



Doing Business in the United Arab Emirates:

2012 Country Commercial Guide for U.S. Companies

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Chapter 1: Doing Business in the United Arab Emirates

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Market Overview

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The United Arab Emirates (UAE) represents a major market for U.S. exports and serves as an important regional hub for American companies conducting business throughout the Middle East, Africa and South Asia. Owing to rapid expansion of bilateral trade in recent years, the UAE has overtaken Saudi Arabia as the largest market for American products in the Middle East. In 2011, U.S. exports to the UAE totaled \$15.9 billion, an increase of 36% over the previous year's levels. UAE sales to the United States increased by 113% last year, reaching \$2.4 billion. For the first quarter of 2012, American exports to the USA have increased by an additional 75%.

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

Oil and gas production remains critical to the UAE economy, contributing about one-third of GDP and generating \$75 billion in UAE exports last year. The industry is set for expansion as the UAE seeks to increase daily production from approximately 2.5 million to 3.5 million barrels a day within the next five years. Major downstream projects are also planned. American firms are major players in new onshore and offshore projects currently being implemented, including the \$10 billion Shah Gas Filed project and modernization of production at the Upper Zakum offshore field where daily production of 750,000 barrels of oil is targeted. U.S. companies are also vying for a major onshore petroleum concession that expires after 75 years and is to be renewed in 2014.

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

Reflecting the country's role as a major regional commercial center, a significant portion of the UAE's import volume is ultimately re-exported. Dubai in particular plays a central role as a regional trade facilitation, logistics and tourism hub. Still, Dubai continues to grapple with large debt burdens (thought to exceed \$100 billion for state-owned entities) and an over-supply of housing and office space. However, the past year has seen strong trade and tourism performance as political developments associated with the so-called "Arab Spring" have resulted in high occupancy rates in Dubai hotels as many tourists and business travelers shy away for other traditional, regional destinations.

Market Challenges

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In most sectors, foreign firms seeking to market into the UAE must have a local sponsor or agent and are limited to a minority ownership position. While the UAE has established itself as a major international commercial hub, the country's business environment may present challenges. Although the UAE placed 34th in the World Bank's 2012 Ease of Doing Business ranking and is among the world leaders in some elements of the ranking: trading across borders (5); registering property (6); taxes (7); there are some areas of the ranking where the UAE is a surprising laggard. These include the UAE's ranking for protecting investors (122); enforcing contracts (134); and resolving insolvency (151). These lower rankings are reflected in common problems foreign firms can confront with long delays in receiving payment for work completed and efforts by some UAE entities to modify scope of work or otherwise alter contracts after signing. In certain sectors these issues can result in significant cost burdens and absorb valuable management time and resources. Dispute resolution mechanisms can also be cumbersome, slow and vary in effectiveness among the seven emirates.

Market Opportunities

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Despite its modest population of about 5 million, the UAE offers a sophisticated, diverse market for U.S. firms in many industries. Dubai's position as a regional commercial hub supports world-class trade exhibitions and conferences, presenting venues for American firms to reach buyers from throughout the Middle East, North Africa and Asia.

Market Entry Strategy

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Because foreign firms seeking to sell into the UAE market must have a local agent/distributor, selecting a local partner can be a critical first step in operating in the UAE. As a regional trade hub, supporting intense international business activity, the UAE does present an extremely competitive business landscape for American companies. Many successful American firms rely on technological, qualitative advantages in facing often less expensive foreign completion. The U.S. Commercial Service offices at the U.S. Embassy in Abu Dhabi and the U.S. Consulate in Dubai support a wide range of trade exhibitions and promotion events designed to aid American firms seeking to enter the UAE market. Details on many of these activities are available on the following website: www.export.gov/uae.

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Chapter 2: Political and Economic Environment

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

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

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Using an Agent or Distributor

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

The provisions relating to commercial agencies are collectively set out in Federal Law No. 18 of 1981 on the Organization of Commercial Agencies, as amended by Federal Law No. 14 of 1988 (the Agency law), and apply to all registered commercial agents. Federal Law No. 18 of 1993 (Commercial) and Federal law No. 5 of 1985 (Civil Code) govern unregistered commercial agencies. Federal laws are applicable throughout the UAE.

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

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

Terms and conditions vary for agency contracts. Commissions and other forms of compensation typically depend on the amount of work required of the agent, and the sales volume. Responsibilities and performance measures should be clearly defined. The agency contract should establish the geographic territory covered (UAE law awards automatic exclusivity to the agent in a

geographic area covered by the agreement). An agent must have a presence and be licensed to operate in each emirate, as there is no blanket license for the whole of the UAE. In some instances agents have been appointed on a project basis, with the relationship restricted to the specified project, terminating automatically upon reward or completion.

American companies are recommended to retain the services of a local attorney to ensure its best interests are carefully considered when drawing up an agreement. American companies have found the U.S. Commercial Service's Gold Key Service very useful in identifying their in-country representative, and the U.S. Commercial Service's International Company Profile in helping them vet potential representatives.

Establishing an Office

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

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

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

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

Franchising

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The UAE is one of the most investor friendly countries in the region. Additionally, the country boasts a number of high net-worth individuals, a lifestyle geared towards leisure and consumer spending, and improving intellectual property protections. Each and all of these factors contribute to an attractive environment for franchises in the food and beverage industries (including fast food), men/women's fashion retail and convenience stores.

Though there is no specific franchise law in the UAE, brands seeking to enter the country by way of franchising should consult local legal counsel and familiarize themselves with the UAE Agency Law, if the franchise is registered by the Ministry, and if it is not, then the UAE Civil Code and the UAE Commercial Code.

Although there is a general consensus about some of the key provisions that normally go into franchising agreements, specific attention should be given to the period, area specification, third-party transfer rule, dispute resolution mechanism, termination mechanism, etc. Also, agreements should adequately protect intellectual property (IP). In addition, special consideration must be given to Islamic dietary laws (halal meat products, no pork or alcohol content, etc.) and local dressing/customs. Due attention should also be given to possible trade barriers such as the Arab

League Boycott of Israel, which bans any goods originating from Israel, and may include a partner's request to sign a declaration that a franchisor companies is not trading with Israel (to which it is illegal for American companies to comply). Further information can be found at <http://www.bis.doc.gov/complianceandenforcement/antiboycottcompliance.htm>.

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

Direct Marketing

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Direct marketing in the UAE for products to be used for commercial purposes and/or industrial consumption is increasing. The rapid acceptance of internet and mobile technologies has changed the phenomenon of direct marketing to a great extent. More and more foreign companies are utilizing internet/mobile services to communicate directly with UAE buyers and send courier samples/brochures for immediate assessment. The local companies too are on the lookout for international suppliers that could provide good quality products at competitive prices.

However, neither pyramid selling nor foreign-based multilevel marketing targeting consumers are permitted to be practiced in the UAE. Also, direct marketing by overseas companies to consumers (end-users) is not common as international manufacturers and exporters are expected to conduct business with the UAE by concluding transactions directly only with importers and traders who are already established in the market. While such types of arms' length arrangements are often suitable for low volume trade, for long-term business relationship, foreign companies that do not wish to have a direct presence in the country or obtain a license can sell their products or services in the UAE by appointing a commercial agent in accordance with Commercial Agency Law. Foreign companies are permitted to appoint a single agent to cover the entire UAE or an agent for each emirate.

Foreign companies that are participating in local consumer trade shows, are members of affiliated Trade Centers or are participating in tourism attracting events such as the Global Village (<http://www.globalvillage.ae/>) are permitted to undertake direct marketing during the period of their participation. Such companies generally promote their products by undertaking mobile SMS alert promotion, newspaper advertisements, and flyer inserts during their presence in the UAE.

Joint Ventures/Licensing

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Emphasis is given to personal relationships in the Middle East when conducting business. Maintaining a local presence offers distinct advantages. Local business and government officials prefer to deal with someone they know and trust. Note also that simply being in the UAE may not be enough. For example, if the bulk of your business is likely to be in Abu Dhabi, you would have to establish an office in Abu Dhabi, even if costs are lower elsewhere in the country.

In a joint venture, profit and loss distribution can be arranged as desired even though UAE majority ownership is mandatory (51/49). It is possible that this may change, so careful consultation with local counsel is essential. UAE law does not require the joint venture to be registered with any authority. The foreign partner can deal with third parties under the name of the local venture.

Licensing manufacturing processes is growing with the UAE's desire to increase the quality and diversity of local production. The total market for industrial licenses remains relatively small due to the limited manufacturing done in the UAE.

The majority of licensing in the UAE is done for fabricating and/or marketing trademarked items. Licensees of US sports logos, universities, animated characters, etc., are servicing a very active market with one of the world's highest disposable incomes. Licenses to sell US brand products (an authorized dealer), as distinct from a standard distribution arrangement, or US logos/names/characters on a non-US product, are increasingly sought, especially in the apparel market.

Abu Dhabi Ports Company hopes to attract manufacturers by offering a range of incentives from free zone status to the ability to use foreign nationals for 100 per cent of their workforce, as well as some of the region's cheapest utility costs. With a giant port adjacent and a line of the planned GCC-wide railway due to pass through the zone, firms using KIZAD (Khalifa Industrial Zone Abu Dhabi) will have access to some of the fastest-growing and wealthiest markets in the world, from Asia and Africa to Saudi Arabia.

Selling to the Government

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Similar to the US, the UAE is a two tier government - Federal and Emirate ('state') level. For all types of government procurement and projects, US firms need to have a presence in the UAE and get their goods/services prequalified with the various government departments for procurement tenders. It is possible for bids not to go out on a public tender. In these cases, they are sent to select firms that are pre-qualified with the institution in question.

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

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

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

One of the largest government infrastructure projects currently in development is the Etihad (Union) Rail project. A network of up to 1,200 km spread across the Emirates, the railway will connect the UAE to Saudi Arabia in the West and Oman in the East.

Distribution and Sales Channels

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The most commonly used way of selling in the UAE is by appointing a commercial agent. Other methods used depend on the product or service. Direct sales, sales through an informal, non-exclusive reseller, establishment of a company presence through a joint venture partner, wholly owned subsidiary or branch in a free zone are all channels of selling and distributing in the UAE. Licensing and franchising arrangements are also commonly seen in the market.

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

Food imports were typically handled by firms specializing in import and distribution of food products to wholesalers, retailers and institutions. However, lately the government has removed the monopoly of agents and has opened up the sector.

It is common for companies in the UAE to use Dubai as their regional hub and set up warehouses in the numerous free zones to service their needs to other markets in the region, South Asia, Africa and East Asia. The key ports in the UAE include Jebel Ali and Rashid Port in Dubai, Port Ajman, Port Khorfakkan (Sharjah), Port Umm Al Quwain, Fujairah Port, Abu Dhabi Port, Ras Al Khaimah Port and Sharjah Port.

Selling Factors/Techniques

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

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

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

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

Electronic Commerce

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E-Commerce is a crucial driver in the UAE's economy. With such a significant increase in internet usage, it is no surprise that the internet is quickly becoming the cornerstone for business and communication, especially as the UAE is such an important financial hub. However, there is still some way to go if e-Commerce in the Emirates and the wider region is to meet its full potential.

A report conducted by Visa on e-Commerce in the UAE has shown that the total B2C (business to consumer) e-Commerce sales in the UAE grew to approximately \$2 billion in 2010, which was approximately 55% to 60% of the total GCC e-commerce sales (total GCC e-Commerce sales were estimated at between \$3bn and \$3.5bn in 2010, and estimated at \$5bn at the end of 2011).

According to the aforementioned report, Saudi Arabia had the second largest e-commerce market in the GCC, with an estimated \$520m, followed by Qatar (\$375m), Kuwait (\$280m), Bahrain (\$175m) and Oman (\$70m).

According to Stephen Leeds, e-Commerce business leader for Visa Middle East, "Online shopping is still in its infancy in the UAE region, but all the signs are there that it will continue to grow, such as government commitment, retailer investment and -- most importantly -- a young population open to trying new technologies and innovations."

The UAE government is leading the way for e-Commerce in the country with the Telecommunications Authority designated to create an effective e-Commerce environment. In Dubai, the e-Pay gateway has enabled customers to pay for e-government services online in a secure environment.

Trade Promotion and Advertising

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

Advertising plays a significant role in sales promotion. About 40% of the population is native Arabic speaking. Although the language of business is English, Arabic is the official language and is required for all governmental documentation. In addition, combined English and Arabic usage is common on signage and for many publications. English-only promotional literature is acceptable, but those that are in both English and Arabic have a decided edge. Arabic speakers in key decision making positions appreciate the extra effort and sensitivity to their culture that bilingual publications imply. Arabic labeling for consumer products, especially foodstuffs, is an important requirement and an advantage in competitive marketing.

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

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

XPRESS (Dubai)	www.xpress4me.com	WAM (Emirates News Agency)	www.wam.ae
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By law, the Media Council, which is appointed by the President, licenses all publications and issues press credentials to editors. Laws also govern press content and proscribed subjects. The National Media Council reviews and censors all imported media for content. Limits on media freedom are being challenged by the establishment of Dubai Media City (DMC, <http://www.dubaimediacity.com/>) and twofour54 (<http://twofour54.com/en>) Abu Dhabi. These free zones are intended to attract media and marketing services, business and information services, news media, multimedia/Internet, broadcasters, music companies, and production firms. In addition to tax benefits, companies operating in these free zones have been guaranteed that the government will not censor their news and information content, provided certain relatively liberal guidelines of taste and propriety are met. U.S. firms are strongly urged to consider cultural sensitivities in any promotional activity.

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

Pricing

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

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

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

The relatively higher prices of U.S. products and services can be attributed to higher quality and higher transport costs and is also an important factor making Indian, Chinese, Korean, and Japanese suppliers more competitive in this market. European companies are known to offer quality products as well and are tough competitors when the Euro is low. The strength of the Euro versus the Dollar (though in decline), and the peg of the Dirham to the Dollar (\$1:AED3.67), which offers pricing and exchange consistency for buyers, currently favors U.S. products.

Sales Service/Customer Support

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

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

Consequently, companies wanting to do business in the UAE are advised to:

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

As such, the current business environment favors companies that deal with local distributing companies with adequate parts inventory and regular maintenance capabilities.

Protecting Your Intellectual Property

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Several principles are important for effective management of intellectual property rights in the UAE. First, it is important to have an overall strategy to protect IPR. Second, IPR is protected differently in the UAE than in the U.S. Third, rights must be registered and enforced in the UAE, under local laws. Companies may wish to seek advice from local attorneys or IP consultants. The U.S. Commercial Service can provide a list of local lawyers upon request.

It is vital that companies understand that intellectual property is primarily a private right and that the US government generally cannot enforce rights for private individuals in the UAE. It is the responsibility of the rights' holders to register, protect, and enforce their rights where relevant, retaining their own counsel and advisors. While the U.S. Government is willing to assist, there is little it can do if the rights holders have not taken these fundamental steps necessary to securing and enforcing their IPR in a timely fashion. Moreover, in many countries, rights holders who delay enforcing their rights on a mistaken belief that the US Government (USG) can provide a political resolution to a legal problem may find that their rights have been eroded or abrogated due to doctrines such as statutes of limitations, laches, estoppel, or unreasonable delay in prosecuting a law suit. In no instance should USG advice be seen as a substitute for the obligation of a rights holder to promptly pursue its case.

It is always advisable to conduct due diligence on partners. Negotiate from the position of your partner and give your partner clear incentives to honor the contract. A good partner is an important ally in protecting IP rights. Keep an eye on your cost structure and reduce the margins (and the incentive) of would-be bad actors. Projects and sales in the UAE require constant attention. Work with legal counsel familiar with the UAE laws to create a solid contract that includes non-compete clauses, and confidentiality/non-disclosure provisions.

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

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

IPR Resources

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

- For information about patent, trademark, or copyright issues -- including enforcement issues in the US and other countries -- call the STOP! Hotline: **1-866-999-HALT** or register at www.StopFakes.gov.
- For more information about registering trademarks and patents (both in the U.S. as well as in foreign countries), contact the US Patent and Trademark Office (USPTO) at: **1-800-786-9199**.
- For more information about registering for copyright protection in the US, contact the US Copyright Office at: **1-202-707-5959**.
- For US small and medium-size companies, the Department of Commerce offers a "SME IPR Advisory Program" available through the American Bar Association that provides one hour of free IPR legal advice for companies with concerns in Brazil, China, Egypt, India, Russia, and Thailand. For details and to register, visit:
http://www.abanet.org/intlaw/intlproj/iprprogram_consultation.html
- For information on obtaining and enforcing intellectual property rights and market-specific IP Toolkits visit: www.StopFakes.gov This site is linked to the USPTO website for registering trademarks and patents (both in the U.S. as well as in foreign countries), the U.S. Customs & Border Protection website to record registered trademarks and copyrighted works (to assist customs in blocking imports of IPR-infringing products) and allows you to register for Webinars on protecting IPR.
 - For an in-depth examination of IPR requirements in specific markets, toolkits are currently available in the following countries/territories: Brazil, Brunei, China, Egypt, European Union, India, Italy, Malaysia, Mexico, Paraguay, Peru, Russia, Taiwan, Thailand, and Vietnam.
 - For assistance in developing a strategy for evaluating, protecting, and enforcing IPR, use the free **Online IPR Training Module** on www.stopfakes.gov.

IPR Climate in the UAE

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

regime up to international standards. In the area of software, the UAE is considered by industry watchers as having one of the best records on copyright protection in the region. In Trademarks, the law provides that owners of the registration shall enjoy exclusive rights to the use of the trademark as registered and can prevent others from using an identical or similar mark. The UAE government has also show commitment in the enforcement of pharmaceutical patent rights. (For more details see Chapter 6 “Investment climate”.)

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Due Diligence

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

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

It is therefore important to have detailed provisions in the agency agreements. Depending on the agreement, a few of the items that should be specified are the performance measures for the local agent like failure to meet specific targets, dealing with competitors and competitive commodities, the length of the contract and listing of projects covered by the contract.

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

Local Professional Services

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

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

Web Resources

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Ministry of Economy: www.economy.ae

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

Commercial Sectors

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- [Oil and Gas Field Machinery and Services](#)
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Healthcare Services

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The health care sector's growth has been bolstered by rapid population growth, an estimated 65% over four years, an increase in health problems caused by a shift towards sedentary lifestyles and fast food diets, and concerted federal and emirate government level investments to try and address these issues.

Non-communicable diseases (NCDs) – also known as lifestyle diseases – are increasing at an alarming rate. The epidemiological profile of the region includes high incidences of obesity, hypertension and diabetes. The complications caused by these diseases will further increase long-term costs on an already over-stretched healthcare system.

The World Health Organization determined that a third of adults in the UAE are obese, and one out of five people live with diabetes. As the incidences of lifestyle diseases increase, these populations, supported by relatively high levels of income, will demand greater quality of healthcare. Demand growth in this segment could act as an incentive for private investors to establish multi-disciplinary hospitals and specialized centers for complex diseases.

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In 2008, the Ministry of Health unveiled a five-year health strategy for the public health sector in the northern emirates (Sharjah, Ras Al Khaimah, Umm al-Qaiwain and Fujairah) to unify healthcare policy to improve access to healthcare services at a reasonable cost, while at the same time reducing dependence on overseas treatment.

Additionally, the government now seeks to establish the U.A.E. as a medical tourism destination. Private-sector hospitals and medical centers in Abu Dhabi and Dubai have reported an increase in the number of patients coming from abroad to seek medical treatment. For example, Dubai Healthcare City (DHCC) has noted a sharp growth in medical tourism over the past three years. Of 502,000 patients in 2011, about 15 per cent were medical tourists, compared with one per cent of its 412,000 patients in 2010.

The introduction of mandatory health insurance in Abu Dhabi for expatriates and their dependents has been a major driver to healthcare policy reform. Dubai has followed suit for its government employees, and eventually, under federal law, every Emirati and expatriate in the country will be covered by compulsory health insurance under a unified mandatory scheme.

Another initiative in the public healthcare system is known as WAREED ("vein" in Arabic), which is a hospital information system (HIS) designed to automate all healthcare processes across departments, such as radiology, pathology, pharmacy, surgery, accident/emergency and registration. This HIS will eventually link all 14 public hospitals and 68 affiliated clinics across Dubai and the Northern Emirates through an integrated electronic medical record system (eMR).

Opportunities

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There is currently a high demand throughout the UAE for specialty services, such as women's facilities, oncology, pediatric services and diabetes care and treatment. According to some reports, the UAE already spends Dh2.4bn (\$650 million) on medical costs related to diabetes, with the figure expected to increase 58% to Dh3.8bn (\$1 billion) by 2020.

Although the government operates the major hospitals in the UAE, private sector participation has increased over the years, as evidenced by the increased number of foreign operators entering the country to manage hospital projects. The Cleveland Clinic and Johns Hopkins International are prominent among U.S. entities active in the UAE.

Web Resources

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UAE-Report from Hospital Build: hospitalbuild@iirme.com

Ministry of Health website: www.moh.gov.ae

Exhibition/Conference:

Arab Health January 28-31, 2013

Oil and Gas Field Machinery and Services

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The UAE is one of the world's leading producers of oil and gas. More than 95% of those resources are found in the Emirate of Abu Dhabi. The UAE is home to approximately 8% of global proven reserves of oil and about 4% of natural gas. Abu Dhabi's oil and gas reserves are found both onshore and offshore.

The Abu Dhabi National Oil Company (ADNOC) and its 16 operating companies are in the process of expanding output from about 2.6 million barrels per day (mbd) to approximately 3.5 mbd before the end of the decade. There are additional plans to develop downstream industries including petrochemicals and plastics.

The UAE produces 4.65 billion cubic feet a day (cf/d) of gas (3.85 billion cf/d in Abu Dhabi and 0.5 billion cf/d in Dubai), but is not self-sufficient in gas. In 2011, UAE gas demand was estimated at 6.6 billion cf/d and the country imports 2-2.3 billion cf/d of gas from Qatar. The UAE's total production and imports of 7 billion cf/d, of which 2 billion cf/d is used for reinjection and liquefied natural gas exports from Abu Dhabi, leaves 5 billion cf/d available for power generation and industry.

Demand is expected to reach 25 billion cf/d of gas in 2025. At current gas production levels, the UAE's 214.4 trillion cubic feet of reserves would last 126 years.

Best Prospects

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American firms with cutting-edge technologies that will assist ADNOC companies avoid using gas to maintain oil well pressure; exploit fields more efficiently; and lower costs of exploiting sour gas fields will find opportunities in the UAE. However, these are just a few of the areas where opportunity exists. American firms are highly regarded for high levels of research and development and new technology development.

Opportunities

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ADNOC's expansion of production in oil and gas fields, both onshore and offshore, provide opportunities across a wide range of technologies and services. As costs of field exploitation rise, technologies that improve yield and drive costs down will be particularly welcome. A number of major contracts have been let in the past 12 months, but opportunities remain as they are in the early stages of implementation. The UAE's first major petroleum concession, signed in 1939, is due to expire in 2014. Current participants in this concession are Total, BP, ExxonMobil, Shell and Portugal's Partex.

Last year Abu Dhabi awarded rights to develop additional fields to Chinese and last Korean firms and renewed a package of offshore concessions with Japan, the first nation to buy Abu Dhabi's oil and still one of its largest customers.

Web Resources

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Abu Dhabi National Oil Company: <http://www.adnoc.ae>

Middle East Business Intelligence (MEED): [http:// www.meed.com](http://www.meed.com)

Power Generation/Water Resources

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The UAE has shown tremendous developments with respect to electricity production and consumption. The UAE is expected to post nearly 40% growth in electricity generation by 2020 to match growing demand, which is projected to grow by 10% per annum. The Emirates Nuclear Energy Corp (ENEC) is planning to issue an international tender to buy nuclear fuel needed to begin operating the country's nuclear plants. The nuclear regulator will agree to contracts for obtaining the uranium, converting it and enriching the fuel for use in its plants' nuclear reactors, which expects to start its first nuclear power plant in 2017.

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Under Dubai's Integrated Energy Strategy 2030, the emirate plans to reduce energy imports and climate warming carbon dioxide emissions by 30 percent by 2030, using its own solar power and nuclear power imported from neighboring emirate Abu Dhabi to reduce reliance on gas. Dubai has unveiled plans for a 1,000 MW solar energy park to diversify its energy mix and reduce dependency on oil and gas. The solar power project will be implemented by the Supreme Council of Energy (SCE) in Dubai and managed and operated by Dubai Electricity & Water Authority (DEWA). Its first phase will be built at a cost of Dh120 million (\$32.6 million) and aims to generate 10 MW of power by the fourth quarter of 2013. The full solar energy project is intended to eventually have a production capacity of 1,000 MW.

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The UAE is one of the highest per capita electricity consumers in the world, with soaring temperatures driving up air conditioner use from June-September. Additionally, the UAE population is expected to continue its rapid expansion, with GDP per capita and power consumption per capita forecast to increase by 22% by 2015. The UAE will invest tens of billions of dollars in various power generation projects during 2011-2015 and the UAE Ministry of Economy estimates that investment opportunities in the market for alternative and sustainable energy projects for the private sector will be around \$100 billion through 2020.

Web Resources

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Abu Dhabi Water and Electricity Authority: www.adwea.ae
Dubai Electricity and Water Authority: www.dewa.gov.ae
Federal Electricity and Water Authority: www.fewa.gov.ae
Internet website: www.powerandwaterme.com/Industry_News
Internet website: www.world-nuclear.org/info/UAE

Exhibitions/Conferences:

World Future Energy Summit Abu Dhabi: January 15-17, 2013

Water Energy Technology Environment Exhibition (WETEX): March 12-15, 2013

Franchising

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The hotel and restaurant sector in UAE is currently estimated to be valued at about 2% of the UAE's \$350 billion GDP. International franchises compose an important element of this sector and are currently achieving annual growth rates estimated at 5–8 per cent.

The government U.A.E. government is extremely supportive of this sector as it views its growth and development as a means to help develop local small and medium sized enterprises. Apart from banks, such as the Dubai Islamic Bank, which extends loans to UAE citizens to buy franchise businesses, the government backed Mohammed Bin Rashid Establishment for Young Business Leaders provides business training to young local entrepreneurs and has established the UAE Franchise Association.

Best Prospects

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Best prospects include; Food: fast food, restaurant and cafeteria franchises; Education: reputed professional training courses; Home healthcare: high quality detergent, perfume and hygiene (DPH) products, healthcare products; Automotive: high grade automotive aftermarket products and security products.

Opportunities

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There are a number of areas within the franchise sector that provide U.S. companies increased opportunities in the UAE market. American restaurant franchises continue to be popular in the UAE and should remain an area of potential growth. In another market segment, the Abu Dhabi government's new initiative to develop 'The Auto City' in the Mussafah area will cater to advanced workshops and service centers thereby attracting investment in automobile manufacturing and spare part logistics.

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- Ministry of Economy: www.economy.ae
- Dubai Chamber: www.dubaichamber.com

Cosmetics/Perfume

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Many consumers in the UAE, both Emirati and expats, being both fashion conscious and possessing significant disposable income, are major consumers of cosmetic and beauty products. The UAE's harsh climatic conditions contribute to a demand for hair and skin care products to protect against dryness and sun damage. Both the UAE's growing local population and increased numbers of tourists with high disposable incomes have created demand for luxury products and spa services. The diverse international population in the UAE has also encouraged companies to import a widespread range of products to meet a wide range of tastes and price preferences.

H.S. Code	Product Description	UAE's Imports (\$'000)		UAE's Exports (\$'000)	
		2009	2010	2009	2010
3301	Essential oils	16,463	22,843	4,457	9,124
3304	Beauty, make-up & skin-care preparations; sunscreens, manicure or pedicure	357,137	418,917	48,691	82,020
3303	Perfumes and toilet waters	560,248	617,538	74,150	111,686
3306	Oral & dental hygiene preparations	67,070	63,508	12,392	19,879
3307	Personal toilet preparations shaving preparations, deodorants etc.	171,162	199,888	29,208	56,652
3302	Odoriferous mixtures as raw materials for industry	149,729	191,496	7,777	8,723
3305	Hair preparations	112,844	131,394	30,744	63,302

Source: ITC calculations (based on UN COMTRADE statistics)

(Note: The above figures are indicative as official cosmetic import-export statistics are not readily available)

Under UAE law, "cosmetic product" means any substance or preparation intended to be placed in contact with external parts of human body. Any product used to clean, keep in good condition, protect, correct body odors, perfume or change one's appearance, etc. is a cosmetic product.

However, exporters need to exercise care when dealing in "borderline" products (with medicinal claims) that might be classified as cosmetic products elsewhere - in the UAE such products may require prior approval from the Ministry of Health.

Best Prospects

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

Opportunities

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There are a number of areas within the cosmetics and personal care sectors where increased opportunities prevail. Perfumes, beauty, make-up and skin care products are expected to continue to dominate the sector, while perfumed bath products, hair preparation and room

perfuming/deodorizing products are likely to enjoy consistent growth. Also, since about three quarters of the UAE population are men, products aimed solely at men show good potential. Products that successfully tap ethnic sensitivities, e.g., halal products, also have good potential.

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

Challenges

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While the current trend of eco-friendly products is likely to put cost pressures on manufacturers, stiff competition, new product innovation, the wide choice of products and aggressive marketing being adopted by major companies provide challenges for U.S. companies. In addition, the need for products to comply with the UAE cosmetics products regulations for labeling, ingredients, etc., may deter new companies – in particular smaller American companies - from entering the UAE Market.

Web Resources

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Important Web Links:

<http://www.cosmeticsexport.com/pic/rules/20091016151543560.pdf>

<http://www.dcl.ae/NR/rdonlyres/65C866D7-31AE-4394-854B-DCC01A326A07/0/FRMCP128R1Cosmetics.pdf>

[http://213.42.151.126/admincp/assetsmanager/Files/Pharmacusts/UAE%20Registration%20Requirements%20for%20General%20Sale%20List%20\(GSL\)%20Products.pdf](http://213.42.151.126/admincp/assetsmanager/Files/Pharmacusts/UAE%20Registration%20Requirements%20for%20General%20Sale%20List%20(GSL)%20Products.pdf)

Dubai Chamber: www.dubaichamber.com

Dubai Customs: www.dxbcustoms.gov.ae

International Trade Center: www.intracen.org

Ministry of Economy: www.economy.ae

Construction

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The construction industry comprises roughly 12% of the UAE economy, behind only petroleum and trade. The sector has been a beneficiary of high oil prices and surge in investment in infrastructure and real estate. The global economic crisis has negatively impacted the construction industry, particularly in Dubai where many projects were halted and in Abu Dhabi, where a number of large signature projects were cancelled, delayed or revised. Yet, opportunities still exist in the UAE. One core area is in sustainable construction, as Dubai and Abu Dhabi have implemented green building standards, and another in construction related to logistics, transportation and commerce, as the country looks to further distinguish itself as a global trading hub.

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

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Due for completion by 2020, the Tourism, Development, and Investment Company's (TDIC) Saadiyat Island is just one of many developments intended to be "environmentally friendly." This project, along with others, provides a number of opportunities for US companies seeking to enter the UAE market with their sustainable architecture, design, engineering, and construction expertise. Saadiyat, with a potential investment of over \$25 billion, is intended to be home to an estimated 160,000 residents with a full complement of leisure and tourism facilities, as well as civic and cultural institutions.

In early 2012, the Abu Dhabi Executive Council announced a number of social projects for Emirati citizens, including new housing developments (13,150 homes), construction of 14 new hospitals and 24 schools. The announcement signaled the conclusion of a wide ranging evaluation of projects in the capital, reconfirming plans for developments on Saadiyat Island and Khalifa Port, and the planned Midfield terminal at Abu Dhabi International Airport.

Funds were earmarked for the long-awaited Midfield terminal at Abu Dhabi International Airport, which will accommodate 27 million passengers a year. The 700,000 square meter terminal, estimated to cost about \$3 billion, is expected to be completed in 2017.

Abu Dhabi's governing Executive Council has reaffirmed plans to develop the previously delayed Saadiyat Cultural District, which is slated to include a number of major museums, including branches of the Louvre and Guggenheim.

U.S. firms have been particularly successful in pursuing contracts related to project management and front-end engineering and design work on major projects.

Web Resources

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Abu Dhabi Urban Planning Council - <http://www.upc.gov.ae>

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

Consumer Electronics

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The UAE's consumer electronics devices market, categorized as computing devices, mobile handsets and video, audio and gaming products, is estimated to reach a value of \$3.8 billion in 2012. This is expected to increase to \$4.7 billion by 2016, driven by the popularity of new electronic devices such as LED and 3G TV sets, 3G mobile handsets, smart phones, feature-rich notebooks, MP3/MP4 players and Blu-ray players.

Consumer Electronics Market

Computers Demand

	2009	2010	2011f	2012f	2013f
Computer Hardware Sales (US\$m)	1573	1747	1901	2003	2111
PC Sales (US\$m)	1274	1415	1543	1643	1748
PC Sales (000 units)	2031	2326	2615	2869	3147
Notebooks (000 units)	1280	1535	1804	2066	2329

Source: BMI (f=forecast)

AV Demand

	2009	2010	2011f	2012f	2013f
AV & Gaming Device (US\$m)	1054	1148	1256	1333	1395
Video applications (US\$m)	964	942	1030	1093	1144
Audio applications (US\$m)	190	207	226	240	251
Home Theatre Revenue (US\$m)	90	99	110	118	124
LCD TV Set Sales (000 units)	393	559	771	971	1185
Digital Camera Sales (000 units)	374	396	415	428	432

Source: BMI (f=forecast)

Mobile Handsets

	2009	2010	2011f	2012f	2013f
Subscribers (mn)	10.7	10.9	11.2	11.5	11.7
Mobile penetration (%)	232	232	233	234	234
3G subscribers (000 units)	1520	1971	2343	2790	3309
Domestic handset sales (US\$m)	304	362	399	440	477
PDA/smartphone sales (US\$m)	34	116	168	220	284
3G handset sales (000 units)	1774	2266	2523	2794	3055

Source: BMI (f=forecast)

In first half of 2011, UAE retailers reported a surge in demand for consumer electronic products, in many cases fuelled by price cuts. Retailers partly attributed the rebound to recovering markets and an improvement in consumer confidence, which had been damaged by the Dubai financial crash. However, price reductions also seemed to be a significant driver.

Significant obstacles still stand in the way of a more pronounced recovery, including weak credit conditions and Dubai's onerous debt repayment schedule. The shift towards more cautious domestic spending patterns is likely to persist well into 2012, with overall consumption growth remaining muted, particularly in Dubai, though increased tourism may provide some positive boost to demand.

Sub-Sector Best Prospects

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Computer hardware accounts for approximately 55% of the UAE's consumer electronics spending; followed by AV devices at about 35%; and mobile handsets 11%. Important to this sector is the UAE's role as a trading hub serving the expanding markets of Saudi Arabia and the Gulf, as well as the Indian sub-continent, the Commonwealth of Independent States (CIS), and East Africa.

Opportunities

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The compound annual growth rate (CAGR) for sales of computer hardware over 2012-2016 is forecast at about 6%, with stronger demand in the notebook sector. The AV market is expected to grow at a CAGR of 5%. The rollout of high-definition broadcasting will drive demand for premium TV sets and Blu-ray devices. Mobile handsets are expected to grow at a CAGR of 6%. Sales will be dominated by the replacement market and revenues will be driven by demand for smart phones and 3G handsets. The competition between two local telecom providers, Etisalat and du telecom, will further drive development in the 3G handset segment.

Trade Show: Gitex – October 14 – 18, 2012 (<http://www.gitex.com/>).

Web Resources

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The Content Factory: http://www.tcf-me.com/client_portal/10/news_releases/1004365021
Business Monitor International: <http://www.marketresearch.com/Business-Monitor-International-v304/United-Arab-Emirates-Consumer-Electronics-6773396/>

Hotel and Restaurant Equipment

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The UAE's hotel industry experienced considerable resilience in 2011, as the country benefited from its relative stable and open market status amid regional political unrest, with both Dubai and Abu Dhabi reporting an increase in hotel occupancy rate, number of hotel guests, and revenues for hotels and hotel apartments.

Hotels in Dubai outperformed their regional peers in terms of overall hotel occupancy and growth in occupancy rate during the first eleven months of 2011. According to Ernst and Young hotels in Dubai recorded the highest occupancy rate in the region (79%) during the first eleven months of 2011, moving up by 4% relative to the corresponding period of 2010. The number of hotel establishments increased by 1% (to 573), while the number of hotel rooms and hotel apartments in Dubai increased by 7% to 73,522 during the first nine months of 2011. In the past year Abu Dhabi has seen a major expansion in hotel capacity, as a range of international known hotels (St. Regis, Ritz Carlton, Hyatt, Westin, Novotel and others) have opened or will soon do so.

Dubai Current Hotels & Hotel Apartments, Rooms & Flats								
Hotels	5-Star	4-Star	3-Star	2-Star	1-Star	Guest House	Non-Classified	Total
Beach Hotels	18		1				1	20
City Hotels	44	76	60	50	119	17		366
Total Hotels	62	76	61	50	119	17	1	386
Beach Rooms	7,811		32				202	8,045
City Rooms	12,923	14,568	8,355	5,198	4,467	443		45,954
Total Hotel Rooms	20,734	14,568	8,387	5,198	4,467	443	202	53,999

Hotel Apartments	Deluxe	Standard	Total
Total Hotel Apartments	56	134	190
Total Apartments Flats	7,869	13,531	21,400
<i>by Department of Tourism and Commerce Marketing: 20 February, 2012</i>			

In Abu Dhabi, occupancy rates of hotels rose by 2% during the first eleven months of 2011 to reach 76%, according to Ernst and Young, which also noted that Abu Dhabi ranked second in the region in terms of occupancy rate and third the growth of occupancy rates. Revenues from Abu Dhabi's hotels and hotel apartments reached AED 3.96 billion (US\$1.08 billion), up by 4% year-on-year.

Overall, the UAE's hotel and restaurant sector is estimated to comprise about 2-3% of the UAE's \$300 billion plus economy.

Best Products/Services

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Opportunities exist in the form of food preparation equipment, commercial cooking utensils, drink ware, bar supplies and equipment, dishwashing equipment and supply, commercial deep fryers, cup and lid dispensers, concessions equipment, commercial ice machines, walk in coolers and freezers, carts, trolleys and trucks, restaurant tables, outdoor furniture and restaurant bar stools.

Opportunities

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Over seventy hotel and hotel apartments are expected to open in the UAE from 2012 to 2015. While Abu Dhabi has seen a boom in high-end hotel construction and openings in the past year, leading to a current oversupply, Dubai's renewed success in attracting large number of business and tourist visitors should continue to spur new development.

Trade Show: The Hotel Show – May 15-17, 2012 (<http://www.thehotelshow.com/>)

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Department of Tourism and Commerce Marketing: <http://www.dubaitourism.ae/>

Abu Dhabi Tourism Authority: <http://www.abudhabitourism.ae/en/default.aspx>

Hotelier Middle East: <http://www.hoteliermiddleeast.com/>

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

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

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

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

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Chapter 5: Trade Regulations and Standards

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Import Tariffs

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

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

The GCC updated the list of goods that are exempted from Customs duties. The updated list is available on the Dubai Customs website at:

<http://www.dxbcustoms.gov.ae/NR/rdonlyres/6FBDC96E-8D70-4E24-A38E-3F8B3F480ABF/2941/GCCCommonCustomsLawEnglish.pdf>

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

Trade Barriers

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

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

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

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

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

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

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

Over the last couple of years, many companies suffered from overdue payments. Payments were delayed by up to more than a year. A number of small companies went out of business due this reason.

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

All shipments of goods to the UAE require "legalization" of documents. This is a two step process. First documents must be certified by the National U.S. Arab Chamber of Commerce (NUSACC) and then legalized by the UAE Embassy. Currently the NUSACC charges are \$35 per document (commercial invoice, certificate of origin, etc). Upon completion of their certification process, the NUSACC can provide courier service to the UAE Embassy in Washington. Details are available on the NUSACC website:

<http://www.nusacc.org/content/english-pid=114.php.html>

The UAE Embassy charges separate fees, which are outlined in the attached link:

<http://www.uae-embassy.org/embassy/consulate-services/commercial-invoices-shipping-documents>

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

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

All imported meats - beef and poultry products, require a health certificate issued by the country of export and a "Halal" slaughter certificate issued by an approved Islamic center in that country.

Restricted Imports: Alcoholic beverages, tobacco products, pork products

Prohibited Imports: Irradiated food products

All goods exported to or re-exported from the UAE must have proper documentation issued by the Ministry of Economy and the various Chambers of Commerce in the respective individual emirates. U.S. firms seeking to export goods from the U.S. to the UAE should consult the appropriate U.S. export control agencies regarding the need for an export license for the UAE. The UAE has a thriving transshipment and re-export business. U.S. firms should also consult the proper U.S. authorities regarding the need to obtain re-export authorization for items to be re-exported from the UAE to other countries, as well as exercising caution that U.S. goods are not re-exported to prohibited countries without the proper permission. The UAE Government has an Executive Committee for Goods and Material Subject to Import and Export Control. This Committee is responsible for

permitting (licensing) the importation, transshipment and re-exportation of certain controlled items. The Commercial Section of the Embassy in Abu Dhabi has an Export Control Officer specifically to assist U.S. firms in compliance with U.S. export controls.

In 2009, UAE put in place procedures for dealing with imported beef from countries which registered cases of mad cow disease. These procedures included actions to allow the import of beef from animals not older than 30 months. This procedure had affected the exports of U.S. beef to the UAE, but in January 2012 the UAE Government lifted the ban on beef imports from the U.S. based on ratings by the World Organization for Animal Health which listed the U.S. as a country with controlled-risk for mad cow disease, and in absence of any registered case occurred in the U.S.

Temporary Entry

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

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

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

Labeling and Marking Requirements

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

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

Prohibited and Restricted Imports

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All kind of illicit drugs (hashish, cocaine, heroin, etc.) are prohibited in the UAE, as are counterfeit currency and pornography. Publications, videos, photographs, oil paintings, cards, books, magazines and sculptures that do not adhere to religious morals and those that aim to cause corruption and disorder are also banned. The UAE is serious about enforcing intellectual property rights and prohibits the importation of counterfeit goods that infringe on these commercial rights. Irradiated food products are prohibited, while imports of alcohol and pork products are strictly regulated. For a more details list of prohibited imports please refer to the Dubai Customs website.

<http://www.dxbcustoms.gov.ae>

Customs Regulations and Contact Information

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Most goods entering the UAE are subject to a standardized 5% Gulf Cooperation Council (GCC) duty on the CIF (cost, insurance and freight) value of the goods. Tobacco and products thereof are subject to customs duties of 100%, while alcoholic beverages have duties of 50%. The Dubai Customs has an extensive list of goods exempted from duty under the “Common Customs Law of the GCC States”. Goods entering any of the UAE's free zones are exempt from custom duties.

A list of the harmonized tariffs organized by HS code can be found on the Abu Dhabi Customs website. You can also find more information about the GGC Customs Union and more on the Secretariat General of the GCC website.

Abu Dhabi Customs - <http://www.auhcustoms.gov.ae>
Dubai Customs - <http://www.dxbcustoms.gov.ae>
Fujairah Customs - <http://www.fujairahfreezone.com>
Sharjah Customs - <http://www.sharjahcustoms.gov.ae>
Secretariat General of the GCC - <http://www.gcc-sg.org/>

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

Standards

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Overview

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

ESMA sets standards, regulations and assessments for health, safety and environmental protection against imports that must meet U.A.E. standards. ESMA issues U.A.E. standards that are harmonized with most international standards. If national standards are not available for suppliers to follow, they may follow international standards. ESMA runs a conformity assessment program called the Emirates Conformity Assessment Scheme (ECAS). This program determines whether imports meet national or international standards for products. They also run the Accreditation Scheme (ENAS) that accredit conformity assessments bodies.

This organization, the Emirates Authority for Standardization and Metrology (ESMA), is now an independent entity from the Federal Ministry of Finance and Industry. However, the national and emirate governments, as well as professional associations, are constantly reviewing standards requirements. This is particularly true for the construction industry. Currently, government agencies and private firms stipulate the standards on a project-by-project basis.

ESMA is the World Trade Organizations' TBT (Technical Barriers to Trade) inquiry point in U.A.E. They also issue Technical Regulations through the U.A.E. Cabinet and have the responsibility of

running and enforcing the schemes and standards to make sure the directives are implemented in U.A.E. ESMA is also a part of the Gulf Cooperation Council standardization organization, GSO. ESMA also functions as the National Accreditation Body to accredit testing and calibration laboratories and certification bodies.

ESMA's stated objectives are to provide health, economic and environmental safety and protection by ensuring that services, consumer commodities and other materials are of quality and are in conformity with the approved standards specifications.

In 2011, ESMA set a number of regulations. It approved an amendment on the Emirati Technical Regulation for additional safety in new cars, which will effective 2013 models. These technical regulations, which are adopted as per the GCC technical regulations, clarify test methods of engines, batteries, seatbelts, cooling devices, rates of pollution allowed for car exhaust and other technical tests that could affect car safety. ESMA also developed technical specifications for tires and decided to precede an overall, technical list for tires' specifications, in collaboration with some concerned bodies, including the UAE Ministry of Interior (MoI). In 2011, ESMA also began implementing rules limiting sales of highly caffeinated energy drinks. while new laws regulating microwave ovens were implemented. ESMA has also started a program to encourage the use of highly efficient home appliances. The first phase of the program will see it implemented on air conditioners.

ISO 9000 certification was first introduced and granted to a U.A.E. company in 1993. Since then, more have received the certification, and the EU is funding a standards center in the U.A.E. to implement ISO 9000 certification.

Standards Organizations

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ESMA is headquartered in Abu Dhabi, the capital of the U.A.E., and maintains a branch office in Dubai. ESMA has recently formed four major divisions/departments within its organization including standards, accreditation, conformity and metrology. Lists of standards are available at ESMA's head office in Abu Dhabi and branch office in Dubai.

NIST Notify U.S. Service

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

Register online at Internet URL: <http://www.nist.gov/notifyus/>

Conformity Assessment

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ESMA's conformity department is responsible for implementing specialized programs such as Quality and Conformity Marks, Conformity Certification according to Internationally approved methods. Conformity assures compliance to either national or internationally approved standards. Compliant products are issued with Certificates. These Certificates increase the level of trustworthiness in national products, and accordingly raise their ability to compete in the foreign markets.

The Conformity department builds databases for products and companies that deal with conforming products. In addition, conformity personnel participate in conferences, organizations, authorities, committees and meetings for activities related to conformity.

The Conformity Department consists of three main sections: local conformity section, international conformity section and inspection.

Product Certification

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Certificates of Conformity are issued for products that comply with National or Gulf Standards. Whenever these standards are unavailable, other approved standards such as international, or foreign can alternatively be used. Special attention will be paid to the UAE special national requirements whenever they exist.

ESMA implemented the Emirates Conformity Assessment Scheme (ECAS), as a system combining conformity assessment and certification for products in the local market. In addition, exporters of regulated products may choose to obtain a certificate of conformity for their exported shipments.

Accreditation

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Test reports from any accredited or approved laboratory shall be submitted to ESMA. These reports shall be reviewed and the compliance level to standards is assessed.

If all the essential requirements are not fulfilled, the applicant will be informed of the relevant standards and/or the steps needed to meet these essential requirements. These steps could include type testing or modification of the product according to the observed discrepancy.

Laboratories:

The Authority supervises and manages the scheme in addition to monitoring the laboratories performance to support all the Scheme's requirements.

The Approved Laboratories are those:

Accredited by national recognized organizations

Approved by the Authority based on evaluating their capabilities

Accredited by the National Accreditation Body

Other laboratories nominated by the manufacturers

Publication of Technical Regulations

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Currently, ECAS applies to five product categories (toys; automotive car batteries; paints; automotive lubricating oils; and synthetic detergents – household synthetic powdered detergents for household use). The list is not intended to be comprehensive and more products may be added at a future date. The addition of more products is based on assessment of consumer exposure to hazards as well as the extent to which such products comply with the national standards on a voluntary basis.

Products added to the regulated products list will be advertised at least two months prior to implementation, in order to allow sufficient time to assess such products and demonstrate compliance.

The ECAS procedures and guidelines explain the steps required for compliance and how Certificates of Conformity can be obtained. These guidelines also contain the requirements related to the self-declaration and registration processes. Regulated products under this scheme are listed on ESMA's web site. Any clarifications can be obtained by contacting the authority. The Authority can provide comprehensive details on the scope of products regulated under the Scheme.

The Authority can be contacted for any clarification concerning regulated products. In addition, the Authority can issue a formal Clarification Letter to specify if the product is or is not regulated. This letter is valid for a period of one year from its date of issue to prove the status of the products, subject to no alterations or changes to the regulated products list.

Labeling and Marking

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The Emirates Authority for standardization and metrology is currently developing packaging and product labeling standards. For further updates, please visit the ESMA web site or contact the Conformity Department directly at the address listed in the contacts section below.

Contacts

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

Abu Dhabi:

Emirates Authority for Standardization and Metrology (ESMA)
P.O. Box 2166, Abu Dhabi, UAE
Phone: +971 2 671 1110 | +971 2 676 3743
Fax: +971 2 671 5999
Email: uaetbt@esma.ae
Website: <http://www.esma.ae>

Dubai:

Emirates Authority for Standardization and Metrology (ESMA)
P.O. Box 48666, Dubai, UAE
Phone: +971 4 294 9909
Fax: +971 4 294 4112
Email: esma@esma.ae
Website: <http://www.esma.ae>

Emirates National Accreditation System (ENAS)

P.O. Box 48666, Dubai, UAE
Phone: +971 4 294 4434
Fax: +971 4 294 4428
Email: accreditation@esma.ae

Emirates Conformity & Assessment Scheme

P.O. Box 48666, Dubai, UAE
Phone: +971 4 295 1626
Fax: +971 4 294 1898
Email: conformity@esma.ae

Emirates Metrology Department

P.O. Box 48666, Dubai, UAE
Phone: +971 4 294 4434
Fax: +971 4 294 4428
Email: metrology@esma.ae

Trade Agreements

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

The United States began negotiating a Free Trade Agreement with the UAE in March 2005. In early 2007, the United States and the UAE announced that they would not be able to complete FTA negotiations under the existing time frame for trade promotion authority, but that both sides remain committed to completing FTA negotiations at a later date. No further FTA negotiations have taken place. In 2012, the United States and United Arab Emirates began the U.S.–U.A.E. Economic Policy Dialogue, which is expected to enhance TIFA, and provide an additional platform to address irritants to the bilateral trading relationship.

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

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

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

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

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

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Chapter 6: Investment Climate

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Openness to Foreign Investment

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Investment laws and regulations are evolving in the United Arab Emirates (UAE) and are expected to become more conducive to foreign investment. At present, the regulatory and legal framework favors local over foreign investors. There is no national treatment for investors in the UAE, and foreign ownership of land and stocks is restricted. The UAE maintains non-tariff barriers to investment in the form of restrictive agency, sponsorship, and distributorship requirements. In order to do business in the UAE outside one of the free zones, a foreign business in most cases must have a UAE national sponsor, agent or distributor. However, the UAE Government (UAEG) is opening up its trade sectors in line with its WTO obligations. The UAEG already has taken steps to cut red tape for foreign investors, and the Ministry of Economy has drafted a new law to facilitate foreign investment.

There is no personal income tax in the UAE. Foreign banks pay 20 percent tax on their profits. Foreign oil companies with equity in concessions pay taxes and royalties on their proceeds. There are no consumption taxes, and the GCC states formally implemented a single import tariff of 5 percent on most goods January 1, 2003. Companies located in multiple "free zones" across the UAE are exempt from the tariff on imports and re-exports that do not leave the zones. The exceptions to the 5 percent tariff in the UAE are a fifty percent tariff for alcohol, a one hundred percent tariff for tobacco, and duty exemptions for 53 food and agricultural items. Import tariffs are collected and retained by each Emirate. Dubai imposes a rental housing tax on expatriates equaling five percent of the rental charges. The UAE has said that it is considering passing a VAT averaging 7-12 percent on the federal level and has asked for assistance from the IMF. Hotels and some restaurants/coffee shops charge ten to fifteen percent service charges.

Regulation of the establishment and conduct of business in the UAE is shared at the federal and emirate levels. The UAE has drafted a federal law for foreign direct investment (FDI) which is expected to enter into force during 2010, according to UAEG officials. The draft law, which is not publicly available, is expected to facilitate FDI and improve transparency for investors. The proposed law may allow 100 percent foreign ownership in some sectors and projects, subject to Cabinet approval. Some of the sectors which may be liberalized are those with high added value, including education, health, professional services, computer-related services and technology transfer.

Under the umbrella of the proposed foreign investment law, the UAEG created in 2008 a new department for foreign investment at the Ministry of Economy, which will facilitate foreign investments in the UAE. The new department includes sections for local and international investment promotion, legal affairs, economic studies and customer service. It will coordinate with local entities and economic zones to facilitate business procedures for foreign investors.

Currently, there are four major laws affecting foreign investment in the UAE: the Federal Companies Law, the Commercial Agencies Law, the Federal Industry Law, and the Government Tenders Law. These laws, especially the Federal Companies Law, are seen as the largest obstacles to foreign direct investment in the UAE.

The Federal Companies Law applies to all commercial companies established in the UAE and to branch offices of foreign companies operating in the UAE. Companies established in the UAE are required to have a minimum of 51 percent UAE national ownership. However, profits may be apportioned differently. Branch offices of foreign companies are required to have a national agent unless the foreign company has established its office pursuant to an agreement with the federal or an emirate government. All general partnership interest must be owned by UAE nationals. Foreign shareholders may hold up to a 49 percent interest in limited liability companies. Foreign investors may purchase 108 of the 135 issues on the UAE stock markets, Abu Dhabi Securities Market (ADX) and Dubai Financial Market (DFM). Under UAE law, foreign investors are allowed to own up to 49 percent of a company. However, company by-laws in many cases prohibit foreign ownership. The international financial crisis and foreign speculation contributed to significant declines in the values of local shares in 2008 and 2009. As a result, some UAE public shareholding companies have decided to reduce the percentage of shares available for foreign ownership.

In August 2009, the UAE President issued a decree to amend Article 227 of the Federal Company Law Number 8 of 1984 and abolish the AED 150,000 (USD 40,838) minimum capital requirement for establishing a limited liability company. The removal of the compulsory capital requirement is designed to encourage small and medium sized enterprise development.

The Commercial Agencies Law requires that foreign principals distribute their products in the UAE only through exclusive commercial agents that are either UAE nationals or companies wholly owned by UAE nationals. The foreign principal can appoint one agent for the entire UAE or for a particular emirate or group of emirates.

In 2006, the UAE announced substantial changes to the Commercial Agencies Law. These amendments include: 1) requiring mutual consent to renew an agency agreement, 2) limiting an agency contract to a fixed time period, 3) allowing either party to file for damages, 4) eliminating the Ministry of Economy's Commercial Agencies Commission (which handles agency disputes), and 5) allowing the import of "liberalized goods" without the agent's approval. In an effort to curb price manipulation and allow unrestricted imports of basic food products, the UAE eliminated trading agency requirements for basic food products in August 2006. The food products covered by the decision include milk, frozen vegetables, baby formula, chicken, cooking oil, noodles, rice, flour, fish products, tea, coffee, cheese, pastries and diapers. For some food products deemed non-essential, agency agreements in existence prior to this period are still recognized.

The UAE Ministry of Economy has publicly discussed amending the Companies Law to provide for greater foreign ownership of companies in certain sectors. Some of the sectors which may be liberalized are education, health, professional services and computer-related services.

The Federal Industry Law stipulates that industrial projects must have 51 percent UAE national ownership. The law also requires that projects either be managed by a UAE national or have a board of directors with a majority of UAE nationals. Exemptions from the law are provided for projects related to extraction and refining of oil, natural gas, and other raw materials. Additionally, projects with a small capital investment or projects governed by special laws or agreements are exempt from the industry law. In September 2009, the Minister of Economy announced that the UAE is considering raising the foreign ownership ceiling from the current 49 percent limit and drafting an industry law that allows 100 percent foreign ownership in the industrial sector.

The Government Tenders Law stipulates that a supplier, contractor, or tenderer for federal projects must either be a UAE national or a company in which UAE nationals own at least 51 percent of the share capital or foreign entities represented by a UAE distributor or agent. Foreign companies wishing to bid for a federal project must, therefore, enter into a joint venture or agency arrangement with a UAE national or company. Federal tenders must accompany a bid bond in the form of an unconditional bank bond guarantee for 5 percent of the value of the bid. If goods and services are not available locally then UAE federal government entities often tender internationally.

The UAE restricts foreign ownership of land, with rules varying from emirate to emirate. Individual emirate policies allow non-GCC nationals to freehold or leasehold rights in designated areas but does not give property owners permanent residence visas or an automatic right to work in the Emirate. However, because specific laws regarding "freehold" ownership remain to be codified and procedures for title documentation and conveyance remain to be established, potential buyers are unsure whether they will have an absolute "freehold" title that means the same as it does in Europe or the U.S.

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

In November 2004, the UAE announced its intent to open up the insurance sector to new foreign insurance companies. In April 2006, the UAE Cabinet amended the law regarding ownership of insurance companies. The amended article states that 75 percent of insurance companies must be owned by a UAE national or 100 percent by UAE national legal persons, i.e., a UAE corporation. No new insurance companies or new branches have been authorized since 2008. Any new companies entering the market are required to meet high level international rating criteria and must complete a viability study to prove that it will be offering new products to the market. About half of the insurance companies in the UAE are foreign. New entries of foreign insurance companies were frozen since 1999, but officials from the Insurance Section of the UAE Ministry of Economy have stated that the Ministry of Economy licensed three subsidiary foreign insurance companies in 2007. Currently, there is only one American subsidiary insurance company operating in the UAE.

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

Conversion and Transfer Policies

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The UAE's exchange system is generally free of restrictions on payments and transfers from international transactions. The UAEG passed comprehensive anti-money laundering legislation following the attacks of September 11, 2001, that imposes strict documentary requirements on large wire transfers. Travelers entering the UAE must declare currency amounts of more than 40,000 Dirhams (approximately USD 10,800) as part of these measures.

Since February 2002, the Dirham has been officially fixed to the U.S. Dollar. The exchange rate is 3.67 UAE Dirhams per one U.S. Dollar. Every bank transaction in U.S. dollars is subject to a 1 percent fee. In 2009, UAE has withdrawn from the anticipated GCC monetary union, which was expected in 2010.

Expropriation and Compensation

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Foreign investors have not been involved in any expropriations in the UAE in recent years. There are no set rules governing compensation if expropriations were to occur, and individual emirates probably would treat this differently. In practice, authorities in the UAE would not expropriate unless there was a compelling developmental or public interest need to do so, and in such cases compensation would likely be generous.

Dispute Settlement

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The Embassy is aware of a few substantial investment disputes during the past few years involving U.S. or other foreign investors and government and/or local businesses. There have also been several contractor/payment disputes, with the government as well as local businesses. Disputes generally are resolved by arbitration, by the parties themselves, or by recourse to the legal system. Dispute resolution can be difficult and uncertain, however.

Arbitration may commence by petition to the UAE federal courts on the basis of mutual consent (a written arbitration agreement), independently (by nomination of arbitrators), or through a referral to an appointing authority without recourse to judicial proceedings. Enforcing arbitration judgments rendered in the UAE can be difficult as they require court certification, and judicial proceedings may continue for several years. Some companies are reportedly unwilling to resort to arbitration out of concern that it would affect their future business opportunities in the UAE.

The UAEG's accession to the UN Convention on the Recognition and Enforcement of Foreign Arbitral Awards became effective in November 2006. An arbitration award issued in the UAE will now be enforceable in all 138 states that have acceded to the Convention, and any award issued in another member state will be directly enforceable in the UAE. The Convention supersedes all incompatible legislation and rulings in the UAE, and should be welcomed by many businesses that consider arbitration the most advantageous form of dispute resolution. The Embassy does not yet have any experience with U.S. firms attempting to use arbitration under the UN convention.

The UAE constitution established a federal court system while acknowledging the right of the individual emirates to opt out, which Abu Dhabi, Dubai and Ras Al Khaimah have. However, some issues must be heard in the federal court system such as security matters, conflicts between the emirates, constitutionality of a federal law, trial of ministers and senior officials and jurisdictional issues.

There is no independent judiciary in the UAE. The Ministry of Justice appoints judges to the federal courts, while judges in Abu Dhabi, Dubai and Ras Al Khaimah are appointed by the respective rulers of those emirates. The majority of judges are non-Emirati. Each emirate applies federal law in its own court system that consists of courts of first instance, courts of appeal and a Supreme Court. The court of first instance consists of civil, criminal, and Sharia (Islamic law) courts. Sharia law is applicable to both Muslims and non-Muslims, but is focused primarily on family, inheritance and personal status matters. Courts will interpret statutory law and Sharia law in deciding cases. Commercial disputes involving foreign parties tend to come before the civil courts in the federal system; a panel of three judges ordinarily hears commercial disputes. All cases involving banks and financial institutions are required to be heard by civil courts. In Abu Dhabi, all non-arbitration commercial disputes are first brought to the Abu Dhabi Conciliation Department. If the parties are unable to reach a settlement, they can begin legal proceedings in the court of first instance.

The Code of Civil Procedure contains comprehensive rules regarding the various types of preventive and provisional remedies prior to litigation and the issuance of judgments, including the attachment of property, confiscation of the defendant's passport and prohibitions on travel, as well as the detention of the defendant in certain instances. However, the courts must certify all arbitration decisions, and though they do not review substantive claims, they can invalidate decisions based on procedural considerations. Parties can also appeal certification decisions thus prolonging enforcement indefinitely. In June 2009, the Abu Dhabi Judicial Department (ADJD) had established commercial directories, including directories for bonds and shares, banks, construction and real estate disputes, insurance, and financial papers.

In 1993 the Abu Dhabi Chamber of Commerce and Industry formed the Abu Dhabi Commercial Conciliation and Arbitration Center in an effort to accelerate commercial dispute resolution. The Center has jurisdiction to conciliate or arbitrate commercial disputes. The Center's executive regulations govern the conciliation and arbitration procedure. Though referral by the parties to the Dispute Center ostensibly requires them to accept the finality of the Center's decision, the courts must still certify the decision and enforcement can be delayed. The Center conducts proceedings in Arabic or any other agreed upon language.

The Dubai Chamber of Commerce and Industry has promulgated similar commercial conciliation and arbitration rules that permit parties to have conciliation or arbitration proceedings under the auspices of the Chamber. In 2004, the Dubai International Arbitration Center was made independent of the Chamber. The Arbitration Center aims to bring international standards of arbitration to business in Dubai. The UAE is a member of the International Center for the Settlement of Investment Disputes. In May 2009, Sharjah issued an Emiri Decree (No. 6 of 2009) concerning the formation of the Sharjah International Commercial Arbitration Center, under the umbrella of the Sharjah Chamber of Commerce.

Performance Requirements and Incentives

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As listed elsewhere in this report, the regulatory and legal framework in the UAE favors local over foreign investors. Government tendering is not conducted according to generally accepted international standards, and re-tendering is the norm. To bid on federal projects, a supplier or contractor must be either a UAE national or a company in which UAE nationals own at least 51 percent of the capital or have a local agent or distributor. Federal tenders must be accompanied by a bid bond in the form of an unconditional bank guarantee for 5 percent of the value of the bid. UAE federal government entities can tender internationally since foreign companies sometimes are the only suppliers of specialized goods or services that are not widely available.

Incentives are given to foreign investors in the free zones (details in section A15). Outside the free zones, no incentives are given, although the ability to purchase property as freehold in certain favored projects in Dubai would appear to be incentives aimed at attracting foreign investment.

Right to Private Ownership and Establishment

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

Protection of Property Rights

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In September 2005, the Emirate of Abu Dhabi passed a law allowing Emiratis to hold title on properties in the Emirate and opened up some foreign leasehold rights to surface property in certain designated areas. Most construction, commercial and residential, is financed by a specialized agency of the government of Abu Dhabi, and commercial banks finance the remainder. Their collateral traditionally has been access to the rent stream of the building or the personal guarantee of the developer. A domestic mortgage industry is also developing.

The UAE Government (UAEG) continues to lead the region in protecting intellectual property rights (IPR). Anecdotal and statistical evidence confirms that the UAEG is enforcing copyright, trademark, and patent laws passed in 2002 to protect U.S. intellectual property, and continues to demonstrate its commitment to the 2002 agreement providing TRIPS-plus levels of protection to U.S. pharmaceuticals. In 2008, the UAE Ministry of Economy (MoE) established offices for copyright, trademark, and patent, each under different section at the MoE.. Although the UAE is the leader in the region at enforcing intellectual property rights and the Emirate of Dubai is very pro-active in enforcement, many stakeholders believe that the UAEG could do more to fight piracy in the other emirates and to deal with the problems of transshipping of counterfeit goods.

The copyright law, enacted in July 2002, grants protections to authors of creative works and expands the categories of protected works to include computer programs, software, databases, and other digital works. Efforts to combat computer software piracy in the UAE have been successful. According to industry estimates, the rate of software piracy in the UAE is the lowest in the Middle East and North Africa, estimated to be 36 percent in 2009. The UAE is recognized as the regional leader in fighting computer software piracy. In 2009, the UAE launched several campaigns against piracy and seized and destroyed thousands of pirated CDs, auto spare parts, perfumes, air fresheners, electrical devices, sport equipment, medicines, movies and music discs. In 2009, industry estimated that piracy resulted in almost \$170 million (AED 623 million) in losses to the UAE economy in 2008. According to UAE officials, counterfeit and fake goods cost UAE economy around USD 408 million (1.5 billion Dirhams) annually.

The UAE's Trademark Law, also issued in July 2002, confirms that the UAE will follow the International Classification System and that one trademark can be registered in a number of classes. The law provides that the owner of the registration shall enjoy exclusive rights to the use of the trademark as registered and can prevent others from using an identical or similar mark on similar, identical or related products and services if it causes confusion among consumers. As part of the GCC Customs Union, the UAE and the other five Member States are working toward unifying their IP regimes. In this respect, the GCC is preparing a draft common trademark law. All six Member States are expected to adopt this law as national legislation in order to implement it.

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

A license is not required unless a place of business is set up in the UAE. In other words, foreign businesses exporting to the UAE but without a regular or continuing business presence in the UAE do not need a license. Licenses available include trade licenses, industrial licenses, service licenses, professional licenses, and construction licenses.

Several federal regulations govern business activities in the UAE outside free trade zones. Activities within the free zones are governed by special bylaws.

The UAE federal commercial code, promulgated in 1993, devotes an entire chapter to bankruptcy: the first comprehensive legislation in the UAE on the subject. Monetary judgments in bankruptcy cases are made in the local currency, and UAE courts enforce the judgments of foreign courts if there is reciprocity based on bilateral or international treaties. In the judgment of western legal experts, the commercial code chapter on bankruptcy governs the procedures and effects of bankruptcy in the UAE, but does not provide a mechanism for the orderly evaluation and distribution of assets of a bankrupt entity. The government is considering revising bankruptcy legislation in the wake of the global financial crisis.

Following a banking crisis caused by accumulating bad debts after the oil boom in the mid-1980s, the Central Bank stopped giving licenses to new foreign banks. However, in September 2003, the UAE Central Bank announced that it would allow the operation of more banks from other countries on a reciprocal basis. The Central Bank has since granted licenses to some GCC banks. In 2008, the Central Bank allowed several foreign banks operating in the UAE to set up new branches. According to Central Bank statistics, there were no new foreign bank branches licensed in 2009, but 6 new foreign electronic banking services units were authorized. In 2009, local banks opened 43 new branches, 6 new electronic banking services units, and 9 new pay offices.

Citibank is the only U.S. bank in the UAE that offers full banking services. There are a number of U.S. financial institutions with either representative offices in the UAE or that have established a presence in the Dubai International Financial Center (a financial free zone). The largest banks in terms of assets include the Emirates NBD (the merged Emirates Bank International and National Bank of Dubai), National Bank of Abu Dhabi, Mashreq Bank, and Abu Dhabi Commercial Bank. In November 2008, the UAE Ministry of Finance announced that it started the official procedures to merge Amlak Finance PJSC and Tamweel PJSC, two leading Sharia (Islamic Law)-compliant real estate finance providers in the UAE, under the UAE Real Estate Bank to create the largest real estate finance institution in the country under the umbrella of the Federal Government. The structure of the merger is still not finalized, although it was expected to be announced by late 2009.

The Central Bank prohibits lending an amount greater than 7 percent of a bank's capital base to any single customer. Foreign banks with branches in the UAE are not permitted to calculate loans as a percentage of their global capital, which may however be used to calculate the capital adequacy ratio. In a revision to the rule, the Central Bank in 1993 said it would exclude from the requirement non-funded exposures, such as letters of credit and guarantees. The Central Bank also announced implementation of internationally recognized and accepted accounting principles. In the past year, UAE banks adopted more conservative lending policies and raised interest rates on time deposits,

closing the gap between loans and deposits to an estimated USD 6.64 billion (24.4 billion Dirhams) in November 2009.

The UAEG implemented a body of anti-money laundering legislation at the end of 2001. In 2004, the UAE strengthened its legal authority to combat terrorism and terrorist financing by passing Federal Law Number 1 of 2004 on Combating Terror Crimes on July 29, 2004. In 2006, the UAE also enacted Law No. 2 of 2006 -- the Cybercrimes Law -- which has articles dealing with money laundering and terrorist finance. The UAE Central Bank's Anti-Money Laundering and Suspicious Cases Unit (AMLSCU) performs the functions of a financial intelligence unit (FIU) and is a member of the Egmont Group.

Competition from State Owned Enterprises

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Many fully or partially state-owned companies have grown large and efficient enough to compete effectively for business and financing in local and regional markets.

Corporate Social Responsibility

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Many companies in the UAE, including local and foreign companies, participate in corporate social responsibility programs, including employing social programs, humanitarian assistance, and environmental issues.

Political Violence

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There have been no instances in recent memory involving politically motivated damage to projects, or insurgencies that have impacted the investment environment.

Corruption

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

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

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

U.S. Foreign Corrupt Practices Act: In 1977, the United States enacted the Foreign Corrupt Practices Act (FCPA), which makes it unlawful for a U.S. person, and certain foreign issuers of securities, to make a corrupt payment to foreign public officials for the purpose of obtaining or retaining business for or with, or directing business to, any person. The FCPA also applies to foreign

firms and persons who take any act in furtherance of such a corrupt payment while in the United States. For more detailed information on the FCPA, see the FCPA Lay-Person's Guide at: <http://www.justice.gov/criminal/fraud/docs/dojdocb.html>.

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

UN Convention: The UN Anticorruption Convention entered into force on December 14, 2005, and there are 143 parties to it as of December 2009 (see <http://www.unodc.org/unodc/en/treaties/CAC/signatories.html>). The UN Convention is the first global comprehensive international anticorruption agreement. The UN Convention requires countries to establish criminal and other offences to cover a wide range of acts of corruption. The UN Convention goes beyond previous anticorruption instruments, covering a broad range of issues ranging from basic forms of corruption such as bribery and solicitation, embezzlement, trading in influence to the concealment and laundering of the proceeds of corruption. The Convention contains transnational business bribery provisions that are functionally similar to those in the OECD Antibribery Convention and contains provisions on private sector auditing and books and records requirements. Other provisions address matters such as prevention, international cooperation, and asset recovery. In August 2005, the UAE signed the UN Anticorruption Convention and ratified it in February 2006.

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

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

The Departments of Commerce and State provide worldwide support for qualified U.S. companies bidding on foreign government contracts through the Commerce Department's Advocacy Center and State's Office of Commercial and Business Affairs. Problems, including alleged corruption by foreign governments or competitors, encountered by U.S. companies in seeking such foreign business opportunities can be brought to the attention of appropriate U.S. government officials, including local embassy personnel and through the Department of Commerce Trade Compliance Center "Report A Trade Barrier" Website at tcc.export.gov/Report_a_Barrier/index.asp.

Guidance on the U.S. FCPA: The Department of Justice's (DOJ) FCPA Opinion Procedure enables U.S. firms and individuals to request a statement of the Justice Department's present enforcement

intentions under the antibribery provisions of the FCPA regarding any proposed business conduct. The details of the opinion procedure are available on DOJ's Fraud Section Website at www.justice.gov/criminal/fraud/fcpa. Although the Department of Commerce has no enforcement role with respect to the FCPA, it supplies general guidance to U.S. exporters who have questions about the FCPA and about international developments concerning the FCPA. For further information, see the Office of the Chief Counsel for International Counsel, U.S. Department of Commerce, Website, at http://www.ogc.doc.gov/trans_anti_bribery.html. More general information on the FCPA is available at the Websites listed below.

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

Transparency International's 2009 report ranks the UAE 35th globally and second among Arab countries, after Qatar, in transparency and combating corruption. There is no evidence that corruption of public officials is a systemic problem; however, in 2008 and 2009, UAE authorities investigated several high-profile corruption cases, including two cases involving two former ministers. Several senior Emirati and foreign nationals were dismissed and detained. Dubai Police referred 36 alleged bribery cases for prosecution in 2009. The law stipulates that a public servant convicted of embezzlement shall be subject to imprisonment for a minimum of five years if the crime is connected to counterfeiting. Article 237 imposes a minimum term of one year for accepting a bribe, while anyone convicted of attempting to bribe a public servant may be imprisoned for up to five years

Anti-Corruption Resources

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

- Information about the U.S. Foreign Corrupt Practices Act (FCPA), including a "Lay-Person's Guide to the FCPA" is available at the U.S. Department of Justice's Website at: <http://www.justice.gov/criminal/fraud/fcpa>.
- Information about the OECD Antibribery Convention including links to national implementing legislation and country monitoring reports is available at: http://www.oecd.org/departement/0,3355,en_2649_34859_1_1_1_1_1,00.html. See also new Antibribery Recommendation and Good Practice Guidance Annex for companies: <http://www.oecd.org/dataoecd/11/40/44176910.pdf>
- General information about anticorruption initiatives, such as the OECD Convention and the FCPA, including translations of the statute into several languages, is available at the Department of Commerce Office of the Chief Counsel for International Commerce Website: http://www.ogc.doc.gov/trans_anti_bribery.html.
- Transparency International (TI) publishes an annual Corruption Perceptions Index (CPI). The CPI measures the perceived level of public-sector corruption in 180 countries and territories around the world. The CPI is available at: http://www.transparency.org/policy_research/surveys_indices/cpi/2009. TI also publishes an annual *Global Corruption Report* which provides a systematic evaluation of the state of corruption around the world. It includes an in-depth analysis of a focal theme, a series of country reports that document major corruption related events and developments from all

continents and an overview of the latest research findings on anti-corruption diagnostics and tools. See <http://www.transparency.org/publications/gcr>.

- The World Bank Institute publishes Worldwide Governance Indicators (WGI). These indicators assess six dimensions of governance in 212 countries, including Voice and Accountability, Political Stability and Absence of Violence, Government Effectiveness, Regulatory Quality, Rule of Law and Control of Corruption. See http://info.worldbank.org/governance/wgi/sc_country.asp. The World Bank Business Environment and Enterprise Performance Surveys may also be of interest and are available at: <http://go.worldbank.org/RQQXYJ6210>.
- The World Economic Forum publishes the *Global Enabling Trade Report*, which presents the rankings of the Enabling Trade Index, and includes an assessment of the transparency of border administration (focused on bribe payments and corruption) and a separate segment on corruption and the regulatory environment. See <http://www.weforum.org/en/initiatives/gcp/GlobalEnablingTradeReport/index.htm>.
- Additional country information related to corruption can be found in the U.S. State Department's annual *Human Rights Report* available at <http://www.state.gov/g/drl/rls/hrrpt/>.
- Global Integrity, a nonprofit organization, publishes its annual *Global Integrity Report*, which provides indicators for 92 countries with respect to governance and anti-corruption. The report highlights the strengths and weaknesses of national level anti-corruption systems. The report is available at: <http://report.globalintegrity.org/>.

Bilateral Investment Agreements

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

OPIC and Other Investment Insurance Programs

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The UAE has been suspended from U.S. OPIC insurance programs since 1995 because of the UAEG's lack of compliance with internationally recognized worker rights standards, particularly laborers' rights to association and collective bargaining. The ILO reported in April 2003, however, that the UAE had started to address these concerns.

Labor

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More than 80 percent of UAE residents are foreigners, and approximately 98 percent of private sector workers in the UAE are non-UAE nationals. Emiratization of the workforce remains a national objective, although mandated hiring of nationals has been limited to only a few sectors, such as banking, which has a 4% quota, insurance, which has a 5% quota and trade, which has a 2% quota for companies employing 50 workers or more as well as quotas in the federal government. In addition, in 2006, the UAEG added requirements that all secretaries and Public Relations Officers must also be Emirati. The UAE National Human Resource Development and Employment Authority (TANMIA), is the federal body tasked to boost Emiratization. In May 2009, the Cabinet approved the establishment of the UAE Emiratization Council (UEC), which is responsible for formulating policies

and standards to promote Emiratization and for supporting the development of skills and competitiveness among nationals. Despite these efforts, the percentage of UAE nationals to total employees in the private sector has not significantly increased.

Businesses in free trade zones must comply with federal labor laws; however, the Ministry of Labor does not regulate them. Instead, each free trade zone maintains its own labor department to address workers' concerns.

Acceptable Conditions of Work

There are a considerable number of skilled foreign nationals in the country who are employed under favorable working conditions. However, the country is also a destination for a large number of unskilled workers, including domestic servants, most of them women from South and East Asia, and an even larger number of unskilled male workers, mostly from South Asia. These unskilled laborers actively compete for jobs in the UAE, and many are subject to poor working conditions. UAE employers tie most foreign employee's residency permit or visa to his employment and sponsorship. If the employee terminates his employment and is unable to secure new employment and a new sponsor, the employee loses residency and could be required to leave the country.

Visas, residence permits, and work permits are required of all foreigners in the UAE except nationals from Gulf Cooperation Council (GCC) countries. Americans are eligible to receive 10-year, multiple entry visas, which authorize stays of up to six months per entry, with the possibility of a six-month extension. U.S. citizens may obtain visit visas for business and tourism at the airport upon arrival. These visas do not permit employment in the UAE. In October 2009, UAE issued a requirement that most diplomatic or official passport holders obtain visas prior to their travel to the UAE.

Foreign-Trade Zones/Free Ports

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Free Zones in the UAE are home to more than 17,000 companies with a total investment estimated at more than USD 21 billion. Presently, 38 free trade zones operate in the UAE, with more in the development stage. Overall, these free zones form a vital component of the local economy, and serve as major re-export centers to the Gulf region.

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

By far the largest and most successful of the free zones is the Jebel Ali Free Zone (JAFZA) in Dubai, located 20km south of Dubai city adjacent to the Jebel Ali Port. Over 6,000 companies representing 80 countries have set up shop in the JAFZA, including numerous Fortune 500 firms.

The JAFZA managing authority authorizes three types of licenses: a general license, a specific license, and a national industrial license. The licenses are valid while a company holds a current lease from the free zone authority and are renewable annually as long as the lease is in force. The special license is issued to companies incorporated, or otherwise legally established, within the free zone or outside the UAE. In such cases, no other license is required, and the ownership of the company may be 100 percent foreign. The license is issued for any activity permitted by the free zone authority, including manufacturing. A company with a special license can only operate in the

JAFZA or outside the UAE, but business can be undertaken and sales made in the UAE through or to a company holding a valid Dubai Economic Department license. However, a company with a special license can purchase goods or services from within the UAE.

A variety of innovative free zones in Dubai have been established since 2000, most notably the TECOM (Technology, Electronic Commerce and Media) free zone. TECOM houses both Internet City and Media City, two subdivisions which cater, respectively, to the IT and media sectors. TECOM offers a high bandwidth and state-of-the-art IT infrastructure. Other Dubai free zones include Dubai Health Care City, specializing in medical products and services, the Mohammed Bin Rashid Technology Park, which aims to promote scientific research and development, and to transfer technology throughout the region and the Dubai Aid City, which hosts local, regional and international relief aid donors, suppliers and organizations. Internet usage in the free zones is not censored as it is in the non-free trade zones.

Foreign Direct Investment Statistics

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The Abu Dhabi Chamber of Commerce and Industry notes that the leading sectors for investment in the UAE are (in order of magnitude of investment): oil and gas field machinery and services, power and water, computer/peripherals, medical equipment and supplies, airport development and ground equipment, telecommunications, and franchising.

There are no restrictions or incentives with regard to the export of capital and outward direct investment, and UAE investment abroad is significant. It is conservatively estimated that the Abu Dhabi Investment Authority (ADIA) manages an approximate USD 600-800 billion (estimates range upward) in government assets in overseas markets -- mostly in the United States, Europe, and Asia. Other Emirate level investment authorities primarily from Abu Dhabi and Dubai are also actively investing overseas.

Web Resources

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

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Chapter 7: Trade and Project Financing

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How Do I Get Paid (Methods of Payment)

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

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

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

How Does the Banking System Operate

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

Banks		
	<i>Figures as of November 2011</i>	
Total Number	UAE Incorporated Banks	Foreign Banks
Head offices	23	28
Branches	765	83
Pay Offices	87	1
Electronic Banking Service Units	26	50

The number of foreign bank representative offices in Abu Dhabi is 31 and Dubai is 67.

Source: The Central Bank of UAE

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

In 2008, the Central Bank allowed several foreign banks operating in the UAE to set up new branches. Local banks are exempted from any type of taxation whereas foreign banks pay a 20 percent tax on their profit.

The UAE Central Bank prohibits lending an amount greater than seven percent of a bank's capital base to any single customer. The bank defines a customer as an individual, a company, or a group of companies under common ownership, and capital base as local capital. Foreign banks with branches in the UAE are not permitted to calculate loans as a percentage of their global capital (which may however be used to calculate the capital adequacy ratio). In a revision to the rule in 1993, the Central Bank decided to exclude non-funded exposures, such as letters of credit and guarantees from the requirement. The Central Bank has also announced implementation of internationally recognized and accepted accounting principles, in the form of International Accounting Standard (IAS) number 30 on disclosure.

Islamic banking has expanded considerably in recent years and has become an important element in the U.A.E. banking industry. The number of dedicated Islamic banks in the country has now risen to at least six. In addition, a number of conventional banks offer Islamic banking and financial services. Industry estimates put the share of Islamic banking at around 20% of the total banking business, but with a much higher share in retail banking.

Banks have come under strain in the wake of the global economic downturn, and non-performing loans have become a burden for a number of Emirati banks. Mortgage lending has been weak due to an increase in non-performing loans. In some cases, expatriate borrowers have defaulted and fled the country. This has limited new mortgage lending, which in turn has limited the recovery of the real estate market. The federal government, through the Central Bank, stepped in to guarantee the deposits in all local banks.

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

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

Foreign-Exchange Controls

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The UAE dirham has been pegged to the US dollar at Dh3.671: US\$1 since 1980. The authorities believe this promotes stability and confidence in the currency. Interest rates in the UAE tend to parallel those in the US.

U.S. Banks and Local Correspondent Banks

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

Project Financing

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

The UAE holds title to two major government owned corporations - Mubadala and Dubai World owned by the Emirate of Abu Dhabi and the Emirate of Dubai respectively. Many projects taking place within the UAE are affiliated with these two companies. Mubadala - the Arabic word for 'exchange' - was founded in 2002 and is a Public Joint Stock Company owned solely by the Abu Dhabi government. Mubadala manages an over \$10 billion portfolio of approximately 50 companies, focusing on aerospace, energy, healthcare, technology, real estate, hospitality, infrastructure, and education. Dubai World is a holding company wholly owned by the Emirate of Dubai that owns entities in over 100 cities internationally. Dubai World's portfolio is focused on transport and logistics, dry docks and maritime, urban development, investments and financial services, and energy and natural resources. Among Dubai World's investments are Economic Zones World which operates several free zones around the world, and Nakheel, the property developer that created the "Palm Islands" and "The World" islands in Dubai.

The development of projects seeking financing is growing ever broader. From power and desalination complexes through petrochemical plants, gas development, and transportation projects, the role of the private sector in large-scale projects is becoming more varied and important. Major international and local banks are behind these projects advising and arranging for the major part of the financing. The proportion of financing and the transaction leadership is steadily shifting towards local and regional banks, including in some cases, Islamic banks. Since the economic crisis, a number of major projects in the country were either put on hold or cancelled altogether. Monetary policy has focused on protecting the banking sector and increasing liquidity. Deposits with UAE banks have declined consistently since June 2011 and loans increased by only 3%, indicating that banks remain reluctant to lend. However, the economy is expected to gradually recover. According to an EIU report, "bank lending is expected to pick up pace gradually in 2012, but the Central Bank of the UAE will continue to maintain liquidity." A recent survey indicated that banks continued to be the key providers for trade finance in the UAE.

Stock Markets:

The UAE has three stock exchanges: the Dubai Financial Market (DFM), the Abu Dhabi Securities Exchange (ADX), and NASDAQ Dubai (formerly Dubai International Financial Exchange). The DFM was officially opened in March 2000, preceded by ADX in November 2000, both of which are licensed and regulated by the Emirates Securities and Commodities Authority (SCA). SCA is the governing body for all the stock exchanges, securities and commodities listed in the UAE that are not in the Dubai International Financial Centre (DIFC) free zone. The Dubai International Financial Center (DIFC) was officially launched in February 2002. DIFC is a self-regulating, 100-acre financial free zone, operated independently of the UAE Central Bank. DIFC attempts to attract financial institutions within the Banking and Brokerage, Capital Markets, Wealth Management, Reinsurance and Captives, and Islamic Finance sectors. In 2005, DIFC established the Dubai International Financial Exchange, which provides markets for equities, bonds, funds, Sharia-compliant products and derivatives and is fully open to foreign investment. In September 2011 the SCA announced an agreement with the ADX and the DFM to implement international financial reporting standards for listed companies. The system will use eXtensible Business Reporting Language (XBRL) and will issue a provisional report in 2012.

In September 2005 NASDAQ Dubai Stock Exchange opened in DIFC. NASDAQ Dubai is regulated by the Dubai Financial Services Authority (DFSA), an independent autonomous body. NASDAQ Dubai allows regional and DIFC-based companies to list on the exchange, and international issuers

to apply for a secondary listing. Since its launch, it has struggled to attract sustained foreign investor interest and these failures have persisted following the financial crises within the UAE and global economies. After years of low trading volumes, NASDAQ Dubai was acquired by the DFM in July 2010. All clearing, trading, settlement and custody functions for NASDAQ Dubai equities have migrated and are being outsourced to the DFM's systems. At the time of the move, DP World (a local port operator) was the only actively traded stock on NASDAQ Dubai. According to NASDAQ Dubai, there are a total of 34 members, including both regional and internationally licensed brokers. Prominent international brokers include Citigroup (US), Deutsche Bank (Germany), JP Morgan Securities (US), Bank of America Merrill Lynch (US) and Morgan Stanley & Co. International. Unlike the DFM and ADX, NASDAQ Dubai lists derivatives as well as stocks, bonds, and Sukuk (Islamic bonds).

Securities markets in the UAE have continued to suffer from adverse conditions within the global and domestic economies. According to Bloomberg, the volume of equities traded on the NASDAQ Dubai exchange fell to 28.5bn at the end-2011, from 46.0bn a year earlier and 78.5bn at the end-2009. The Dubai Financial Market closed at 1,353.39 points at end-2011, down from 1,630.52 points at end-2010. Meanwhile, the Abu Dhabi Securities Exchange closed at 2,402.28 points at end-2011, down from 2,719.87 points at end-2010.

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

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

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

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

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

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

OPIC: <http://www.opic.gov>

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

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

USDA Commodity Credit Corporation: <http://www.fsa.usda.gov/cc/default.htm>

UAE Central Bank: <http://www.centralbank.ae>

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Chapter 8: Business Travel

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Business Customs

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

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

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

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

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

Travel Advisory

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

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

Visa Requirements

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U.S. citizens holding valid passports may obtain visitor visas at the port of entry for no fee, if the duration of the stay is less than 30 days. This visa does not permit employment in the U.A.E. For a longer stay, a traveler must obtain a visa before arrival in the U.A.E.

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

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

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

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

Telecommunications

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There are two telecommunication providers in the UAE:

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

Broadband and wireless connections are widely available at most hotels, airports and malls. Etisalat recently announced that Abu Dhabi is now the first capital city in the world which is entirely covered with a fibre optic network. The Government restricts access to many websites and does not allow use of Skype.

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

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

Transportation

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Taxis are common and inexpensive. In Abu Dhabi, fares rarely exceed Dhs 30 (\$9.00). In Dubai, fares should not exceed Dhs 40 unless traveling to the outer suburbs. The fare from Dubai's World Trade Center to the Jebel Ali Free Trade Zone is about Dhs 105-110 (US \$30-36), from Dubai to Abu Dhabi approximately 350dh.(\$100).

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

Health

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

Local Time, Business Hours, and Holidays

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Local Time: GMT+4 hrs

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

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

January 1, 2012	New Year's Day
January 15, 2012	Birthday of Martin Luther King, Jr.
February 5, 2012	The Prophet's Birthday*
February 19, 2012	Washington's Birthday*
May 27, 2012	Memorial Day
June 17, 2012	The Prophet's Ascension Day*
July 4, 2012	Independence Day
August 19-21, 2012	Eid Al Fitr*
September 2, 2012	Labor Day
October 7, 2012	Columbus Day
October 25, 2012	Arafat (Haj) Day*
October 26-28, 2012	Eid Al Adha*
November 11, 2012	Veterans Day
November 15, 2012	Islamic New Year*
November 22, 2012	Thanksgiving Day
December 2, 2012	National Day
December 25, 2012	Christmas Day

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

Temporary Entry of Materials and Personal Belongings

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

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

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

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

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

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

Dubai Government <http://dubai.ae>

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

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

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

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

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

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

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

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

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

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Chapter 9: Contacts, Market Research, and Trade Events

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Contacts

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US Government Trade Related Contacts in the UAE

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

Principal Commercial Officer: Robert Bannerman
U.S. Consulate General, Commercial Section
P.O. Box 9343, Dubai
Tel: (971-4) 309 4963, Fax: (971-4) 309-4841
E-mail: Robert.Bannerman@trade.gov
Website: www.buyusa.gov/uae

U.S. Consulate General, Agriculture Trade Office
Regional Director: Jude Akhidenor
P.O. Box 121777, Dubai
Tel: (971-4) 309-4177,
E-mail: atodubai@state.gov
Office covers: Bahrain, Kuwait, Oman, Qatar and UAE

US Government Trade Related Contacts in Washington, D.C.

UAE Desk Officer: Mr. James Cramer
International Trade Administration
US 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)
US Department of Commerce
Washington, D.C. 20230-0001
Tel: 1-800-USA-TRADE
Website: http://export.gov/exportbasics/eg_main_017483.asp
Email: tic@ita.doc.gov

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

UAE Embassy in the U.S.
Embassy of the United Arab Emirates
3522 International Court, NW
Suite 400
Washington, DC, 20008
Tel: 202-243-2400, Fax: 202-243-2432
Website: <http://www.uae-embassy.org>

Major UAE Trade Associations/Chambers of Commerce

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

The American Chamber of Commerce
P.O. Box 43710, Abu Dhabi, UAE
Tel: 971-2-631-3604; Fax: 971-2-633-0489
Email: abgroup@emirates.net.ae
Website: <http://www.amchamabudhabi.org/>

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

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

Federation Chamber of Commerce & Industry
P.O. Box 3014, Abu Dhabi, UAE
Tel: 971-2- 621-4144; Fax: 971-2-633-9210
Email: info@fcciuae.ae
<http://www.fcciuae.ae/en/>

Abu Dhabi Chamber of Commerce & Industry
P.O. Box 662, Abu Dhabi, UAE
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, UAE
Tel: 971-4-228-0000; Fax: 971-4-202-8888
Email: info.dataresearch@dubaichamber.ae
Website: www.dubaichamber.ae

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

Ajman Chamber of Commerce & Industry
P.O. Box 662, Ajman, UAE
Tel. 971-6-742-2177, Fax. 971-6-742-7591
Website: <http://www.ajcci.gov.ae>
Email: ajmchmbr@emirates.net.ae

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

Ras Al Khaimah Chamber of Commerce, Industry & Agriculture
P.O. Box 87, Ras Al Khaimah, UAE
Tel. 971-7-233-3511, Fax. 971-7-233-0233
Website: <http://www.rakchamber.ae>
Email: info@rakchamber.ae

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

Important UAE Federal Ministries

Ministry of Culture, Youth and Community Development
P.O. Box 17, Abu Dhabi, UAE
Tel. 971-2-445-3000, Fax. 971-2-445-2504
Email: mcycd@moic.gov.ae

Ministry of Defense
POB: 46616, Abu Dhabi, UAE
Tel. 971-2-446-1300, Fax. 971-2-446-3286
P.O. Box 2838, Dubai, UAE
Tel. 971-4- 353-2330, Fax971-4-353-1974

Ministry of Education
P.O. Box 295, Abu Dhabi, UAE

Tel. 971-2-621-3800, Fax 971-2-6313778
<http://www.moe.gov.ae>
Dubai, P.O. Box 3962,
Tel. 971-2-299 4100, Fax.971-2-299 4535
www.moe.gov.ae

Ministry of Economy
P.O. Box 901 Abu Dhabi, UAE
Tel. 971-2-626 5000, Fax. 971-2- 621 5339
Dubai, P.O. Box 3625
Tel. 971-4-295 4000, Fax. 971-4-295 1991
Email: economy@emirates.net.ae
Website: www.economy.gov.ae

Ministry of Environment & Water
P.O. Box 213, Abu Dhabi, UAE
Tel. 971-2-449 5100, Fax. 971-2-449 5150
Email: archives@moew.gov.ae
Website: <http://www.moew.gov.ae>

Ministry of Energy
P.O. Box 59, Abu Dhabi, UAE
Tel: 971-2-667-1999, Fax: 971-2-666-4573
Email: mopmr@uae.gov.ae

Ministry of Finance
P.O. Box 433, Abu Dhabi, UAE
Tel. 971-2-672-6000, Fax. 971-2-666-3088
Website: <http://www.mof.gov.ae/En>
Email: webmaster@mof.gov.ae

Ministry of Foreign Affairs
P.O. Box 1
Abu Dhabi, UAE
Tel. 971-2-444 4488, Fax 971-2-444 9100
<http://www.mofa.gov.ae>
Email: mofa@uae.gov.ae

Ministry of Higher Education and Scientific Research
P.O. Box 45253
Abu Dhabi, UAE
Tel. 971-2-642 8000, Fax. 971-2-642 8778
Email: mohe@uae.gov.ae
Website: <http://www.uae.gov.ae/mohe>

Ministry of Health
P.O. Box 848, Abu Dhabi, UAE
Tel: 971-2-633-4716, Fax: 971-2-672-6000
Email: postmaster@moh.gov.ae
Website: <http://www.moh.gov.ae>

Ministry of Interior
P.O. Box 398

Abu Dhabi, UAE
Tel. 971-2-441 4666, Fax. 971-2-441 4938
Email: moi@uae.gov.ae
<http://www.moi.gov.ae/en/home/index.aspx>

Ministry of Justice
P.O. Box 260, Abu Dhabi, UAE
Tel. 971-2-6814000, Fax. 971-2-681 0680
Dubai, P.O. Box 1682
Tel. 971 4 282 5999, Fax. 971 4 282 5121

Ministry of Labour
P.O. Box 809, Abu Dhabi, UAE
Tel. 971-2- 667 1700, Fax. 971-2- 666 5889
Website: <http://www.mol.gov.ae/>

Ministry of Public Works
P.O. Box 878, Abu Dhabi, UAE
Tel. 971-2-665 1778, Fax. 971-2-666 5598
Email: mpwh@uae.gov.ae
Website: <http://www.mopw.gov.ae/>

Ministry of State for Cabinet Affairs
P.O.Box:899, Abu Dhabi
Tel. 971-02-4450-777, Fax. 971-02-445-3409
Email: info@uaecabinet.ae
Website: <http://www.moca.gov.ae>

UAE Armed Forces General Headquarters (GHQ)
P.O. Box 3755, Abu Dhabi, UAE
Tel: 971-2-441-4999, Fax: 971-2-441-4103

UAE Armed Forces Directorate of General Purchasing
GHQ, P.O. Box 2501, Abu Dhabi, UAE
Tel: 971-2-441-5300, Fax: 971-2-441-5687

Important Government Authorities in Abu Dhabi

Abu Dhabi Accountability Authority (ADAA)
P.O. Box 435, Abu Dhabi
Phone: +971 2 639 2200
Fax: +971 2 633 4122
E-Mail: info@adaa.abudhabi.ae
<http://adaa.gov.ae/indexEn.aspx>

Abu Dhabi Airports Company (ADAC)
P.O. Box 94449, Abu Dhabi
Phone: +971 2 505 5000
Fax: +971 2 5 75 8300
E-Mail: info@adac.ae
<http://www.adac.ae/english>

Abu Dhabi Authority for Culture & Heritage (ADACH)
P.O. Box 2380, Abu Dhabi
Phone:+971 2 651 6171
Fax: +971 2 441 8418
E-Mail: info@adach.ae
<http://www.adach.ae/en>

Abu Dhabi Chamber of Commerce & Industry (ADCCI)
P.O. Box 662, Abu Dhabi
Phone: +971 2 621 4000
Fax: +971 2 621 5867
E-Mail: services@adcci.gov.ae
www.adcci-uae.com

Abu Dhabi Council for Economic Development (ADCED)
P.O. Box 44484, Abu Dhabi
Phone:, +971 2 418 9999
Fax: +971 2 418 9988
E-Mail: info@adced.ae
<http://www.adced.ae>

Abu Dhabi Customs Administration (ADCA)
P.O. Box 255, Abu Dhabi
Phone: +971 2 673 0700
E-Mail: infocust@dof.abudhabi.ae

Abu Dhabi Distribution Company (ADDC)
P.O. Box 219, Abu Dhabi
Phone: +971 2 416 6000
Fax: +971 2 642 6033
E-Mail: customerservice@addc.ae
<http://www.addc.ae>

Abu Dhabi Education Council (ADEC)
P.O. Box 36005, Abu Dhabi
Phone: +971 2 615 0000
Fax: +971 2 615 0555
E-Mail: info@adec.ac.ae
<http://www.adec.ac.ae>

Abu Dhabi Food Control Authority (ADFCA)
P.O. Box 52150, Abu Dhabi
Phone: +971 2 495 4000
Fax: +971 2 443 6190
E-Mail: inquiries@adfca.ae
<http://www.adfca.ae>

Abu Dhabi Fund for Development (ADFD)
P.O. Box 814, Abu Dhabi
Phone: +971 2 667 7100
Fax: +971 2 667 7070
E-Mail: info@adfd.ae

<http://www.adfd.ae>

Abu Dhabi General Services (Musanada)

P.O. Box 33700, Abu Dhabi
Phone: +971 2 404 2222
Fax: +971 2 404 2221
E-Mail: info@musanada.com
<http://www.musanada.co.ae>

Abu Dhabi Health Services Company (SEHA)

P.O. Box 109090 , Abu Dhabi
Phone:, +971 2 410 2000
Fax: +971 2 650 5151
E-Mail: info@seha.ae
<http://www.adfca.ae>

Abu Dhabi Investment Council (The Council)

P.O. Box 61999, Abu Dhabi
Phone: +971 2 611 5555
Fax: +971 2 611 5500
E-Mail: contact@adcouncil.ae
<http://www.adcouncil.ae>

Abu Dhabi Judicial Department (ADJD)

P.O. Box 84, Abu Dhabi
Phone:, +971 2 651 2222
Fax: +971 2 651 2222
E-Mail: infocenter@adjd.gov.ae
<http://www.adjd.gov.ae>

Abu Dhabi Media (AD Media)

P.O. Box 63, Abu Dhabi
Phone: +971 2 414 4000
Fax: +971 2 414 4001
E-Mail: communications@admedia.ae
<http://www.admedia.ae>

Abu Dhabi National Exhibitions Company (ADNEC)

P.O. Box 5546, Abu Dhabi
Phone:, +971 2 444 6900
Fax: +971 2 444 6135
E-Mail: feedback@adnec.ae

Abu Dhabi Ports Company (ADPC)

P.O. Box 54477, Abu Dhabi
Phone: +971 2 695 2000
Fax: +971 2 695 2177
E-Mail: info@adpc.ae
<http://www.adpc.ae/>

Abu Dhabi Securities Exchange (ADX)

P.O. Box 54500, Abu Dhabi

Phone: +971 2 627 7777
Fax: +971 2 612 8728
E-Mail: info@adx.ae
<http://www.adx.ae>

Abu Dhabi Sewerage Services Company (ADSSC)
Abu Dhabi P.O. Box 108801
Phone: +971 2 416 8000
Fax: +971 2 694 3773
E-Mail: customerserviceauh@adssc.ae
<http://www.adssc.ae>

Abu Dhabi Tawteen Council (ADTC)
P.O. Box 126666, Abu Dhabi
Phone:, +971 2 699 7777
Fax: +971 2 699 7700
E-Mail: tawteen@tawteencouncil.ae
<http://www.tawteencouncil.ae>

Abu Dhabi Tourism Authority (ADTA)
P.O. Box 94000, Abu Dhabi
Phone:, 800 555
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E-Mail: contact@abudhabi.ae
<http://www.abudhabitourism.ae>

Abu Dhabi Urban Planning Council (UPC)
P.O. Box 62221, Abu Dhabi
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Fax:, +971 2 443 9443
E-Mail: info@upc.gov.ae
<http://www.upc.gov.ae>

Abu Dhabi Water & Electricity Authority (ADWEA)
P.O. Box 6120, Abu Dhabi
Phone:, +971 2 694 3333 / 800 2332
Fax:, +971 2 694 3192
E-Mail:, pr@adwea.com
<http://www.adwea.ae>

Central Bank of the UAE (CBUAE)
P.O. Box 854, Abu Dhabi
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Fax:, +971 2 665 2504
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Critical National Infrastructure Authority (CNIA)
P.O. Box 62220, Abu Dhabi
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Department of Economic Development (DED)
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Fax: +971 2 672 7749
E-Mail: info@adeconomy.ae
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Department of Finance (DOF)
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Fax:, +971 2 810 1999
E-Mail:, mail@dof.abudhabi.ae
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Department of Municipal Affairs (DMA)
P.O. Box 3, Abu Dhabi
Phone:, +971 2 678 5555
Fax: +971 2 677 7755
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<http://www.dma.abudhabi.ae>

Department of Transport (DoT)
P.O. Box 20, Abu Dhabi
Phone:, +971 2 656 6666
Fax: +971 2 635 9666
E-Mail: info@dot.abudhabi.ae
<http://dot.abudhabi.ae/en>

Emirates Authority for Standardization & Metrology (ESMA)
P.O. Box 2166, Abu Dhabi
Phone:, +971 2 403 2700
Fax: +971 2 671 5999
E-Mail: info@esma.ae
<http://www.esma.ae>

Emirates Center for Strategic Studies and Research (ECSSR)
Al Muroor Street
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Emirates Nuclear Energy Corporation (ENEC)
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Fax:, +971 2 659 5666
E-Mail:, info@enec.gov.ae
<http://www.enec.gov.ae>

Environment Agency - Abu Dhabi (EAD)
P.O. Box 45553, Abu Dhabi

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E-Mail:, customerservice@ead.ae
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Health Authority - Abu Dhabi (HAAD)
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E-Mail: healthcenter@haad.ae
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Masdar (Abu Dhabi Future Energy Company)
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Fax: +971 2 653 0006
E-Mail: info@masdar.ae
<http://www.masdar.ae>

Mubadala Development Company (Mubadala)
P.O. Box 45005, Abu Dhabi
Phone: +971 2 413 0000
Fax: +971 2 413 0001
E-Mail: investorrelations@mubadala.ae
<http://www.mubadala.ae>

Telecommunications Regulatory Authority (TRA)
P.O. Box 26662, Abu Dhabi
Phone:, +971 2 626 9999
Fax:+971 2 611 8209
E-Mail:info@tra.ae
<http://www.tra.gov.ae>

The Center of Waste Management
P.O. Box 48448, Abu Dhabi
Phone:, +971 2 446 5150
Fax:, +971 2 446 0255
E-Mail:, info@cwm.ae

Important Government Authorities in Dubai & Northern Emirates

Dubai

Dubai Civil Aviation Department
P.O. Box 2525, Dubai, UAE
Tel: 971-4-216-2009, Fax: 971-4-224-4502
Email: dcaa@dcaa.gov.ae
Website <http://www.dubaiairport.com>

The Dubai Department of Economic Development
P.O. Box 13223, Dubai, UAE
Tel: 971-4-222-9922, Fax: 971-4-222-5577
Website: <http://www.dubaied.gov.ae>

Dubai Port Customs & Free Zone Corporation
P.O. Box 63, Dubai, UAE
Tel: 971-4- 345-5555, Fax: 971-4- 345-0460
Website: <http://www.dxbcustoms.gov.ae>

Dubai Ports World
P.O. Box 17000, Dubai, UAE
Tel: 971-4-881 5000, Fax: 971-4-881-7777
Website: <http://www.dpworld.ae>

Dubai Municipality
P.O. Box 67, Dubai, UAE
Tel: 971-4-221-5555, Fax: 971-4-224-6666
Website: <http://www.dm.gov.ae>

Department of Tourism and Commerce Marketing (DTCM)
P.O. Box 594, Dubai, UAE
Tel. 971-4-223-0000, Fax. 971-4-223-0022
Website: <http://www.dubaitourism.ae/>

Jebel Ali Free Zone Authority
P.O. Box 17000, Dubai, UAE
Tel. 971-4-8815000, Fax. 971-4-881-6093
Website: www.jafza.ae

Dubai Electricity & Water Authority
P.O. Box 564, Dubai, UAE
Tel. 971-4-324-4444, Fax. 971-4-324-8111
Website: <http://www.dewa.gov.ae>

Dubai Holding
P.O. Box 66000, Dubai, UAE
Tel. 971-4-330 0300, Fax. 9714-362 2019
Website: <http://www.dubaiholding.com>

Dubai Internet City
P.O. Box 73000, Dubai, UAE
Tel. 971-4-391-1111, Fax. 971-4-391-1110
Website: <http://www.dubaiinternetcity.com>

Dubai Airport Free Zone
P.O. Box 491, Dubai, U.A.E
Tel: 971-4-2995555, Fax: 971-4-95500
Email: invest@dafza.gov.ae
Website: <http://www.dafza.gov.ae>

Dubai Media City
P.O. Box 53777, Dubai, UAE
Tel. 971-4-391-4555, Fax. 971-4-391-4070
Website: <http://www.dubaimediacity.com>

The Gold & Diamond Park

P.O.Box. 37370, Dubai, UAE
Tel. 971-4-3477576, Fax. 971-4-3473206
E-mail: enquiry@emaar.co.ae
Website: www.goldanddiamondpark.com

Dubai Broadcast Media Zone
P.O. Box 72280, Dubai, UAE
Tel. 971-4- 3914895, Fax. 971-4- 3914888
E-mail: info@broadcastmediazone.com
Website: www.broadcstmediazone.com

Sharjah

The Sharjah Commerce & Tourism Development Authority
P.O. Box 26661, Sharjah, UAE
Tel. 971-6-556-6777, Fax. 971-6-556-3000
Website: <http://www.sharjahtourism.ae>

Civil Aviation Department
P.O. Box 8, Sharjah, UAE
Tel. 971-6-558-1111, Fax. 971-6-558-1167
Email: mktg@sharjahairport.ae
Website: <http://www.sharjahairport.ae>

Sharjah Department of Seaports & Customs
P.O. Box 510, Sharjah, UAE
Tel. 971-6-5281666, Fax. 971-6-5281425
Email: shjports@eim.ae
Website: <http://www.sharjahports.gov.ae/en/>

Economic Development Department
P.O. Box 829, Sharjah, UAE
Tel. 971-6-573-4444, Fax, 971-6-573-4111
Website: www.sedd.gov.ae

Sharjah Municipality
P.O. Box 22, Sharjah, UAE
Tel. 971-6-562 3333, Fax. 971-6-562-6455
Website: <http://www.shjmun.gov.ae>

Sharjah Electricity & Water
P.O. Box 135, Sharjah, UAE
Tel. 971-6-528-8888, Fax. 971-6-528-8000
Website: <http://www.sewa.gov.ae>

Sharjah Airport International Free Zone (SAIF Zone)
P.O. Box 8000, Sharjah, UAE
Tel. 971-6-557-0000, Fax. 871-6-557-1010
Website: <http://www.saif-zone.com>

Sharjah Hamriya Free Zone Authority
P.O. Box 1377, Sharjah, UAE
Tel. 971-6-526-3333, Fax. 971-6-526-3555

Email: hfz@hamriyahfreezone.ae
Website: <http://www.hamriyahfz.com>

Customs Department
P.O. Box 70, Sharjah, UAE
Tel. 971-6-528-2216, Fax. 971-6-528-1425
Email: Jumruki@sharjahcustoms.gov.ae
Website: <http://www.sharjahcustoms.gov.ae>

Ajman

Economic Department
P.O. Box 870, Ajman, UAE
Tel. 971-6-744-6244, Fax. 971-6-745-7555

Ajman Municipality
P.O. Box 3, Ajman, UAE
Tel. 971-6-742-2331, Fax. 971-6-745-7566
Email: info@am.gov.ae
Website: <http://www.am.gov.ae>

Ajman Port & Customs
P.O. Box 388, Ajman, UAE
Tel. 971-6-747-0111, Fax. 971-6-747-0333
Website: <http://www.ajmanport.gov.ae>

Ajman Free Zone Authority
P.O. Box 932, Ajman, UAE
Tel. 971-6-742-5444, Fax. 971-6-742-9222
Website: <http://www.afza.gov.ae>

Fujairah

Fujairah Free Zone Authority
P.O. Box 1133, Fujairah, UAE
Tel. 971-9-222-8000, Fax. 971-9-222-8888
Email: freezone@eim.ae
Website: <http://www.fujairahfreezone.com>

Fujairah Municipality
P.O. Box 7, Fujairah, UAE
Tel. 971-9-222-7000, Fax. 971-9-222-2231
Website: <http://www.fujairahmunc.gov.ae>

Department of Industry & Economy
P.O. Box 1, Fujairah, UAE
Tel. 971-9-222-2111, Fax. 971-9-222-3174

Civil Aviation Department
P.O. Box 977, Fujairah, UAE
Tel. 971-9-222-6222, Fax. 971-9-222-3149
Email: pro@fujairah-airport.com
Website: <http://www.fujairah-airport.com>

Port of Fujairah
P.O. Box 787, Fujairah, UAE
Tel. 971-9-222-8800, Fax. 971-2- 2228811
Email: info@fujairahport.ae
Website: <http://www.fujairahport.ae>

Ras Al Khaimah

Ras Al Khaimah Free Trade Zone
P.O. Box 10055, Ras Al Khaimah, UAE
Tel. 971-7-204-1111, Fax. 971-7-207-7120
Email: inquiry@rakftz.com
Website: <http://www.rakftz.com>

Ras Al Khaimah Municipality
P.O. Box 4, Ras Al Khaimah, UAE
Tel. 971-7-233-2422, Fax. 971-233-0899
Email: rakmun@rakm.ae
Website: <http://rakmunicipality.rak.ae/>

Ras Al Khaimah Port & Customs Dept.
P.O. Box 8, Ras Al Khaimah, UAE
Tel. 971-7-233-3613, Fax. 971-7-233-7666
Email: rakcust2@eim.ae
Website: <http://www.rakcustoms.rak.ae>

Umm Al Quwain

Umm Al Quwain Port
P.O. Box 279, Umm Al Quwain, UAE
Tel. 971-6-765-5882
Fax. 971-6-765-1552

Umm Al Quwain Municipality
P.O. Box 12, Umm Al Quwain, UAE
Tel. 971-6-765-6145, Fax. 971-6-765-5138

Market Research

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

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

Trade Events

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

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

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Chapter 10: Guide to Our Services

The President's National Export Initiative aims to double exports over five years by marshaling Federal agencies to **prepare U.S. companies to export successfully, connect them with trade opportunities and support them once they do have exporting opportunities.**

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

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

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

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

U.S. exporters seeking general export information/assistance or country-specific commercial information can also contact the **U.S. Department of Commerce's Trade Information Center** at **(800) USA-TRAD(E)**.

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

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