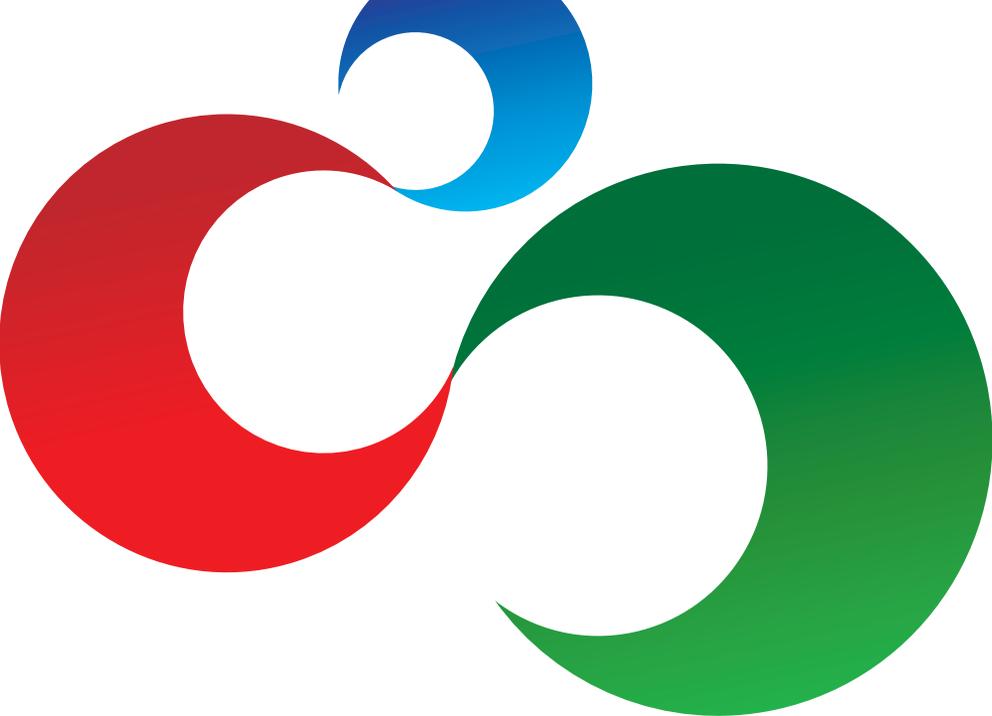




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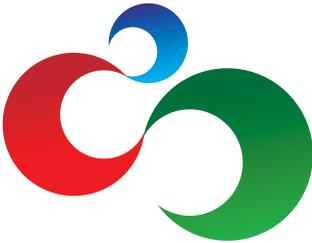
Doing Business in the United Arab Emirates





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U.S.-U.A.E. Business Council



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Doing Business in the United Arab Emirates

U.S.-U.A.E. Business Council

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DUBAI, UNITED ARAB EMIRATES

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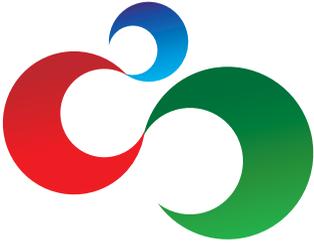
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About the U.S.-U.A.E. Business Council

The U.S.-U.A.E. Business Council is the premier business organization dedicated to advancing bilateral commercial relations. By leveraging its extensive networks in the U.S. and in the region, the U.S.-U.A.E. Business Council provides unparalleled access to senior decision makers in business and government with the aim of deepening bilateral trade and investment.

www.usuaebusiness.org

Message from the President

The U.S.-U.A.E. Business Council's new guide to *'Doing Business in the United Arab Emirates'* provides U.S. company executives with the essential information they need when considering operations in the Emirates. In publishing this guide for the very first time, we hope to answer some of your most pressing questions, and we hope to "pull back the curtain" on local business structures and customs.

As the regional business hub, the United Arab Emirates has experienced exceptional growth in recent years and consistently strives to reinforce its position as the commercial, cultural, and economic leader in the GCC and beyond. We hope that *'Doing Business in the United Arab Emirates'* will become a must-read, not only for anyone seeking to set up new businesses, but also to keep businesses up to date on legal policies and changes in federal and local legislation. We trust that you will find the information contained herein of tremendous value and that it will provide you with a greater understanding of both the business and legal aspects of operating in Abu Dhabi, Dubai, and the Northern Emirates.

I want to especially thank the Business Council's Board of Directors for providing exceptional leadership. The growth of the U.S.-U.A.E. Business Council and indeed of the U.S.-U.A.E. bilateral relationship is a testament to our Founding Leadership's hard work and dedication.

As with all our Members, we very much look forward to working with you – the reader – and to ensuring your company's lasting success and strategic value.

Danny Sebright

President
U.S.-U.A.E. Business Council



Introduction

In less than ten years, the U.S.-U.A.E. Business Council has become the preeminent organization advocating on behalf of commercial bilateral relations in Washington, D.C. Launched in May 2007 and inaugurated by His Highness Sheikh Mohammed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the U.A.E. Armed Forces, and His Highness Sheikh Abdullah bin Zayed Al Nahyan, U.A.E. Minister of Foreign Affairs and International Cooperation, membership in the Business Council has grown to nearly 130 companies, from across a range of vital commercial sectors, based in both the U.S. and the U.A.E.

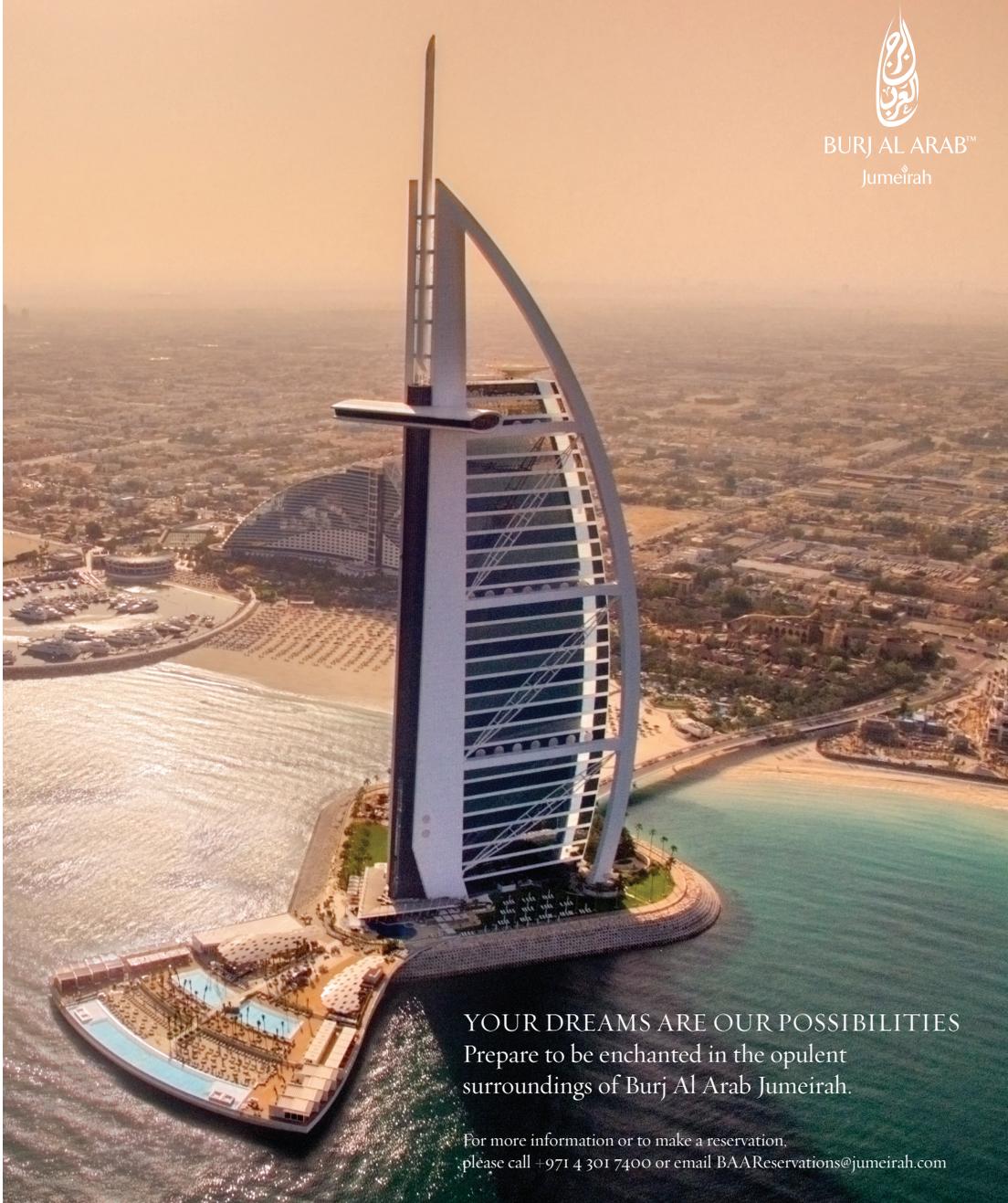
In addition to organizing first-class programming such as trade missions of the highest levels, road shows, and must-attend events across the U.S. and the Emirates, the U.S.-U.A.E. Business Council serves as an important voice on critical policy priorities between the two countries in a variety of fields – including, but not limited to, energy (renewable, nuclear, and oil & gas); aerospace, defense, and security; infrastructure (conventional & green build); media; healthcare; and education.

The U.S.-U.A.E. Business Council is also a platform, not only for speaking as one unified voice on behalf of the business communities in both countries, but also for advocating on behalf of the U.S.-U.A.E. trade and commercial relationship more broadly. Whether helping U.S. companies expand relationships, identifying “win-win” partnerships between U.S. and U.A.E. companies, or assisting U.A.E. companies in investing directly in the United States, the Business Council plays an absolutely critical role.

For the past seven years, the U.A.E. has been the single largest export market for the U.S. in the greater Middle East & North Africa Region – and even surpassed India in the last two years. As of 2015, the U.A.E. is America’s largest source of foreign investment from the Middle East, and the seventh fastest-growing source of foreign direct investment (FDI) in the United States. Indeed, the U.S.-U.A.E. relationship is a fast-growing and dynamic bilateral trade and investment relationship and a truly remarkable story, of which we are so very proud to be a part.



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About the United Arab Emirates

The U.A.E.'s history is rooted in trade and tied to Islam, which came to the region in AD 630. Its location between Europe and the Far East attracted merchants from India and China and made it prized by Europeans, particularly the Portuguese, Dutch, and British.

While Europeans sought control of the coasts, Bedouin ancestors made the deserts of Abu Dhabi and Dubai their home. Over time, the town of Abu Dhabi became an important population center.

In the 19th century, the British signed a series of agreements with individual emirates that resulted in the formation of the "Trucial States." These states agreed not to dispose of their territory or enter into relationships with any government besides the United Kingdom. In return, the British promised to protect the coast from all aggression by sea or land.

The 19th and 20th centuries were known for the success of the pearling industry. A large proportion of the local population was semi-nomadic, pearling in the summer and tending date gardens in the winter. Pearling became the main source of income and employment in the Gulf. However, the global economic depression of the 1920s and 1930s, coupled with the Japanese invention of the cultured pearl, irreparably damaged the industry and U.A.E. economy overall.

New Beginnings

The early 1930s marked the start of a new era – one dominated by oil. The first oil companies to be formed in what is now the U.A.E. began conducting geological surveys of the region during this time period. However, it was not until 1962 that the first cargo of crude was exported from Abu Dhabi.

Four years later, in 1966, the late founder of the U.A.E., Sheikh Zayed bin Sultan Al Nahyan (1918-2004), was chosen as Ruler of Abu Dhabi. As ruler, he used ever-growing oil revenues to undertake an expansive development program in the Emirate that included the construction of schools, housing, hospitals, and roads. He also increased contributions to the Trucial States Development Fund, to which Abu Dhabi was the largest donor.

Meanwhile, in Dubai, the late Sheikh Rashid bin Saeed Al Maktoum (1912 – 1990) -- de facto Ruler of Dubai since 1939 and also Vice President and Prime Minister of the U.A.E. after unification-- replaced pearling revenues by developing the shipping industry. In 1969, with the start of oil exports from that Emirate, Sheikh Rashid, like Sheikh Zayed, used oil revenues to improve the quality of life of the people.

In 1968, the United Kingdom announced its intention to withdraw from the Arabian Gulf. In response, Sheikh Zayed acted quickly to unite the emirates. Sheikh Zayed, together with Sheikh Rashid, called for a federation that comprised the Trucial States as well as Qatar and Bahrain. Qatar and Bahrain did not become part of the U.A.E. during its formation.

On 2 December 1971, the rulers of six emirates (Abu Dhabi, Dubai, Sharjah, Umm al-Quwain, Fujairah, and Ajman) reached an agreement to form the Federation to be known as the U.A.E. The seventh emirate, Ras al-Khaimah, acceded to the Federation the following year.

This union of seven emirates ultimately forged a distinct national identity. The U.A.E.'s political system combines traditional and modern approaches to enable the country to develop a modern administrative structure while preserving tradition.

A U.A.E. Brief

Population

Approximately 9.5 million total with
1.4 million being Emirati citizens

9.5
million



POPULATION

Religion

Islam



RELIGION

Currency

The United Arab Emirates Dirham (AED)
1 Dirham = 100 Fils
1 Dirham \approx .27 Dollars
1 Dollar \approx 3.67 Dirham
The Dirham is pegged to the U.S. dollar



CURRENCY

Language

Officially Arabic, but English is widely used
in business circles

Arabic **AC**
B

LANGUAGE

Government

The U.A.E. is a federation of seven Emirates consisting of Abu Dhabi, Ajman, Dubai, Fujairah, Ras Al-Khaimah, Sharjah, and Umm Al-Quwain, with Abu Dhabi being the capital. His Highness Sheikh Khalifa bin Zayed Al Nahyan is the President of the U.A.E. as well as the Ruler of Abu Dhabi. His Highness Sheikh Mohammad bin Rashid Al Maktoum serves as the Vice President and Prime Minister of the U.A.E. as well as the Ruler of Dubai.

The Economy: An Overview

The U.A.E.'s economy is growing at a rapid pace. According to the World Bank, the U.A.E.'s GDP increased from \$104.337 billion in 2000 to \$370.293 billion in 2015, coming only second to Saudi Arabia in the GCC.

This impressive GDP growth reflects the rich natural resources of the U.A.E., which has 10 percent of the total world supply of oil reserves and the world's fifth largest natural gas reserves. However, this growth also reflects broader U.A.E. efforts to develop and diversify its economy, as oil exports currently account for just 30 percent of the U.A.E.'s total GDP.

Diversification Creates Trade Opportunities

The U.A.E. has launched an economic diversification and liberalization program to reduce its reliance on oil. This program aims to transform the U.A.E.'s economy from a conventional, labor-intensive economy to one based on knowledge, technology, and skilled labor. Both federal and individual Emirate governments have invested heavily in sectors such as aluminum production, tourism, aviation, re-export commerce, and telecommunications.

Dubai's Strategic Plan 2015 and Abu Dhabi's Economic Vision 2030 are guiding the drive towards diversification. Their strategy is to increase investment in multiple sectors, including heavy industry, transportation, petrochemicals, tourism, information technology, telecommunications, renewable energy, aviation and space, and oil and gas services. Much has already been achieved in these fields, especially in satellite and telecommunications, the aviation sector, and renewable energy. Although short-term priorities have been altered to accommodate changing realities, the long-term strategy remains the same.

At the federal level, the U.A.E. is pursuing its 2021 Vision, which aims to place innovation, research, science, and technology at the center of a knowledge-based, highly productive, and competitive economy by the time of the federation's golden jubilee in 2021.

Tourism has played a large part in the success of the U.A.E.'s economic diversification efforts. In 2016, Abu Dhabi increased the amount of its hotel rooms to 26,394 while Dubai hit the 100,000 mark, in line with the U.A.E.'s goal of becoming a leading tourist destination globally. Dubai Tourism Authority looks to maintain record growth to meet 2020 expected demand projections. Other Emirates are following suit.

The U.A.E.'s two world-class airlines, Etihad and Emirates, as well as constant upgrading of aviation infrastructure, have played a major role in the advance of the tourism industry and are key contributors to the economy. Dubai, in particular, expects that the aviation industry will contribute 32 per cent to its GDP by 2020.

Why do Business in the U.A.E.?

Thriving Economy

The U.A.E. has one of the largest, most open, and fastest growing economies in the MENA region.

Business-Friendly Environment

The U.A.E.'s currency, the dirham, is stable and convertible, as it is pegged to the U.S. dollar. The country does not restrict profit transfer or practice capital repatriation. It also boasts a reliable infrastructure and friendly working environment. Indeed, the U.A.E. is ranked 31st in the World Bank's Doing Business Index.

Accessibility

The U.A.E. is the largest logistics hub in the MENA region. The country's location is accessible for major regional markets.

Security and Good Governance

The U.A.E. has one of the safest working environments in the MENA region. It also fares well in Transparency International's "Corruption Perceptions Index," as it most recently tied with France for 23rd in the world.

Free Zones and Low Taxes

The U.A.E. does not levy individual income taxes or federal corporate taxes (save for branches of foreign banks and oil-producing companies). The U.A.E. also hosts a number of free zones that are exempt from other forms of taxation. In addition, numerous double taxation agreements and bilateral investment treaties are in place to create a hospitable tax environment.

Trade Agreements

The U.A.E. has been a contracting party to the General Agreement on Tariffs and Trade (GATT) since 1994 and a member of the World Trade Organization (WTO) since 1996. It is also a member of the Greater Arab Free-Trade Area (GAFTA), which includes all Gulf Cooperation Council (GCC) states. The U.A.E. concluded Free Trade Agreements with Singapore and the ASEAN Free Trade Area (AFTA) bloc in 2008 and 2009 respectively. It is now working with the GCC's negotiating team to conclude Free Trade Agreements with the EU, Japan, China, India, Pakistan, Turkey, Australia, Korea and the Mercosur bloc comprising Brazil, Argentina, Uruguay, and Paraguay. The U.A.E. does not have any free trade agreements with the U.S.

Vital U.S.-U.A.E. Business Partnership

In 2016, the U.S. Commercial Service published the U.A.E. Country Commercial Guide as a service to assist U.S. companies. This guide is an excellent resource, providing additional background and detail regarding key factors necessary in helping American companies consider if the U.A.E. is an appropriate market for their product or service.

To view the latest U.A.E. Country Commercial Guide by the U.S. Commercial Service, please visit:

https://www.export.gov/article?series=a0pt0000000PAv4AAG&type=Country_Commercial__kav



Establishing a Business in the U.A.E.

The U.A.E. has a multifaceted regulatory regime when it comes to establishing business organizations. In practical terms, businesses can be either licensed through the economic department of one of the Emirates or they can be established in what are known as “free zones.”

Companies licensed through the economic department of an Emirate are entitled to undertake those activities covered by its license within that Emirate. The principal forms of business organization in the U.A.E. that can be licensed through the economic departments of each Emirate are the following:

- Limited Liability Company
- Simple Limited Partnership
- Public Joint Stock Company
- Private Joint Stock Company
- General Partnership

Companies also have the option of establishing a branch of a foreign company within the mainland, forming a representative office, or operating via a commercial agency agreement.

Free zones are separate geographical and jurisdictional areas located within various Emirates, and each has its own licensing regime and regulatory authority. They offer certain advantages and disadvantages to companies:

- Limited liability companies that are 100 percent foreign owned can be established within free zones, whereas companies licensed by the economic departments of each Emirate are generally subject to at least 51 percent U.A.E. ownership requirement.

- Companies established within free zones are restricted by the relevant free zone's regulations. Businesses operating within a free zone must sell their goods or services within the free zone or outside the U.A.E.'s mainland.
- Companies established within free zones are restricted by the relevant free zone's regulations to carrying on business activities within either the free zone itself or outside of the U.A.E.
- Some free zones have a particular focus, such as Dubai Media City's focus on media-related companies, but the sector-specific zones are usually very willing to include a wide variety of even distantly-related companies.

Types of Businesses on the Mainland

According to the U.A.E. Commercial Companies Law, foreign entities seeking to establish a permanent presence on the mainland must have 51 percent of the entity's shares, within the U.A.E., belong to one or more U.A.E. national partners. Companies looking to engage in business activities, such as sales of goods and services, can look to one of the following options of permanent establishments that are not available within the free zones.

Permanent establishment options:

Type	Description	Benefits	Limitations
<p>Limited Liability Company (LLC)</p>	<p>Can be formed with 2-50 shareholders</p> <p>Requires one or more U.A.E. national shareholders with a combined total minimum of 51% U.A.E. ownership</p>	<p>Most popular form of commercial company establishment</p> <p>Profit sharing arrangements can be made despite 51% local ownership</p> <p>Able to operate within the U.A.E.</p> <p>Requires a short amount of time to set up</p>	<p>Maximum foreign ownership of 49%</p>
<p>Simple Limited Partnership</p>	<p>Comprised of one or more general partners liable jointly and severally for the obligations of the company</p> <p>Comprised of one or more silent partners not liable for the obligations of the company other than to the extent of their respective shares in the share capital</p> <p>All general partners MUST be of U.A.E. nationality</p>	<p>Offers limited liability to limited partners, at the degree of capital contribution</p>	<p>Limited partner may not participate in management</p> <p>Limited partner may not have his or her name appear in the partnership</p>

<p>Public Joint Stock Company</p>	<p>A company whose share capital is divided into equal and negotiable shares</p> <p>It can be founded by 5 or more persons</p> <p>The founders shall subscribe to part of such shares (30% to 70%) while the other shares shall be offered to the public under a public subscription</p> <p>The issued shared capital of the company shall not be less than AED 30,000,000</p>	<p>There are no restrictions on the activities of public companies, but the Securities and Commodities Authority has discretionary power to reject the application of a company. Insurance, and/or banking (except branches of foreign banks) activities must be carried out through public companies</p>	<p>Maximum foreign ownership of 49%, though this restriction does not apply to GCC</p>
<p>Private Joint Stock Company</p>	<p>A company where the number of shareholders is at least 2, but not in excess of 200</p> <p>The share capital of the company shall be divided into shares of the same nominal value, to be paid in full without offering any shares for public subscription</p> <p>The issued shared capital of the company shall not be less than AED 5,000,000</p>	<p>Can be converted into public joint stock company</p>	<p>Conditions must be met to go public</p>
<p>General Partnership</p>	<p>A company that consists of two partners who are natural persons, to be severally and jointly responsible in all their moneys for the obligations of the company</p>		<p>Can only be established by U.A.E. nationals</p>

Other Options within the Mainland

Other options worth considering in the mainland include setting up a branch office, having a representative office, or operating via a commercial agency agreement.

The branch office itself is not an independent legal personality, being in the legal sense an extension of its parent company. A branch can undertake all activities of its parent with the exception of trading within the U.A.E. mainland. The branch office may operate as a regular business and commit to contracts and engage in daily business activities that fall within their licensing agreement, which is, in turn, determined by the department of economic development of the Emirate in which they operate.

Notably, when setting up a branch office, a U.A.E. national must be appointed as a Local Service Agent (LSA). The LSA requirement is purely procedural. The LSA has no role, interest, or right in the business, or the assets of the branch. Typically, the LSA's role is to liaise with government offices so as to open the labor and immigration files for branch employees' visas. Normally, the LSA is paid an annual fee for providing such services.

Much like a branch office, a representative office also needs an LSA to operate. However, there are greater limitations imposed on its operations. A representative office is allowed to undertake information gathering and the acquisition of projects for the parent company. Because of this, representative offices tend to be limited in their number of employees and generally conduct operations such as marketing for the parent company.

A final alternative would be to operate via a commercial agency agreement whereby a foreign company enlists an agent to represent them within the U.A.E. The agent must be registered with the Ministry of Economy. Moreover, the law dictates that any commercial agent operating for a foreign company to distribute, sell, or provide goods/services within the U.A.E. do so for a profit or commission. Commercial agents must also be of U.A.E. nationality or alternatively work for a company incorporated in the U.A.E. and owned by U.A.E. nationals.



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Mainland LLCs, PSPs, and Side Agreements

The primary impediments for foreign investors establishing a limited liability company (LLC) on the mainland are foreign-ownership restrictions. When establishing an LLC, the law prescribes that at least 51 percent of its shares be registered under a U.A.E. national (be it a natural or legal person).

In practice, Professional Service Providers (PSPs) often act as nominee shareholders, holding the 51 percent of shares on behalf of the foreign investor. Commonly, where such PSPs are used and the foreign investor is vested with 100 percent beneficial interest in the LLC, the LLC's memorandum of association will typically be drafted in such a way as to confer all authorities and powers to operate and manage the LLC on the foreign investor. This includes the power to appointment the board of directors, the general manager, and other officers.

Additional safeguards can be provided on behalf of a foreign investor through a contract. These contracts, which are generally referred to as "side agreements," facilitate a contractual relationship between the parties that safeguards the foreign investor to the maximum extent possible by law.

Through PSPs and side agreements, foreign investors can enjoy the aforementioned advantages of having an LLC in the mainland. Namely, there are no territorial restrictions on business activity and the premises of the office. Furthermore, there is no minimum capital requirement.

Free Zones

Free zones act as one-stop shops to facilitate the establishment of corporate entities and satisfy all their needs, from licensing and registration to labor and immigration, providing a business-friendly environment as well as access to required services. Across the U.A.E., free zones – which are designated territorial areas considered as distinct legal jurisdictions from the wider U.A.E. – are free to regulate, license, and register corporate entities independently. Dubai alone boasts more than 30 free zone jurisdictions.

The key advantage to foreign investors that free zones generally offer is the option of 100 percent foreign ownership of entities without the need of a U.A.E. national acting as an agent. In addition, free zone laws prescribe a guaranteed tax-free period of 50 years. Moreover, customs duties do not apply where the imported goods are for the use of the company, and there are no restrictions on repatriation of capital and profits.

The main restriction for a free zone entity is that it cannot conduct trading activity outside of the territorial limits of the free zone without appointing a U.A.E. mainland-based commercial agent. Moreover, upon entry of goods into the mainland U.A.E., a customs duty will be applied. Costs to register as an LLC in a free zone vary widely from zone to zone, as do the requirements to rent office space in the zone and annual audit requirements.

The following is a list of the largest free zones in the U.A.E. based on the number of companies operating within them:

[Dubai Multi Commodities Centre \(DMCC\)](#)

Operating since 2002, DMCC has become recognized as the U.A.E.'s largest free zone with over 10,000 companies operating within it. Witnessing a rapid growth rate, the free zone is currently ranked number one in the world. It offers a wide variety of services ranging from basic set-up and solutions to an all-around licensing and registration process.

[RAK Free Trade Zone \(RAK FTZ\)](#)

RAK FTZ has become known as a favorable investment destination for over 8,000 companies from 100 countries. One of the main features of the RAK FTZ is its short distance from Dubai, the country's trade and tourism hub.

[Jebel Ali Free Zone \(JAFZA\)](#)

The oldest trade zone in the U.A.E. and one of the largest, JAFZA hosts around 7,000 companies, including 100 of the world's Fortune 500 companies. Among various activities, JAFZA helps with the issuance of various licenses such as Trading, Industrial, and Service Licenses.

Sharjah Airport International Free Zone (SAIF-ZONE)

The Sharjah SAIF ZONE, located in the third-largest emirate of the seven emirates, hosts approximately 4,000 companies. SAIF ZONE offers several accommodations to its large client base such as manufacturing facilities, storage, workforce aid, and networking opportunities with world-class companies operating in the region.

Dubai Airport Free Zone (DAFZA)

DAFZA hosts around 1,300 free zone entities. Renowned for its services and logistics center, DAFZA is a high-class facility located in the center of Dubai near the Dubai International Airport, which also allows for express cargo clearance.

Companies looking to establish businesses in Financial Free Zones that use internationally recognized common-law courts can look into doing business in the following:

Dubai International Financial Centre (DIFC)

The Dubai International Financial Centre (DIFC) is a free zone in Dubai that has its own civil and commercial laws, and its own English-language common-law courts. The DIFC is modeled on international best practice and largely follows the English common-law approach. It has been designed to appeal to the international business community. The DIFC was established in 2004 as a Federal Financial Free Zone. The Ruler of Dubai and the President of the DIFC have the power to issue laws, rules, and regulations within the DIFC. The

DIFC's three core independent bodies are the DIFC Authority, the Dubai Financial Services Authority, and the DIFC Judicial Authority (DIFC Courts). The currency used in the DIFC is the U.S. dollar.

Abu Dhabi Global Market (ADGM)

Abu Dhabi Global Market (ADGM) is an international financial center located in the heart of the U.A.E.'s capital for local, regional, and international institutions. The Registration Authority, ADGM Courts, and the Financial Services Regulatory Authority (FSRA) ensure ADGM's business activity environment operates in accordance with best international practices that are acknowledged by financial centers across the globe. In collaboration with International Financial Centers, ADGM arranges support for member institutions and provides them with a legal jurisdiction and an attractive business environment.

A list of some of the Free Zones across the U.A.E. includes:

Abu Dhabi Free Zones

- Abu Dhabi Airport Free Zone (ADAFZ)
- Abu Dhabi Global Market (ADGM)
- Khalifa Industrial Zone Abu Dhabi (KIZAD)
- Masdar City Free Zone
- Twofour54

Dubai Free Zones

- Dubai Airport Free Zone

- Dubai Car and Automotive City Free Zone
- Dubai Flower Center Free Zone - at Dubai International Airport.
- Dubai Gold and Diamond Park
- Dubai Health Care City
- Dubai Industrial City
- Dubai International Financial Centre
- Dubai Internet City (DIC)
- Dubai Knowledge Village (DKV)
- Dubai Media City (DMC)
- Dubai Multi Commodities Centre (DMCC)
- Dubai Gold and Commodities Exchange - part of DMCC.
- Dubai Silicon Oasis
- Dubai Technology and Media Free Zone - includes DIC, DMC, DKV.
- Economic Zones World - includes Techno Park, Dubai Auto Zone, JAFZ.
- Jebel Ali Free Zone (JAFZ)

Free Zones in Dubai in Planning or under Development

- Dubai Aid City
- Dubai Auto Parts City
- Dubai Carpet Free Zone - Deira.
- Dubai International Arbitration Center (DIAC)
- Dubai Maritime City
- Dubai Outsource Zone (DOZ)
- Dubai Science Park
- Dubai Studio City - Dubailand

- Dubai Techno Park (TP) - under development
- Dubai Textile Village - under development
- Heavy Equipment & Trucks Free Zone
- International Media Production Zone
- Mohammad Bin Rashid Technology Park - Jebel Ali Area

Ajman Free Zones

- Ajman Airport Free Zone - might be part of the new Ajman Airport development but no information provided yet.
- Ajman Free Zone Authority (AFZA)

Fujairah Free Zones

- Fujairah Free Zone (FFZ)
- Fujairah Creative City

Ras Al Khaimah Free Zones

- RAK Free Trade Zone
- RAK Investment Authority Free Zone
- Ras Al Khaimah Media Free Zone

Ras Al Khaimah Free Zones under Consideration or Development

- RAK Center for Business Excellence or RAK Training Center for

Business Excellence

- RAK Education Zone
- RAK Financial Center
- RAK Industrial and Technology Park

Sharjah Free Zones

- Hamriyah Free Zone
- Sharjah Airport International Free Zone

Umm Al Quwain Free Zones

- Ahmed Bin Rashid Free Zone

Offshore companies

Select free zones, for example Jebel Ali Free Zone (JAFZ), offer the option of setting up offshore companies. Offshore companies are not regarded as operational entities, acting merely as holding companies. JAFZ offshore companies can only own property in designated areas of the U.A.E.

Key advantage of offshore companies: They are quick to set up, there are no limitations on foreign ownership, and there is no minimum share capital requirement.

Key limitation of offshore companies: They cannot sponsor any employees.

U.A.E. Commercial Law

Commercial Law in the U.A.E. is generally consistent with international commercial law principles, although in some areas it is less developed than in the West. The main law is the U.A.E. Civil Code, which provides many general provisions concerning the freedom to contract and the rights and obligations between parties. The law is heavily influenced by French and Egyptian law. Some points to be aware of include:

1. Interest is permissible. It is not forbidden, as is sometimes assumed.
2. Contracts that involve chance (such as gambling) are not allowed, and this may extend to trading in futures and similar products.
3. U.A.E. Courts will award compensation for actual, evidenced, direct loss, and they tend to be conservative. For compensation to be awarded for future loss, the loss needs to be certain rather than probable.
4. Agreements with a local agent are often subject to special rules.
5. The local courts will likely apply U.A.E. law to a contract, even where the parties have agreed to a different law.

Taxation in the U.A.E.

This section outlines the U.A.E.'s tax regime.

Taxes

Personal income taxes for U.A.E. nationals and non-U.A.E. nationals	0%
Capital gains tax on an individual's capital gains	0%
Withholding tax	0%
Tax on corporate earnings (in practice, generally only oil-producing companies and branches of foreign banks are required to pay this type of corporate tax)	<55%
Capital gains tax on gains from real estate	0%
Income tax on rental income	0%
Stamp duty on real estate purchases	0%
Sale registration fee (<i>generally imposed on the transfer of any real estate; other tax percentages are applicable on other transactions such as Musataha or Usufruct</i>)	4%
Municipal property taxes (<i>imposed by various emirates, generally as a percentage of the annual rental value. Separate fees may be payable by both tenants and property owners – for example, in Dubai, tenants pay a 'Housing fee/ municipality tax' of 5 percent of the annual rent, which is collected via the Dubai Electricity and Water Authority's billing system</i>)	varies
Statutory pension contribution (<i>payable by U.A.E. national employees</i>)	5% of salary

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Double Taxation

The U.A.E.'s double taxation treaties are designed to make it an attractive destination for individuals and companies who originate from countries with aggressive taxation policies. The treaties are in place to reduce any potential taxation burdens being levied against foreign companies and citizens operating in the U.A.E. who remit their profits abroad. Although corporate tax is currently not levied in the U.A.E., the provisions of the treaties do not state that such income must be taxed to qualify for benefits.

Thus, dividend income paid by a U.A.E. company to a company from a country with a double taxation treaty with the U.A.E. may not be taxable in the hands of the foreign parent corporation even though it has not been taxed in the U.A.E. Many countries have anti-avoidance provisions that either set minimum levels of tax from income to benefit from tax treaties or set out lists of low-tax countries that do not qualify under tax treaties.

The main agreements formed are:

- Agreements on taxation depending on the income resulting from air transport
- Agreements on avoidance of double taxation on income & profits resulting from international air transport
- Agreements on avoidance of double taxation on income & capital & evasion of taxes
- Agreements on avoidance of double taxation on income & capital

Future Value-Added Tax Implementation

The U.A.E. is expected to implement a value added tax (VAT) of five percent from January 1, 2018, according to His Excellency Obaid Humaid Al Tayar, U.A.E. Minister of State for Financial Affairs.

Free Zones & VAT Taxes

Each free zone is established pursuant to a Ruler Decree ("Ruler Decree"), which sets out the geographical boundaries of the free zone in question and the parameters of the activities to be exercised within.

Also, the Ruler Decree determines the tax treatment of the companies that will be established in such free zone. In principle, almost all free zone companies are exempted from tax for 50 years from the date of the establishment of the free zone in question.

**Please refer to the appendix for information on the Foreign Account Tax Compliance Act (FATCA).*

Labor Law in the U.A.E.

Labor matters in the U.A.E. are governed by Federal Law No. 8 of 1980 Regulating Labor Relations, as amended (“Labor Law”). There are additional labor-related regulations applicable in some of the free zones in the U.A.E., such as the Jebel Ali Free Zone. In addition, the DIFC and ADGM have their own employment regulations and are not subject to the Labor Law.

The Labor Law covers all aspects of the employer-employee relationship, including matters related to employment contracts, restrictions on the employment of juveniles and women, maintenance of records and files, wages, working hours, leave, safety and protection of employees, medical and social care, codes of discipline, termination of employment contracts, end of service benefits, compensation for occupational diseases, labor inspections, penalties and employment-related accidents, injuries and death.

The U.A.E. does not allow the formation of trade unions.

A series of reforms that took effect in January 2016 focus on improving the rights of temporary workers and providing additional oversight of employment agreements, including:

- Improving the transparency of job terms and employment contracts.
- Clearly defining contract terms and how contracts may be broken, making it easier for workers to switch employers.
- Guaranteeing that relations between workers and employers be governed solely by government-monitored work contracts and the labor law.

Emiratization

Emiratization is a set of procedures initiated by the U.A.E. Government with the goal of including more nationals in the workforce.

These procedures are devoted to reducing reliance on the expatriate workforce, as well as empowering the local population by providing meaningful employment. Currently, Emiratization dictates that companies with over 50 employees have a minimum of 2 percent of their workforce as nationals, other than financial institutions where the rate should be at least 4 percent for the banking sector and 5 percent for the insurance sector.

Regulating Banks and Financial Institutions in the U.A.E.

The banking sector in the U.A.E. has enjoyed substantial growth since the country's creation. According to the Central Bank of the U.A.E., there are currently 23 national banks and 28 foreign banks carrying out various banking activities in the U.A.E., serving a market of approximately 5 million people.

The U.A.E. Central Bank was formed in 1980 and replaced the Currency Board, which was set up in 1973. The establishment of the Central Bank was intended to bring about control and discipline to the banking sector in the U.A.E., and to provide greater control of national and foreign banks operating within the country in addition to regulating various financial institutions. The Central Bank's responsibilities include issuing notes and coins; maintaining the convertibility of the dirham; carrying out monetary policy; regulating the banking system; running the payments systems; acting as banker to banks and the government; and managing the government's reserves.

In the U.A.E., certain industry sectors are subject to regulations, supervision, and control. Examples of regulators and the activities and industries under their control include:

Regulator	Activities Under Control
The U.A.E. Central Bank	banking, finance, financial services and some investment activities
The Ministry of Climate Change and Environment	environmental protection, waste management, water management
The Ministry of Interior, local general police directorate, and local civil defense department	general transport, security-related activities, driving schools, fire equipment, alarm and security, safety systems and guarding
The Ministry of Communication and Telecommunication Regulatory Authority	telecommunication, telecom equipment and maintenance
The Insurance Authority	insurance, insurance consultancy, insurance brokerage and damage and loss assessors
The Ministry of Health and Prevention and local health authorities	medicines, medicinal stores, pharmacies, private medical clinics, scientific offices, medical laboratories and hospitals
The local tourism authority	travel agents, tourism activities and general services, hotels and resorts
The General Civil Aviation Authority, local civil aviation department, and local transport department	scheduled and non-scheduled operation of flights, ship charter, aircraft charter and foreign airline company branches
The local municipality	civil engineering, architectural consultancy and construction contracting activities

Drivers of the U.A.E. Economy

The four major drivers of the U.A.E. economy are Expo 2020, Dubai Plan 2021, U.A.E. Vision 2021, and the Abu Dhabi Economic Vision 2030.

Expo 2020

In November 2013, the United Arab Emirates won the right to host the World Expo in Dubai in 2020. This will be the first time that the World Expo is staged in the Middle East, Africa and South Asia (MEASA) region.

Since the first Great Fair of 1851, World Expos have continued to be one of the largest and most enduring global mega-events. Lasting six months, World Expos attract millions of visitors who explore and discover pavilions, exhibits, and cultural events staged by hundreds of participants including nations, international organizations, and businesses.

Dubai's World Expo is held under the theme of Connecting Minds, Creating the Future, echoing the powerful spirit of partnership and co-operation that has driven the U.A.E.'s success in pioneering new paths of development and innovation. Through this theme, Expo 2020 Dubai will serve as a catalyst -- connecting minds from around the world and inspiring participants to mobilize around shared challenges. Expo 2020 Dubai will comprise unprecedented global scope, highlighted by the sub-themes of: Opportunity, Mobility, and Sustainability.

Expo 2020 Dubai is expected to attract 25 million visitors, 70 percent of whom will be from outside the U.A.E. -- the first Expo in which the majority of visitors will stem from beyond the host-nation's borders. Running from 20 October 2020 through 10 April 2021, the Expo will launch the country's Golden Jubilee (fiftieth anniversary) celebrations and serve as a springboard from which to inaugurate a progressive and sustainable vision for the coming decades.

Opportunity

- There is a growing need for new, universal models for sustainable economic development and financial stability.
- This need is more pronounced in the aftermath of the global financial crisis and as more emerging nations join the global economy.
- Expo 2020 Dubai seeks to harness new models for the flow of financial and intellectual capital to foster entrepreneurship and innovation.

Opportunity is the lifeblood of development, enabling individuals and communities to shape their priorities and to seek new means of fulfilling their social and economic potential. Innovations in physical and virtual connectivity offer new options for learning, mutual understanding, education, and collaboration. Exploring the role of smart cities as hubs of opportunity allows the creation of new paths to social and economic development. Whether the aim is to meet the most basic needs – food, health, shelter, and work – or to pioneer breakthroughs in science and technology, opportunity will flourish in places that can nurture talent, exploit collaboration, and embrace innovation.

The creation of new opportunities for economic development will increasingly require cross-sector partnerships to create environments where entrepreneurship can thrive and where all citizens are able to pursue opportunities that safeguard their livelihoods, guided by policies that are transparent, efficient, and fair.

The core aim of Expo 2020 Dubai is to bring a global audience together to foster innovation and partnership: to connect minds and create the future.

The potential this will bring to the U.A.E. and MEASA region is tremendous and full of opportunity.

Dubai, as a city, thrives on such collaborations and partnerships. It has been an integral part of its history and Expo 2020 Dubai will be a significant milestone in forming new partnerships that will build on the future.

Mobility

- Efficient logistics and transportation systems are the lifeline that connects people, goods, and services around the world.
- Mobility affects our cities, how we travel, how goods are shipped, and how effectively humanitarian aid can be delivered.
- As the world's markets continue to grow and interact, new sources of innovation are required to create more integrated solutions.

By 2050, it is expected that air transport alone will account for 16 billion passengers and 400 million tons of freight, a number equivalent to transporting two Burj Khalifas or 108 Eiffel Towers every day.

The invention of the standardized shipping container transformed the economics of transport, reducing freight unloading costs by 90 percent.

Physical mobility has always provided new opportunities to develop and enrich peoples' lives and this sub-theme ultimately aims to highlight partnerships that will enhance the physical flow of people and goods through smart, safe, and robust systems for logistics and transportation in the future.

The U.A.E. is already a significant trade, commercial, and service hub between East and West and, at Expo 2020, Dubai aims to showcase how its focus on efficient logistics and transportation systems will help create the relationships that will define and support the country's future.

Sustainability

In today's ever-growing world, significant innovation in the production, delivery, and consumption of water and energy is vital to our collective future.

Improving access to these precious natural resources through responsible conservation and effective management – as well as embracing a culture of sustainability – are important goals for developed and developing nations alike.



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Forging new partnerships to create lasting sources of energy and water can address many of these issues and this sub-theme highlights the crucial role that such partnerships have in improving access to energy and water and planning for resource scarcity through conservation and effective management of new and existing resources.

Expo 2020 Dubai will be a monument to the Green Economy and a landmark in sustainable development, and will contribute to the legacy of the Bureau International des Expositions (BIE) as one of the most sustainable Expos in history.

Dubai Plan 2021

Dubai Plan 2021 builds upon the success of the Dubai Strategic Plan 2015, which established the city's first documented long-term strategy . Dubai Strategic Plan 2015 sought to prioritize five principal areas, including: economic development; social development; security, justice & safety; infrastructure, land, and environment; and government excellence.

Dubai Plan 2021 aims to reinforce Dubai's position as a global center and destination for key industries and sectors. The plan comprises 660 key performance indicators designed to measure achievement within the goals of the Plan and in-line with the U.A.E.'s national agenda and the country's goal to be first in all fields.

Dubai Plan 2021 is divided into six themes, each highlighting a group of strategic developmental goals for Dubai:

- A city of happy, creative, & empowered people
- An inclusive and cohesive society
- The preferred place to live, work, & visit
- A smart sustainable city
- A pivotal hub in the global economy
- A pioneering and excellent government

Vision 2021

H.H. Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the U.A.E. and Ruler of Dubai, launched U.A.E. Vision 2021 in the year 2010.

The Vision aims to make the U.A.E. among the best countries in the world by the Golden Jubilee of the Union. In order to translate the Vision into reality, its pillars have been mapped into six national priorities, which represent the key focus sectors of government action

in the coming years.

United in Responsibility

Pillar 1: Cohesive Society and Preserved Identity

The U.A.E. Vision 2021 National Agenda strives to preserve a cohesive society proud of its identity and sense of belonging.

Thus, it promotes an inclusive environment that integrates all segments of society while preserving the U.A.E.'s unique culture, heritage, and traditions and reinforces social and family cohesion.

Furthermore, the National Agenda aims for the U.A.E. to be among the best in the world in the Human Development Index so that its citizens feel proud to belong to the U.A.E. The National Agenda also sets an ambitious plan to increase the U.A.E.'s achievements and medals won in international sport and the Olympic games.

United in Destiny

Pillar 2: Safe Public and Fair Judiciary

The U.A.E. Vision 2021 National Agenda aims for the U.A.E. to be the safest place in the world.

Therefore, it seeks to reinforce its citizens' sense of security and achieve leading positions in the areas of security, emergency preparedness, reliability of police services, and road safety.

Furthermore, the National Agenda reinforces the importance of a fair and active legal system that guarantees the rights of individuals and businesses, and makes the U.A.E.'s judicial system among the most efficient in the world.

United in Knowledge

Pillar 3: Competitive Knowledge Economy

The global economy will witness significant economic changes in the coming years and the U.A.E. Vision 2021 National Agenda aims for the U.A.E. to be at its heart.

As a result, it focuses on the U.A.E. becoming the economic, touristic, and commercial capital for more than two billion people by transitioning to a knowledge-based economy, promoting innovation and research and development, strengthening the regulatory framework for key sectors, and encouraging high value-adding sectors. These will improve the country's business environment and increase its attractiveness to foreign investment.

The National Agenda also aims for the U.A.E. to be among the best in the world in entrepreneurship as this plays a key role in unlocking the potential of nationals and enables them to be a driving force of the U.A.E.'s economic development through small and medium enterprises in the private sector. Furthermore, the Agenda strives to instill an entrepreneurial culture in schools and universities to foster generations endowed with leadership, creativity, responsibility, and ambition. This will allow the U.A.E. to be among the best in the world in ease of doing business, innovation, entrepreneurship, and R&D indicators.

Moreover, the government aims not only to achieve leading positions in global reports, but to also provide a good life for its citizens. Therefore, the National Agenda seeks to place the U.A.E. among the top countries in the world in income per capita and ensure high levels of national participation in the private sector workforce.

United in Prosperity

Pillar 4: First-Rate Education System

Education is a fundamental element for the development of a nation and the best investment in its youth.

For that reason, the U.A.E. Vision 2021 National Agenda emphasizes the development of a first-rate education system, which will require a complete transformation of the current education system and teaching methods. The National Agenda aims for all schools, universities, and students to be equipped with Smart systems and devices as a basis for all teaching methods, projects, and research.

There will also be significant investments to promote and reinforce enrollment in preschools as this plays an important role in shaping children's personalities and their future.

Furthermore, the National Agenda has set as a target that the country's students rank among the best in the world in reading, mathematics, and science exams, and to have a strong knowledge of the Arabic language. Moreover, the Agenda will aim to elevate the rate of graduation from secondary schools to international standards and for all schools to have exceptional leadership and internationally accredited teaching staff.

Pillar 5: World-Class Healthcare

Since success requires an open mind and healthy body, the U.A.E. Vision 2021 National Agenda aims to achieve a world-class healthcare system.

The Government is working in collaboration with all health authorities in the country to have all public and private hospitals accredited according to clear national and international quality standards of medical services and staff.

Furthermore, the National Agenda emphasizes the importance of preventive medicine and seeks to reduce cancer and lifestyle-related diseases such as diabetes and cardiovascular diseases to ensure a longer, healthy life for citizens. In addition, the Agenda aims to reduce the prevalence of smoking and increase the healthcare system's readiness to deal with epidemics and health risks. This will result in the U.A.E. becoming among the best countries in the world in terms of quality of healthcare.

Pillar 6: Sustainable Environment and Infrastructure

The U.A.E. Government wants to ensure sustainable development while preserving the environment, and to achieve a perfect balance between economic and social development.

To do that, the U.A.E. Vision 2021 National Agenda focuses on improving the quality of air, preserving water resources, increasing the contribution of clean energy, and implementing green growth plans.

Also, the National Agenda highlights the importance of infrastructure and aims for the U.A.E. to be among the best in the world in the quality of airports, ports, road infrastructure, and electricity. Leading

telecommunications infrastructure will allow the U.A.E. to become a forerunner in the provision of Smart services.

Finally, seeking to further improve the quality of life of its citizens, the Agenda has set a target to provide suitable housing for eligible U.A.E. nationals within a record timeframe.

Abu Dhabi Economic Vision 2030

In 2006, His Highness Sheikh Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Chairman of the Executive Council, mandated the General Secretariat of the Executive Council, the Abu Dhabi Council for Economic Development, and the Department of Planning and Economy to develop a long-term economic vision for the Emirate. This mandate was given in order to deliver upon the vision of His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the U.A.E. and Ruler of Abu Dhabi, for the ongoing economic success of the Emirate.

The Abu Dhabi Economic Vision's objective is to guide the economic development of the Emirate through the establishment of a common framework synchronizing all policies and plans with the support and involvement of the private sector in its execution.

The initiative built upon the foundations set by the Abu Dhabi Policy Agenda 2007/2008 and was produced by a taskforce joining stakeholders from the public and private sector. The two main goals assigned to the taskforce included:

- To assess the key enablers for economic growth.
- To formulate a comprehensive long-term economic vision, with definitive goals guiding the progression of the Abu Dhabi economy through to the year 2030.

Through this initiative, the government of Abu Dhabi identified nine pillars that will form the architecture of the Emirate's social, political, and economic future:

- A large, empowered private sector

- A sustainable knowledge-based economy
- An optimal, transparent regulatory environment
- A continuation of strong and diverse international relationships
- The optimization of the Emirate's resources
- Premium education, healthcare, and infrastructure assets
- Complete international and domestic security
- Maintaining Abu Dhabi's values, culture, and heritage
- A significant and ongoing contribution to the federation of the U.A.E.

These pillars will be strengthened and developed through focusing on economic development, social and human resources development, infrastructure development and environmental sustainability, and optimization of government operations.



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Appendices

U.A.E. Government

Under the U.A.E. system of government, a body known as the Supreme Council of Rulers, which consists of the rulers of the seven Emirates, is the top policy-making body, charged with planning and ratifying federal laws. The Supreme Council also elects the President and Vice President of the U.A.E. from its membership for renewable five-year terms. The President serves as the head of the Supreme Council.

The U.A.E. Prime Minister is appointed by the President and approved by the Supreme Council. He or she then appoints a Council of Ministers, or Cabinet, to oversee the development and implementation of federal policy across all portfolios of government.

In addition to the Supreme Council and the Council of Ministers, a 40-member parliament known as the Federal National Council (FNC) also examines proposed new legislation and provides advice to the U.A.E. Cabinet, as required. The FNC is empowered to call and question Ministers in regard to their own performance, providing an additional degree of accountability to the system.

Groundbreaking reforms to open up U.A.E. decision-making were made in December 2006, with the first indirect election of FNC members. Under these reforms, individual Rulers selected an electoral college whose members totaled at least 300 times the number of FNC members held by that Emirate. Previously, all FNC members were appointed by the Rulers of each Emirate.

The FNC's responsibilities have continued to evolve since then. In November 2008, the terms for FNC members were extended from two to four years, which is more consistent with other parliaments in the world. In addition, it was determined that the government would report to the FNC about proposed international treaties and agreements, and those agreements would be discussed by the FNC before their ratification.

The U.A.E. has also continued to expand the number of citizens involved in FNC elections. In 2015, the National Election Commission announced that 224,279 Emiratis would be able to cast their votes that October, up 66% from the previous election, which saw the number of registered voters at 135,308. The members of each college would elect half of the FNC members, while the other half would continue to be appointed by each Ruler.

Future initiatives are expected to expand the size of the FNC and strengthen the interaction between it and the Council of Ministers, so as to further improve the efficiency, accountability, and participatory nature of governance in the U.A.E.

Historically, the political environment of the U.A.E. has been characterized by great affection for the country's leadership and institutions of government. This is largely in response to the rapid growth and development the U.A.E. has experienced under their guidance in recent decades.

The Framework of the Federal Union

Pursuant to the Constitution, the framework of the Federal Union consists of: (i) the Federal Supreme Council; (ii) the President and Vice President; (iii) the Council of Ministers; (iv) the National Assembly (also known as the Federal National Council); and (v) the Judiciary.

Federal Union

The Federal Supreme Council

- highest decision-making council
- consists of Rulers of each Emirate; each Ruler (or his deputy) has a single, equal vote on Supreme Council deliberations
- maintains broad authority over federal policy and legislative matters within the jurisdiction of the Federal Union
- has established by-laws and governing procedures;
- decisions are made
 - i. by agreement of 5 member Emirates (which must include Abu Dhabi and Dubai) with respect to substantive matters; or
 - ii. by a simple majority vote on procedural matters
- elects President and Vice President from amongst its members

President

- heads the Federal Supreme Council
- appoints the Prime Minister of the U.A.E.
- Article 52 of the Constitution specifies the terms of the presidency and vice presidency as five calendar years, renewable.

Vice President

- assumes all authorities granted to the President during his absence
- Article 54 of the Constitution lists the powers of the U.A.E. President

Federal Union

The Cabinet (The Council of Ministers)

- the executive branch of the Federation
 - consists of the Prime Minister, his deputy, and various other ministers with specific portfolios
 - handles the execution of all internal and external affairs related to the Federation
 - responsible for initiating drafts of Federal laws, decrees, regulations, and decisions
 - supervises the execution of Federal laws, decrees, regulations, and decisions
 - makes decisions by simple majority vote, with the vote of the Prime Minister prevailing in the case of a tie
-

Federal National Council

- comprises 40 members:
 - 8 seats from each of the Emirates of Abu Dhabi and Dubai
 - 6 seats from each of the Emirates of Sharjah and Ras Al Khaimah
 - 4 seats from each of the Emirates of Ajman, Umm Al Quwain, and Fujairah
 - half of the members of the FNC are elected by the people, while the other half are appointed by the Rulers of the individual emirates
-

Judiciary

- comprises the Federal Supreme Court, Federal First Instance Courts, and Federal Appeals Courts
- enjoys independence

Federal Union

Federal Supreme Court

- the highest federal judicial authority
- its decisions are final and binding upon all local and lower federal courts
- key functions are to:
 - look into various disputes among members of the U.A.E. Federation, or between one or more emirates and the Federal Government
 - look into the constitutionality of federal and other laws and legislations
 - look into conflicts of jurisdiction between the federal and local judicial authorities in the country, or conflicts of jurisdiction between the judicial authority in one emirate and another
 - interpret the provisions of the Constitution
 - look into crimes and issues that directly affect the common benefit of the Federation

Authorities in the U.A.E.

- Each Emirate of the U.A.E. handles all authorities that are not assigned by the Constitution to the Federation
- All member emirates strive to coordinate their legislatures in all areas for standardization purposes

Federal Entities » Ministries
 » Authorities
 » Institutions

Local Entities » Abu Dhabi
 » Dubai
 » Sharjah
 » Ajman
 » Umm Al Quwain
 » Ras Al Khaimah
 » Fujairah

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Government of the Future

The U.A.E. Federal Government is undergoing major structural changes. Several federal ministries, authorities, and institutions are being retired or merged.

In the new government strategy, the U.A.E. will have a roadmap to outsource most government services to the private sector. U.A.E. Prime Minister Sheikh Mohammed bin Rashid introduced these changes to prepare the U.A.E.'s leadership for the challenges of the future with the strategic goal of happiness amongst the people of the U.A.E.

"We can't lead the future with tools from the past, and we can't accomplish quantum leaps in growth without conceptualizing a new way of governance. Change creates great opportunities and renews ideas and forces everyone to think in a different way. And we will implement all that is good for our people." - *Sheikh Mohammed bin Rashid*

Highlights of the structural changes are:

- Introducing the post of Minister of State for Happiness, whose primary mission is to harmonize all government plans, programs, and policies to achieve a happier society
- Merging the Ministries of Education and Higher Education with two Ministers of State in support

- Creating the Emirates Schools Establishment to manage public schools as an autonomous, semi-independent authority
- Merging the Marriage Fund into the Ministry of Social Affairs and placing nurseries under the Ministry of Education
- Establishing a Higher Education and Human Resources Council to restructure the development of human resources
- Establishing an independent entity to oversee public hospitals
- Renaming the Ministry of Health as the Ministry of Health and Prevention of Diseases; mandating the renamed Ministry to focus on the prevention of diseases in addition to the regulation of the health sector
- Integrating the National HR Development and Employment Authority into the Ministry of Labor
- Renaming the Ministry of Labor as the Ministry of Human Resources and Emiratization
- Renaming the Ministry of Social Affairs as the Ministry of Community Development
- Renaming the Ministry of Culture as the Ministry of Culture and Knowledge Development; mandating the renamed Ministry to focus on content and protection of the Arabic language and the development of knowledge
- Renaming the Ministry of Environment and Water as the Ministry of Climate Change and Environment
- Attaching the National Council for Tourism & Antiquities to the Ministry of Economy
- Introducing the post of Minister of State for Tolerance to establish tolerance as a fundamental value of U.A.E. society
- Establishing the U.A.E. Council of Scientists as an advisory body, which will include leading researchers and academics; mandating

the Council to review national policy for science, technology, and innovation to develop a new generation of scientists

- Renaming the Ministry of Cabinet Affairs as the Ministry of Cabinet Affairs and Future; tasked the renamed Ministry with devising future strategies
- Establishing a Council of Youth to be chaired by a woman Minister of State for Youth whose age is no more than 22 years; giving the Council an elite group of young men and women to serve as advisors to the government
- Expanding the role of the Ministry of Foreign Affairs to include supervising the U.A.E.'s foreign aid, with two Ministers of State overseeing foreign aid

The Federal System's Civil Courts

The federal system comprises the Court of First Instance and a two-tier appeal system. Each Emirate has its own Court of First Instance and Court of Appeal, but there is only one Federal Supreme Court. This is in Abu Dhabi and accepts appeals coming from different Emirates. The Emirates of Dubai, Ras Al Khaimah, and Abu Dhabi have their own Court of Cassation.

The Civil Courts have exclusive jurisdiction over civil, commercial, banking, insurance, property, labor, and maritime matters. The Court of First Instance hears claims with a value not exceeding AED 100,000 sitting with a single judge. Claims of over AED 100,000 (including claims for an undetermined amount) are heard by a panel of three judges. Judgments can be appealed unless the amount in dispute is less than AED 20,000.

The Court of Appeal is the second stage in the judicial process and hears appeals on matters of fact and law from the Court of First Instance. Matters can be challenged before the Court of Appeal against all types of court rulings, including penal, civil, and personal status. The Court of Appeal sits as a panel of three judges irrespective of the amount of the claim.

The Federal Supreme Court and the Court of Cassation are the final courts of appeal and only hear disputes on matters of law. An appeal

can be filed before the higher courts from the Court of Appeal if the value of the claim is in excess of AED 200,000 or is undetermined at the time of filing the appeal. The Court of Cassation has a panel of five judges and judgments are given by majority decisions.

The Constitution of the U.A.E. provides that each Emirate can decide whether to use the Federal (Union) courts or set up its own judicial system, as have the Emirates of Abu Dhabi, Dubai, and Ras Al Khaimah. Under the Constitution, only a small number of criminal matters are specifically reserved to the Federal courts, so in Abu Dhabi, Dubai, and Ras Al Khaimah the Federal courts only have jurisdiction over those criminal matters. In Sharjah, all matters are heard by the Federal courts except for family and criminal matters (other than those reserved to the Federal Courts), which are heard by local Shariah courts.

Arbitration in the U.A.E.

The U.A.E. recognizes the importance of arbitration as an alternative to litigation and has demonstrated to the international community that it is supportive of this procedure. The U.A.E.'s accession in 2006 to the New York Convention of 1958 was a significant step in demonstrating the U.A.E.'s commitment along these lines to foreign investors and the international community. The New York Convention lays down conditions for the recognition and enforcement of foreign arbitration awards in the territories of its member states. Thus an arbitration award issued in the U.A.E. became directly enforceable in the territory of another member state and an award from any other member state (such as the U.S.) became directly enforceable in the U.A.E.

There are multiple arbitral institutions in the U.A.E. The most prominent arbitration institutions are the Dubai International Arbitration Centre (DIAC); the Dubai International Financial Centre – London Court of International Arbitration (DIFC-LCIA); the Abu Dhabi Commercial Conciliation and Arbitration Centre (ADCCAC); and the Abu Dhabi Global Market Courts (ADGM Courts).

Arbitration proceedings in the U.A.E. are governed by Articles 203 to 218 of the Federal Civil Procedural Law. The arbitration agreement must be evidenced in writing. Arbitration proceedings are generally

commenced by filing a request for arbitration with the competent arbitration institution or, in non-institutional proceedings, by serving a notice of arbitration upon the prospective respondent. The award has to be rendered within six months from the date of the first hearing, though this can be extended by agreement of the parties.

Arbitration awards are final and binding and cannot be appealed. However, as in any country, an award may be challenged on grounds of procedural irregularity. In order to challenge an award, the award debtor has to commence ordinary court proceedings before a competent U.A.E. court of first instance, whose judgment on the challenge may subsequently be appealed to the Court of Appeal and Court of Cassation.

In contrast with the wider U.A.E., the DIFC and ADGM free zones have their own arbitration law, both of which are comprehensive and based on the widely used UNCITRAL Model Law.

International Organizations and Treaties

The U.A.E. is a member of numerous regional and international organizations, such as the Arab League, the Gulf Corporation Council, and the United Nations. In 1986, the U.A.E. joined INTERPOL (the International Criminal Police Organization) pursuant to Federal Decree 90 of 1986. The U.A.E. is also a party to certain regional multilateral conventions on the enforcement and recognition of judgments and arbitral awards such as the Convention on the Judicial Co-operation between the States of the Arab League signed in Riyadh in 1983 (the 'Riyadh Convention'). The U.A.E. is party to more than 40 bilateral legal and judicial co-operation treaties with other countries.



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U.S.-U.A.E. Economic Relationship

The United States and the U.A.E. enjoy a robust trade and investment relationship, much of which now has little direct relationship to U.A.E. oil exports. This is one of the fastest growing U.S. economic partnerships, both in the Gulf region and throughout the world.

The U.A.E. has one of the most open economies in the world. And its vigorous economic partnership with the U.S. reflects the U.A.E.'s role as a regional leader in terms of economic reform, openness to international trade and investment, and political stability.

In 2012, the U.A.E. and U.S. partnered to form an Economic Policy Dialogue (EPD), which has served as a platform to develop a number of new initiatives that are intended to strengthen the economic, trade, and commercial relationships between the two countries.

High-Value Trade

The volume of U.S. exports into the U.A.E. in recent years has grown dramatically and is likely to continue to grow in the future. This growth reflects the increasingly diversified U.A.E. economy as well as the country's leading role as a modernizing influence in the Arab world.

The U.A.E. is the U.S.'s single largest export market in the Middle East, with more than \$22.98 billion in exports in 2015 – the seventh straight year the U.A.E. has held this distinction.

The U.S. and U.A.E. shared \$25.44 billion in overall trade in 2015.

The U.A.E. has trade relations with every state in the U.S., as well as the District of Columbia, Puerto Rico, and the Virgin Islands.

More than 1,000 U.S. firms have a presence in the U.A.E., from Bechtel and ExxonMobil to Starbucks and Cold Stone Creamery.

Every U.S. state and territory exported to the U.A.E. in 2015

The Top Ten U.S. States Exporting to the U.A.E. Last Year

1. Washington: \$3.211 billion
2. California: \$2.425 billion
3. Texas: \$2.412 billion
4. New York: \$2.011 billion
5. Connecticut: \$1.592 billion
6. Florida: \$1.534 billion
7. New Jersey: \$874.296 million
8. Georgia: \$743.148 million
9. District of Columbia: \$686.389 million
10. Illinois: \$634.710 million

The Top 10 Exported Products from the U.S. to the U.A.E. in 2015

1. Aircrafts, Spacecrafts, & Parts: \$5.829 billion
2. Electric Machinery etc.: \$3.331 billion
3. Vehicles, Except Rail & Tram: \$3.173 billion
4. Nuclear Reactors, Boilers, Machinery, Parts: \$3.162 billion
5. Natural Pearls & Precious Metals: \$1.599 billion
6. Optics & Medical Equipment: \$621 million
7. Special Classification: \$565 million
8. Edible Fruits & Nuts: \$512 million
9. Arms & Ammunition: \$329 million
10. Iron & Steel: \$305 million



High-Value Investment

The economic relationship between the U.A.E. and the U.S. is also characterized by a set of high-value investments.

- Emirati company Taqa Global has invested in a 205.5 megawatt Lakefield wind project in Jackson County, Minnesota. When operational, the field will produce enough sustainable energy to power over 60,000 homes.
- The Mubadala Development Company and General Electric have multiple cooperative projects, including an \$8 billion joint venture in high technology.
- GLOBALFOUNDRIES, a joint venture between AMD and Advanced Technology Investment Company (ATIC) of Abu Dhabi, opened a U.S.-headquartered semiconductor manufacturing company that includes a new, \$4.2 billion semiconductor fabrication plant in upstate New York in 2009. In 2014, ATIC announced an additional \$10 billion investment to expand this facility.
- In December 2010, The Mubadala Development Company made an additional investment of \$500 million in The Carlyle Group general partnership. The Carlyle Group first sold Mubadala a 7.5% stake in its general partnership in September 2006.
- The Abu Dhabi Investment Authority (ADIA) acquired an 11% share in the Hyatt Hotels Group in December 2009.

Through significant investments in the United States for over 30 years, the U.A.E. has been a dependable and long-term contributor to the U.S. economy, providing liquidity to U.S. capital markets, growth for U.S. companies, and job security for U.S. workers.

U.A.E. as Global Energy Supplier

In addition to being an important supplier of energy, the U.A.E. is now becoming an increasingly relevant consumer of energy. The U.A.E. will continue its long tradition of responsible energy stewardship as it diversifies its economy, expands its hydrocarbon reserves, and contributes to the development of alternative energy sources.

Abu Dhabi was the only OPEC member not to nationalize the holdings of foreign investors in the mid-1970s. Today, international oil companies from the United States, Japan, France, Britain, and other countries continue to hold combined equity stakes of between 40 and 100 percent in Abu Dhabi's vast oil concessions.

U.S. companies are heavily involved as partners and suppliers to U.A.E. energy companies.

The U.A.E. is making a \$15 billion investment in clean energy technologies through its Masdar Initiative.

Foreign Account Tax Compliance Act (FATCA) Agreement

Introduced in 2010 by the United States of America, FATCA was established with the goal of mandating information reporting compliance of U.S. entities and/or individuals with monetary investments outside the U.S. FATCA states that Foreign Financial Institutions (FFIs) – any financial institution operating outside the U.S., such as insurance companies, banks, and trust companies – owned by U.S. individuals must report their account information to the Internal Revenue Service (IRS), either directly or through the appropriate local tax authorities. The information to be reported by FFIs is the same in essence to that required by U.S. persons during tax returns.

In the U.A.E., FATCA legislation was implemented on 1 July 2014 and FFIs must now follow up with processing the proper documentation and implement the updated systems of accountability on an annual basis for new or pre-existing accounts. The U.A.E. has set up inter-governmental agreements (IGAs) with the U.S. Treasury that allows for compliance and reporting without violating local laws.

To learn more about FATCA and the U.A.E. Intergovernmental Agreement (IGA) please see the following links:

- U.S. Department of the Treasury:
http://www.centralbank.ae/pdf/notices/UAE_FATCA_GUIDELINES_NOTES.pdf
- Central Bank of the U.A.E.:
<https://www.treasury.gov/resource-center/tax-policy/treaties/Documents/FATCA-Agreement-UAE-6-17-2015.pdf>

Business Etiquette in the U.A.E.

Meeting & Greeting

Status is important and must be recognized by using the correct title when addressing someone. It is customary to use Sheikh or Sheikha (for members of the ruling families of the seven Emirates), Sayed (Mr.) or Sayeda (Mrs.), etc. Arabs generally address people by their first names, so John Smith would be addressed as Mr. John.

It is important to greet and acknowledge the most senior person in the room first.

When doing business in the Middle East, handshakes are always used and can last a long time. Etiquette recommends that one waits for the other to withdraw their hand first before doing the same. For a man introduced to a woman, it is advisable to wait and see if a hand is extended. Particularly in public, Muslim women are unlikely to shake a man's hand. A Western woman introduced to a Muslim man might also wait to see if he offers his hand.

Always use the right hand. Among Muslims, the left hand is reserved for bodily hygiene and considered unclean. The right hand should be used for eating, shaking hands, or handing over an item.

Do not be surprised if your hand is held while you are led somewhere. Holding hands among men is common and does not carry the same connotations as it does in the West.

Many people in the Middle East claim a more modest area of personal space than is usual in the West. Accordingly, it can seem rude for an individual to step away when another individual is stepping closer.

Special respect is paid to older people in many circumstances. This can include standing when older people enter a room, greeting older people first, standing when speaking to one's elders, and serving older people first at a meal.

In terms of gift giving, something personal can be a very meaningful touch. It would be appropriate, although not expected, to present a small or token gift to an individual to whom one is being introduced, say for example a book one has written or very much enjoys, a special company memento, or something related to one's background or hobbies. However, it is not advisable to give a pen or a clock just for the sake of providing a gift. Very senior leaders may or may not provide a gift although it would not be required for one to provide a gift in return.

Gender & Attire

Men should avoid touching Muslim women or engaging in prolonged eye contact with them.

It is considered improper to inquire about a man's wife or daughter. It is polite to ask about family or health in general terms, but never specifically about any female family members. Family life that involves female members is kept extremely private.

The modesty of one's personal attire is important in the Middle East. Men and women should not wear revealing clothes (covering shoulders, arms and legs, and feet) to avoid offending locals.

When visiting religious sites, women must also cover their hair.

In some circumstances, shoes should be removed, such as at the entrance to religious sites.

Business is Personal

In the Middle East, doing business revolves much more around

personal relationships, family ties, trust, and honor. It is therefore important that business relationships be built on mutual friendship and trust. As a consequence of this, if you have friends or contacts in the right places, rules may be bent or things may be done more quickly. The system works on the understanding that favors are reciprocated and never forgotten.

Initial meetings are all about relationship-building – building trust and establishing compatibility. One should engage in conversation and try to get to know the person with whom one is doing business.

Age, money, and family connections are all key determining factors of a person's status. Who you are may be more important than what you have achieved. It is therefore not uncommon to find many members of one family working for the same company.

In conversation, it is always good to ask about the health and well-being of a counterpart's family. How many children? (Do not ask how many wives) What are the children doing? Where have they studied or are they about to study? Taking interest in a counterpart's family is an important way of building early trust and connection.

Meetings & Negotiations

The work week is Sunday through Thursday.

Punctuality is expected of Westerners – even if it is not practiced by locals. Attitudes to time are more relaxed than in the West. Therefore, it is not unusual to be kept waiting, though Westerners are expected to be on time.

Meetings are almost always accompanied by coffee and pastries. Hospitality is held in high regard throughout the Middle East, and people will take great pride in lavish shows of hospitality. To refuse it can cause offense. It is proper etiquette to accept beverages offered and to compliment the host on the food and his or her hospitality.

One should never show the bottom of one's shoes when sitting in a meeting. This is a sign of great disrespect and is a common mistake by Westerners during meetings. As a general rule, displaying the sole of one's foot or touching somebody with one's shoe is considered rude.

Meetings can be chaotic. Always be prepared to exercise patience. Cell phone calls, emails, or text messages are taken during meetings and people may enter the meeting room unannounced and proceed to discuss their own agenda.

The Arabs were traditionally a trading people and are excellent negotiators. As such, tough negotiations are prevalent from the market to the board room. Decisions are made slowly. Bureaucratic formalities tend to add to delays.

Common Courtesey

People in the Middle East may communicate with a vocal emphasis, volume, and body language that others might associate with being angry or upset.

Responding to anger or seriousness with light laughter or a smile is common. This must not be seen as a sign that the other person is not taking you or the situation seriously.

Useful Expressions

Peace be upon you (a customary greeting): *As-salam alaikum*

And upon you be peace (the customary reply): *Wa alaikum as-salam*

Goodbye: *Ma'a salamaa*

Please: *Min Fadlek*

Thank you: *Shukran*

God willing (a common response when agreeing on next steps or a particular course of action): *Inshallah*

Key Contacts

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

Senior Commercial Officer: Dao M. Le

U.S. Embassy, Commercial Section

P.O. Box 4009, Abu Dhabi, U.A.E.

Tel: +971-2- 414-2665 Fax: +971-2- 414-2228

E-mail: Dao.Le@trade.gov

Website: www.buyusa.gov/unitedarabemirates.

Commercial Officer: Gary Rand

U.S. Embassy, Commercial Section

P.O. Box 4009, Abu Dhabi, U.A.E.

Tel: +971-2-414-2530 Fax: +971-2-414-2228

E-mail: Gary.Rand@trade.gov

Commercial Attaché: Nasir Abbasi

U.S. Consulate General, Commercial Section

P.O. Box 9343, Dubai, U.A.E.

Tel: +971-4-309 4963 Fax: +971-4-309-4841

E-mail: Nasir.Abbasi@trade.gov

Website: www.buyusa.gov/unitedarabemirates

Regional Agricultural Counselor: Quintin Gray

U.S. Consulate General, Office of Agricultural Affairs

P.O. Box 121777, Dubai, U.A.E.

Tel: +971-4-309-4177 Fax: +971-4-354-7279

E-mail: atodubai@fas.usda.gov

Office covers: Bahrain, Kuwait, Oman, Qatar and U.A.E.

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

Executive Director for the Middle East and Africa: Christian Reed

U.S. Department of Commerce

U.S. and Foreign Commercial Service

International Trade Administration

1401 Constitution Ave., NW, Suite A205 HCHB

Washington, DC 20230

Tel: (202) 482-1902 Fax: (202) 482-5179

Email: christian.reed@trade.gov

U.A.E. Desk Officer: Mr. James Cramer

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

Trade Information Center (TIC)

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

Trade Assistance and Promotion Office (TAPO)

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

Embassy of the United Arab Emirates

Trade & Commercial Office
3522 International Court, NW, Suite 400 Washington, DC 20008
Tel: (202) 243-2400 Fax: (202) 243-2432
Website: www.uae-embassy.org and www.uaetrade-usa.org
Email: trade@uaeembassy-usa.org

Consulate General of the United Arab Emirates in Los Angeles

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

Consul General of the United Arab Emirates in New York

3 Dag Hammarskjöld Plaza
305 East 47th Street, 7th Floor
New York, N.Y. 10017
Tel: (917) 860-0609

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

The American Business Council of Dubai and Northern Emirates

P.O. Box 74648, Dubai, U.A.E.
Tel: +971-4-379-1414 Fax: +971-4-379-1515
Email: director@abcdubai.com
Website: www.abcdubai.com

AmCham Abu Dhabi

P.O. Box 43710, Abu Dhabi, U.A.E.
Tel: +971-2-631-3604, Fax: +971-2-633-0489
Email: admin@amchamabudhabi.org
Website: www.amchamabudhabi.org

U.S.-U.A.E. Business Council

505 Ninth Street, NW
Washington, D.C. 20004
Tel: (202) 863-7285 Fax: (202) 863-7289
Email: info@usuaebusiness.org
Website: www.usuaebusiness.org

Federation Chamber of Commerce & Industry

P.O. Box 3014, Abu Dhabi, U.A.E.
Tel: +971-2-621-4144 Fax: +971-2-633-9210
Email: info@fccuae.ae
Website: www.fccuae.ae

Abu Dhabi Chamber

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

Dubai Chamber of Commerce & Industry

P.O. Box 1457, Dubai, U.A.E.
Tel: +971-4-228-0000 Fax: +971-4-202-8888
Email: info.dataaresearch@dubaichamber.com
Website: www.dubaichamber.com

Sharjah Chamber of Commerce & Industry

P.O. Box 580, Sharjah, U.A.E.

Tel: +971-6-530-2222 Fax: +971-6-530-2226

Email: scci@sharjah.gov.ae

Website: www.sharjah.gov.ae

Ajman Chamber of Commerce & Industry

P.O. Box 662, Ajman, U.A.E.

Tel: +971-6-742-2177 Fax: +971-6-742-7591

Email: ajmchmbr@emirates.net.ae

Website: www.ajcci.gov.ae

Fujairah Chamber of Commerce, Industry & Agriculture

P.O. Box 738, Fujairah, U.A.E.

Tel: +971-9-222-2400 Fax: +971-9-222-1464

Email: fujccia@emirates.net.ae

Website: www.fujcci.ae

Ras Al Khaimah Chamber of Commerce, Industry & Agriculture

P.O. Box 87, Ras Al Khaimah, U.A.E.

Tel: +971-7-233-3511 Fax: +971-7-233-0233

Email: info@rakchamber.ae

Website: www.rakchamber.ae

Umm Al Quwain Chamber of Commerce & Industry

P.O. Box 426, Umm Al Quwain, U.A.E.

Tel: +971-6-765-1111 Fax: +971-6-765-5055

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Important U.A.E. Federal Ministries

Ministry of Defense

P.O. Box 46616, Abu Dhabi, U.A.E.

Tel: +971-2-446-1300 Fax: +971-2-446-3286

P.O. Box 2838, Dubai, U.A.E.

Tel: +971-4-353-2330 Fax: +971-4 353-1974

The Minister: H.H. Sheikh Mohammed Bin Rashid Al Maktoum (also Vice President and Prime Minister of the U.A.E. and Ruler of Dubai)

Ministry of Finance

P.O. Box 433, Abu Dhabi, U.A.E.

Tel: +971-2- 672-6000 Fax: +971-2-666-3088

P.O. Box 1565, Dubai, U.A.E.

Tel: +971-4-3939000 Fax: +971-4-3939738

Website: www.mof.gov.ae

The Minister: H.H. Sheikh Hamdan Bin Rashid Al Maktoum

Ministry of Interior

P.O. Box 398, Abu Dhabi, U.A.E.

Tel: +971-2-441-4666 Fax: +971-2-441-4938

P.O. Box 4333, Dubai, U.A.E.

Tel: +971-4-398-0000 Fax: +971-4-398-1119

Website: <http://moi.gov.ae>

The Minister: H.H. Lt. General Sheikh Saif Bin Zayed Al Nahyan (also a Deputy Prime Minister of the U.A.E.)

Ministry of Presidential Affairs

P.O. Box 280, Abu Dhabi, U.A.E.

Tel: +971-2-622-2221 Fax: +971-2-622-2228

Website: www.mopa.ae

The Minister: H.H. Sheikh Mansour Bin Zayed Al Nahyan (also a Deputy Prime Minister of the U.A.E.)

Ministry of Education

P.O. Box 295, Abu Dhabi, U.A.E.

Tel: +971-2-408-9999 Fax: +971-2-631-3778

P.O. Box 3962, Dubai, U.A.E.

Tel: +971-4-217-6666 Fax: +971-4-299-4535

Website: www.moe.gov.ae

The Minister: H.E. Hussain Bin Ibrahim Al Hammadi

Ministry for Foreign Affairs and International Development

P.O. Box 1, Abu Dhabi, U.A.E.

Tel: +971-2-444-4488 Fax: +971-2-444-7766

P.O. Box 3785, Dubai, U.A.E.

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Website: www.mofa.gov.ae

Foreign Minister: H.H. Sheikh Abdullah Bin Zayed Al Nahyan

The Minister of State: Dr. Mohammed Anwar Gargash

Ministry of Higher Education and Scientific Research

P.O. Box 45253, Abu Dhabi, U.A.E.

Tel: +971-2-642-8000 Fax: +971-2-642-8778

Website: www.mohesr.gov.ae

The Minister: H.E. Sheikh Hamdan Bin Mubarak Al Nahyan

Ministry of Public Works

P.O. Box 878, Abu Dhabi, U.A.E.

Tel: +971-2-665-1778 Fax: +971-2-666-5598

P.O. Box 1828, Dubai, U.A.E.

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The Minister: H.E. Dr. Abdullah Bin Mohammed Balhaif Al Nuaimi

Ministry of Economy

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P.O. Box 3625, Dubai, U.A.E.

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Website: www.economy.ae

The Minister: H.E. Sultan Bin Saeed Al Mansouri

Ministry of Justice

P.O. Box 260, Abu Dhabi, U.A.E.

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P.O. Box 1682, Dubai, U.A.E.

Tel: +971-4-282-5999 Fax: +971-4-282-5121

Website: <http://ejustice.gov.ae>

The Minister: H.E. Sultan Bin Saeed Al Badi

Ministry of Energy

P.O. Box 59, Abu Dhabi, U.A.E.

Tel: +971-2-667-1999 Fax: +971-2-666-4573

Website: www.moenr.gov.ae

The Minister: H.E. Suhail Bin Mohammed Faraj Al Mazroui

Ministry of Labor

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P.O. Box 4409, Dubai, U.A.E.

Tel: +971-4-269-1666 Fax: +971-4-266-8967

Website: www.mol.gov.ae

The Minister: H.E. Saqr Ghubash Saeed Ghobash

Ministry for Cabinet Affairs

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The Minister: H.E. Mohammed Abdullah Al Gergawi

Ministry of Community Development

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Website: www.msa.gov.ae

The Minister: H.E. Mariam Mohammed Khalfan Al Roumi

Ministry of State for FNC (Federal National Council) Affairs

P.O. Box 836, Abu Dhabi, U.A.E.

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The Minister of State: Dr. Anwar Mohammed Gargash

Ministry of Development and International Cooperation

P.O. Box 110555, Abu Dhabi, U.A.E.

Tel +971-2-654-4444 Fax: +971-2-654-4443

Website: www.micad.gov.ae

The Minister: H.E. Sheikha Lubna Bint Khalid Al Qasimi

Ministry of Health and Prevention

P.O. Box 848, Abu Dhabi, U.A.E.

Tel: +971-2-633-4716 Fax: +971-2-672-6000

P.O. Box 1853, Dubai U.A.E.

Tel: +971-4-396-6000 Fax: +971-4-396-5666

Website: www.moh.gov.ae

The Minister: H.E. Abdul Rahman Mohammed Nassir Al Owais

Ministry of Climate Change and Environment

P.O. Box 213, Abu Dhabi, U.A.E.

Tel: +971-2-449-5100 Fax: +971-2-449-5150

Website: <http://www.moccae.gov.ae/>

The Minister: H.E. Dr. Rashid Ahmed Bin Fahad

Ministry of Culture, Youth and Community Development
P.O. Box 17, Abu Dhabi, U.A.E.
Tel: +971-2-446-6145 Fax: +971-2-4452504
Website: www.mcycd.ae
The Minister: H.E. Sheikh Nahyan Bin Mubarak Al Nahyan

Important Government Authorities in Abu Dhabi

Abu Dhabi Accountability Authority (ADAA)
P.O. Box 435, Abu Dhabi, U.A.E.
Tel: +971-2-639-2200 Fax: +971-2-633-4122 Email: info@adaa.abudhabi.ae
Website: www.adaa.abudhabi.ae

Abu Dhabi Airports Company (ADAC)
P.O. Box 94449, Abu Dhabi, U.A.E.
Tel: +971-2-505-5000 Fax: +971-2-575-8300
Email: www.adac.ae
Website: info@adac.ae

Abu Dhabi Chamber of Commerce & Industry (ADCCI)
P.O. Box 662, Abu Dhabi, U.A.E.
Tel: +971-2-621-4000 Fax: +971-2-621-5867
Email: contact.us@adcci.gov.ae
Website: www.abudhabichamber.ae

Abu Dhabi Council for Economic Development (ADCED)
P.O. Box 44484, Abu Dhabi, U.A.E.
Tel: +971-2-418-9999 Fax: +971-2-418-9988
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Abu Dhabi Customs Administration (ADCA)
P.O. Box 255, Abu Dhabi, U.A.E.
Tel: +971-2-673-0700 Fax: +971-2-650-4330
Email: infocust@dof.abudhabi.ae
Website: www.auhcustoms.gov.ae

Abu Dhabi Distribution Company (ADDC)
P.O. Box 219, Abu Dhabi, U.A.E.
Tel: +971-2-416-6000 Fax: +971-2-642-6033
Email: customerservice@addc.ae
Website: www.addc.ae

Abu Dhabi Education Council (ADEC)
P.O. Box 36005, Abu Dhabi, U.A.E.
Tel: +971-2-615-0000 Fax: +971-2-615-0555
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Website: www.adec.ac.ae

Abu Dhabi Farmers Services Centre (ADFSC)
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Email: info@adfsc.ae
Website: <http://adfsc.ae>

Abu Dhabi Food Control Authority (ADFCA)
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Email: inquiries@adfca.ae
Website: www.adfca.ae

Abu Dhabi Fund for Development (ADFD)
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Website: www.adfd.ae

Abu Dhabi General Services (Musanada)
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Website: www.musanda.com

Abu Dhabi Health Services Company (SEHA)
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Website: www.seha.ae

Abu Dhabi Investment Council (ADIC)
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Website: www.adcouncil.ae

Abu Dhabi Judicial Department (ADJD)

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Abu Dhabi Media (AD Media)

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Email: communications@admedia.ae

Website: www.admedia.ae

Abu Dhabi Motors Club (Motors Club)

P.O. Box 58600, Abu Dhabi, U.A.E.

Tel: +971-2-884-0400 Fax: +971-2-884-0554

Email: info@admc.ae

Website: www.admc.ae

Abu Dhabi National Exhibitions Company (ADNEC)

P.O. Box 5546, Abu Dhabi, U.A.E.

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Website: www.adnec.ae

Abu Dhabi National Oil Company (ADNOC)

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Tel: +971-2-602-0000 Fax: +971-2-602-3389

Email: feedback@adnoc.ae

Website: www.adnoc.ae

Abu Dhabi Ports Company (ADPC)

P.O. Box 54477, Abu Dhabi, U.A.E.

Tel: +971 2 695 2000 Fax: +971-2 695 2177

Email: info@adpc.ae

Website: www.adpc.ae

Abu Dhabi Quality and Conformity Council (QCC)

P.O. Box 853, Abu Dhabi, U.A.E.

Tel: +971 2 406 6666

Fax: +971 2 406 6677

Email: info@qcc.abudhabi.ae

Website: www.qcc.abudhabi.ae

Abu Dhabi Retirement Pensions & Benefits Fund (ADRPBF)

P.O. Box 3122, Abu Dhabi, U.A.E.

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Email: info@pension.gov.ae

Website: www.pension.gov.ae

Abu Dhabi Securities Exchange (ADX)

P.O. Box 54500, Abu Dhabi, U.A.E.

Tel: +971-2-627-7777 Fax: +971-2-612-8728

Email: info@adx.ae

Website: www.adx.ae

Abu Dhabi Sewerage Services Company (ADSSC)

P.O. Box 108801, Abu Dhabi, U.A.E.

Tel: +971-2-416-8000 Fax +971-2-694-3773

Email: care@adssc.ae

Website: www.adssc.ae

Abu Dhabi Sports Council (ADSC)

P.O. Box 127722, Abu Dhabi, U.A.E.

Tel: +971-2-408-8999 Fax: +971-2-408-8998

Email: info@adsc.ae

Website: www.adsc.ae

Abu Dhabi Systems & Information Centre (ADSIC)

P.O. Box 3133, Abu Dhabi, U.A.E.

Tel: +971-2-671-7000 Fax: +971-2-671-7333

Email: contact@abudhabi.ae

Website: www.adsi.ae

Abu Dhabi Tawteen Council (ADTC)

P.O. Box 126666, Abu Dhabi, U.A.E.

Tel: +971-2-699-7777 Fax: +971-2-679-7421

Email: feedback@tawteencouncil.ae

Website: www.tawteencouncil.ae

Abu Dhabi Tourism and Culture Authority (TCA)

P.O. Box 94000, Abu Dhabi, U.A.E.

Tel: +971-2-444-0444

Email: info@tcaabudhabi.ae

Website: www.tcaabudhabi.ae

Abu Dhabi Urban Planning Council (UPC)
P.O. Box 6222, Abu Dhabi, U.A.E.
Tel: +971-2-409-6000 Fax: +971-2-443-9443
Email: info@upc.gov.ae
Website: www.upc.gov.ae

Abu Dhabi Vocational Education and Training Institute (ADVETI)
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Email: info_abu_dhabi@adveti.ac.ae

Abu Dhabi Water & Electricity Authority (ADWEA)
P.O. Box 6120, Abu Dhabi, U.A.E.
Tel: +971-2-694-3333 / 800 2332 Fax: +971-2-694-3192
Website: www.adwea.com

Advanced Technology Investment Company (ATIC)
P.O. Box 114540, Abu Dhabi, U.A.E.
Tel: +971-2-413-4333 Fax: +971-2-413-0133
Email: aticinfo@atic.ae
Website: www.atic.ae

Al Ain Distribution Company (AADC)
P.O. Box 1065, Abu Dhabi, U.A.E.
Tel: +971-3-763-6000 Fax: +971-3-762-9949
Email: customercare@aacd.ae
Website: www.aacd.ae

Central Bank of the U.A.E. (CBU.A.E.)
P.O. Box 854, Abu Dhabi, U.A.E.
Tel: +971-2-665-2220 Fax: +971-2-665-2504
Email: U.A.E.cb@cbuae.gov.ae
Website: www.cbuae.gov.ae

Critical Infrastructure & Coastal Protection Authority (CICPA)
P.O. Box 62220, Abu Dhabi, U.A.E.
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Crown Prince Court (CPC)

P.O. Box 124, Abu Dhabi, U.A.E.

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Website: www.cpc.gov.ae

Department of Economic Development (DED)

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Department of Finance (DOF)

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Department of Municipal Affairs (DMA)

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Email: info@dma.abudhabi.ae

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Department of Municipal Affairs - Al Ain City Municipality (AACM)

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Tel: +971-3-712-8000 Fax: +971-3-712-8001

Email: info@am.ae

Website: www.am.ae

Department of Municipal Affairs - Municipality of Abu Dhabi City (ADM)

P.O. Box 263, Abu Dhabi, U.A.E.

Tel: +971-2-678-8888 Fax: +971-2-677-4919

Website: www.dma.abudhabi.ae

Department of Municipal Affairs - Western Region Municipality (WRM)

P.O. Box 50012, Abu Dhabi, U.A.E.

Tel: +971-2-898-8888 Fax: +971-2-884-3413

Department of Transport (DOT)

P.O. Box 20, Abu Dhabi, U.A.E.

Tel: +971-2-656-6666 Fax: +971-2-635-9666

Email: info@dot.abudhabi.ae Website: www.dot.abudhabi.ae

Emirates Authority for Standardization & Metrology (ESMA)

P.O. Box 2166, Abu Dhabi, U.A.E.

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Website: www.esma.gov.ae

Emirates Center for Strategic Studies and Research (ECSSR)

P.O. Box 4567, Abu Dhabi, U.A.E.

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Emirates Driving Company (EDC)

P.O. Box 2943, Abu Dhabi, U.A.E.

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Website: www.edcad.ae

Emirates Foundation for Youth Development (EF)

P.O. Box 111445, Abu Dhabi, U.A.E.

Tel: +971-2-404-2994 Fax: +971-2-404-2901

Email: information@emiratesfoundation.ae

Emirates Heritage Club (EHC)

P.O. Box 41464, Abu Dhabi, U.A.E.

Tel: +971-2-445-6456 Fax: +971-2-445-1444

Emirates Identity Authority (EIDA)

P.O. Box 47999, Abu Dhabi, U.A.E.

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Emirates Telecommunications Corporation (Etisalat)

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Email: care@etisalat.ae

Website: www.etisalat.ae

Environment Agency - Abu Dhabi (EAD)

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Email: customerservice@ead.ae

Website: www.ead.ae

Executive Affairs Authority (EAA)

P.O. Box 44442, Abu Dhabi, U.A.E.

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Email: info@ea.gov.ae

Website: www.ea.gov.ae

Family Development Foundation (FDF)

P.O. Box 4088, Abu Dhabi, U.A.E.

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Email: info@fdf.ae

General Authority of Islamic Affairs & Endowment (GAIAE)

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General Authority of Youth and Sports Welfare (YSW)

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General Civil Aviation Authority (GCAA)

P.O. Box 6558, Abu Dhabi, U.A.E.

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General Directorate of Abu Dhabi Police (ADP)

P.O. Box 253, Abu Dhabi, U.A.E.

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Email: customerservice@adpolice.gov.ae

Website: www.adpolice.gov.ae

General Directorate of Residence and Foreigners Affairs – Abu Dhabi (GDRFA)

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Health Authority - Abu Dhabi (HAAD)

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Email: healthcenter@haad.ae

Khalifa Fund for Enterprise Development (KFED)

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Email: info@khalifafund.gov.ae

Marriage Fund (MF)

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Email: info@zawaj.ae

Masdar

P.O. Box 54115, Abu Dhabi, U.A.E.

Tel: +971-2-653-3333 Fax: +971-2-653-6002

Email: info@masdar.ae

Website: www.masdar.ae

Media Zone Authority (twofour54)

P.O. Box 2454, Abu Dhabi, U.A.E.

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Email: info@twofour54.com

Website: www.twofour54.com

Military Survey Department (MSD)

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Email: admin@uaesurvey.ae

Website: www.uaesurvey.ae

Ministry of Culture, Youth and Community Development (MCYCD)

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Email: info@mcycd.gov.ae

Website: www.mcycd.ae

Ministry of Labor (MOL)

P.O. Box 809, Abu Dhabi, U.A.E.

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Website: www.mol.gov.ae

Ministry of Presidential Affairs (MOPA)

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Mubadala Development Company (Mubadala)

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Website: www.mubadala.com

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Website: www.ncms.ae

National Consultative Council (NCC)

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National Crisis and Emergency Management Authority (NCEMA)

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Website: www.ncema.gov.ae

National Media Council (NMC)

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Email: info@nmcuae.ae

Website: www.nmcuae.ae

National Rehabilitation Center (NRC)

P.O. Box 55001, Abu Dhabi, U.A.E.

Tel: +971-2-446-7777 Fax: +971-2-446-6660

Email: info@nrc.ae

Website: www.nrc.ae

National Transport Authority (NTA)

P.O. Box 900, Abu Dhabi, U.A.E.

Tel: +971-2-418-2222 Fax: +971-2-650-6042

Email: gov-communication@nta.gov.ae

Website: www.nta.gov.ae

Red Crescent Authority (RCA)

P.O. Box 3324, Abu Dhabi, U.A.E.

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Email: info@rcuae.ae

Website: www.rcuae.ae

Regulation and Supervision Bureau (The Bureau)

P.O. Box 32800, Abu Dhabi, U.A.E.

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Email: bureau@rsb.gov.ae

Website: www.rsb.gov.ae

Ruler's Representative Court - Eastern Region (RRCER)

P.O. Box 1810, Al Ain, U.A.E.

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Ruler's Representative Court of the Western Region (RRCWR)

P.O. Box 50001, Abu Dhabi, U.A.E.

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Email: dewan@rrcwr.gov.ae

Website: www.rrc-wr.com

Securities and Commodities Authority (SCA)

P.O. Box 33733, Abu Dhabi, U.A.E.

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Email: contactus@sca.ae

Website: www.sca.ae

Space Reconnaissance Center (SRC)

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Email: info@falconugs.ae

Website: www.falconugs.ae

Statistics Centre - Abu Dhabi (SCAD)

P.O. Box 6036, Abu Dhabi, U.A.E.

Tel: +971 2-810-0000 Fax: +971-2-810-0800

Email: info@scad.ae

Website: www.scad.ae

Sultan bin Zayed's Cultural and Media Centre (CMC)

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Email: info@cmc.ae

Website: www.cmc.ae

Supreme Petroleum Council (SPC)

P.O. Box 26555, Abu Dhabi, U.A.E.

Tel: +971-2-602-0000 Fax: +971-2-666-1001

Email: spc@adnoc.ae

Technology Development Committee (TDC)

P.O. Box 131304, Abu Dhabi, U.A.E.

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Email: info@tdc.gov.ae

Website: www.tdc.gov.ae

Telecommunications Regulatory Authority (TRA)

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Email: info@tra.ae

Website: www.tra.ae

The Center of Waste Management - Abu Dhabi (CWM)

P.O. Box 48448, Abu Dhabi, U.A.E.

Tel: +971-2-818-5555 Fax: +971-2-818-5559

Email: info@cwm.ae

Website: www.cwm.ae

The Centre for Regulation of Transport by Hire Cars (TransAD)

P.O. Box 94400, Abu Dhabi, U.A.E.

Tel: +971-2-417-3888 | 600-535353 Fax: +971-2-417-3889

Email: info@transad.ae

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The Federal National Council (FNC)

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Email: info@almajles.gov.ae

Website: www.almajles.gov.ae

The General Directorate of Civil Defense Abu Dhabi (ADCD)

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The General Secretariat of the Executive Council (GSEC)

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The International Petroleum Investment Company (IPIC)

P.O. Box 7528, Abu Dhabi, U.A.E.

Tel: +971-2-633-6555 Fax: +971-2-633-0111

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

Tourism Development & Investment Company (TDIC)

P.O. Box 126888, Abu Dhabi, U.A.E.

Tel: +971-2-406-1500 Fax: n/a

Email: info@tdic.ae

Website: www.tdic.ae

Western Region Development Council (WRDC)

P.O. Box 8040, Abu Dhabi, U.A.E.

Tel: +971-2-404-4000 Fax: +971-2-404-4004

Email: info@wrdc.ae

Website: www.wrdc.ae

Important Government Authorities in Dubai & the Northern Emirates

Dubai

Dubai Airports

P. O. Box: 5252, Dubai, U.A.E.

Tel: +971 4 2245555

E-mail: customer.care@dubaairports.ae

Website: www.dubaairports.ae

Dubai Airport Free Zone

P.O. Box 491, Dubai, U.A.E.

Tel: +971-4-2995555 Fax: +971-4-299-5500

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Arabian Ruling Family and Government Charts Business Intelligence

Michael Field has been involved in the Middle East for more than 40 years. He produces a set of charts covering all the Arabian ruling families and the states' governments. Michael worked in the region in the 1970s and 1980s for the Financial Times and is the author of five books, including *The Merchants*, *Inside the Arab World* and *From Onaizah to Wall Street*.

Content of the Charts

Family charts include every adult member of the families – male and female – who is active in any sphere of public life. Below each name is an objective profile, which includes such details as age, education, positions held in the past, current job, business interests, role in the family/reputation, and other relevant information.

Government charts include all ministries, councils, authorities, the armed forces and commercial enterprises, along with the bodies that report to each. The role of each institution is described, and its senior personnel are listed.

Chart Information

Charts are updated continually and range in price from \$1,350-\$3,000.

Al-Nahyan	2.00 x 0.59 metres
Al-Maktoum	1.81 x 0.52
Al-Qassimi	2.77 x 0.54
Government of Abu Dhabi	3.39 x 0.57
Government of Dubai	2.25 x 0.56

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UAETrade-USA.org



الإمانة العامة للمجلس التنفيذي
GENERAL SECRETARIAT OF THE
EXECUTIVE COUNCIL



إكسبو 2020
دبي، الإمارات العربية المتحدة
DUBAI, UNITED ARAB EMIRATES

التميمي و مستشاركوه
AL TAMIMI & CO.

Section References

For more information regarding the content of this document, please use the appropriate source(s) listed below:

U.S.-U.A.E. Business Council

The U.S.-U.A.E. Business Council is a progressive business advocacy organization solely committed to the advancement of the trade and commercial relationship between the United States and the United Arab Emirates.

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New Beginnings

Al Tamimi & Company: www.tamimi.com/en

Embassy of the United Arab Emirates Trade & Commercial Office:

www.uaetrade-usa.org

U.A.E. Interact:

http://uaeinteract.com/uaeint_misc/pdf_2008/English_2008/eyb3.pdf

A U.A.E. Brief

The Economy an Overview:

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Why Do Business in the U.A.E.?

World Bank Group:

<http://www.doingbusiness.org/data/exploreconomies/united-arab-emirates/>

Transparency International:

<https://www.transparency.org/country/#ARE>

U.A.E. Interact:

<http://www.uaeinteract.com/business/business.asp>

Abu Dhabi E-Government:

https://www.abudhabi.ae/portal/public/en/business/international_trade/import_and_export/gen_info92?docName=ADEGP_DF_162968_EN&adf.ctrl-state=qmek381d6_4&afrLoop=2157075493497681#

Free Zones

U.A.E. Free Zones: <http://www.uaefreezones.com/>

Dubai Multi Commodities Centre: <http://www.dmcc.ae/>

Ras Al Khaimia Free Trade Zone: <http://rakftz.com/>

Jebel Ali Free Zone Authority: <http://jafza.ae/>

Sharjah Airport International Free Zone: <http://www.saif-zone.com/en>

Dubai Airport Free Zone: <http://www.dafz.ae/en>

U.A.E. Commercial Law

Al Tamimi & Company: www.tamimi.com/en

Taxation in the U.A.E.

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Al Tamimi & Company: www.tamimi.com/en

U.A.E. Interact:

<http://www.uaeinteract.com/news/default3.asp?ID=388>

FATCA

U.S. Department of the Treasury:

www.treasury.gov/resource-center/tax-policy

Al Tamimi & Company:

<http://www.tamimi.com/en/magazine/law-update/section-8/november-5/fatca-in-the-uae.html>

Labor Law

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Regulating Banks and Financial Institutions in the U.A.E.

Central Bank of the U.A.E.:

http://www.centralbank.ae/en/index.php?option=com_content&view=article&id=117&Itemid=97

Drivers of the U.A.E. Economy

Dubai Strategic Plan 2015

The official Dubai Strategic Plan 2015 website:

<http://www.dubaiplan2021.ae/dsp-2015-2/>

Expo 2020

The official Expo 2020 website: www.expo2020dubai.ae

Expo 2020 innovation and partnership program: www.expolive.ae

Dubai Plan 2021

The official Dubai Plan 2021 website:

<http://mediaoffice.ae/en/dubai-strategic-plan.aspx>

The official Dubai Strategic Plan 2015:

<http://www.dubaiplan2021.ae/dsp-2015-2/>

Vision 2021

The official Vision 2021 website: www.vision2021.ae

U.A.E. Prime Minister Official Biography: www.uaepm.ae

U.A.E. Cabinet: www.uaecabinet.ae

U.A.E. Government Portal: www.government.ae

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Vision 2030

General Secretariat of the Executive Council: www.ecouncil.ae

<https://www.ecouncil.ae/PublicationsEn/economic-vision-2030-full-versionEn.pdf>

Abu Dhabi Events: www.abudhabievents.ae

Abu Dhabi Urban Planning Council: www.upc.gov.ae

U.A.E. Government

Al Tamimi & Company: www.tamimi.com/en

The National:

<http://www.thenational.ae/featured-content/home/middle-headlines/new-fnc-franchise-broadly-welcomed>

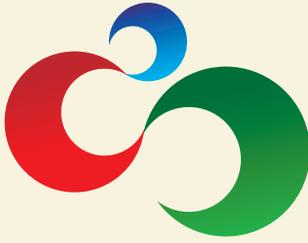
The National:

<http://www.thenational.ae/uae/number-of-eligible-voters-for-fnc-elections-risen-66-per-cent-since-2011>

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https://build.export.gov/build/groups/public/@eg_ae/documents/webcontent/eg_ae_088888.pdf



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