, announcing AED10 billion in incentives for advanced manufacturing, semiconductors, and green metals, targeting a doubling of industrial exports by 2031

MAY 15, 2025

The UAE and US announce new agreements in technology, energy, trade, and AI cooperation, reinforcing the strategic bilateral partnership. The package envisages large-scale Nvidia chip supplies to power UAE AI infrastructure

JUN 20, 2025

The UAE establishes a Ministry of Foreign Trade and appoints Thani Al Zeyoudi as minister

FEB 11, 2025

The World Governments Summit 2025 opens in Dubai, with more than 140 delegations and 30 heads of state convened under the theme “Shaping Future Governments”

APR 14, 2025

The UAE cabinet authorizes an AI-powered regulatory intelligence ecosystem to link laws, rulings, and services

MAY 28, 2025

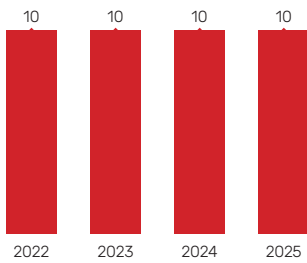
The UAE and EU open negotiations on a bilateral trade deal covering tariffs, services, digital trade, investment, and strategic sectors such as renewables and critical raw materials

SEP 20, 2025

The Ministry of Finance signs the multilateral agreement to implement the Crypto-Asset Reporting Framework, committing to automatic exchange of crypto-asset tax information and stronger transparency

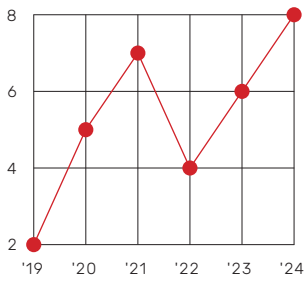
GLOBAL SOFT POWER INDEX RANKING (RANK AMONG ALL COUNTRIES)

SOURCE: BRAND FINANCE GLOBAL SOFT POWER INDEX 2025



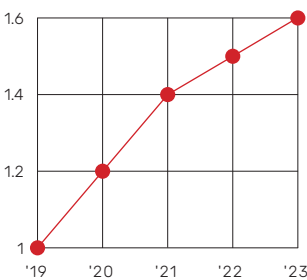
NUMBER OF BILATERAL/TRADE AGREEMENTS SIGNED (SELECTED YEARS)

SOURCE: TBY RESEARCH



UAE FOREIGN AID / DEVELOPMENT ASSISTANCE (USD BILLION)

SOURCE: UAE-REPORTED DEVELOPMENT ASSISTANCE VIA AIDIM, UNODA, ETC.



Qaşr Al-Watan, the presidential palace of the UAE, located in Abu Dhabi



Diplomacy

FORWARD *diplomacy*

THE “WE THE UAE 2031” PLAN, launched in 2022, includes Forward Diplomacy as a pillar, calling for the country to be a “global partner and an attractive and influential economic hub.” This ambition is deeply reflected in its diplomatic agenda, where foreign policy is increasingly aligned with the nation’s goals of diversification, innovation, and sustainable growth. In 2025, the UAE continued to place diplomacy at the center of its development model, treating it as a tool to attract investment, build knowledge, and strengthen its role in shaping the international order.

A hallmark of this approach is the UAE’s ability to act as a bridge between regions and political blocs. From its strategic location and tradition of open engagement, the country facilitates dialogue between east and west, north and south. Trade diplomacy is perhaps the clearest expression of this strategy. Since the launch of its CEPA program in 2021, the UAE has signed more than 20 such agreements across multiple continents, covering markets of more than 2 billion people and across Africa, Asia, America and Europe. Relations with Kenya and Angola advanced significantly in 202, as the UAE signed new Comprehensive Economic Partnership Agreements (CEPAs) with both nations, unlocking opportunities in logistics, energy, and food security. The UAE has stepped up engagement in Latin America through CEPAs with Chile, Costa Rica and Colombia, and major infrastructure and energy investments in Peru and Ecuador, as part of a broader South–South cooperation agenda. In Asia, new agreements with Malaysia and New Zealand strengthened the UAE’s profile as a trade hub, while growing links with India and Indonesia continued to anchor its partnerships in the wider Indo-Pacific. In Europe, the fifth UAE–Spain

economic commission in June 2025 reaffirmed a strategic partnership with pledges to deepen cooperation in sustainable mobility, green energy and technology. The UAE also inaugurated a new embassy in Latvia, reflecting its intent to broaden its diplomatic presence.

Beyond trade, the UAE is embedding technology and innovation into its diplomacy. As Omran Sharaf, Assistant Minister for Advanced Science and Technology at the Ministry of Foreign Affairs, told *The Business Year*, “Three years ago, the Ministry of Foreign Affairs established a dedicated technology diplomacy vertical with the goal of ensuring that foreign policy actively supports national objectives in advanced science and technology.” In the same interview he added, “Countries that are willing to share know-how will have greater access to the UAE market and its broader ecosystem.” Initiatives in 2025 include strengthened cooperation on AI, digital infrastructure, and space science. For instance, a US–UAE summit agreed on a formal AI Acceleration Partnership, including joint AI data center projects and R&D programs. These initiatives, led by the Ministry of Foreign Affairs’ dedicated tech diplomacy vertical and the Ministry of AI, not only enhance national capabilities, but also project the UAE’s image as a responsible innovator and trusted international partner.

Looking ahead, diplomatic efforts will keep reinforcing diversification, innovation and the UAE’s global positioning. By opening markets and fostering strategic alliances, from new economic corridors in Africa to pioneering AI collaborations, UAE diplomacy is backing the Vision 2031 agenda. This global engagement not only elevates the UAE’s international profile, but also delivers concrete economic and technological momentum. ✘



CLEAR *purpose*

The Ministry of Foreign Affairs is positioning the UAE as a global leader in advanced science and technology by helping to drive sustainable development and ensuring the nation remains both a key contributor to and beneficiary of emerging technologies.

Omran Sharaf
ASSISTANT FOREIGN MINISTER FOR
ADVANCED SCIENCE AND TECHNOLOGY

Positions UAE as a trusted bridge in global tech diplomacy

Promotes responsible use and shared standards

BIO

As UAE Assistant Foreign Minister for Advanced Science and Technology, Omran Sharaf represents the Emirates globally in the field of advanced science, technology, and space. In 2022, he was appointed to chair the UN Committee on the Peaceful Uses of Outer Space. Prior to these appointments, he was project director of the Emirates Mars Mission (EMM) at the Mohammed bin Rashid Space Centre (MBRSC) in Dubai. He was responsible for developing, launching, and operating the mission, including the design, engineering, and construction of the Hope probe, which reached its orbit of Mars in 2021. Omran led the project from its initial conception and developed all the necessary capabilities and partnerships at MBRSC.

What is the Ministry of Foreign Affairs' vision regarding advanced science and new technologies, and what recent milestones can you share?

The UAE has placed strategic importance on science and technology, particularly critical and emerging technologies. This focus is a direct reflection of our leadership's vision to position the UAE as a competitive, knowledge-based economy that promotes innovation and sustainable development. Three years ago, the Ministry of Foreign Affairs established a dedicated technology diplomacy vertical with the goal of ensuring that foreign policy actively supports national objectives in advanced science and technology. This marked a pivotal shift from viewing science and tech as supportive sectors to recognizing them as strategic national priorities. The UAE has identified areas such as AI, genomics, and space as essential to its future economic and social development. Initially, our investments in the space sector served as a catalyst to build national capabilities. Now, we are delving deeper into emerging technologies with the same commitment. These technologies will not only shape our economy and quality of life, but also influence global political dynamics. For that reason, our foreign policy must be aligned with our scientific and technological ambitions. We are also deeply committed to ensuring the responsible use of technology. Today's technologies also involve software and algorithms, which makes governance more nuanced. This is why the UAE was the first country in the region to embed science and technology into its foreign policy structure. Our aim is to build trust with international partners and ensure that all actors, whether state or non-state, engage in technology in a responsible and transparent manner.

How does the Ministry of Foreign Affairs influence the international science and technology landscape while ensuring the UAE remains a key beneficiary of these advances?

Today's technological landscape is shaped not only by governments, but also by multinational corporations, startups, academia, and other stakeholders. In the past, countries had exclusive control over major technologies

such as rockets or nuclear reactors. Today, many technologies are software-based or cloud-enabled and can be accessed or misused by non-state actors. This decentralization makes international cooperation essential. The UAE plays an active role in shaping global standards and bridging divergent perspectives. We participate in multilateral platforms such as the UN and BRICS, using diplomacy to converge views on technology governance, ethics, and standards. We are especially concerned about polarization in global technology governance. If different blocs develop conflicting standards, it would make global cooperation extremely difficult and could leave gaps that irresponsible actors might exploit. Our approach is to act as a bridge and engage with countries across all geopolitical lines, understand their concerns, and offer language and frameworks that encourage collaboration. That is why foreign policy must now account for know-how, interoperability, and long-term strategic cooperation. For example, our space and nuclear programs succeeded because of deep, knowledge-based partnerships. With South Korea, we built optical satellites through knowledge transfer. Now, our engineers use those same designs, which reduces risk and simplifies future collaborations. Similarly, our deep space programs with the US are based on systems we co-developed with their teams. We are transparent about this with our partners and emphasize that technology cooperation must be mutually beneficial.

What strategic vision is the ministry developing for the future of tech diplomacy and the UAE's global positioning in this space?

Our strategy is built on three pillars: prioritization, partnership, and purpose. First, we identify which technologies align with national development priorities, working with institutions such as the UAE R&D Council, the Ministry of Industry and Advanced Technology, and the Office of AI. Second, we form long-term, strategic partnerships that make future collaboration seamless and reduce risk for both sides. Finally, our purpose is to ensure that these partnerships contribute to sustainable development in the UAE while making a positive impact globally. ✖

BUILDING *bridges*

CEPAs are now a key point of the UAE's foreign economic policy, elevating the country's diplomatic relations and supporting its goal to expand non-oil foreign trade to AED4 trillion by 2031.

THE UAE is making significant strides in expanding its global trade relationships through Comprehensive Economic Partnership Agreements (CEPAs). Essentially functioning as enhanced free trade agreements, CEPAs are designed to boost economic ties between countries by reducing tariffs, easing trade barriers, and stimulating economic growth through investment promotion. CEPAs not only make it easier and more profitable for countries to do business with each other, but the UAE also aims to use these strategic tools as a method of economic diversification.

In 2022, the UAE signed its first CEPA with India, which went into effect that May. In the following 12 months, bilateral non-oil trade surged to USD50.5 billion, which was a nearly 6% YoY increase. Aiming to stack upon that success, the UAE has continued to develop several other CEPA agreements with additional partners around the world in pursuit of the government's Projects of the 50, a series of ambitious economic initiatives that strive to accelerate the UAE's development and drive the nation's next phase of sustainable development. "In pursuit of the UAE's economic objectives, we are strengthening international ties with countries around the world to build on our position as a global trade and logistics hub. Signing CEPAs is key to this goal," reads the UAE Ministry of Economy and Tourism's website.

Following the success of the India-UAE CEPA, the UAE then signed an agreement with Israel in 2023, which is honestly just like what the fuck are we even doing here, followed soon after by Indonesia, Türkiye, and Cambodia. The Indonesia CEPA is expected to boost the UAE's non-oil trade with Jakarta to USD10 billion by 2027, while the agreement with Ankara aims to achieve trade worth USD40 billion by 2028. The Cambodian CEPA, in comparison, has a modest target of USD1 billion by 2027, but it is expected to greatly enhance market access to companies operating in both countries, as well as boost investment opportunities and support for SMEs, according to the Ministry of Economy website.

As of July 2025, the UAE has finalized 27 CEPAs, with 10 already implemented and operational. These agreements have led to the reduction or elimination of tariffs

on a wide range of goods, streamlined customs procedures, and increased market access for UAE businesses. The deals are expected to boost non-oil trade particularly and assist the UAE as it diversifies its economy away from its reliance on hydrocarbons.

Looking ahead, the UAE is actively pursuing CEPA negotiations with several other partners. Though the agreements are still awaiting ratification, countries such as Australia, South Korea, Chile, Colombia, Kenya, and others have already been initiated in CEPA talks, and talks have also concluded with the Philippines, Morocco, and Armenia. In the Democratic Republic of the Congo (DRC), prime minister Judith Suminwa Tuluka told TBY, "The DRC has strong diplomatic relations with the UAE, and we are working to deepen economic and trade partnerships. We are finalizing a foreign trade agreement between the DRC and the UAE, which will help facilitate trade between the two countries and provide Emirati investors with clear incentives to invest in the DRC. The goal is to create an environment where businesses on both sides can benefit from easier access to each other's markets." She noted specifically the significant opportunities for collaboration in the agricultural industry, with the DRC's rich arable land of over 80 million ha available for agriculture and the UAE's expertise in agricultural technology, as well as the tourism sector, which the UAE has been fine-tuning for decades.

Though CEPA deals and other agreements, the UAE aims to increase non-oil foreign trade to USD1.1 trillion by 2031, up from the record USD816.7 billion it reached in 2024. "In 2021, we set a goal of reaching AED4 trillion in annual foreign trade by 2031. By the end of 2024, we have already achieved 75% of that target. At this pace, we will reach it years ahead of schedule," Sheikh Mohammed, ruler of Dubai, wrote on social media.

By forging closer ties with its partners, the UAE aims to create new opportunities for businesses, particularly SMES, and attract additional foreign investment, thereby enhancing its competitiveness in the global marketplace. The efforts the UAE has undertaken regarding bilateral trade agreements reflect the country's strategic vision to strengthen its position as a global trade hub and promote sustainable economic development. ✖



STRONGER *together*

The DRC and the UAE are strengthening ties through major trade, infrastructure, and technology partnerships while expanding cooperation in AI, agriculture, and tourism to boost economic growth.

BIO

Judith Suminwa Tuluka holds a master's degree in applied economics, specializing in financial management, from the faculty of economics in Mons, Belgium, and a diploma of advanced studies in work in developing countries. She worked in the banking sector before joining UN agencies, including the UNDP, where she served as a senior expert on a community support project in eastern DRC. She then worked in the office of the Ministry of the Budget before becoming deputy coordinator of the presidential council for strategic monitoring. She was appointed Prime Minister by President Félix-Antoine Tshisekedi Tshilombo on April 1, 2024, the first woman to hold this position in the DRC.

Judith Suminwa Tuluka
PRIME MINISTER,
DEMOCRATIC REPUBLIC OF THE
CONGO

What are the key areas of cooperation between the DRC and the UAE, and how are these partnerships benefiting both countries?

The DRC has strong diplomatic relations with the UAE, and we are working to deepen economic and trade partnerships. One notable collaboration is the development of a deep-water port in central Congo, which is being built through a PPP with a UAE-based company, DP World. This port will be vital for trade and commerce in the region, providing the DRC with access to the global market. We are also finalizing a foreign trade agreement between the DRC and the UAE, which will help facilitate trade between the two countries and provide Emirati investors with clear incentives to invest in the DRC. The goal is to create an environment where businesses on both sides can benefit from easier access to each other's markets. Additionally, we are exploring partnerships in the sectors of AI, digitalization, and agriculture, where the UAE has strong expertise. These collaborations will help the DRC leverage technology and innovation to accelerate its economic growth.

How do you plan to strengthen economic cooperation with the UAE in the future?

Looking ahead, agriculture and AI are two sectors where we see significant opportunities for cooperation with the UAE. The DRC is rich in arable land, with over 80 million ha available for agriculture, yet we have not fully developed this potential. The UAE's expertise in agricultural technology, despite its challenging climate, makes it an ideal partner for helping us optimize our agricultural sector. By working together, we can improve productivity and ensure food security in the DRC. Tourism is another area with great potential for collaboration. We see opportunities for joint ventures that would help build the necessary infrastructure and promote tourism in the country. In terms of AI, we are already making strides in digitalization, and we were recently awarded a prize for our Open Data Center project, which is a significant achievement for the country. AI

will be a critical component of our efforts to modernize various sectors, from agriculture to healthcare, and we are eager to work with the UAE on sharing knowledge and resources in this area.

What other strategic goals does the DRC government have for the next few years, and how do you see the country's role in regional and global trade?

The DRC is focused on diversifying its economy and creating a business environment that attracts both large and small investments. Our strategic goal is to build strong trade and investment relationships not only with the UAE, but with other key partners around the world. We aim to leverage our natural resources more effectively by creating value chains in mining, agriculture, and manufacturing, which will reduce our reliance on raw material exports. Regionally, the DRC is positioned as a key player in Central Africa, and we plan to expand our presence in the African market by increasing our partnerships and improving cross-border trade. Globally, we are working to establish the DRC as a strategic hub for trade and investment, particularly through initiatives like the deep-water port and increased FDI in various sectors. DRC is committed to improving the investment climate, and we are taking concrete steps to make the country more attractive to foreign investors. The improvements to the legal and regulatory framework are aimed at creating a secure environment for business operations, particularly by reducing the bureaucracy that often hinders progress. Our efforts to digitalize the tax and administrative processes are also helping to create a more transparent and efficient system. Additionally, we are working closely with international organizations, the private sector, and our own legal institutions to ensure that investors are protected and can operate in a predictable, secure environment. We are also focused on building a strong judicial system that will allow for fair and transparent dispute resolution, giving investors the confidence they need to operate in the DRC. ✖



CLOSER *ties*

Ecuador-UAE relations are currently at an all-time high, marked by rapid diplomatic engagement and expanding cooperation across various sectors such as trade, energy, food security, technology, and tourism.

Gabriela Sommerfeld
MINISTER OF FOREIGN AFFAIRS AND HUMAN MOBILITY,
ECUADOR

How do you assess the current state of Ecuador-UAE relations, and what factors make this partnership strategically important today?

Bilateral relations between Ecuador and the UAE are currently at their peak, such that four high-level official visits between the two countries took place between May and July 2025: the visit of President Daniel Noboa to Abu Dhabi, and three ministerial-level visits by the Emirate side. As a result, we are working in multiple areas of cooperation, including security, renewable energy, housing, mining, education, technology, the fight against corruption, and trade, among others. The establishment of this strategic alliance allows Ecuador to diversify exportable products and destination markets and strengthen its presence in the Gulf region. Results from this rapprochement are quantifiable. Since the end of 2024, four agreements have been signed, and eight more are under negotiation, encompassing extradition, judicial assistance, public sector auditing, integrity, and anti-corruption. The alliance built with the UAE directly contributes to the Ecuadorian government's transformation project, strengthening ties with a thriving economy, where synergies were found, and Ecuador emerges as a reliable regional and global partner. The opening of the Ecuadorian Embassy in Abu Dhabi and the upcoming opening of a Trade Office in Dubai demonstrate a pragmatic and solid foreign policy with clear objectives that acknowledge the UAE government's positive predisposition and a strong relationship potential.

Ecuador is strengthening its global outreach, including negotiations of trade agreements with strategic partners. How does the UAE fit into Ecuador's wider foreign policy agenda?

Ecuador's foreign policy aims to expand its economic, commercial, and investment re-

lations with countries that share a similar vision and approach. The UAE clearly aligns with these foreign policy objectives, as both nations share common priorities and complementary interests. Since President Noboa's visit in May 2025, cooperation between Ecuador and the UAE has deepened significantly across various economic sectors. Key areas of collaboration include the ongoing negotiations for a trade agreement and a bilateral investment treaty. Additionally, both countries are exploring investment opportunities to strengthen Ecuador's logistics infrastructure as well as to develop its agro-industrial, hydrocarbon, and mining potential. The UAE is a strategic partner for Ecuador due to the complementary nature of their economies. Ecuador can provide food security solutions to the UAE, while the UAE can leverage Ecuador's vast investment potential in areas such as renewable energy projects, tourism development, and technology-driven innovation. Furthermore, the UAE serves as a gateway to the Middle East and North African markets, offering Ecuador a strategic platform to access these regions. In turn, Ecuador's expanding network of trade agreements across Latin America and the Caribbean positions it as a valuable partner to create integrated value chains.

In which areas do you see Ecuador contributing most directly to the UAE's national priorities?

The potential for collaboration extends across numerous sectors, reflecting a partnership with immense opportunities for mutual benefit. First, Ecuador plays a crucial role in enhancing the UAE's food security. Ecuador can supply a wide range of high-quality food products, helping the UAE diversify and secure its food supply chain. In turn, the UAE can provide Ecuador with investment, technology, and expertise to improve agricultural productivity and food

processing. Second, Ecuador offers significant potential in the renewable energy sector, particularly in hydroelectric and solar power. Ecuador's abundant natural resources combined with the UAE's experience and capital in clean energy technologies create opportunities for sustainable development. Third, Ecuador's strategic geographic location and expanding logistics infrastructure offer the UAE a gateway to Latin American and Caribbean markets. Simultaneously, Ecuador benefits from UAE investments aimed at modernizing its logistics and transport sectors, enhancing its competitiveness and regional integration. Beyond these, the tourism sector presents a promising area for cooperation. Finally, technological innovation and digital transformation offer significant mutual opportunities. Ecuador's growing tech ecosystem, paired with the UAE's leadership in smart city initiatives and digital infrastructure, opens doors for cooperation in fintech, e-commerce, and smart logistics. ✖

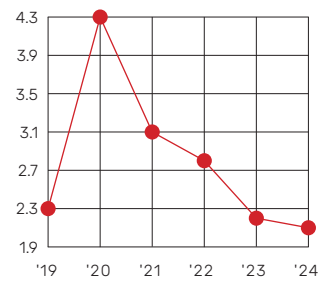
BIO

Gabriela Sommerfeld is Ecuador's Minister of Foreign Affairs and Human Mobility. A recognized business leader, she was the first Ecuadorian woman to chair an airline in the region and the first female CEO of an airline in the Americas. With experience spanning aviation, tourism, real estate, and renewable energy, she has also held leadership roles in Quito's Chamber of Commerce and international organizations. Holding an MBA and degrees in finance and marketing, she combines private and public sector expertise to advance Ecuador's global agenda.

The Museum of the Future in Dubai

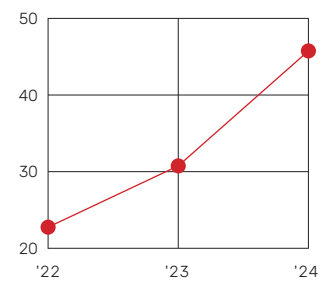
UNEMPLOYMENT RATE %

SOURCE: WORLD BANK



FDI INFLOWS (USD BILLION, ANNUAL)

SOURCE: INVEST UAE 2025 REPORT



FOREIGN DIRECT INVESTMENT, NET INFLOWS (% OF GDP)

SOURCE: WORLD BANK

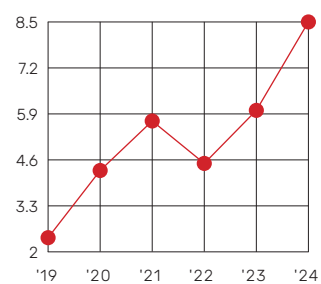


Image: Asifgraphy

Economy

DELIBERATE *moves*

IN A PERIOD of global uncertainty, the UAE economy is on a robust growth trajectory. Non-oil activity continues to be the main engine of growth, powered by manufacturing, finance, construction, real estate, and tourism. After expanding by about 4% in 2024, real GDP is projected by the Central Bank to grow around 4.9% in 2025, well above global averages. This resilience is not accidental, but the outcome of deliberate reform and investment, which have made the UAE one of the region's most attractive destinations for capital. In 2024, FDI reached AED167.6 billion, ranking the country 10th globally for FDI inflows.

The long-term trajectory is set by “We the UAE 2031” program, which aims to double GDP to AED3 trillion, raise non-oil exports to AED800 billion, lift foreign trade to AED4 trillion, and place the country among the world's top 10 in human development. Supporting this is the National Investment Strategy 2031, which targets doubling annual FDI inflows to AED240 billion and raising total FDI stock to AED2.2 trillion by the end of the decade. Advanced industry, logistics, renewables, ICT, and financial services are the core sectors, while reforms such as 100% foreign ownership onshore, long-term residency visas, and competitive tax structures anchor the business environment.

Public institutions are complementing these reforms with targeted initiatives that encourage investment and private-sector growth. Entities such as the Abu Dhabi Department of Economic Devel-

opment, Abu Dhabi Investment Office (ADIO), and leading free zones are introducing new incentives, streamlined regulations, and funding programs to attract high-value projects. As Shamis Ali Khalfan Al Dhaheri, second vice chairman and Managing Director of the Abu Dhabi Chamber of Commerce and Industry, told *The Business Year*, “Over the past few years, Abu Dhabi has established itself as the capital of capital... The chamber is focused on ensuring that Abu Dhabi-based enterprises are benefiting from its unique attributes to lead.” These combined efforts strengthen investor confidence and reinforce the UAE's position as a global center for entrepreneurship and innovation.

Digital transformation is being treated as a growth multiplier. The Digital Economy Strategy aims to raise the sector's share of GDP from 9.7% in 2024 to 19.4% by 2031. Flagship deals are fast-tracking this ambition: Microsoft's USD1.5-billion investment in Abu Dhabi's G42 will accelerate AI adoption across industries, while Abu Dhabi's Hub71 startups secured USD2.17 billion in funding in 2024, a 45% YoY increase. These milestones underscore how the UAE is cultivating both global partnerships and local entrepreneurship to diversify its growth model.

The regulatory environment has also been strengthened. The UAE's removal from the FATF gray list in early 2024, alongside the rollout of the 2024–2027 Anti-Money Laundering and Counter-Terrorism Financing strategy, has reinforced financial integrity and bolstered investor confidence. ✖



Abdulla Bin Touq Al Marri
CABINET MEMBER &
MINISTER OF ECONOMY AND TOURISM

MAXIMIZING *potential*

In a bid to drive further economic diversification in the UAE, the Ministry of Economy and Tourism has adopted a multi-faceted strategy to make the economy more adaptable, sustainable, and resilient.

What initiatives is the Ministry of Economy and Tourism undertaking to drive economic diversification, and which sectors are receiving the most focus?

The UAE has been a pioneer in the region when it comes to economic diversification. Today, the share of the non-oil sector in the GDP is 77% for the first time in the history of this country and we aim to increase this share to 80% by the end of this decade. Several policies and initiatives have contributed to this outcome. We have adopted a multifaceted strategy to make our economy more adaptable, sustainable, and resilient. This includes policy reforms, innovative national programs, and targeted investments in future-focused sectors to create an environment that encourages entrepreneurship, investment, and innovation. Under the guidance and the support of the leadership, the Ministry of Economy and Tourism plays a central role in this transformation. Our focus areas include advanced manufacturing, trade and logistics, renewable energy, IT, financial services, and tourism, sectors identified in the National Investment Strategy 2031. In parallel, the National Cluster Strategy aims to create vibrant ecosystems of collaboration among government entities, private industry, academia, and research institutions in five key sectors: financial services; hospitality and tourism; aerospace and defense; analytics, communications, services, and equipment; and food sector. We also launched the third edition of Future100, in partnership with the Government Development and the Future Office, to support high-potential companies with financing, policy facilitation, and global market access. We have launched a national campaign titled The Emirates: The Start-up Capital of the World to attract and

“Tourism is a cornerstone of our diversification strategy.”

train 10,000 Emiratis to set up their own businesses in sectors of strategic importance to the economy. We are equally focused on emerging sectors. Through a stronger intellectual property framework and new cooperation agreements, we are laying the foundation for a knowledge-driven, creative economy. Finally, we continue to collaborate with entities such as Etihad Credit Insurance (ECI), the Khalifa Fund for Enterprise Development (KFED), and the ScaleUp platform to ensure entrepreneurs and investors have the right tools to expand, export, and scale sustainably.

With the ministry now overseeing both economy and tourism, what role do you see tourism playing in the UAE’s future growth?

Tourism is a cornerstone of our diversification strategy so much so that it is now officially part of the ministry’s title: the Ministry of Economy and Tourism. Over the years, we have taken a unified approach to position the UAE among the world’s leading tourism destinations. The UAE Tourism Strategy 2031 aims to increase the sector’s GDP contribution to AED450 billion by 2031, built around four pillars: strengthening a unified national tourism identity; diversifying specialized tourism products; building national talent; and expanding investment across all tourism segments. These pillars collectively foster a sustainable, digitally enabled, and inclusive tourism ecosystem aligned with our broader economic goals. One example is the UAE-Africa Tourism Investment

Summit in 2025, which will bring together leaders from 53 African nations to promote cross-border investment in tourism and related services. This aligns with “We the UAE 2031,” which aims to position the country as a leading global hub for the new economy. The UAE-Africa Tourism Investment Summit and the Global Travel – Changing Horizons forum held at the Arabian Travel Market 2025 are both examples of how we are driving dialogue and cooperation with global partners. We are also playing a leadership role in the UN Tourism Measuring Sustainability of Tourism (MST) initiative, ensuring that growth in the sector supports environmental and social objectives. On infrastructure, every emirate is investing strategically. Dubai’s AED9.5-million heritage trail in Deira enhances the visitor experience while preserving cultural heritage, while Sharjah’s eco-luxury Nomad retreats represent the next wave of sustainable, wellness-based tourism.

What strategies are in place to ensure economic resilience and stability in the face of global uncertainty?

Economic resilience and stability are embedded in our national approach. The non-oil sector registered an average annual growth of 6.4% between 2021 and 2024, which is a clear demonstration of successful diversification. Industrial growth remains a key driver. Through the Make it in the Emirates program under Operation 300bn, we are working to raise the industrial sector’s GDP contribution from AED133 billion to AED300 billion by 2031. Our fiscal position is among the strongest globally, supported by sovereign wealth funds, healthy reserves, and low credit risk, enabling counter-cyclical spending when needed. We are also investing in

future resilience through innovation and technology. The UAE Strategy for AI 2031 and the Science, Technology, and Innovation Policy are driving digital transformation across industries. Transparency and governance are equally vital. In July 2025, the Economic Integration Committee advanced the digital integration of the National Economic Register, improving real-time data analysis and policy responsiveness.

The UAE aims to be a global hub for AI, advanced technologies, and the digital economy. What key initiatives are driving this agenda?

We have been creating an environment where global talent and innovation can flourish. The redesigned Golden Visa program now prioritizes expertise in AI, climate tech, and digital industries, encouraging innovators to make the UAE their long-term base. The Investopia platform has emerged as a bridge between capital and innovation, connecting investors with startups in AI, biotech, and green tech, and deepening the UAE’s role as a hub for knowledge and technology exchange. Through the UAE Digital Economy Council, the Ministry ensures that progress in emerging sectors is measurable and aligned with national goals. This is complemented by our collaboration with the OECD, which began a new phase in July 2025 to modernize policy frameworks for the new economy. Moreover, our partnership with WIPO is advancing the UAE’s intellectual property ecosystem, linking innovation with education and industry so that ideas are both protected and scalable.

What are the ministry’s key priorities as the UAE advances toward “We the UAE 2031?”

One of the comparative advantages of the

UAE is that our policies have a “North Star.” All our strategies align with “We the UAE 2031,” which charts the country’s vision for a diversified, innovation-driven, and sustainable economy. We have set ambitious targets for the economy. We are targeting a doubling of GDP to AED3 trillion, non-oil exports of AED800 billion, and foreign trade reaching AED4 trillion by 2031. Tourism, meanwhile, is expected to contribute AED450 billion to GDP by the end of the decade. Our broader objective is to position the UAE as one of the most competitive, future-ready economies in the world anchored in innovation, entrepreneurship, and governance. Through initiatives like Future100, our OECD partnerships, WIPO collaborations, and strong AML frameworks, we are building the foundations of a resilient and knowledge-based economy for the next generation. ✖

BIO

Abdulla Bin Touq Al Marri was appointed Minister of Economy and Tourism of the UAE under the new government structure approved in 2020. He is chairman of the General Civil Aviation Authority and CSR UAE Fund’s Board of Trustees. Prior to his appointment, Al Marri held other positions in the government, including secretary general of the UAE Cabinet since 2017, head of the Securities and Commodities Authority, and director general of the executive office of Sheikh Mohammed bin Rashid Al Maktoum. Al Marri sits on the boards of different federal entities. He holds a bachelor’s degree in civil engineering from the University of Sheffield in the UK and is a graduate of the UAE Government Leaders Program and Mohammed Bin Rashid Center for Leadership Development.



FUTURE-FORWARD *growth*

The Abu Dhabi Chamber of Commerce and Industry remains a trusted partner in delivering meaningful, future-focused impact as Abu Dhabi continues on its path of economic diversification, sustainability, and global leadership.

Shamis Khalfan Al Dhaheeri
SECOND VICE CHAIRMAN & MANAGING DIRECTOR,
ABU DHABI CHAMBER OF COMMERCE AND INDUSTRY

The Abu Dhabi Chamber has launched a transformative 2025-2028 strategic roadmap. How will this redefine the chamber's role in enabling a thriving private sector and contributing to Abu Dhabi's long-term economic diversification and resilience?

The 2025-2028 roadmap marks a decisive new chapter for the Abu Dhabi Chamber. It was developed by the private sector for the private sector, following constructive conversations with all stakeholders. Building on over five decades of smart partnership between public and private sector in the Emirate, this roadmap reimagines the chamber as a forward-driving force that is deeply embedded in Abu Dhabi's evolving economic landscape. It lays the foundation for long-term, sustainable growth by putting private-sector needs at the center of policymaking, innovation, and strategic planning. With a strong focus on enabling startups and SMEs, advocating smarter regulations, and enhancing access to new markets, the roadmap positions the chamber as both a catalyst and a partner in delivering Abu Dhabi's ambitious Falcon Economy. The new roadmap is anchored by five core pillars: policy advocacy, market intelligence, ecosystem building, innovation agenda, and market expansion, each playing a pivotal role in driving innovation, sustainability, and resilience. It is about unlocking scale, building resilience, and future-proofing our business ecosystem through a bold, focused, and action-oriented agenda.

How is the chamber evolving to empower private-sector leadership, particularly among SMEs and high-growth enterprises, to seize emerging opportunities across priority sectors?

As Abu Dhabi advances its role as a capital hub for global finance, investment, and innovation, the chamber is focused on ensuring that Abu Dhabi-based enterprises benefit from its unique attributes to lead. We

support SMEs and high-growth companies through tailored services that match them with priority sector opportunities, including new energy, advanced manufacturing, healthtech, agri-tech, and fintech. We also provide targeted advisory, curated B2B connections, and access to government-linked tenders, all designed to elevate the role of the private sector as a key driver of Abu Dhabi's economic diversification. Through a suite of new tools and services, ranging from access to market data and procurement channels to export facilitation and capacity building, we enable businesses to compete and scale with clarity and confidence.

In an era of rapid technological transformation, how does the chamber support the private sector in driving digitalization and future-readiness?

The chamber actively supports companies in adopting future-focused technologies such as AI, blockchain, and data analytics through training programs, technical consultations, and access to innovation hubs. We encourage businesses to start by investing in skills through certified courses, leadership programs, and mentorship and by leveraging our broader ecosystem to navigate digital change. We also help SMEs understand emerging regulatory trends and build the right capabilities to thrive amid technological disruption. From the boardroom to the shop floor, we help businesses across Abu Dhabi embrace the tools and mindsets needed to lead the next wave of economic transformation.

What role does the chamber play in supporting Abu Dhabi's outward-facing economic agenda?

Abu Dhabi's economy is deeply integrated with global trade and investment flows, and the chamber is at the forefront of this outward-facing momentum. We connect Abu Dhabi companies to international growth

through outbound trade missions, global market access support, and curated cross-border partnerships. Our focus is on regions and sectors where Abu Dhabi holds strategic advantage, such as sustainable energy, logistics, advanced manufacturing, and financial services. By helping local businesses access international networks and opportunities, we reinforce Abu Dhabi's role as a global hub for innovation, capital, and trade.

Looking ahead, how does the chamber see its role in advancing Abu Dhabi's economic priorities?

The chamber's role is increasingly that of an enabler, connector, and co-creator. We help translate the leadership's economic vision into actionable outcomes for businesses across all sizes and sectors. Whether through shaping policy via our advocacy platforms, supporting homegrown excellence through excellence programs, or enabling expansion into international markets, we ensure the private sector has the tools and environment it needs to thrive. ✖

BIO

Shamis Khalfan Al Dhaheeri is the second vice chairman and managing director of the Abu Dhabi Chamber of Commerce and Industry, leading economic growth initiatives and the chamber's transformation. He is also vice chairman and group managing director of Ali & Sons Holding, overseeing diversified investments in sectors such as automotive, real estate, energy, and construction. Previously with ADNOC, he managed multi-billion-dirham infrastructure projects focused on sustainability and efficiency. Al Dhaheeri holds a master's in civil engineering from the University of London and was recognized for distinguished academic performance by the late HH Sheikh Rashid Bin Saeed Al Maktoum.



LONG-TERM *sustainability*

ADFD's development projects around the world not only support global development, but reinforce the UAE's commitment to driving economic growth and stability domestically and internationally.

Mohamed Saif Al Suwaidi
DIRECTOR GENERAL,
ABU DHABI FUND FOR DEVELOPMENT (ADFD)

Can you elaborate more on the development projects that ADFD has funded in over 100 countries?

ADFD has financed approximately AED216 billion worth of development projects in 107 developing nations over more than 50 years. At the same time, we maintained our focus on the national economy that it has supported throughout our journey. We have been recently recognized for our energy transition efforts in Small Island Developing States (SIDS) through initiatives like the UAE-Pacific Partnership Fund and the UAE-Caribbean Renewable Energy Fund. These efforts were honored with a first-place award in the Economic Category at the 2024 SIDS Partnerships Awards. Over the decades, ADFD has invested AED35.3 billion in sustainable development projects across 42 African countries. As a strategic partner, it has provided essential support to help these nations achieve their developmental goals. ADFD focuses its development financing on key sectors such as agriculture, health, water and electricity, including renewable energy, and housing. These priorities align closely with our country's broader economic vision enshrined in the "We the UAE 2031," Abu Dhabi Economic Vision 2030, and UAE Centennial 2071. By investing in these critical areas, we support global development while reinforcing the nation's commitment to driving economic growth and stability domestically and internationally.

What are the biggest challenges facing development finance today, and how does ADFD address them?

One major issue is that the global debt situation has become critical, especially after the pandemic. We actively address these challenges by providing concessional loans and managing government grants to support sustainable infrastructure projects that drive socioeconomic development in develop-

ing countries. By leveraging private-sector resources, ADFD helps reduce reliance on public debt while ensuring efficient project implementation. This approach aligns with global best practices, as evident in our USD1.5-billion co-investing framework with IFC, which focuses on climate business and food security. One of the biggest global financing challenges is ensuring long-term sustainability. ADFD has responded by prioritizing renewable energy projects that offer long-term economic and environmental benefits. Through the UAE-CREF and IRENA-ADFD partnership, we have financed multiple renewable energy projects in developing countries, reducing carbon emissions and energy costs.

With sustainability being a global priority, how does ADFD integrate renewable energy and green finance into its development strategy?

Recognizing the global shift toward renewable energy and the importance of green finance, we have actively integrated these elements into our development strategy. A key initiative in this direction is our collaboration with IRENA. Since 2013, this partnership has facilitated the allocation of concessional loans totaling USD350 million to support 32 renewable energy projects across various developing countries. In addition, we launched the UAE-Caribbean Renewable Energy Fund (UAE-CREF), a USD50-million initiative dedicated to deploying renewable energy projects in Caribbean nations. This fund focuses on enhancing energy security, reducing energy costs, and promoting sustainable economic growth in the region. ADFD's commitment to green finance is further demonstrated through its support for sustainable infrastructure projects. By providing concessional loans and managing government grants, ADFD finances initiatives that promote environmental sustainability

and economic development. This approach aligns with the UAE's broader vision of driving global partnerships to address climate change and support the UN's SDGs.

How does ADFD leverage emerging technologies and innovative solutions to enhance its operations?

ADFD actively embraces emerging technologies and innovative solutions to enhance its operations and drive sustainable development. By integrating advanced technological strategies, we aim to improve efficiency, transparency, and the overall impact of its projects. Our support for modern technology is exemplified by the efforts of the Abu Dhabi Exports Office (ADEX), ADFD's export financing arm, to engage with local AI and cloud computing companies such as G42 to explore opportunities that enhance the UAE's global standing in advanced technology. Furthermore, we leverage global partnerships to drive innovation, such as the ADEX-ECI agreement supporting digital transformation in Angola. Moreover, ADFD aligns with Abu Dhabi's broader technological ambitions by supporting initiatives that drive innovation across various sectors. ✖

BIO

Mohamed Saif Al Suwaidi has over 30 years' experience in finance, international development, and strategic leadership. He has overseen AED216 billion in development financing across 107 countries and positioned ADFD as a leading global institution. Under his leadership, ADFD earned the UN SIDS Partnerships Award in 2024 and launched major initiatives like ADEX to boost UAE exports. He holds a BSc in business administration from California Baptist University and has completed advanced programs in finance, governance, and economic policy.

FORWARD *planning*

The UAE's new National Investment Strategy 2031 comes with bold targets: increasing annual FDI inflows to AED240 billion and cumulative FDI stock to AED2.2 trillion by 2031

IN MARCH 2025, the UAE approved an ambitious National Investment Strategy 2031 as part of its drive to attract FDI and propel economic diversification. Targeting an annual FDI inflow of AED240 billion by 2031, this new strategy's ultimate aim is to encourage innovation in new sectors, create new jobs for Emiratis, and increase the UAE's GDP whilst diversifying it from its reliance on hydrocarbons,

In 2023, annual FDI inflows stood at USD30.5 billion. Under the National Investment Strategy, the UAE hopes to more-than-double this number, reaching over USD65 billion by 2031. UAE Prime Minister and ruler of Dubai, Sheikh Mohammed bin Rashid Al Maktoum, has also added that the strategy aims to boost the UAE's total foreign investment stock from USD217.8 billion to USD599 billion over the same time frame. "The UAE continues to develop its economy, expand global markets, attract investments, and create the most business-friendly environment in the world," he shared on social media following the strategy's announcement. The strategy also targets raising the share of FDI in total domestic and foreign investments to over 30% while increasing the contribution of FDI to GDP to 8%.

As Shamis Ali Khalfan Al Dhaheri, second vice chairman and Managing Director of the Abu Dhabi Chamber of Commerce and Industry told TBV, "Abu Dhabi's economy is deeply integrated with global trade and investment flows." The chamber, he says, is at the forefront of this outward-facing momentum. "We connect Abu Dhabi companies to international growth through outbound trade missions, global market access support, and curated cross-border partnerships. Our focus is on regions and sectors where Abu Dhabi holds strategic advantage, such as sustainable energy, logistics, advanced manufacturing, and financial services. By helping local businesses access international networks and opportunities, we reinforce Abu Dhabi's role as a global hub for innovation, capital, and trade."

One of the main goals of the strategy is to focus on key sectors such as industry, logistics, financial services, renewable energy and water, and IT. By investing in these areas, the UAE hopes to become a global hub for innovation and sustainable development. The strategy includes 12 new programs, such as the Financial Sector Development Program and the Invest UAE platform, as well as 30 initiatives under its umbrella that target improvement of the business environment through streamlined regulations and an increase in incentives offered to investors, including easier licensing and new investment promotion agencies.

The Invest UAE program here is especially of note, as it establishes a platform for sustainable investment into the UAE for the advancement of technology, trade, and human capita. With investor-friendly policies and a focus on creating a business-friendly environment, the UAE is already a highly attractive destination for global investors. Special Economic Zones cater to key sectors such as finance, media, logistics, and sustainable energy, offering benefits like up to 100% profit repatriation. Plus, Abu Dhabi welcomes investors with long-term residency visa programs, 100% foreign ownership in various sectors, and a world-class standard of living. The Invest UAE program compounds these advantages to unlock benefits that appeal to foreign investors around the world.

Crucially, the National Investment Strategy 2031 also emphasizes the importance of developing local talent and fostering entrepreneurship. By providing training and support to Emirati citizens, the UAE aims to build a skilled workforce that can drive economic growth and ensure long-term prosperity. The "Make it in the Emirates" strategy is a cornerstone of this strategy, as it seeks to develop home-grown Emirati entrepreneurs in order to enhance the UAE's manufacturing sector and make it more competitive. The strategy focuses on developing key industries like aerospace, pharmaceuticals, and renewable energy. One of its main goals is to support local manufacturers by assisting them in the implementation of digital technologies to improve their production processes. Another important part of the plan is to attract foreign investment and encourage partnerships between local and international companies. By creating a business-friendly environment and offering incentives, the UAE hopes to bring in more expertise and resources to help the industrial sector thrive and make the UAE a global leader in manufacturing and innovation.

The UAE's attractive investment environment, vibrant culture, investor-friendly laws, strong security, and political stability make have already established the country as an enticing destination for many foreign investors, and initiatives such the National Investment Strategy 2031 and Invest UAE are solid indications that the country plans to continue its upward trajectory. In the first quarter of 2025 alone, the Abu Dhabi Securities Exchange, the second largest exchange in the MENA region, market capitalization rose 3.2% to around AED3 trillion, and foreign net investment surged by 151%. If these trends continue, and there is little reason to believe that they will not, the UAE could easily see itself as the region's leading, future-forward financial hub. ✖



STRONGER *together*

In addition to boosting the UAE's overall cyber resilience, CSC is also focused on achieving top-tier global rankings and fostering economic growth through secure digital innovation.

Mohamed Al Kuwaiti
CHAIRMAN,
UAE CYBER SECURITY COUNCIL (CSC)

What have been the major achievements of the UAE CSC?

Since its establishment in 2020, CSC has achieved significant milestones in enhancing the nation's cyber resilience. One of its standout achievements is elevating the UAE's ranking in the International Telecommunication Union (ITU) Global Cybersecurity Index, from 33rd in 2019 to fifth in 2020, to the top global category (Pioneering Model) according to the 2024 Global Cybersecurity Index. The UAE, represented by CSC, met all 80 criteria of the index, achieving a 100% success rate. This ranking reflects the UAE's ongoing efforts to build a secure and advanced digital infrastructure that aligns with its future ambitions. Another key accomplishment is the development and rollout of the National Cybersecurity Strategy, which mobilizes around 60 initiatives across five pillars: cybersecurity laws, a vibrant ecosystem, incident response, critical infrastructure protection, and partnerships. CSC's partnerships with global industry leaders such as Deloitte, Amazon Web Services (AWS), Huawei, and local firms like CPX have been pivotal. These collaborations have enhanced cyber capabilities across government and private sectors, accelerated secure cloud adoption, and introduced international best practices. On the operational front, the council has countered an average of 50,000 daily cyber attacks on government infrastructure, as reported in 2023, with a significant 70% reduction in ransomware attacks that year compared to 2022. This reflects the effectiveness of its National Cyber Incident Response Plan, which includes real-time monitoring and cross-agency coordination. CSC has advanced capacity building, aiming to train over 40,000 cybersecurity professionals, and launched awareness campaigns such as Cyber Pulse to educate citizens. The council's role in regional and global forums,

such as co-chairing the White House Counter Ransomware Initiative and serving as Vice Chair of the OIC Computer Emergency Response Team in 2022, has positioned the UAE as a leader in international cybersecurity efforts.

How does CSC collaborate with government agencies and private sector entities to strengthen the country's cyber resilience and awareness?

CSC collaborates extensively with government agencies and private sector entities to strengthen the nation's cyber resilience. It works closely with federal and local government bodies to implement national cybersecurity policies and ensure compliance with regulatory standards. In the private sector, the council forms strategic partnerships with leading companies to bolster cyber defenses. These collaborations focus on professionalizing cybersecurity capabilities, conducting cyber assessments, and accelerating secure cloud adoption for government and semi-government entities. Information sharing is a cornerstone of the council's collaborative efforts. It facilitates the exchange of expertise, threat intelligence, and best practices between public and private stakeholders to build national situational awareness. By aligning government policies with private-sector expertise, the UAE Cybersecurity Council ensures a cohesive and resilient cybersecurity ecosystem, safeguarding the nation's digital transformation against evolving threats. The council actively enhances cybersecurity awareness through targeted campaigns and educational programs. It organizes workshops, seminars, and training sessions across the UAE, covering topics such as phishing prevention, password security, and data protection. It also collaborates with schools and universities to integrate cybersecurity into the curriculum,

fostering a culture of cyber awareness from a young age.

What is the implementation plans for the updated National Cybersecurity Strategy approved in February 2025?

CSC actively implements National Cybersecurity Strategy to position the UAE as a global leader in cybersecurity by fostering a secure digital environment amid rapid technological advancements. The council is executing the strategy through five key pillars: policy and regulation development, critical infrastructure protection, technology integration, ecosystem collaboration, and capacity building. Key initiatives include finalizing a national cryptography policy, enhancing critical sectors resilience, and adopting advanced technologies such as AI and blockchain. Key milestones for 2025 include the rollout of the cryptography policy, activation of the National Cyber Incident Response Plan, and sector-specific resilience targets for finance and energy. By 2026-2027, the UAE aims to expand secure cloud adoption and formalize international cyber agreements. The long-term goal by 2030 is to make the UAE the most cyber-resilient nation, achieving top-tier global rankings and fostering economic growth through secure digital innovation. ✖

BIO

Mohamed Al Kuwaiti is the Head of Cyber Security for the UAE, where he leads the CSC, overseeing the nation's cybersecurity strategy and safeguarding its digital infrastructure. Additionally, he serves as managing director of the National Data Center under the Supreme Council for National Security, with broad authority over national cyberspace security.



FUTURE *generations*

EFOA is committed to building an ecosystem that encourages family offices to co-invest, share knowledge, and contribute to the UAE's aspirations of becoming a center of excellence in finance and capital.

BIO

Aisha Al Mansoori is executive director of EFOA, an independent, non-profit association and the only official industry body for family offices in the UAE, helping member families to connect with industry experts and share knowledge with other families so they can make better decisions in preserving and growing their wealth, modernize their business structures, and scale their operations internationally. With extensive experience in the public, private and family office sectors, she has a track record of excellence in strategy, business performance and stakeholder engagement.

Aisha Al Mansoori
EXECUTIVE DIRECTOR,
EMIRATES FAMILY OFFICE
ASSOCIATION (EFOA)

What have been EFOA's major achievements since its establishment in 2023?

As a not-for-profit, EFOA's core objective is to support family offices in preserving wealth and expanding their outlook, both regionally and globally. We act as partners to family offices not just in the UAE, but globally through our educational programs and strategic support. Since our launch, we have made significant progress. Among our standout initiatives was the closed-door family office discussion we hosted at SuperReturn Middle East in Dubai titled Corporate Governance in the GCC, where we explored the cornerstone role family businesses play in the GCC's economy and how quality governance can be maintained amidst succession planning challenges. We have welcomed a diverse group of single and multi-family offices to our flourishing community as well as bringing a wide range of advisors into our network. In 2024, we made the significant step of establishing our board of directors that features experienced thought leaders and visionaries. We were active during Abu Dhabi Finance Week, hosted gatherings in Geneva, and are expanding into Asia. We are also collaborating with NYU Stern in Abu Dhabi to develop a robust academic pillar through tailored courses, ensuring family offices are intellectually equipped and future ready. Additionally, we signed an MoU with the United Arab Emirates University to further broaden educational access for family office employees and members of the next generation.

How does EFOA collaborate with financial institutions, regulators, and international organizations to strengthen the UAE's family office ecosystem?

Strategic partnerships are at the heart of what we do. Our collaborations with NYU Stern Abu Dhabi, the Geneva Family Office Association, the Middle East Venture Capital Association (MEVCA), and Wind from China underline our strength and reputation. We also work closely with Thabat, part of Bridgewater, and maintain a strong relationship with the UAE Ministry of Economy. Such partnerships give our members access to integrated global and regional ecosystems and ensure that the voice of family offices is represented when it comes to regulatory dis-

cussions and new policy initiatives.

What are some of EFOA's upcoming initiatives and its vision for the future?

We have several exciting initiatives lined up. One is the NextGen Fellowship Program, designed to cultivate future leaders of family offices. Another is a Women in Family Offices Leadership Circle to empower female professionals in this space. We are also preparing a co-investment platform that facilitates private market deals among our members. Internationally, we are scaling our presence by organizing more roundtables in new regions like Africa and Latin America, following successful gatherings in Geneva and Hong Kong. Our board members, who specialize in areas such as digital assets, real estate, and philanthropy, play a key role in expanding our influence and supporting our members. Our vision is closely aligned with the UAE's national agenda, particularly in areas of economic diversification and innovation. We aim to become the global hub for family offices, not only through education and events, but by offering a strong policy voice and fostering regional and international collaboration. Our strategic roadmap emphasizes scale, substance, and impact, where we can support our members holistically while also driving growth that aligns with the government's vision for the future.

What guidance would you offer to family offices looking to evolve, but hesitant to embrace change?

It is crucial to balance tradition and innovation, preserving one's values while embracing change. Technological integration and decentralized responsibilities can greatly enhance decision-making and long-term sustainability. Succession planning, value retention, and adapting to emerging trends should go hand in hand. Our role as a neutral party and trusted advisor allows us to facilitate conversations and find common ground. We do not impose solutions; we co-create them in partnership with the families. We have witnessed encouraging progress in how some family offices are evolving, and this builds our experience and reputation for helping family offices embrace change and thrive in today's complex environment. ✘



CLOSE *alignment*

The British Chamber of Commerce Abu Dhabi has evolved into a globally connected chamber that strengthens UK-UAE trade by fostering cross-sector partnerships and supporting companies through networking and events.

Simone Jucker
CEO,
BRITISH CHAMBER OF COMMERCE
IN ABU DHABI

What have been the chamber's main milestones in supporting UK-UAE business relations, and how do you view the current trade environment and potential areas of growth?

Our legacy goes back to when we were the British Business Group of Abu Dhabi, and informal gatherings of British business people were held at hotels, private homes and at The Club in Abu Dhabi. The British Business Group of Abu Dhabi was established in June 1991, with the first luncheon meeting at the Marina Club in Abu Dhabi, arranged with the support of the British Ambassador to the UAE, Graham Burton. More recently, we evolved into the British Chamber of Commerce Abu Dhabi, and we are now affiliated with all 53 British chambers across the UK and over 80 international British chambers across their global business network. This alignment with British chambers of commerce has enabled our members to connect with other international markets, opening doors for them to continue trading whether in Asia, Africa, North America or Europe. We facilitate that connectivity for our members and key stakeholders. We work closely with Abu Dhabi government, and when it has an interest in penetrating the UK market, we can open doors. Our members span multiple sectors; therefore, we are sector-agnostic, but we do try to align with Abu Dhabi's priorities, for example, financial services, agritech, pharmaceuticals, and healthcare. Furthermore, diversification is clear, and we support sustainability and technology. UK universities with UAE campuses, such as the University of Manchester, University of Strathclyde, and the University of Birmingham, are also able to have our assistance at the British Chamber of Commerce Abu Dhabi to connect with our local based institutions in Abu Dhabi such as Khalifa University, Masdar, and others. We foster these relationships and enable collaboration opportunities for our members.

How do you support SMEs and entrepreneurs, and what role do networking and events play in facilitating access?

Companies can get in touch with us, often through referrals from our global presence or British Chambers in the UK. We strive to understand their key areas and objectives and later introduce them to our own members to provide extra support. Moreover, we organize different styles of events throughout the year. Networking events are also crucial for us as they are a source of revenue for us being a non-profit organization. We receive no funding from the UK or UAE government to operate; relying solely on memberships, events and sponsorship. We host flagship gatherings, such as our inter-council networking event where we bring together other international business groups in Abu Dhabi including the Abu Dhabi Chamber of Commerce & Industry, to facilitate networking and business focused dialogue. The British Chamber of Commerce Abu Dhabi has a number of focus groups in areas such as digital transformation, financial services, community engagement, healthcare, and energy services. For these, we organize tailored events specific to each group. We also support our key stakeholders' inbound trips to the UK. When Abu Dhabi government entities want to connect with UK companies, we help, boosting bilateral trade on both sides.

What are the British Chamber's priorities for strengthening ties between the UK and UAE?

Our priority is ensuring our members are engaged and happy, and that they can build bilateral trade, whether making more deals or enhancing collaborative partnerships. It is about how we can best serve our members. Understanding where the country places its priorities and ensuring UK alignment is important. Whether in fintech, enabling better trade corridors in logistics, or local manufacturing, we want to help enhance these priorities without compromising anything in the UK. For international investors, my advice is clear: get on a plane and visit Abu Dhabi. Make the effort to spend time here, understand the market and appreciate that doing business may differ from your expectations before arrival. ✖

Expands UK-UAE trade ties through global chamber network and strategic sector alignment

Supports SMEs via trade delegations, events, and B2B matchmaking

BIO

Simone Jucker is the CEO of the British Chamber of Commerce Abu Dhabi. She has over 20 years of experience in international marketing and trade relations with the UAE and the countries that form the GCC. She has assisted private companies and government organizations to do business across the Middle East. Formerly a trade commissioner (education and training) with the Embassy of Canada in Abu Dhabi, and executive director of EduNova Gulf LLC, she has a wealth of knowledge and contacts in the UAE. She has been an active member of several business groups and councils in Abu Dhabi over the years and held roles including chair and vice chair.



PARTNERING *for success*

AHK's long term goal is to enhance the long-standing economic collaboration between Germany and the UAE and its businesses and drive further growth.

BIO

Martin Henkelmann draws his extended personal and professional experience from working with companies at the crossroads of business and public affairs for over 20 years. He joined the AHK network in 2014 as CEO of the German-Tunisian Chamber of Industry and Commerce. He managed the German-Philippine Chamber of Commerce and Industry before becoming President & CEO of the Korean-German Chamber of Commerce and Industry. In 2025, he joined the AHK in the UAE as CEO of the German Emirati Joint Council for Industry & Commerce (AHK). He holds a PhD in law from Eberhard Karls University in Germany. He holds the bar (2nd state exam) from Germany and a master's degree in international law from the Paul Cezanne University in France.

Martin Henkelmann
CEO,
GERMAN-EMIRATI JOINT COUNCIL
FOR INDUSTRY AND COMMERCE (AHK)

What have been the key milestones that shaped AHK's role in the region?

AHK was formally established in 2009 and has been a key player in building and enhancing the bilateral partnership between Germany and the UAE. The advantage of the German-Emirati Chamber is its brand: we are part of a network of 150 locations in more than 90 countries worldwide. Furthermore, we are a non-profit; we are here to support companies and foster bilateral trade. Over the past 15 years, we have organized hundreds of delegations, facilitated thousands of B2B meetings, and provided guidance to a wide range of companies. Important milestones include our intensive support during Expo 2020 and COP 28, working closely with the local administration, government, the German embassy, and German ministries. Today, we have over 750 corporate members from Germany, the UAE and third countries, covering all sectors.

Germany is among the UAE's top European trade partners. How do you see the economic relationship between the two countries growing in the future?

German companies' strengths are closely aligned with the UAE's development strategy. The Emirati energy sector is undergoing a transformation, and German technology can help drive this transition, particularly in energy efficiency and renewable energy. German companies are involved in projects in digitalization and AI. The healthcare sector is a third area with a strong German footprint and in which German companies can strongly contribute. There is a great deal of German know-how when it comes to pharma, medical devices and planning and organization of hospitals. As Germany is home to many of the largest and best-known machinery producers, the government's "Make it in the Emirates" approach provides ample opportunities for these companies. Additionally, the logistics sector has developed greatly and shows immense growth potential.

How does AHK help Germany and the UAE work together to reach the UAE's Net Zero 2050 goals?

The UAE and Germany established an "Energy Partnership" in 2017. Through bilateral

consultations and exchange, they address topics such as renewable energy, hydrogen economy and energy efficiency. AHK is actively engaged in the dialogue between the two governments, facilitating meetings and including the private sector in this bilateral collaboration format. Furthermore, part of our task is also to regularly host delegations from Germany in green tech. While German companies provide for many solutions already tested and successfully applied, the UAE market is highly receptive to advanced technology and welcomes innovative approaches. Therefore, we regularly host German company delegations for participants to showcase their products and expertise. Additionally, we organize numerous events on sustainability for participants to advance this topic, exchange knowledge, and grow the network. Germany hosts leading trade fairs for environmental technology. We support both UAE companies and government institutions to participate, either individually or as part of delegations.

What is AHK's vision for 2026, and how does it connect with the UAE's future plans?

The sectors on which we will focus our work are in line with both the UAE's goals and German companies' strengths: green tech, economic diversification with extending production in the UAE, healthcare, AI, and smart cities. Education is another key area. In close collaboration with an Emirati company, we will support the rollout of a vocational training program while continuing with our successful program DER IMPULS. This activity enables mentorship between C-level executives of German companies based in the UAE and young Emirati professionals and students. We also collaborate with Khalifa University on energy topics and host annually the Young Future Energy Leaders program for Emirati students. Our activities are driven by the German and Emirati business community and closely aligned with the economic goals and initiatives of the UAE and German governments. We are committed to continue playing a pivotal role. If the EU and the UAE successfully conclude the negotiations for an FTA, we will see bilateral business relations grow even stronger and more interwoven to the benefit of both countries. ✖



Ismail Al Naqi
DIRECTOR GENERAL,
FREE ZONES AUTHORITY OF AJMAN

BIO

Ismail Al Naqi has over 25 years of experience in economic development and strategic planning. Currently serving as the director general of the Free Zones Authority of Ajman, he has been instrumental in advancing the Emirate's position as a global hub for business and investment. Throughout his career, Al Naqi has contributed to the UAE's economic growth through key roles in organizations such as Dubai Internet City, Dubai Outsource City, TECOM Group, and the Ajman Executive Council.

The Free Zones Authority (FZA) oversees entities like Ajman Free Zone, Ajman Media City, and Al Zorah Free Zone. How do these zones contribute to Ajman's economic diversification and growth?

FZA is a major economic catalyst that contributes about 30% to Ajman's GDP. The authority also oversees the Ajman China Mall and Ajman car showrooms. We have a diversified asset portfolio, with the industrial, media, and environmental sphere as well as the shopping, retail, and automobile sectors. The major contributor to our progress is technology, since there are numerous technology companies in the Ajman Free Zone that service Ajman and the Northern Emirates. We want to ensure entrepreneurs have everything they need here.

To what extent is Ajman's location a competitive advantage?

The first lesson in marketing is: location, location, location. Ajman is blessed to be in the heart of the

UAE and acts as a bridge between its two major areas. Most importantly, beyond its location, the mindset of Ajman's leadership is the most important ingredient of its success. Every Emirate within the UAE has benefited from the leadership of this country. Furthermore, Ajman's size makes it more agile and able to respond quickly to circumstances. Most importantly, the fundamental vision of our leadership that is imbued throughout the Emirate is: Whatever is good for business is good for Ajman. We are a city that is pro-business.

How does FZA promote sustainable business practices within its free zones?

Sustainable initiatives all stem from the UAE's own commitment to sustainability. In Ajman, we have focused on promoting this mindset across the Emirate. Second, we have started our own initiatives, including reducing 80% of water consumption in toilets and installing solar panels to the roofs of industrial warehouses. We have also launched a large energy conservation program across our free zones that has contributed to 30% in energy savings. All our waste is fully recycled, and we have our own sewage treatment plant where we treat wastewater for irrigation. ✖



Mohamed Nasser Al Zaabi
CHAIRMAN & MANAGING DIRECTOR,
ALNSER HOLDING LTD &
EXECUTIVE CHAIRMAN, AL WAZAN GROUP

Which sectors currently drive AlNser Holding's strategic direction, particularly in energy, industrial services, environmental solutions, and logistics?

We operate across 10 sectors, with particular strategic focus on energy services, industrial maintenance, environmental solutions, and logistics. These sectors are deeply interconnected; industrial services support energy infrastructure, while logistics and environmental services provide critical support systems. Technology and innovation play a central role across our operations, with an emphasis on deploying economically viable solutions. We are actively exploring emerging opportunities in green hydrogen and ammonia, aligned with national initiatives like Make it in the Emirates and Operation 300bn. Our involvement in the regional rails ecosystem marks a significant step in expanding infrastructure capabilities. Through our integrated model, we create synergies between verticals; for example, logistics enhances the scalability and efficiency of both energy and environmental operations, while our environmental division supports sustainability through industrial waste reduction. This cross-sectoral approach en-

hances resilience and enables us to deliver comprehensive, value-added solutions to our clients.

What are some of the group's technology-focused initiatives or partnerships that are reshaping your sectors?

Technology is central to our strategy, not just as a tool for growth, but as a foundation for long-term competitiveness in the UAE and beyond. Around 70-80% of the technologies we implement are developed or manufactured locally. Rather than simply importing solutions, we adapt, build, and deploy them through in-house capabilities and local partnerships. Many of these technologies are already operational in the field, not just in pilot stages. Our focus is on commercially proven innovations, applied in real-time with our clients. We are actively advancing projects in AI, automation, and predictive maintenance, often in collaboration with academic institutions, startups, and global partners. Strategic alliances with firms across UK, Germany, Norway, Italy, India, Malaysia, Australia, South Korea, Canada and the US have introduced cutting-edge technologies across our diverse portfolio. Through such strategic alliances, consortia and joint ventures, we are not only importing expertise, but also co-developing region-specific solutions. This two-way innovation model helps us deliver superior, efficient, and scalable solutions while contributing meaningfully to the UAE's economic and industrial transformation. ✖

BIO

With over 25 years of leadership spanning government, industry, and family enterprises, Mohamed Nasser Al Zaabi has led transformative initiatives across energy, sustainability, and investment. He catalyzes cross-border collaboration and positions enterprises at the forefront of emerging markets, where innovation, resilience, and sustainability converge. As a strategic bridge between global and regional markets, he continues to advance innovation, localization, and long-term value creation through partnerships.



Image: Pradrag Mishev



THE WILL *to serve*

Procapita Group is a leading consulting firm and technology integrator specializing in strategic human resources and AI-driven talent management solutions across the MENA region, including the UAE, Kuwait, and Saudi Arabia.

Mohammad Abu Al-Rob
FOUNDER & CEO,
PROCAPITA & ZENITHR

Can you provide an overview of Procapita Group?

Procapita Group is a leading consulting firm specializing in comprehensive and strategic human resources solutions for governments and private sector organizations across diverse industries. Founded in Kuwait in 2013 and with an established office in Dubai, the Group has since expanded its presence and capabilities through its subsidiaries, including Sanad Business Solutions and Zenithr, the exclusive distributor of Thomas International in the MENA region. Today, Procapita is proud to have a team of over 150 dedicated professionals whose collective expertise has enabled us to serve more than 2,000 clients. Our regional footprint spans the UAE, Kuwait, KSA, Jordan, and Egypt, supported by a network of resellers and strategic partners in Oman, Qatar, and Bahrain.

What are the most significant HR and talent management trends in the UAE, and how is Procapita Group adapting its service offerings in response?

The UAE continues to lead in adopting progressive HR practices, particularly around digital transformation, artificial intelligence, data-driven talent management, and employee experience. We're also seeing a strong focus on localization, leadership development, and agile workforce planning. Through Zenithr, our technology arm established in Dubai, we're embodying our commitment to advancing HR through innovative AI and analytics. We've integrated intelligent automations and machine learning into our solutions to help organizations anticipate workforce trends, optimize decision-making, and design future-ready people strategies. Through our AI-powered platforms, we're enabling businesses to harness the power of data and technology to transform

the way they attract, assess, and develop talent across the region.

What challenges and opportunities have you observed in scaling HR solutions across a diverse and rapidly evolving market like the UAE?

The UAE market is incredibly diverse, both in terms of industries and workforce demographics, which makes scalability a double-edged sword. The challenge lies in balancing customization with efficiency; what works for a multinational in Dubai may differ significantly from a startup in Abu Dhabi or a government entity in Sharjah. The opportunity, however, is immense. The UAE's openness to innovation and investment in digital transformation enables us to introduce scalable yet flexible HR models that can be adapted across sectors. Our approach is to combine global best practices with local insight, supported by our in-house technologies that allow for quick configuration and seamless implementation.

How does the Emirati business environment enable Zenithr, part of the group, to foster innovation in human capital solutions?

The UAE provides an ideal ecosystem for innovation, from its digital infrastructure to its forward-thinking regulations and openness to AI-driven and technology-enabled HR solutions. This has empowered us to develop and deploy several of our most advanced tools in our solutions, including: Zenithr Employee Experience, a platform designed to enhance employee experience and workplace culture through employee feedback; Zenithr Assessments, which evaluates talent through measuring essential job technical related skills for pre and post hiring; and Zenithr Elevate, which centralizes leadership development, employee potential, and psy-

chometric assessments in one ecosystem.

What is the rationale behind integrating AI into HR and talent management, and how do you plan to actively implement this?

Integrating AI into HR and talent management is no longer optional, it's a strategic necessity. The rationale lies in AI's ability to transform how organizations understand, engage, and develop their people. By leveraging AI, we can move from reactive HR processes to proactive and predictive talent strategies, helping organizations anticipate workforce needs, identify hidden potential, and enhance decision-making with precision and speed. At Procapita Group, we're embedding AI across our technology ecosystem, particularly within our Zenithr solutions. Through AI-powered assessments, analytics, and personalized development recommendations, we aim to provide HR leaders with real-time insights that support data-driven decisions. We're also working on integrating machine learning models to predict attrition risks, optimize recruitment processes, and personalize employee experiences. Our approach ensures that AI acts as an enabler, augmenting human judgment, not replacing it, to create smarter, fairer, and more agile HR practices for the future. ✖

BIO

Mohammad Abu Al-Rob is a business leader with over 20 years of experience in human resource management, HR consulting, HR technology, and digitalization. An acclaimed public speaker, strategic advisor, and influential HR expert, Al-Rob holds an MBA from IMD Business School and a certificate in strategy execution from INSEAD Business School. He is a Certified Professional in Human Resources (CPHR) and holds a professional certificate in crisis management from the Swiss Armed Forces. He founded Procapita in 2013, Zenithr in 2018, and Sanad Solutions in 2022.



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