



تحت رعاية كريمة من
صاحب السمو الشيخ محمد بن راشد آل مكتوم
نائب رئيس الدولة رئيس مجلس الوزراء حاكم دبي

Under the Patronage of
H.H. Sheikh Mohammed Bin Rashid Al Maktoum
UAE Vice President, Prime Minister and Ruler of Dubai



وزارة الاقتصاد
MINISTRY OF ECONOMY

ملتقى الاستثمار السنوي

ANNUAL INVESTMENT MEETING

World's Leading Emerging Markets FDI Platform

**The New World of FDI,
Key Features and Best Practices**

11 - 13 April 2016
Dubai, United Arab Emirates

**Report
2016**



H.H. Sheikh Khalifa bin Zayed Al Nahyan
President of the United Arab Emirates



H.H. Sheikh Mohammed bin Rashid Al Maktoum
Vice President, Prime Minister of the
United Arab Emirates and Ruler of Dubai

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Timetable

10 April 2016

14:00 - 17:00 Capacity Building Workshops

-
- I – Attracting FDI in Times of Economic Slowdown: The Importance of Reinvestment and II-Targeting Growth Markets
 - II – Why your country should be promoting city/region knowledge economies – best practices explained
-

11 April 2016

09:00 - 18:00 Exhibition / Investors' Zone

10:00 - 10:05 Welcome Remarks by the Master of Ceremony

10:05 - 10:35 Launch of AIM Annual FDI Report

Honorary Speech by Sultan Ahmed Bin Sulayem, Group Chairman & CEO, DP World, UAE
Annual FDI Report Presentation by Dr. Douglas van den Berghe, CEO, Investment Consulting Associates

10:35 - 12:20 Global Leaders Debate

12:20 - 13:00 Grand Opening Ceremony

12:30 - 12:35 AIM 2016 Opening Film

12:35 - 12:40 Welcome Speech by H.E. Sultan bin Saeed Al Mansouri, Minister of Economy, United Arab Emirates

12:40 - 12:50 Keynote Speech by H.E. Giorgi Kvirikashvili, Prime Minister of Georgia

13:00 - 13:15 Inauguration of AIM 2016 Exhibition

13:15 - 14:30 Strategic Networking Lunch

14:30 - 17:15 Thought Leadership Conference - Plenary Sessions

14:30 - 17:00 Country Presentations/ Investment Destinations

15:30 - 17:00 Signing Ceremony

19:30 - 22:30 Gala Dinner and Investment Awards Ceremony

12 April 2016

09:00 - 18:00 Exhibition / Investors' Zone

09:00 - 17:00 Thought Leadership Conference – Plenary Sessions

09:00 - 10:00 Parallel Sessions

11:30 - 13:00 Ministerial Roundtable

12:00 - 17:15 Country Presentations/ Investment Destinations

15:30 - 16:00 Signing Ceremony

13 April 2016

09:00 - 18:00 Exhibition / Investors' Zone

09:00 - 10:00 Parallel Sessions

10:00 - 13:00 Thought Leadership Conference – Plenary Sessions

10:30 - 12:30 AIM-IORA Startup Awards

13:00 - 13:15 Closing Ceremony

Message from the UAE Minister of Economy

H.E. Eng. Sultan bin Saeed Al Mansouri

Minister of Economy, United Arab Emirates delivering his speech at the Opening Ceremony, Monday, 11 April 2016



Your Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, Excellencies, Honorable guests, Distinguished participants of the Annual Investment Meeting (AIM),

It is my pleasure to welcome you to the sixth edition of the Annual Investment Meeting (AIM). The UAE government is honored to host this key forum that is being held under the patronage of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai – a fact that validates the importance that the United Arab Emirates and its leaders accord to this international meeting.

Ladies and gentlemen, economic growth remains subdued and quite uneven at the global level. According to latest estimates of the International Monetary Fund (IMF), the world economy is anticipated to grow at 3.4 percent in 2016 with the pickup in global activity remaining gradual especially in emerging markets and developing economies.

The advanced economies witnessed a modest growth due to various reasons among them; the falling of commodities and oil prices, the decline in the global demand in addition to the decline in the investments and consumption accompanied with lack of confidence of the consumers.

For us in the UAE, the economic openness policies along with the implementation of the right strategic plans by the government towards diversifying the economy contributed to the development of the various sectors and fostered the business environment attractiveness in the country to record levels. In the last four decades, our country has successfully reduced the dependence on fossil oil to reach 30% of the GDP.

While recognizing the importance of oil, it will only represent not more than 20% of the country's GDP in the year 2021. Furthermore, our strategy at present is focused on building a knowledge based economy powered by various sectors such as industrial, transport, space, renewable energy and information technology.

Ladies and gentlemen, the world today is faced with an ever changing global investment map. Based on preliminary FDI data from UNCTAD, global FDI flows increased 36% in 2015 to an estimated US\$1.7 trillion - the highest since 2007. This increase was largely driven by growth in FDI flows to the European Union (EU) and the United States.

The increase in FDI flows was largely due to cross-border Merger & Acquisitions (M&As) – a rise of 61% in 2015 with only a very limited contribution from greenfield investment projects - meaning very limited growth in actual productive capacities.

Message from the UAE Minister of Economy

To its credit, the UAE is the second largest FDI recipient in the West Asia region, according to the 2015 UNCTAD World Investment Report. The increased FDI pushed the UAE to No. 1 rank regionally and 22nd globally in the World Investment Report 2015. In terms of FDI projects, over 2015, the UAE maintained its dominance in attracting the highest FDI within the GCC region. The UAE Government also aims to increase the contribution of FDI to 5% of the country's GDP over the next five years, this is in line with the goals of the National Agenda of the UAE Vision 2021.

Distinguished delegates, I would like to seize the opportunity to shed some light on the theme of this year's Annual Investment Meeting. It stems from the realization that FDI is only one form of investment. Companies increasingly choose from multiple market strategies ranging from exports, franchise, joint ventures, strategic alliances or partnerships, sub-contracting or outsourcing (all captured in the term of New Forms of Investment - NFIs or non-equity forms of investment). I sincerely hope your participation in AIM 2016 will prove valuable.

Ladies and gentlemen, I would also like to take this opportunity to welcome the IORA Ministers and Heads of delegations. The UAE is honored to host the Second Indian Ocean Rim Association Ministerial Economic Business Conference which will take place on the 12th and 13th April in Dubai under the Theme "SMEs & Innovation: Investing in Sustainable Future". I also hope that their decisions on policies and practices including those on strategies to improve access to finance, markets and innovation to be fruitful.

As the principal host of the Annual Investment Meeting, the UAE Ministry of Economy once again thanks all of you for your presence here and for your continued trust, support and confidence towards this event. The Annual Investment Meeting has become a unique platform to promote investment and foster partnerships in public and private sectors. I wish you all a most enjoyable and fruitful stay in the UAE and hope you can take some time off to visit other fascinating sights of the country.

Vision

Internationally competitive and diversified economy under the leadership of efficient and knowledgeable nationals.

Mission

To develop the national economy and create a pro-business environment that contributes to achieve balanced and sustainable development of the country, through the enactment and modernization of economic legislations, foreign trade policies, development of national industries and exports, promotion of investment, regulation of competition and Small and Medium Enterprises (SMEs) sector, protection of consumer and intellectual property rights, and diversification of economic activities, under the leadership of efficient nationals, in line with international standards of creativity, excellence and knowledge economies.

Values

Transparency: to apply institutional governance principles, unambiguity of information, decisions, conducts, and all communication and interconnectedness mechanisms with customers from inside and outside the ministry.

Respect of Rights: to respect rights of employees, consumers and all customer classes as per applied economic legislations and work regulations.

Excellence: to provide services beyond customers' expectations and harmonize with best practices and international standards of excellence and exert efforts for uplifting the efficiency of human resources.

Team Spirit: to cooperate and teamwork, support all work groups of ministry's employees and strategic partners to achieve excellence.

Participation: to manage with participation, consider all different ideas and contributions of related classes, hence adding value to work results.

Creativity: to create positive climate for supporting concerned classes inside and outside the ministry convert their ideas to applicable distinguished results serving ministry's vision and country's competitiveness.

Objectives

1. To develop economic policies and legislations according to the best international standards of a competitive knowledge economy
2. To develop and diversify national industries
3. To regulate and develop the Small and Medium Enterprises (SMEs) and national business pioneering sectors.
4. To increase the country's attractiveness for investments.
5. To enable appropriate business practices and protect consumers and intellectual property rights.
6. To enhance the country's competitiveness in foreign markets and develop its relations with other countries in a way that serves its commercial interests.
7. To secure providing all administrative services as per quality, efficiency and transparency.



وزارة الاقتصاد
MINISTRY OF ECONOMY

6th Edition

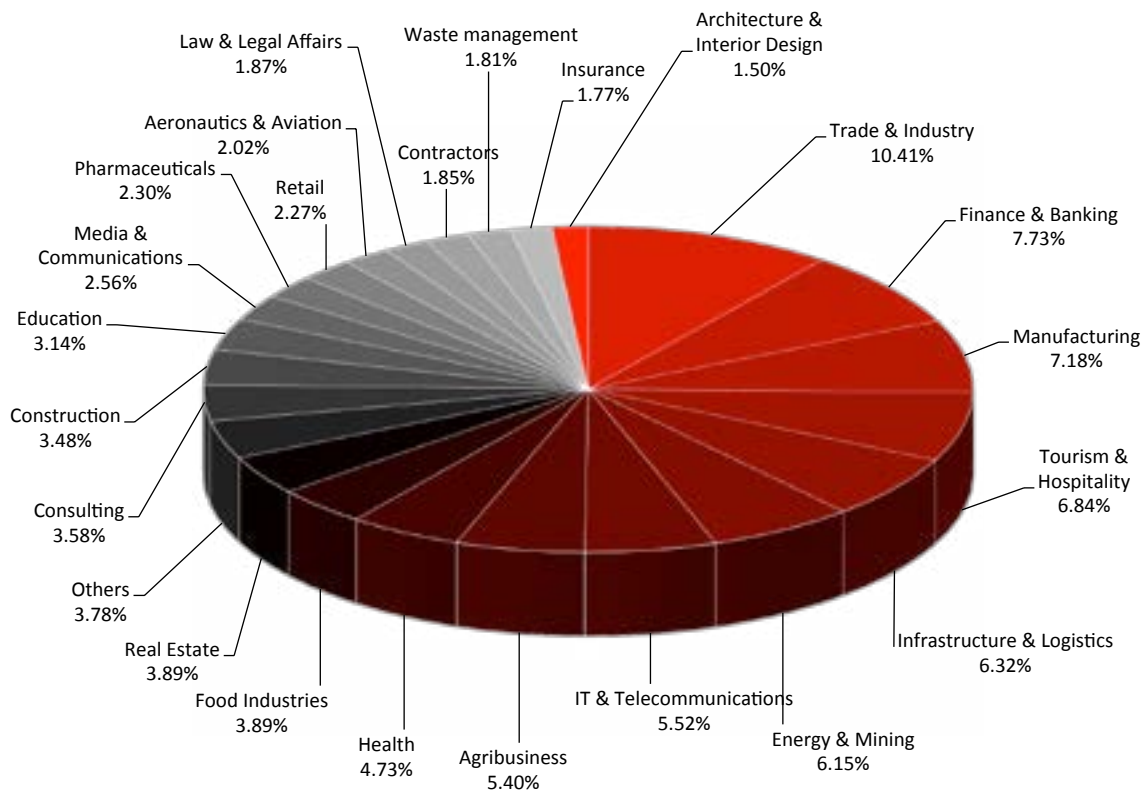
Annual Investment Meeting

The New World of FDI, Key Features and Best Practices

The Annual Investment Meeting is a unique event and the only one in existence whose core business is foreign direct investment (FDI) in growing markets. Over the span of three days, an array of activities are staged including an Inaugural Opening Ceremony, Thought Leadership Conference, Global Leaders Debate, Ministerial Roundtable, Country Presentations / Investment Destinations, G2B and B2B meetings, Capacity Building Workshops, Exhibition, Gala Dinner, Investment Awards Ceremony, Investors' Zone and a Startup Zone.

AIM 2016, one of the most exclusive investment gatherings in the world, was attended by prominent political, economic, financial, and academic figures as well as businessmen and investors from a vast array of sectors. It served as a unique platform to meet, network, exchange experiences, explore business opportunities and sign cooperation agreements.

PARTICIPATING SECTORS

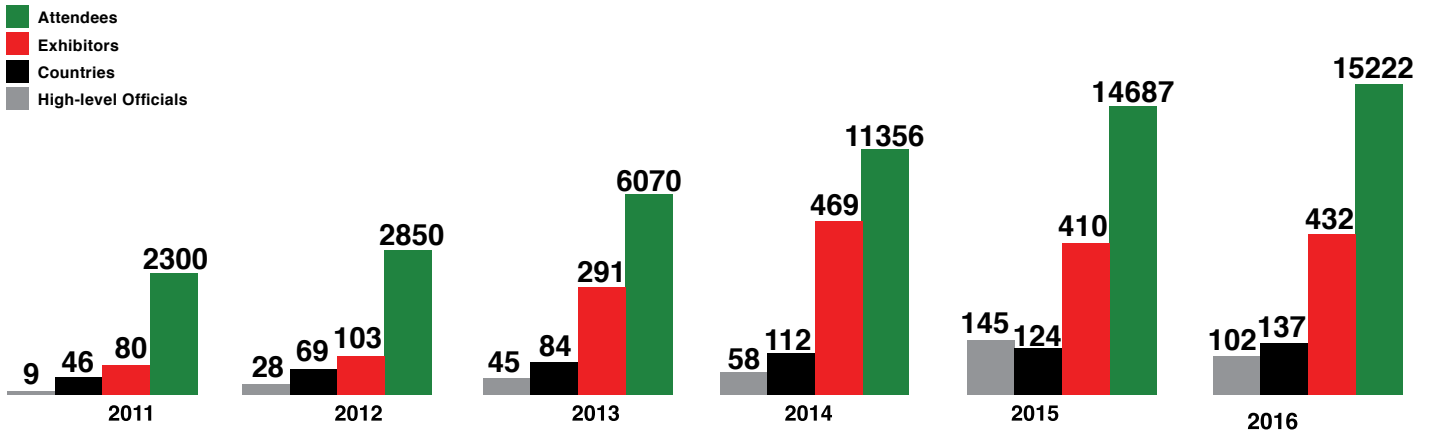


2016 ACHIEVEMENTS

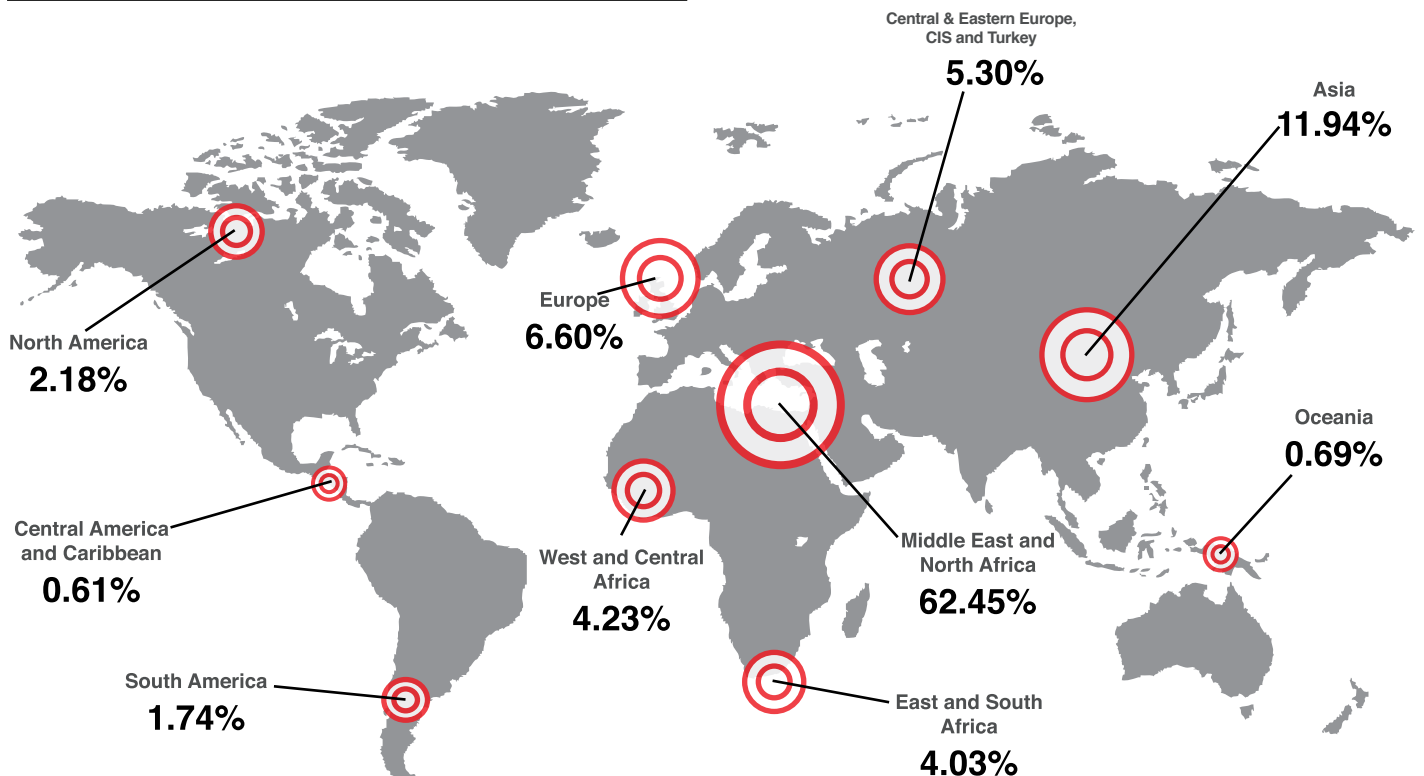


AIM 2016 at a Glance

EVOLUTION SINCE 2011



AIM GLOBAL PARTICIPATION



TOP 12 PARTICIPATING COUNTRIES



Official Opening Ceremony

The Annual Investment Meeting 2016 was held under the patronage of the Vice-President and Prime Minister of the United Arab Emirates and Ruler of Dubai, His Highness Sheikh Mohammed bin Rashid Al Maktoum. The grand inaugural opening was made by Eng. Sultan bin Saeed Al Mansouri, Minister of Economy of the United Arab Emirates on Monday, 11 April 2016 at the Dubai World Trade Centre.



H.H. Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai; **H.H. Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum**, Crown Prince of Dubai; **H.H. Lt-Gen Sheikh Saif bin Zayed Al Nahyan**, Deputy Prime Minister and Minister of Interior; **H.H. Sheikh Ahmed bin Saeed Al Maktoum**, Chairman of Emirates Airline and Chief Executive of the Emirates Group; **H.E. Giorgi Kvirikashvili**, Prime Minister of Georgia; **H.E. Rustam Minnikhanov**, President of Republic of Tatarstan

H.H. Sheikh Mohammed bin Rashid Al Maktoum welcomed Georgia Prime Minister Giorgi Kvirikashvili to the UAE. The high officials talked about the trade and economic relations between Georgia and the UAE, and agreed to promote cooperation between the two nations.



H.H. Sheikh Mohammed bin Rashid Al Maktoum met with Georgia delegation led by Prime Minister Giorgi Kvirikashvili



L-R: **H.E. Sultan Ahmed bin Sulayem**, Group Chairman & CEO, DP World; **H.E. Abdullatif bin Rashid Al Zayani**, Secretary General of the Gulf Cooperation Council; **H.E. Eng. Sultan bin Saeed Al Mansouri**, UAE Minister of Economy; **H.H. Sheikh Ahmed bin Saeed Al Maktoum**, CEO and Chairman of the Emirates Group and Chairman of Dubai World; **H.H. Lt. Gen. Sheikh Saif bin Zayed Al Nahyan**, UAE Deputy Prime Minister and Minister of Interior; **H.E. Rustam Minnikhanov**, President of Republic of Tatarstan; **H.H. Sheikh Mohammed bin Rashid Al Maktoum**, Vice President and Prime Minister of the UAE and Ruler of Dubai; **H.E. Giorgi Kvirikashvili**, Prime Minister of Georgia; **H.H. Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum**, Crown Prince of Dubai; **H.E. Suhail Al Mazroui**, UAE Minister of Energy; **H.E. Reem Al Hashemi**, UAE Minister of State for International Cooperation and Director General of Expo 2020; **H.E. Thani Al Zeyoudi**, Minister of Environment and Climate Change; **H.E. Dimitri Kumsishvili**, Minister of Economy and Deputy Vice Prime Minister of Georgia, **H.E. Ketevan Bochorishvili**, Vice Minister of Economy and Sustainable Development of Georgia



More than 3,000 delegates attended the grand opening ceremony including high level country representatives and heads of official delegations from 140 countries and a large number of senior corporate executives as well as heads of International Organizations and senior officials.

Visiting ministers thanked H.E. Eng. Sultan bin Saeed Al Mansouri, UAE Minister of Economy for hosting the Annual Investment Meeting and hailed the UAE as a safe and rich haven for foreign investment. They noted that investment and capital are protected in the UAE by world-class legislation, and investors benefit from the advanced infrastructure available in the country.



H.E. Soomilduth Sunil Bholah, Minister of Business Enterprises and Cooperatives of Mauritius met with UAE Minister of Economy



H.E. Mohamed Saeed, Minister of Economic Development of Maldives met with UAE Minister of Economy



H.E. Eng. Sultan bin Saeed Al Mansouri, UAE Minister of Economy



H.E. Aisha Abubakar, State Minister for Industry, Trade and Investment of Nigeria met with UAE Minister of Economy



H.E. Moctar Ould Djay, Minister of Economic Development of Mauritania met with UAE Minister of Economy

Official Opening Ceremony



Ladies and gentlemen, your highness, distinguished guests,

It is an honor and great opportunity to join you today in stunning Dubai at the sixth edition of Annual Investment Meeting 2016. That many of us traveled long distances to be here serves to remind us all just how important this conference is.

Hereby, let me extend my sincerest gratitude to His Highness Sheikh Mohammed Bin Rashid Al Maktoum and all the organizing team who have contributed to the success of this event.

We are all honored to have such an amazing audience starting from high government officials of numerous countries ending up with private sector representatives of leading companies from different economic sectors across the whole world.

I truly value the role that business has to play in driving the development of a country forward.

This is especially true for Georgia. Georgia is a small but incredibly vibrant country, strategically located in the center of a vast network of trade deals and flows with stable business environment.

A liberal trade regime, low taxes has turned the country into a new regional frontier for investment opportunities. We have a population of nearly 4 million, and our economic policy is oriented on free, fair, inclusive and sustainable development.

As we are all aware, this year's meeting features the new world of Foreign Direct Investments. I'm not going to speak about how crucial is the capital inflow into the economy of each country that we represent. What I want to underline in particular, is the importance of today's conference for the global economy.

Building the platform of communications, linking the world of public and private sectors, initiating new partnership, giving birth to new projects, sharing experience and best practices, and overall connecting the world for greater good and success – these are basically the goals that we all strive to achieve. Therefore, the existence of the Annual Investment Meeting is an enormous step forward towards all the aforementioned.

Moreover, I would like to highlight that our common aim is to create collaboration opportunities based on the principles of the rule of law, fair competition, mutual trust and respect.

I sincerely hope that today's promising event will pave the way for further economic cooperation between all of us along with dynamic and interesting discussions regarding the key features and best practices in the new world of FDI. Thank you for your attention.

Official Opening Ceremony



**Sultan Ahmed Bin Sulayem,
Group Chairman & CEO,
DP World, United Arab Emirates**

It gives me great pleasure to introduce the AIM Foreign Direct Investment Report highlighting how FDI impacts the development of economies around the world.

Its role in driving growth has been one of debate ever since the UN development decade of the 1960s. Its level and importance has fluctuated over time with recent trends toward investment in developing nations.

The determinants of FDI have also changed over time. FDI is increasingly looking for locations with good economic fundamentals in place – from market size and growth, good quality, appropriate skills and infrastructure.

Investors in this field are also looking for opportunity. Opportunities based squarely on the basics - returns, governance and sustainability, which form key ingredients for decisions. These factors are among the first thoughts of any business when exploring international markets.

In today's world, there are many mechanisms for investment but one thing is sure - attracting it needs to be backed by a best in class product and this has been DP World's experience globally.

With our network of 77 marine and inland terminals and over 50 related businesses across 40 countries we are familiar with the needs and requirements of business from a wide range of sectors. Enabling trade is what we do, enabling the development of economies and societies for the benefit of all.

Countries today are competing globally for FDI. They are increasingly viewing it as an option to spur their development strategies with the technology and capital it provides. This report explores themes that set the environment for it to happen. Among them are intermodal and seamless trade movement, talent development, economic networks, privatization, innovation, political stability and attractive trade policies.

One thing is clear – regions and nations that are perceived as being stable and welcoming will be the ones who succeed. Connectivity, government policy and a long term approach built on trusted partnerships are important.

Thanks to the wise leadership of our Government, Dubai has built these foundations and has moved to become a knowledge exporter around the world, a city for everything – of commerce, tourism, trade, transport and beyond. Thinking ahead, foreseeing change and innovating are part of our culture.

What the future of FDI policy will look like, the trends to watch and how to capitalize on them will form part of the debate and conversations this week and I look forward to the learnings and insights that emerge.

We commend the efforts of the UAE Ministry of Economy in organizing this event and its success in promoting investment in emerging markets. I wish you all a fruitful and interesting experience at AIM 2016.

AIM Investment Report 2016



Launch of AIM Annual FDI Report:

The Future of FDI By Dr. Douglas van den Berghe, CEO Investment Consulting Associates (ICA)

The 2016 AIM Report focuses on recent trends in Foreign Direct Investment (FDI), looks ahead to the future and focuses on the theme of this year's AIM conference: "New Forms of Investment".

Global Trends: FDI and M&As

Based on preliminary FDI data from UNCTAD, global FDI flows increased with 36% in 2015 to an estimated US\$1.7 trillion, their highest level since the global economic and financial crisis of 2008-2009. The increase was largely driven by growth in FDI flows to the European Union (EU) and the United States (US). Moreover, the increase in FDI flows was largely due to cross-border M&As – a rise of 61% in 2015 - with only a very limited contribution from greenfield investment projects.

The global M&A landscape has been transformed by the wave of outbound Chinese M&A deals in the first quarter of 2016. Of the US\$ 682 bn in global deal activity in the first three months of 2016, US\$ 101 bn, or 15%, involved Chinese buyers according to Thomson Reuters data. The total deal value of outbound Chinese deals in 2015 was US\$ 109 bn an annual record.

US M&A activity dropped off most sharply: US\$256.6 bn of deals represented a 29 per cent fall from a year earlier. The lowest level per quarter since two years. In Europe, activity was modestly higher at US\$181.6 bn. Chinese companies have a bigger share of the overall volume

simply because there were fewer deals globally. Largely due to the fall of US M&A activity.

Recent data from fDi Markets from the Financial Times demonstrates a total of US\$712.68 billion worth of FDI projects has been recorded for 2015, which equals an increase of 8.6% compared to 2014. With this increase, the level of global FDI nearly reached the level of 2013 again. Still, these values are considerably lower than the years prior to 2012.

However, the number of global greenfield FDI projects decreased from nearly 12,900 in 2014 to slightly over 11,900 in 2015 – a decrease of almost 1,000 projects globally, which confirms the limited contribution from greenfield FDI.

In terms of major destinations for global FDI, Europe and, to a lesser extent, North America continue to lead. However, over 2015, South-East Asia and South Asia have further emerged as alternative major destinations for FDI. This increase has come at the expense of Europe and East Asia, which both saw their position as destination for FDI decline over 2015. In fact, South-East Asia has surpassed Europe as the world region in which most jobs have been created as a result of attracted FDI.

Europe's and North America's global shares as source regions for greenfield FDI have decreased over 2015. East Asia has further strengthened its position as source region for FDI while South Asia's role as a source for global FDI remains rather modest. South-East Asia seems to have further strengthened its position as both destination as well as source region for FDI.

The number of FDI projects directed to the BRICS countries in 2015 decreased with 5.1% and is at a record low since, a continuing trend which commenced in 2011. However, the value of these FDI projects into the BRICS has increased slightly to US\$153.3 billion in 2015.

China remains the most popular investment location for FDI across the BRICS countries though China and India's FDI performance appear to have converged further. India's strong FDI performance over 2015 has come at the expense of the remaining four BRICS countries. In 2015, India's share of FDI capex and jobs is larger than China's. It appears the decline in shares of global inward greenfield FDI in East Asia, South America and the Transition Economies may be related to the poor performance China, Brazil and Russia, respectively. The opposite is the case for South Asia's rising share of inward greenfield FDI, which reflects India's strong FDI performance.

As opposed to the BRICS countries, 2015 was a record high year for the Next-11 countries. Mexico, Vietnam and Indonesia remain the most popular destinations for greenfield FDI among the Next-11 countries but have recently been joined by the Philippines. Turkey, on the contrary, has lost its position as one of the most popular FDI destinations within this group of countries.

Over 2015, the countries of the GCC experienced both a decrease in number of greenfield FDI projects as well as in FDI capex.

The UAE maintained its dominance with respect to attracting FDI within the GCC region and has come close to Saudi Arabia as the largest attractor of FDI capex. The UAE is also continuing its strategy to move beyond commodities and diversifying its economy further.

Falling commodity prices, especially for oil and minerals, depreciating currencies, and declining stock market indices have all contributed to a climate of gloom about emerging markets in general. Africa, seen as heavily dependent on commodity investment, has felt the brunt of this decline.

AIM Investment Report 2016

As mentioned, the 2016 AIM Report focuses on the recent trends in FDI and so-called New Form of Investment (NFI)s. FDI and Merger and Acquisitions – or “M&As” - have often been contrasted versus non-equity modes of investment or NFI strategies that are increasingly adopted by established MNEs from developed markets. But what exactly are these other NFI strategies? Examples are provided below:

- **Licensing agreements**
- **Management contracts**
- **Joint ventures**
- **Franchising**
- **Turnkey operations**
- **Strategic (equity) alliances**

Outward FDI: Who are the Major Players?

Despite a lower number of jobs created by greenfield FDI, last year has been a successful year for outward FDI from the BRICS countries. In fact, 2015 recorded the highest number of outward FDI projects for these countries apart from 2011. Combined, China and India represent nearly 80% of all FDI projects sourced from the BRICS countries. China's strong position as source for FDI has come at the expense of all four other BRICS countries.

On the opposite, 2015 was a very modest year for number of greenfield FDI projects originating from the Next-11 countries, as an all-time record low has been registered. Slightly higher values of FDI capex and number FDI jobs generated by companies from Next-11 countries may nuance this modest performance. Outward greenfield FDI from the Next-11 countries seems to be primarily dependent upon MNEs from South Korea and, to a lesser extent, from Mexico and Turkey.

Just as with inward FDI, 2015 has been a year in which an all-time record low has been registered for number of outward greenfield FDI projects from the GCC countries. On the contrary, outward greenfield FDI capex from this region increased substantially over 2015. The dominance of the UAE as a source for FDI is stable. However, Saudi Arabia's regional share of outward FDI capex and jobs has increased considerably, mainly due to a rise in outward FDI in the coal, oil, natural gas and energy industries.

The Competitiveness of Countries: a Good Business Environment

A competitive business environment is crucial for attracting FDI. Essential to this are policies that specifically address obstacles, challenges and barriers faced by foreign investors. A number of operations can be derived from the 2016 AIM Report.

Firstly, the majority of the world's top-10 competitive economies remain situated in North America, northern and central Europe and Asia-Pacific region. On the opposite, the world's least competitive economies are less geographically concentrated and can be found throughout various areas of the world.

Secondly, countries whose competitiveness is expected to improve the most are mainly eastern European countries such as Serbia, Romania and Ukraine as well as countries in the Eurozone that by 2020 are expected to have recovered from

the economic recession and Euro crisis. Such countries include Spain, Ireland and Italy.

Thirdly, great regional variety exists. Three out of the five BRICS countries - China, Brazil and, particularly, Russia - feature among the countries expected to drop significantly on the global competitiveness ranking. Russia's competitiveness is expected to decrease in the next years – both its absolute score as well as its relative ranking.

On the other hand, India's expected improvement of its overall business environment can be attributed to its more competitive infrastructure, favorable corporate income tax regime, increase in demand for imports and enhanced investment efficiency. Both India's transport infrastructure such as road density, rail density and ports, as well as ICT infrastructure, for instance the use and connectivity of telephone, internet, mobiles and personal computers, are expected to contribute to the overall improvement of its business environment.

Across the GCC region, Bahrain features among the few countries worldwide that are expected to have experienced a decline in their competitiveness score by 2020. Bahrain is, however, not the only GCC country whose position on the global competitiveness ranking is expected to weaken. Kuwait, Qatar and Saudi Arabia are expected to each lose their current positions on the global competitiveness ranking. The cause is mainly attributed to reduced market opportunities and weaker macroeconomic stability, which in turn affects price instability and less-balanced government budgets. In fact, the competitiveness of the business environments of Bahrain, Kuwait and Saudi Arabia are expected to be very similar by 2020, whilst the economies of the UAE and Qatar are to become considerably more competitive. The UAE's expected strong performance should be associated with enhanced political stability, more liberal government regulation, better price controls and the protection of minority shareholders.

Among the Next-11 countries, the business environment of South Korea is the most competitive and is expected to continue so up to 2020. Mexico comes in at a second place and is expected to approach South Korea by 2020.

As opposed to Mexico, Turkey is expected to lose ground to other economies, resulting in a competitiveness in 2020 similar to that of the Philippines and Vietnam. A wide range of factors can be associated with Turkey's expected decline in competitiveness. Major factors concern political instability, such as Turkey's recent involvement in geopolitical conflicts, continuing threat of terrorism and social unrest. Other factors contributing to Turkey's expected decreasing competitiveness include less favorable private enterprise policies that restrict the level of freedom to compete.

Egypt and Indonesia are comparable in terms of their competitiveness, whilst Bangladesh, Iran, Nigeria and Pakistan can be clustered together as the least competitive Next-11 countries – both for the present as well as for the nearby future up to 2020.

AIM Investment Report 2016

Competitive FDI Policies & Sound Business Environment

In addition to the expected improvement of the general competitiveness of the business environment, this year's AIM Report demonstrates policies specifically geared towards FDI are expected to improve too. Numerous – mostly emerging - economies are expected to offer a more liberal and efficient FDI policy framework by 2020.

Not surprising, most of the countries with the most competitive FDI policies are located in the same regions as the countries that rank high on the general competitiveness ranking. Chile is a noteworthy exception. Mexico, the only Next-11 country, is expected to join the top ten countries with the most favorable FDI policy.

The changes for countries with the least favorable FDI policy are expected to be more substantial and dynamic. Iran and Angola are expected to move up the global ranking, resulting in a position equal to that of Cuba. This change is predicted to occur at the expense of Venezuela and Libya, which are considered to be the least favorable countries in terms of FDI policy by 2020, followed by Russia, which also drops multiple ranks. By 2020, the countries with the least favorable FDI policies are complemented with two Next-11 countries, being Bangladesh and Nigeria.

Both Brazil and India are expected to slightly improve their FDI policies with respect to investor protection. This further reinforces Brazil's position as most competitive among the BRICS in terms of FDI policy, followed by China, India and South Africa and, on a distance, Russia. China's expected strong decline in FDI policy competitiveness is caused by a loss of general attractiveness to foreign investors and reduced government favoritism whilst Russia is expected to face expropriation risks.

Egypt's and Mexico's FDI policy competitiveness are expected to improve considerably. In fact, Mexico will be among the top-10 of the world's most competitive economies in terms of FDI policy whilst Egypt is expected to overtake South Korea.

Across the GCC countries, Bahrain is ranked highest concerning FDI policy competitiveness. Qatar's FDI policy competitiveness, driven by improvements of its general attractiveness towards foreign investors and openness of its national culture, is expected to be similar to Bahrain's FDI policy competitiveness.

An improved policy framework does not necessarily imply a more transparent, more efficient and less bureaucratic conditions welcoming FDI. In fact, many MNEs undertaking FDI emphasize that some policies have become more complex and less transparent whilst the stability and predictability of such policies is crucial for their FDI projects.

Looking Forward

UNCTAD expects global FDI flows to decline in 2016 as the worldwide trend of consolidation through cross-border M&A deals and corporate reconfigurations. This expected decline is spurred by the uncertainty and volatility of both the macro-economic as

well as geopolitical conditions and may lead to a stagnating trend of greenfield FDI on a global level and, particularly, in a number of developing and emerging economies.

Despite a further slow-down of the economy, China's outward FDI is still expected to increase considerably over the next years, supported by the government. However, should the Chinese economy lose more power, Chinese outward FDI may be limited by restrictions and controls on capital outflows.

Across the BRICS, India's economy is expected to grow strongest at an average annual rate of 7.3% from 2016 to 2020, which is mainly driven by domestic consumption and an expansion of the services sector. Consequently, market-seeking and services-orientated FDI flows into India may be expected to further increase.

Among the Next-11 countries, a number of countries are expected to grow considerably in the medium-term and, as such, are expected to attract more FDI. However, the potential destination for future FDI is very volatile as this is inherently related to reforms to improve the business environment and is thus extremely country-specific. Only in Vietnam is FDI expected to gain further momentum without many reforms.

Notwithstanding the recent drop in oil prices, the economies of the GCC region are expected to continue to grow over medium-term. Most countries will maintain a friendly policy towards FDI accompanied by a high-quality business environment, whilst others will continue to address challenges limiting FDI.

To achieve a predictable environment, governments should not only continue to diversify their economies but also diversify their investment promotion strategies to include other market entry forms chosen by many firms rather than focus too much on FDI. In short they should also focus on the New Forms of Investment (NFIs).

To download AIM FDI Report, visit: <http://www.aimcongress.com/en/downloads/download-aim-investment-report-2016/>



Conference

Day One – Monday, 11 April 2016

Plenary Session One: Global Leaders Debate

Business leaders, senior public officials and heads of international institutions and academia representing some major stakeholders of the international investment community were invited to take part in this important session. The debate focused on the overall theme of the conference to discuss and share views on effective policies to attract investment especially the new emerging forms of FDI from emerging new sources especially in growing markets.

Panelists:



Moderator:
Cornelia Meyer,
Chairman and
Chief Executive
Officer of MRL
Corporation



**Ambassador
K. V. Bhagirath**,
Secretary General,
Indian Ocean
Rim Association
(IORA), **Mauritius**



Arvind Mayaram,
former Finance
Secretary, **India**



Cesare Calari,
Partner, Encourage Capital
LLC; former World Bank Vice-
President and Head Financial
Sector, **United States of
America**



Geoffrey White,
CEO, Agility,
United Kingdom



Giorgi Kvirikashvili,
Prime Minister,
Georgia



**Jamal Majid
Bin Thaniah**,
Vice-Chairman,
DP World, **United
Arab Emirates**



**Rustam
Minnikhanov**,
President,
**Republic of
Tatarstan**



Roberto Echandi,
Global Lead,
Investment Policy & Promotion,
Trade & Competitiveness Global
Practice, World Bank,
United States of America

Plenary Session Two: Policy options for the promotion of the new forms of FDI, Case Studies & Best Practices

New forms of investment (NFI) are becoming increasingly important and taking different shapes and types. They range from minority joint ventures, management contracts in manufacturing and farming, sub-contracting, service out-sourcing, franchising and licensing. What are the policies that promote and facilitate such investments and best practices therein? What view to be taken of these new forms of investment from the development policy aspect? What are the implications on employment, job creation, technology and skills development, export generation as well as social and environmental impacts? These are some of the issues this session examined in an effort to shed light on these New Forms of Investment (NFI) and explore the benefits as well as the potential negative effects that can result from such investments.

In host countries, a clearly-defined strategy and the right mix of policy instruments and business conditions are needed to welcome NFIs. The session discussed successful case studies that highlight best practice policy frameworks.



Moderator:
Andreas Dressler,
Managing Director, Conway
Data, managed by Terrain,
Germany



Keynote speaker:
Secretary Carlos Gutierrez,
Chair of Albright Stonebridge
Group (ASG),
United States of America

Panelists:



Andrea Goldstein,
Managing Director,
Nomisma, **Italy**



Bostjan Skalar, CEO,
World Association of
Investment Promotion
Agencies (WAIPA)



Kai Hammerich,
President KA
Foreign Investment
Corporation AB,
Sweden



Roger Costa,
FDI Director, ACCIÓ,
Spain



Marcela Villarreal,
Director of Office for
Partnerships – FAO,
Italy



Wim Douw, Senior
Operations Officer, Trade
and Competitiveness
Global Practice, World
Bank Group, **Austria**

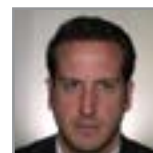


Ravi Ramamurti,
D'Amore-McKim Distinguished
Professor of International Business
& Strategy, Director, Center for
Emerging Markets,
United States of America

Conference

Plenary Session Three: **New Corporate Strategies to Penetrate Markets, Rationale and New Rules of the Game**

The global landscape of the post global economic and financial crisis has changed dramatically as international competition has increased and sluggish growth had its toll on investment and trade flows worldwide. There are new emerging forms of international investment. New forms of investment (NFI) have developed, which constitute a departure from full ownership of the capital by the foreign investor. International enterprises are devising new modes of operation in their cross-border activities and broadening their investment models through the conclusion of minority joint ventures, management contracts in manufacturing and farming, sub-contracting, service out-sourcing, franchising and licensing to name a few examples. What are these new forms of investment and what are drivers and determinants pushing international enterprises to undertake these new production modes of operation and new ways to penetrate markets? The session shed light on some of these important emerging business models and highlight some of the implications on growth and development.



Moderator:
David East,
Managing Director of Crossborder
Intelligence Ltd, **United Kingdom**



Keynote speaker:
Arif Amiri,
Chief Executive Officer,
Dubai International Financial
Centre Authority,
United Arab Emirates

Panelists:



Magnus Runnbeck,
Senior Analyst, CEO Office,
Business Sweden,
Sweden



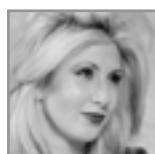
Jon Becker,
General Counsel, Clearly Legal,
Switzerland



Ashish Shah,
Director of Country Programmes,
International Trade Centre (ITC),
Switzerland



Michael Ansah,
Vice President, Dell Global Workplace,
Environment & Facilities,
United Kingdom



Laura Whincup,
CEO Fords Packaging Systems Ltd,
United Kingdom



Roland Jabbour,
Chairman of AACCI and founder
of StudyCo, **Australia**



Eugenio Morpurgo,
CEO and founding partner of
Fineurop Sodic S.p.A, **Italy**



Bilal Sabouni,
Executive Director of the American Business
Council of Dubai, an affiliate of the US Chamber
of Commerce and Industry,
United Arab Emirates

Day Two – Tuesday, 12 April 2016

Parallel Session One: **New forms of FDI in Agriculture such as Management Contract Farming, Scope and Scale and Implications on Food Security and Sustainable Development**

Panelists:



Moderator:
Pirro-Tomaso Perri,
Program and Planning Officer,
FAO Sub-regional Office for GCC
States and Yemen,
United Arab Emirates



Suzannah Moss-Wright,
Managing Director, Indian Ocean
Meats and former CEO of Australia
Arab Chamber of Commerce &
Industry,
Australia



Pascal Liu,
Senior Economist, Trade and
Markets Division – FAO,
Italy



Wim Douw,
Senior Operations Officer, Trade and
Competitiveness Global Practice, World
Bank Group, **Austria**

Parallel Session Two: **New Forms of FDI in Manufacturing, Scale and Scope and Implications on Development**

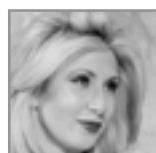
Panelists:



Moderator:
Sooraj Dhawan,
Director, Falcon Capital
Advisors, **India**



Andreas Dressler,
Managing Director, Conway
Advisory, managed by Terrain,
Germany



Laura Whincup,
Chief Executive Officer, Fords
Packaging Systems Ltd,
United Kingdom



Lorraine Eden,
Professor of Management and Gina and
Anthony Bahr Professor in Business,
Department of Management Mays Business
School, Texas A&M University,
United States of America

Conference

Plenary Session Four: New Sources of FDI, Scope and Scale of the New Global Players, Policies and Best Practices

The geography of FDI is changing dramatically with new sources and new global players, There are new emerging sources of foreign direct investment (FDI) especially from growing markets. This session focused on the identification of these new sources, their scope and scale and prospects for the future. The policies put into place by government to encourage their enterprises to internationalize their activities and invest in foreign markets were highlighted as well as pros and cons of such policies and best practices therein.



Moderator:
Gonzalo J. Varela,
Senior Economist, Trade
and Competitiveness Global
Practice, World Bank Group,
United States of America



Keynote speaker:
Ravi Ramamurti,
D'Amore-McKim Distinguished Professor
of International Business & Strategy,
Director, Center for Emerging Markets,
Northeastern University,
United States of America

Panelists:



Badr Al Olama,
CEO, STRATA,
United Arab Emirates



David Marock,
Group CEO, Charles
Taylor plc,
United Kingdom



James K. Lockett,
Senior Vice President,
Huawei technologies,
China



Suzan Stone,
Director Trade, Investment
and Innovation Division,
ESCAP,
Thailand



Mario Cimoli,
Chief of the Division on Production,
Productivity and Management, United
Nations Economic Commission for Latin
America, **Chile**

Plenary Session Five: Ministerial Roundtable

The Ministerial Roundtable was the occasion for ministers from different countries and regions participating in AIM 2016 to share their views on the overall theme of the conference and the policies they would like to see enforced at the international level or any concrete actions or recommendations they would like to convey to an international body.



Moderator:
Courtney Fingar,
Editor in Chief, fDi Intelligence,
Financial Times Group,
United Kingdom

Panelists:



Stamen Yanev,
Deputy Minister of
Economy, **Bulgaria**



Antonio Luis Carricarte,
Vice Minister of Foreign Trade
and Foreign Investment,
Cuba



Moctar Ould Djay,
Minister of Economic
Development,
Mauritania



Immanuel Ngatjizeko,
MP and Minister
of Industrialization
Trade and SME,
Namibia



Paul Oquist Kelley,
Minister, Private Secretary for
National Policies of the President,
Nicaragua



João Vasconcelos,
Secretary of State of
Industry,
Portugal

Plenary Session Six: What does a World of Low Growth, Low Returns & the End of the Commodities Supercycle Mean for Financing the Energy Sector?

The energy sector at large requires trillions of US\$ of investment. Emerging markets (especially China) have been building new infrastructure to accommodate the growing energy needs of their emerging middle classes. Most other emerging economies lag behind and cannot give their populations adequate access to energy. Most OECD economies have huge pent up investment needs to revamp their ageing infrastructure. The decarbonisation of the economy and new outlook for the fuel mix of certain economies ("Energiewende") exacerbate that dilemma.

Low oil prices, fewer subsidies for renewables combined with low interest rates and low returns have changed how energy companies, financial institutions and governments look at meeting the financing needs of the sector at large. A high powered panel composed of representatives from government, industry and the financial sector will explore governments' ability to create the right framework conditions to attract investment in utilities, the oil & gas as well as the renewables sector to encourage the right energy mix. It will also look at the ability of financial institutions to create innovative financial products to serve the sector despite lower returns; and the industry's ability to attract investment given the depressed price environment and regulatory uncertainties. The panel discussed which new forms of investment (NFI) have been developed and how governments, energy companies and financial institutions can collaborate to develop them further. The panel looked at what the financing strategies and NFIs mean for all the subsectors, including renewables.

Conference



Moderator:
Graham White, former Head International Department of Energy and Climate Change, **United Kingdom**



Keynote speaker:
Matar Al Neyadi, Undersecretary, Ministry of Energy, **United Arab Emirates**

Panelists:



Arnold Ekpe, Chairman of Atlas Mara and Honorary President of the Business Council for Africa, **Nigeria**



Aisha Abubakar, State Minister for Industry, Trade and Investment, **Nigeria**



Cornelia Meyer, CEO, MRL Corporation, Chairman, LBV Asset Management, **United Kingdom**



Geoffrey White, CEO, Agility, **United Kingdom**



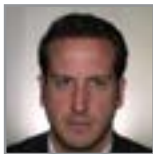
Martin Nagell, Head, Asset Management, Masdar Clean Energy, **United Arab Emirates**



Fahad Al Tafaq, Director of Economic Affairs and International Cooperation, Ministry of Foreign Affairs, **United Arab Emirates**

Plenary Session Seven: Effectiveness of FDI data to stay in tune with markets and achieve competitiveness

With governments under increasing pressure to attract much needed investment within a highly competitive environment to boost their domestic economies, there is a need to monitor markets and have access to reliable FDI data. This session aimed at highlighting the effectiveness in using varying data tools available in the market that can help in better understanding the ever changing cross-border investment landscape and identifying relevant opportunities.



Moderator:
David East, Managing Director, Crossborder Intelligence Ltd, **United Kingdom**



Keynote speaker:
Henry Loewendhal, CEO, WAVTEQ Ltd, Senior Vice President, fDI Intelligence, **Financial Times**

Panelists:



Martin G. Kaspar, Head of Business Development, Fränkische Industrial Pipes, **Germany**



Magnus Runnbeck, Senior Analyst, CEO Office, **Business Sweden**



Tim Rogmans, Assistant Professor, College of Business, Zayed University, **United Arab Emirates**



Ann M. Low, Deputy Director, Office of investment Affairs, US Department of State, **United States of America**



Ana Arias Urones, Trade and Investment Specialist, the Inter-American Development Bank, Washington D.C., **United States of America**

Day Three – Wednesday, 13 April 2016

Parallel Session Three: Sub-contracting and Out-Sourcing Services, How to capture these new opportunities, selected case studies

This session presented and discussed the difference between subcontracting and outsourcing of activities, the advantages and drawbacks of each and best practices therein. Some case studies were highlighted.



Moderator:
Sasha Lazarevic, Director, IBM, **Switzerland**



Panelists:
Roland Jabbour, Chairman, AACCI and founder of StudyCo, **Australia**



Yu Zhengping, Executive Director GCG GTS, IBM, **China**



Jon Becker, General Counsel, Clearly Legal, **Switzerland**



Michael Ansah, Vice President, Dell Global Workplace, Environment & Facilities, **United Kingdom**



Christina Knutsson, Director, GDP Global Worldwide, **United Kingdom**

Conference

Parallel Session Four: Franchising and Licensing, Special Characteristics and Benefits

This session shed light on how to define franchising and licensing, two powerful ways to grow business, present and discuss the advantages and drawbacks of each and best practices therein. Some case studies were highlighted.

Panelists:



Moderator:
John Hanna,
Managing Director, GDP Global,
United Kingdom



Jordi Robert-Ribes,
Founder & Director,
Connecting Perspectives,
Andorra



Sooraj, Dhawan,
Director, Falcon Capital
Advisors,
India



Sergio Escobar Solórzano
Executive Director, Agency for Cooperation
and Investment of Medellín and the
Metropolitan Area –AC, Colombia

Plenary Session Eight: New Incentive Packages to Attract NFIs, Effectiveness and Impact

The role of incentives in attracting FDI has become a hot topic among policy makers, business leaders and academia. This panel highlighted some recent developments in putting financial and fiscal incentives in place for attracting the new forms of international investment. It also focused on the investors' experience in identifying potential incentives that can be developed and the role governments play in this process.



Moderator:
Douglas van den Berghe,
CEO, Investment Consulting
Associates (ICA),
Netherlands



Keynote speaker:
Datuk Wira Jalliah Baba, President
of the Chamber of Commerce and
Industry and former Director Gaeneral
and CEO of MIDA,
Malaysia

Panelists:



Jordi Robert-Ribes,
Founder & Director,
Connecting Perspectives,
Andorra



Mawuena Trebarh,
CEO, Ghana
Investment
Promotion Agency,
Ghana



Domenico Arcuri,
CEO, Invitalia,
Italy



Marios Tanousis, Deputy Director General,
Cyprus Investment Promotion Agency (CIPA)
Cyprus



Lorraine Eden,
Professor of Management
and Gina and Anthony
Bahr Professor in
Business, Department of
Management Mays,
United States of America



Harald Jedlicka,
Senior Investment Policy Officer
in the Investment Climate unit of
the World Bank Group's Trade and
Competitiveness Global Practice
Group,
United States of America



Mohan Guruswamy,
Chief Knowledge Officer,
World Free Zone Organisation,
United Arab Emirates

Plenary Session Nine: Investment Promotion Strategies to attract NFIs and Best Practices therein, Best Practice Country Cases

This plenary session examined the importance of marketing locations to attract new forms of foreign direct investment. Selected case studies were made of countries and locations that have successfully attracted NFIs and benefitted from them.



Moderator:
Henry Loewendahl,
CEO, WAVTEQ



Keynote speaker:
Carlos Lopes,
Executive Secretary,
Economic Commission
for Africa, Ethiopia

Panelists:



Adalberto Netto,
Director President,
APD Invest in
Parana,
Brazil



**Ricardo Pascale
Cavallieri**,
Chair Professor of
Financial
Economics at the
School of
Economics and
Administration,
University of the
Republic, Uruguay



Sooraj Dhawan,
Director, Falcon Capital
Advisors, India



Ricardo Rio,
Mayor of Braga,
Portugal



**Prince Saud K.
Alfaisal**,
Executive Director for
Investment Policies
and Regulations,
Saudi Arabian
General Investment
Authority (SAGIA),
Saudi Arabia



Shivaji Das,
Senior Vice-President
and Global Head,
Public Sector Consulting
Practice, Frost &
Sullivan,
Singapore



**Katharina
Arnold**,
Senior Manager
for FDI,
Conway Data,
Germany

Global Leaders Debate



AIM 2016 Conference gathered more than 100 influential FDI thinkers and renowned experts offering participants myriad opportunities to gather the latest investment intelligence on The New World of FDI, Key Features and Best Practices, the theme of this year's event.

The 2016 Conference explored key global investment issues both in a limelight Debate of Global Leaders as well as in a Ministerial Roundtable. Some thought-provoking topics were also covered such as investment in the energy sector in light of the profound changes that occurred in this vital sector. Both public policies and corporate strategies were examined to highlight the new sources including the promotion and business facilitation strategies required and followed by best practice countries as well as incentives. A special session was also devoted to FDI data including NFIs and data utility and reliability, key parameters for end-users. The format of sessions included both plenary sessions as well as parallel sessions.

For the first session, nine global leaders discussed the present state of foreign direct investment (FDI) in the world. They included Giorgi Kvirikashvili, Prime Minister of Georgia; Rustam Minnikhanov, President of the Republic of Tatarstan; Jamal Majid Bin Thaniah, Vice Chairman of DP World; Ambassador K V Bhagirath, Secretary General of the Indian Ocean Rim Association (IORA); Arvind Mayaram, former Finance Secretary of India; Roberto Echandi, Global Lead of Investment Policy & Promotion of the World Bank; Cesare Calari, Partner at Wolfensohn Fund Management and Geoffrey White, CEO of Agility.

The period between 2008 and 2013 was characterized by a shift of investment toward the East and other emerging regions such as Africa. There was also an increase of investors from emerging economies into OECD countries. The big conglomerates of China and India were very active on the M&A front, not just in emerging economies, but also in OECD countries such as the UK. 2014 and 2015 saw an increased share of FDI go to advanced economies as a result of lower commodity prices and a perceived increase of uncertainty in the economic outlook in global markets.

The financial sector crisis of 2008 had led to concentration in the global banking sector. Low to negative interest rates further changed the landscape for investors. It was therefore considered important to look at how investment could flow into countries and sectors with an adequate risk return profile. The structures of national and international capital markets were deemed important. New Forms of Investment (NFI) to match sources of funds with investment opportunities are also becoming increasingly important.

In light of the above, the panel was asked the following key questions:

- How have low growth rates and low returns affected investment patterns?
- What does a world economy of low growth and low returns mean for FDI in various geographies and in different sectors?
- Which sectors have received most foreign direct investment?
- Who are the new players in the field of FDI -- particularly investors from emerging economies?

Global Leaders Debate



The general view was that investors were looking for stable regulatory frameworks, strong domestic markets and/or access to international markets. They also valued access to a well-educated workforce. Transport, energy and telecommunications infrastructure is also high on the list of investors as well as free movement of goods (access to free trade zones) and people. The higher countries and companies were ranked on the innovation scale, the more attractive they became as recipients of investment.

The development of a strong small and medium scale sector was important for both the development of a country and for investors as SMEs constituted the basis for the development of a strong consumer base and supply chain.

It was also highlighted that groupings of countries such as the Indian Ocean Rim Association (IORA) could enable greater intra-regional trade and investment, and through that, economic growth. Smaller countries benefitted from learning about the success models of the bigger economies within IORA or from dialogue partners such as China.

There was a consensus that last few years had favored economic prosperity in countries that focused their growth model on domestic consumption. This is also reflected in China's attempt to rebalance its economy towards a growth model, which is increasingly driven by consumption.

Georgia was considered an interesting and successful test case: The free trade agreement (FTA) with the EU gave investors access to the common market. Focus on infrastructure development, a stable regulatory framework and a favorable tax regime further encouraged investors. A well-educated workforce helped attract value added investors and facilitated innovation. This led to a strong GDP growth of between 6%-7% in a world otherwise characterized by anemic growth rates.

Key messages that emerged include the following:

- **The importance of open economies with free movement of goods, capital, people and with access to large neighboring markets.**
- **Economies with consumption-led growth models had an edge in the current economic environment.**
- **Stable regulatory and investment friendly fiscal environments were considered important to attract FDI.**
- **The importance of access to infrastructure or the commitment to build it (where it did not exist) was given priority.**
- **A highly skilled work force that could drive innovation was considered important.**
- **All participants were in favor of co-operation and learning between nations when it came to develop trade and investment policies.**
- **All participants further considered the SME sector a key driver of economic development, social stability and important to foreign investors when it came to building a local supply chain.**



Secretary Carlos Gutierrez, Chair of Albright Stonebridge Group (ASG), United States of America

1- Plenary sessions:

The conference offered nine plenary sessions looking at different aspects of new forms of FDI and new sources.

On **Policy options for the promotion of the new forms of FDI**, the keynote speaker, **Secretary Carlos Gutierrez**, highlighted private equity and sovereign wealth fund investment as two key types of NFI, which were increasing in significance. He stated that countries like the United States have struggled to develop approaches for taking advantage of these types of investment, despite their positive economic impact and the need for investment in infrastructure, which can be addressed by these types of capital.

NFIs were not really “new” but had only recently entered the focus of investment promotion agencies. “Unpacking” the term “new forms of investment” is important to reach a clear definition of what should be included under this term. Franchising, licensing, outsourcing and contract manufacturing are examples of NFI. “Open innovation” is a new form of investment that is becoming more important and promises benefits to host countries. The recently created G20 Trade and Investment Working Group (TIWG) is important for creating the frameworks and policies that will facilitate NFI.

The growing importance of investors from emerging markets is an indication that this represented a type of NFI since these companies often approach investment in a different manner from more established companies from developed countries.

In the agriculture sector, there is huge underinvestment. Some \$260 billion additional investment is required in the sector to move people out of hunger. Despite the opportunities for FDI that exist, the sector is still lacking investment. However, FDI in agriculture should be subject to strict rules and codes of conduct to prevent “land grabbing” and other detrimental forms of investment.

In general, countries have a preference for greenfield investment since this tends to be longer term and generates greater economic benefits. However, investment promotion agencies should be open to NFIs since these are increasing in importance. Catalonia for example has realized the importance of NFIs and is open to new forms of investment, particularly in the area of venture capital, where start-ups can benefit from flows of capital from other countries. This is particularly important to stimulate innovation but requires new approaches from investment promotion agencies.



On **New Sources of FDI**, a keynote speech was delivered by **Ravi Ramamurti**, **DMSB Distinguished Professor of International Business, and Director, Center for Emerging Markets, Northeastern University, Boston.**

New Players in FDI

As late as the 1990, 95% of global FDI outflows originated in developed countries and 83% of that went to other developed countries. In the following decade, emerging economies (as defined by UNCTAD) gained in importance as destinations for FDI, but it was not until the 2000s that emerging markets became important as sources of FDI. In 2014, emerging economies invested \$468 billion abroad, a 23% increase from the previous year and representing 35% of global FDI outflows.

The focus is on three new players on the global FDI scene, two of which are from emerging economies and one of which is from developed countries. These are the sovereign wealth funds (SWFs), private equity players (PE), and emerging-market multinationals (EMNEs). My conclusion is that only one of these—the EMNE—is likely to be a consistent, important, and growing source of outward FDI in the future.

In 2015, SWFs had \$7 trillion in assets and were looking for higher returns than risk-free government bonds or bank deposits, and they could also invest for the long run — all of which made FDI a real possibility. Singapore’s Government Investment Corporation (GIC) is perhaps the best example of an SWF that has made FDI-type investments (i.e. taking equity positions of 10% or more in individual companies) and earned a return of CAGR of 7% from inception to 2016. It is often the inspiration for SWFs to consider making long-term, FDI-type investments.

Conference



Ravi Ramamurti, *DMSB Distinguished Professor of International Business, and Director, Center for Emerging Markets, Northeastern University, Boston*

However, SWFs have three strikes against them, limiting their ability to make FDI-type investments. First, their main goal is to preserve capital for a rainy day, which means illiquid investments like FDI do not really belong in their portfolio. Second, as entities controlled by governments, their investment proposals raise red flags in host countries, especially in the US and Europe, and especially when the government is non-democratic (e.g. China). Third, making and managing FDI-type investments requires capabilities that SWFs do not possess. In theory, like GIC or Temasek, they could build those capabilities over time, but I doubt that few will actually do so. China's CIC might be among the exceptions, but here too the early investments in the banking sector and in firms like the Blackstone Group have not yielded attractive returns. (According to one source, the cumulative return earned by SWFs on their investments in Western financial service firms was only 11% over a 6-year period.)

For these reasons, SWFs are unlikely to be major players in FDI, despite their vast resources. Indeed, in 2014 they made only \$16 billion in such investments, representing less than 1% of assets under management and a similarly trivial share of global FDI flows.

Private equity investors used to do leveraged buy-outs mainly within domestic markets but during the M&A boom of the 2000s, they made many cross-border deals, and in 2007 at their peak PEs accounted for 38% of cross-border M&As, which was 10-times the cross-border investments they made in 1996.. However, following the 2008 financial crisis, the volume of cross-border M&A deals by PE firms collapsed, as cheap funding dried up, and it has since not even come close to the 2007 peak.

Conclusion: PEs will be a volatile source of FDI flows, with ebbs and flows depending on conditions in the financial market. At their peak, they will be important sources of FDI but in most years they will be relatively minor players.

EMNEs—firms like Lenovo, MTN, Tatas, Lukoil, or Vale—have become quite important sources of outward FDI. From 1990-2000, outward FDI from emerging economies rose 6-fold, from \$145 billion to \$862 billion. It then rose another 6-fold during 2000-2014, from \$862 billion to \$5,320 billion. In terms of annual flows, the share of emerging markets rose from 2-3% in 1990 to more than one-third in 2014.

Outward FDI from emerging economies has been highly concentrated. The top-12 countries accounted for 90% of all outflows, with China the clear leader of the pack. After the 2008 crisis, Brazil, India, and Russia saw their outflow decline sharply, but China's continued to grow. In 2014, China's OFDI was \$116 billion, which was only slightly less than its inward FDI flow of \$129 billion.

Why the surge in outward FDI from emerging markets? It is a logical next-step in the evolution of local companies that have been able to hold their own in the domestic market against competition from Western MNCs. These firms view internationalization as the way to secure and build on their success in the home market.

EMNEs are internationalizing differently than developed-country MNEs (DMNEs). DMNEs typically began with cutting-edge technology and were first-movers in their industries. They often created the industries in which they operated, but EMNEs are late-movers and they are technology laggards. Many of their strategies depend on finding and leveraging late-mover advantages. All the same, companies from poor countries can spawn globally competitive firms with world-class competitive advantages that can be used to internationalize operations.

Some EMNEs have thrived by innovating to meet the specific needs of emerging markets—and doing it better than DMNEs. This includes making products much cheaper and affordable, making them simpler to use, and adding features that local consumers value. Because such innovations may have value in other emerging markets with similar customers, EMNEs expand internationalize by investing in other emerging markets. These firms contribute to South-South FDI. Examples include Bharti Airtel of India that revolutionized wireless telephony and made it available to the masses.



Conference

On **New corporate strategies to penetrate markets, rationale and the new rules of the game**, the Keynote was delivered by **Arif Amiri, CEO of DIFC Authority**, focusing on the evolution of Dubai and the role of the DIFC.



**Arif Amiri, Chief Executive Officer,
Dubai International Financial Centre Authority,
United Arab Emirates**

His key points included the following:

- GDP of the Middle East is \$7.8tr.
- Dubai was successful as it simplified doing business through free trade and the FZs as well as through better regulation. It also focused on developing the right platform.
- Dubai IFC is currently ranked as the leading financial centre in the Middle East and 13th globally.

For corporates, the factors that guide decisions to invest in foreign markets include the overall business and competitive environment; the incentive framework and regime; the regulatory framework and access to talent. Engagement with governments and investment promotion agencies is important as well as the effective management of the relationship and engagement. The corporate sector also looks at innovative models and structures for investment in new markets. Motives for investment are not limited to following customers but corporates are also looking for innovation for manufacturing and talent in general.

From a best practice country such as Sweden, drilled on cross-border collaborations (non-equity related), the possible increased role of local and regional incubators and science parks is key in attracting FDI and open innovation has many implications for IPAs. This is best illustrated in the case 'Innovation Central' – a recent open innovation investment in Australia by Cisco. Public image perceptions and education represent major impediments to FDI.

For the American Business Council, the evolution of US investment into Dubai has been greatly influenced by how policy and regulations have evolved and helped stimulate investment and change for some SMEs then mega-companies. The mega-companies are now attracting SMEs who in turn are now helping to attract entrepreneurs.

In the case of Middle East investments into Italy and vice versa, Investment is primarily M&A by Middle Eastern investors into Italy, particularly in Tourism, Transport and Aerospace sectors. Italian investment into Middle East is primarily through export and Greenfield (about 350 companies) primarily looking for new growth markets outside of Italy and the Eurozone.

For the International Trade Centre (ITC), inclusive development is a key policy and SDGs offer many opportunities in telemedicine for example, \$34bn and \$87bn in bottom line healthcare.

Some of the key messages that have emerged include the following:

- Keep in touch with your investors (to understand their future plans) and the evolving investment landscape
- Build confidence and create stable environment and a welcome mat for investors
- Don't ignore traditional forms, but also try and better understand collaborative business model
- Partnership and collaboration – aligning interests
- Create the right platform
- Invest responsibly, don't leave the SMEs behind
- Longevity – look both short and long term
- Traditional forms of FDI are not dead
- Technology, the free flow of information and innovation



Conference



Henry Loewendahl, CEO and Founder, WAVTEQ

On the **Effectiveness of FDI data to stay in tune with markets and achieve competitiveness**, Henry Loewendahl, gave a keynote outlining the official definition of FDI and the main types of FDI. He also highlighted the importance of MNCs – Top 200 account for 28% of Global GDP. Top 700 account for 67% of R&D. Top 500 account for 70% of World Trade and MNCs (in the US only) account for 80% of R&D employment. Up to 40% of revenues of US companies come through strategic alliances.

For corporates, official data sources from the IMF, WB, or UNCTAD, are by and large irrelevant for investors as they don't provide any granularity. Utility and Reliability of the data is highly important and there is a need for a PPP approach to collecting the data such as data exchanges with governments.

For IPAs, main usages of data are to help understand how the country is performing against other competing locations. There is limited or no data on NFIs and collaborations in particular. Data is more often than not incomplete and 'official' data had limited uses as reliability is an issue.

Obtaining data in emerging markets is a real challenge. Attempts are made to improve the availability of FDI data. One such example is the recently launched Connect Americas platform and Invest in LAC – which aims at improving access to reliable information, identify ways to access finance and make reliable connections. Such initiatives are needed.

The difficulty in finding harmonized FDI data is also encountered in the preparation of Investment Climate Statements prepared by the US State Department. There are important differences between data gathered from official sources and the data gathered on the ground. Having good investor centric data available is useful for transparent business online procedures.

Some of the main conclusions and key messages that emerged are as follows:

- Data typically lacks granularity and there needs to be more city level data.
- IPAs need to ensure that they have the critical data investors need. Information on both M&As and Strategic Alliances.
- The need for greater regional and city level data and that government should provide greater financial support to National IPAs to gather this data so that it is available. There need to be political will.
- Investors and IPAs should not rely on business environment and competitiveness rankings – too much focus on these without truly understanding the methodology.





Datuk Wira Jalilah Baba, *President of the Chamber of Commerce and Industry and former Director General and CEO of MIDA, Malaysia*

On **Incentives in attracting FDI**, it was generally felt it has become a hot topic among policy makers, business leaders and academia. Within governments, the focus is on political debates about revenue foregone versus economic development while business leaders often emphasize that incentives can play a role in the final stages of an investment decision. This panel highlighted some recent developments in putting financial and fiscal incentives in place for attracting the new forms of international investment. It also focused on the investor's experience in identifying potential incentives that can be developed and the role governments play in this process.

The Keynote speech of **Datuk Wira Jalilah Baba** addressed how Malaysia has gone through different phases of economic development and how it has customized its incentive programmes based on the different industries it wanted to attract and its main economic development goals. It showed the evolution of Malaysia's incentive policies from the 1960s to today in which it has a more customized incentive policy. Successful spill overs from FDI to Malaysian companies have turned Malaysian companies into FDI investors themselves. Throughout the years, the role as major investor into the Malaysian economy has shifted from the Government in the 20th century to the private sector nowadays.

From an academic point of view, incentives should be "strategic", not "defensive". The future of incentives will most likely be dependent upon collective strengthening of incentive packages in regional trade blocks.

For the World Free Zones Organization, incentives should take a more long term perspective.

For countries, incentives are viewed differently. For Ghana for example, incentives are positioned as "strategic" and are assessed on a case by case basis as well as evidence on what the investment is "paying back" the country. For Italy, "strategic" incentives focus on start-ups (domestic and foreign) that receive grants. In the case of Cyprus, the revision of its incentive framework and policies have helped the country to achieve and regain new economic growth. As to Andorra, in a very innovative way, collaboration between the different ministries that are involved in attracting FDI and incentives have helped to achieve multiple economic development goals.

The effectiveness of incentives depends on:

- Specific objective of the incentive regimes
- Type of investment & motivation

The quality of the design and implementation of the incentive framework is directly related to the quality of the underlying policy framework. The quality of the general investment climate is critical for the success of incentives. The effect of incentives in countries with a strong general investment climate is larger than in countries which lack a competitive environment. Finally, he stressed that the quality of the general investment climate and policy underling the incentive regime are in control of the governments, which is promising.

In conclusion, more innovative forms of incentives that also focus on New Forms of Investments (NFIs) are required in many countries. In other words NFIs require New Forms of Incentives.





Dr. Carlos Lopes, Executive Secretary, Economic Commission for Africa, Ethiopia

On **Investment promotion strategies to attract NFIs**, the keynote speech was delivered by **Dr. Carlos Lopes, Executive Secretary of the United Nations Economic Commission for Africa (UNECA)**.

He first emphasized that investment is crucial for economic development as it contributes to growth, employment and, more generally, economic dynamism. In the case of Africa, this is exactly what is needed. The quest for Africa's structural transformation is gaining increasing momentum in the policy debate on the continent's future. There is now consensus among Africa's political leaders and stakeholders that Africa's structural transformation is the only pathway to achieve sustainable, inclusive and integrated development, and the translation of Africa's recent impressive growth rates into decent jobs, especially for the burgeoning youthful population, and the delivery of quality social services.

For Africa's transformation agenda to be successful, economies on the continent need to move up the value chain. Currently, African counties are largely exporting their natural and agricultural resources in a raw state. These resources are then transformed – value is added to them - outside of Africa. The continent needs to ensure that

a larger share of the wealth created throughout the value chain remains in Africa and benefits the local population; and investments are a crucial driver of the upgrading, modernization and industrialization process needed for this to happen.

There is no doubt that FDI is and will continue to be a key driver of Africa's transformation ambition. The world is changing, and so are the economic relations of Africa with the world. While global FDI flows have decreased, FDI flows to Africa have remained stable. So while investors have been cautious about the prospects of the global economy, they did not doubt the prospects of Africa. The continent really is the new investment frontier.

His key points included the following:

- Opportunities for GCC investors in Africa are abound, and investment trends are pointing in the right direction.
- The latest FDI figures clearly show that investors are recognizing the potential of Africa. While global FDI flows have decreased by 16% from 2013 to 2014, FDI flows to Africa have remained stable.
- What is needed to further boost the mutually beneficial investment partnership between GCC and Africa is information and targeted investment promotion. Studies have shown that investors already active in Africa tend to have a much more positive view of the continent's investment climate than those without a presence. In this regard, increasing the presence of Embassies, Chambers of Commerce and other institutions that could help diffuse information about investment opportunities are steps in the right direction.
- Most important are the forward-looking investors and businesses that overcome the initial hurdle of establishing a presence in Africa. Africa has proven to be a profitable and stable investment destination with excellent growth prospects.
- African economies offer investors great opportunities, not only in the future, but also in the present. Now is the time for established GCC investors to expand their operations and for newcomers to enter the market.

A panel discussion followed comprising of experts who shared experiences of NFI's in Saudi Arabia, Brazil, Europe, and Asia. Among key take away's was that for new forms of FDI to flourish, not only is there a need for supporting policy frameworks, but there is also a need to be equipped with new soft and hard skills to deal with NFI's.

The panel highlighted the importance of attracting NFIs in view of their increasing importance. For European investment promotion agencies, how to assist and attract non-traditional investment is a growing topic. The most important sectors are: contract manufacturing, service outsourcing, franchising, logistics & warehousing as well as contract farming and Infrastructure investments. At present, Europe is seeing

Conference

less non-equity projects, because of a more stable investment environment as in developing countries, where it can represent up to 15% of a countries GDP.

However, most European investment agencies do not support non-equity investments, in Praxis Greenfield is still the main focus, as agencies consider it a gray zone between FDI & trade and are looking for more sustainable investments. The main reason is that non-traditional investment is hard to measure, agencies don't have the skills to assist those projects, those investments are easily displaced and often capture a low value for the location. But, Investment agencies are adapting and we can find best practices in Europe: GTAI/IDA- support contract research activities in the Life science industry, Czech Invest- support merger and acquisitions, Invest in Flanders- support companies that want to test their products and FINPRO and London & Partners- support venture capital investments.

The landscape is different in the US, where agencies only support greenfield investments, as they are strictly measured by jobs.

Agencies are flexible, but still need to embed non-traditional investment in their promotion and attraction strategies, as well as put in place policies to address negative risks such as social and environmental standards.

For an emerging market such as India, the government has a proactive stand to promote investments by launching programmes like: Make in India, Digital India or Startup India. Announcing PPP partnerships for Roads and other infrastructure projects is an attempt to encourage International Bidders to win projects and then bring new investments. Opening new sectors to foreign investment such as Defence or Marine Sector.



2- Parallel sessions:

The conference offered four Parallel Sessions, which focused on some sector specific issues such as FDI in agriculture, manufacturing, sub-contracting, outsourcing services, franchising and licensing.

In the case of agriculture, an inclusive business model where capital, management and operation have clear, agreed and compatible ends is key for successful FDI in agriculture. The scale, scope and terms of investments can vary, and success and failure can be found across the board, but knowledgeable investors that operate in an enabling business environment prove to harvest efficiency gains and trigger benefits for counterparts and communities. Responsible investors are attracted by responsible regulatory environments and are aware that business knowledge must couple with market knowledge in order to succeed. For investments in agriculture, in general, and FDI, in particular, to foster food security and sustainable development, governments of developing countries should eventually be guided to ensure a responsible enabling environment, while farmers evolve in environmental-friendly entrepreneurs capable of partnering with investors or being investors themselves.



Conference

The topic of **outsourcing and subcontracting** was selected due to the fact that more and more financial investments are channeled into these alternative forms like mergers and acquisitions, licensing, subcontracting and outsourcing.

In 2015 the global market value was around \$440B and it comprised mainly of IT and Business process outsourcing (BPO) types of activities. The top five destinations for outsourcing are : India, Philippines, Poland, Ireland and China, but some emerging countries are making big steps to get to the first rank: Bulgaria, Brazil, Costa Rica, Czech Republic and Egypt.

The global market for outsourcing is slowing down. There is decline in large deals (with >\$30M) of 25%, while the number of smaller deals remain steady. There are many challenges for outsourcing providers: government budget cuts, the clients expect constantly price reductions, the move of the IT infrastructure to the cloud environment. There is also a trend towards smaller contracts with shorter duration. An encouraging detail: there is an opportunity of \$350B of the deal renewals in the next 24 months worldwide.

Outsourcing is being challenged by the new platforms like cloud computing and artificial intelligence, and is expected to move more and more towards knowledge and innovation outsourcing, instead of relying only on labor arbitrage.

On **franchising and licensing**, the panel shed light on how to define franchising and licensing - two powerful ways to grow business; advantages and drawbacks of each and best practices therein and outlined the context of the business of concessions and outsourcing as well as others business models.



According to the Franchising Association of Colombia there are 9,000 franchises from around 580 brands in Colombia. Franchises emerging from Spain, Mexico, Italy, Brazil and the US. Although Colombian law does not expressly regulate the franchise agreement, there is strong legislation protecting the contractual relationship in areas such as intellectual property, trade secrets, health standards, foreign investment, trading, and competition. So franchising is still a new business model in Colombia and the trend is growing.

In the case of Andorra, licensing was crucial to the development of the country and continues to be an important aspect of the economy. Licensing energy production in the 1930s for example, sparked development in other areas, such as banking. Franchising and licensing continues such as with air transport and a casino. Franchising is a great opportunity for investors to limit the risk when “venturing into foreign grounds”.

For India, some key points raised on Franchising include the following:

1. YOY Growth of 30%
2. 50 billion USD by 2017
3. 4% of India's GDP in 2017
4. 11 million people by 2017
5. 43,000 franchisee establishments (valued at USD 36billion) required by 2017 to meet the growing demand in the retail sector from a base of 13,000
6. Only 2.5% of Total Sales—UK50%

Boom in India – Key Reasons

- a. Increasing consumption
- b. Willingness to spend
- c. Growing preference for branded products, global exposure and use of international brands.
- d. Increasing set of opportunity- driven competent entrepreneurs
- e. Growing awareness of franchising as a business opportunity
- f. Relative low risk profile.

Industries

- a. Financial Services
- b. Health & Wellness - Boom
- c. Food Service
- d. Retail
- e. Education- Schools / Vocational Training 55%

Points to focus on:

- a. Starting is easy – Sustaining is tough

Conference



The Ministerial Roundtable gathered a number of ministers including Bulgaria, Cuba, Mauritania, Namibia, Nicaragua and Portugal thus representing different continents and regions. The session was chaired by Courtney Fingar, Editor-in-Chief of fDi Intelligence, Financial Times Group, UK. The goal of the session was to share views on the overall theme of AIM 2016: the New World of FDI, New Forms and New Sources and exchange their experiences.

The countries represented are at different stages of development and sit on different parts of the global FDI value chain, varying from Cuba, which is new to the FDI promotion game and is looking for foreign capital of all kinds as it seeks to develop its economy in the post-sanctions era, to Portugal, a highly developed western European economy which is now focusing mostly on technology and knowledge sectors. In between are the African economies of Mauritania and Namibia, which have been courting investment for many years but are still focusing heavily on primary sectors, manufacturing and processing, although Namibia is also placing a new focus on SME development; Nicaragua, which is investing heavily in infrastructure in order to exploit new shipping services and hopes to become a logistics hub for the region; and Bulgaria, which is an EU country with strengths in IT outsourcing but which wants to grow these capabilities while developing its energy sector from traditional energy to renewables.

What did they say?

What all the ministers agreed on was the continued importance of greenfield FDI in realizing their economic goals and the need to attract new and varied types of investment as well as supporting small and medium-sized enterprises and start-ups. All stressed the importance of the regulatory environment and having the right legislative framework in place to attract investment. Facilitating the approvals process through one-stop shops/the single-window model was agreed to be of high importance in both preventing corruption and speeding up permit procedures. Also important is recognizing the different needs that small investors, start-ups and entrepreneurs have from the traditional greenfield investors that investment agencies have typically been focused on serving. The new types of FDI demand new and better levels of co-operation and support from government agencies.



Stamen Yanev,
Deputy Minister
of Economy,
Bulgaria



Antonio Luis Carricarte,
Vice Minister of Foreign
Trade and Foreign
Investment, Cuba



Moctar Ould Djay,
Minister of Economic
Development,
Mauritania



Immanuel Ngatjizeko,
MP and Minister of
Industrialization Trade
and SME, Namibia



Paul Oquist Kelley,
Minister, Private Secretary
for National Policies of the
President, Nicaragua



João Vasconcelos,
Secretary of State of
Industry, Portugal

SPECIAL FOCUS ON ENERGY:

What does a World of Low Growth, Low Returns & the End of the Commodities Supercycle Mean for Financing the Energy Sector?

Plenary session six focused on one of the major energy challenges for the next decade – how to fund the enormous amount of investment needed to update and modernize the global energy system to one that is cleaner and more efficient – and the role FDI can play in meeting that challenge.

A senior team of panelists assembled to highlight the scale of investment needed - globally, the energy sector requires trillions of dollars of investment. The IEA estimate that the world needs investment of around \$70 trillion by 2040 – almost \$3 trillion a year. This covers investments in all parts of the energy chain – from upstream exploration and production, to power supply and finally to end use energy efficiency measures. It involves investment in new infrastructure in emerging economies - to satisfy rapidly growing demand, the replacement of ageing infrastructure in mature economies and investment in new modern, more efficient (and less carbon intensive) technologies.

Three specific challenges were identified:

- The need to provide access to energy (especially electricity) to millions of the poorest in society by 2030. About 1.2 billion people (17% or almost 1 in 5 of the global population) are without electricity.
- The need to reduce carbon emissions – through greater energy efficiency and bringing in lower carbon fuels and technologies.
- And, at the same time, fossil fuels will continue to be used for many years to come. So there is a need to invest to produce fossil fuels at stable and affordable prices that reward producers but do not over burden consumers.

11 - 13 April 2016
Dubai, United Arab Emirates

وزارة الاقتصاد
MINISTRY OF ECONOMY



Financing investment in the energy sector, because of the scale and long term nature of projects, is often seen as more challenging than many other sectors of the economy. Decisions to commit capital are increasingly shaped by government measures and incentives, rather than signals from competitive markets. Given the state of public finances in many countries, and pressures to reduce government spending, the need to mobilize private investors is becoming increasingly important.

While weaker economic growth, low prices, potential oversupply of oil and gas and political instability are all impacting investment decisions in the energy sector, there are still opportunities for FDI and the outlook for 2016 is not as gloomy as some might suggest.

The UAE was cited as an excellent example of a country that has mobilized finance, through public/private partnerships. Such partnerships are able to utilize the benefits of public sector stability and combine this with the innovation and technology skills of the private sector. As a result, the UAE has been able to balance the need to invest in fossil fuels and also promote the transition to a cleaner energy system. It has attracted investment, through strong economic diplomacy, and has successfully diversified away from fossil fuels to increased deployment of renewable energy. This has meant that it has been less affected by the volatility in the oil price. The UAE is also in a good position to provide access to finance – not just for itself but for use by other countries as well.

The increasing deployment of renewable technology will continue. We have already seen the importance of FDI in this area. But the policy framework set by governments (particularly the balance between markets and intervention in the electricity sector) needs to be clearer and more stable. Emerging countries often currently invest in large projects, in relatively mature markets, through Development Banks. But this model is changing. The introduction of new smart technology that is based on decentralized electricity systems, smart grids, increased demand side management, etc. will lead to smaller projects and different finance solutions. These may well be arranged at local level through collaboration between financiers, local communities and regional authorities. FDI will not only accelerate clean energy deployment but it will bring with it higher skilled jobs, new R&D, innovation capacity and increases in trade.

Nigeria was cited as an example of a country benefitting from natural energy resources but faced with a real challenge to get access to electricity to the poorest and those in rural areas. The challenge Nigeria faces - increasing access to energy – is one facing the whole of Africa. It needs governments to establish robust legal and governance frameworks that can be trusted by investors. The finance is available but Governments need to do more to encourage investment. For example, capital controls do not help. Setting a more investment friendly environment is needed if access to electricity is to be speeded up and scaled up more widely. A key component is to encourage dialogue between potential investors (such as those in the Middle East), companies and governments. But it must be action orientated and based on concrete investment proposals.

In more traditional areas of energy investment – for example, oil and gas production – there are concerns about the impact of investment cuts by the multinationals and whether this will lead to lower production and a price spike in years to come. But opportunities for FDI remain.

The scope for FDI, and new forms of finance, are plentiful across the energy sector. But given the importance of governments in shaping the investment climate more needs to be done to bring governments, energy companies and financial institutions together. There needs to be closer collaboration to improve mutual understanding of how new forms of FDI can be used, and how the policy framework should be enhanced to support them. This could be the catalyst for a substantial increase in FDI in the energy sector. A “call to action” to bring investors and the energy industry together to develop finance models for the sector was suggested. The aim would be to use these models as a basis for dialogue with governments and regulators.

The huge opportunities for FDI in the energy sectors of emerging countries can be enhanced through:

- Policy, regulatory and tax regimes that are clear, stable and predictable.
- Political diplomacy that develops strong bilateral relationships that are built on trust and transparency
- The use of skills, technology and innovation from energy companies.
- The mobilisation of finance from a number of sources – both the private and public sector.
- Deeper collaboration between Governments, energy companies and financial institutions that bring all these factors together will help drive the much needed investment in the energy sector forward.

But the scale of the investment challenge is huge and action is needed. If investors and energy companies can develop finance packages that can be piloted in particular regions and energy subsectors, and then scaled up more widely, then there is potential to speed up the pace of investment in both access to electricity and the transition to low carbon energy.

Exhibition

Since its inception in 2011, AIM has brought together tens of thousands of exhibitors and visitors to network, promote projects and attract investment in the various participating countries. The Exhibition gives opportunities for governments and private organizations to launch and promote their projects to a vastly diverse audience. In 2016, AIM attracted participation of 432 exhibitors from 137 participating countries. This included countries such as India, China, Russia, Turkey, Morocco, Belgium, Sudan, South Africa to name a few who chose AIM 2016 as the platform through which to promote the investment opportunities in their countries and regions.

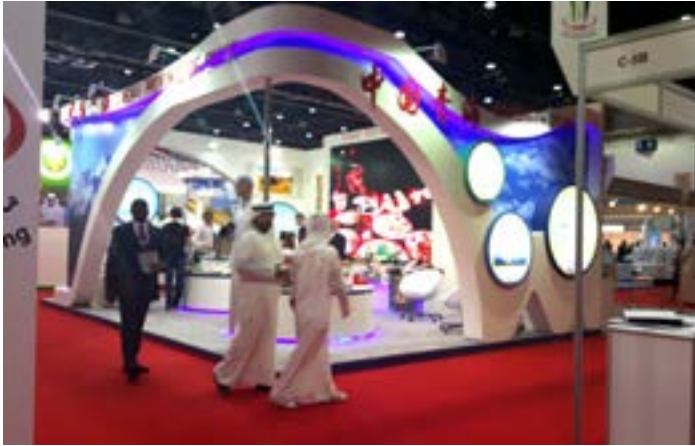
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|  Malaysia <ul style="list-style-type: none">• Maps & Globe |  UK <ul style="list-style-type: none">• The Access Bank UK |
|  Maldives <ul style="list-style-type: none">• Housing Development Corporation | |
|  Mauritius <ul style="list-style-type: none">• Indian Ocean Rim Association (IORA) | |
|  Morocco <ul style="list-style-type: none">• Agence Marocaine de Developpment des Investissements | |
|  Netherlands <ul style="list-style-type: none">• Investment Consulting Associates (ICA) | |

AIM 2016 had 437 Exhibitors & Co-exhibitors

Exhibition



Exhibition



Exhibition



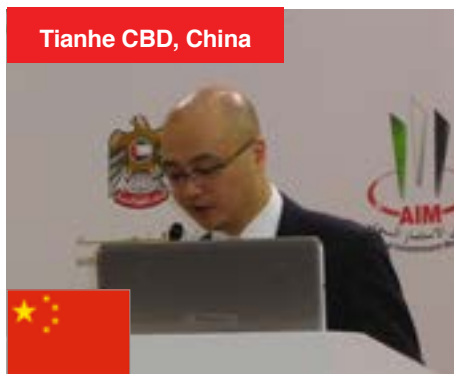
Country Presentations / Investment Destinations

Six Country Presentations / Investment Destinations were featured in AIM 2016 including Sharjah in UAE, Tianhe and Guangdong in China, Kano State in Nigeria, Maldives and India. The presentations were highly informative emphasizing important economic features and conditions as well as investment data including interesting details and statistics about the investment environment in those locations.

AIM 2016 Country Presentations



Palka Sahni,
Deputy Secretary, Department of
Industrial Policy and Promotion



Zhang Hao,
Deputy Director, Investment Promotion
Department, Tianhe CBD Administrative
Committee



Mohamed Juma Al Musharrkh,
Deputy Director of Sharjah FDI Office



Fathimath Jaishan Hameed,
Investor Relations Officer, Housing
Development Corporation Ltd.



Hon. Rifang Li,
Deputy Mayor of Yangjiang Municipal
People's Government



Douglas van den Berghe,
CEO and Founder of Investment
Consulting Associates (ICA)



Dr. Abdullahi Umar Ganduje,
Executive Governor, Kano State
Government

Capacity Building Workshops

At AIM 2016 pre-conference workshops, a series of interactive presentations were presented and facilitated by a faculty of global FDI experts. It was an enriching experience designed to provide attendees with a comprehensive overview of investment related topics. The informative approach of business facilitation was the combination of tactical review of operational requirements through practical case studies.

Date: Sunday 10th April 2016 / Time: 2:00pm – 5:00pm

WORKSHOP I – FDI Capacity Building Workshop for Investment Promotion Professionals by WAVTEQ and fDi Intelligence of the Financial Times Group, United Kingdom

Attracting FDI in Times of Economic Slowdown: The Importance of Reinvestment and Targeting Growth Markets

Speakers:



Henry Loewendahl,
Founder & CEO,
WAVTEQ Ltd.



Chris Knight,
Global Commercial
Director,
fDi Intelligence

Session 1 examined which markets and sectors offer the strongest growth opportunities for FDI drawing on the unique data and experience of fDi Intelligence and WAVTEQ. The session was interactive and included best practices in lead generation and investment attraction.

Session 2 examined the importance of re-investment. This covered best practices in how to engage with existing investors to secure expansion projects and subsidiary upgrades as well as how to capture greater benefits for the local economy of inward investment.

The workshop was aimed at all countries, regions, cities and zones and was most useful particularly for locations that needed to become more proactive in attracting FDI and diversifying their economies.

WORKSHOP II - Developing economic policies and strategies to pursue global value chains in 7 key steps by GDP Global, United Kingdom

Why your country should be promoting city/region knowledge economies - best practices explained

Speakers:



Christina Knutsson,
Director,
GDP
Global



John Hanna,
Director, GDP Global

Investment Promotion Agencies (IPAs) play a lead role, support or advocacy roles in transforming both national and city/region economies. This workshop explored the 7 key steps that are critical at various stages of a country's economic development and transformation, examined how to respond in order for a country to be part of global value chains and discussed IPA strategies for assisting the development of knowledge economies. Examples from around the developing, newly-industrialized and advanced economies will illustrate the approaches to attracting FDI whilst growing the indigenous business base.

43 Participants from 20 Countries took part in the Capacity Building Workshops



Roundtable Meetings



A specially organized roundtable meeting between UAE and Georgian delegation was hosted by the UAE Minister of Economy, H.E. Eng. Sultan bin Saeed Al Mansouri. It gave the chance for UAE business leaders to listen to Georgian government high officials, led by Prime Minister Giorgi Kvirikashvili, as they presented specific investment opportunities across Georgia, mainly focused on the tourism and hospitality industry.

This country-closed roundtable meeting was significant as the Arab business community have a growing interest in investing in Georgia's economy. Arab businessmen represented by the CEOs and heads of the UAE International Investors Council, DP World, Abu Dhabi Fund for Development, Sharaf Group, Majid Al Futtaim, STRATA, Ontime Group and Mubadala met and discussed investment opportunities with Georgian businessmen, including top business names such as TBC Holding's Mamuka Khazaradze representing Anaklia Development Consortium, Georgian Industrial Group's David Bejuashvili, m2's Irakli Burdiladze, and others.

According to H.E. Sultan Al Mansouri, Georgia and UAE can even think about the creation of joint tourism packages not only for Arab visitors but for international travelers coming either to Georgia or Dubai. There is an already-established three-hour direct flight between Dubai and Tbilisi providing a fantastic opportunity for tourism connections. The vision is on the international potential of attracting visitors to both countries by utilizing that connection.

Georgia's Prime Minister Giorgi Kvirikashvili spoke of the desire to build cultural, tourism and investment links between his country and the UAE in a variety of fields to benefit the people of both nations. He focused on his country's growing potential to interest foreign companies in investing in the Georgian economy, highlighting Georgia's positive investment climate, healthy environment for business, and the trade and economic potential of the country. He also emphasized Georgia's role within the New Silk Road project and spoke about the reforms the government is implementing.

The roundtable was organized to establish closer bilateral relationships between Georgia and the UAE. It was discussed that despite having existing investments in logistics and tourism, UAE investors are even more welcome in Georgia whose leaders are eager to discuss new business opportunities. Prime Minister Kvirikashvili told the UAE business community that Georgia is a place of stability and strong economic growth and encouraged them to increase their investment portfolio in Georgia's economy.

Following are the key points in the Georgia presentation:

- The Georgian government is actively working on the development of tourism infrastructure as well as diversifying existing and promoting new services in this field. Georgia has the ambition to become a touristic hub by promoting the country as a center of international touristic activities and events.
- While a small country, Georgia offers a huge variety of touristic activities, including but not limited to beaches, skiing, hiking and famous spa and wellness resorts, positioning itself as a four seasons destination.
- The inflow of international visitors over the last 12 years increased 18 fold, from 300 thousand in 2004 to 5.9 million in 2015.
- As a growing tourist destination, there are excellent opportunities for investors in real estate development, construction, and commercial infrastructure development, especially for hotels, offices, shopping facilities, and other high demand facilities.
- On the retail market of Georgia, with 17.3% of national GDP in 2013, trade is the largest economic sector of the country. Major potential for retail expansion lies in the capital city of Tbilisi. Retailer interest is fueled by the country's confirmed orientation towards Europe, its ever improving business climate and strategic location in the region.

Roundtable Meetings



The Trade Promotion & Investment Department in the Ministry of Economy conducted a roundtable meeting attended by representatives of several authorities responsible for promotion of investment all around the country such as Dubai FDI, Departments of Economic Developments in Abu Dhabi, Sharjah and Ajman in addition to UAE International Investors Council.

The aim of the meeting was to discuss UAE indicators related to investment, doing business, and competitiveness in addition to discussing the efforts extended by UAE to attract local and foreign direct investments besides the reformulation of investment strategies in order to create an environment conducive for investments.

The meeting was chaired by Mr. Mohammed Al Zaabi, Director of Trade Promotion and Investment Department in the Ministry of Economy, who insisted on the importance of integration between the local governments in supporting the economic indicators to demonstrate foreign investment. He then introduced the UAE Investment Map pointing out the importance of the role played by collaboration between the local government authorities in success of the project.

Following are the most important issues covered during the meeting:

- UAE maintained a steady growth developing exceptional indicators in several sectors such as infrastructure, energy, space, information technology, telecommunications and other vital sectors in addition to promotion of sustainability and all of these contributed in promoting the country as the hub in fields like ease of doing business, competitive and sustainable human development indicators besides those of innovation initiatives, happiness as well as many other economic and investment indicators.
- UAE adopted a long-term strategy to diversify its national economy through heavy investment in the industrial and tourism sectors, air and sea transportation, import and re-export, in addition to its efforts to support all the activities based on the knowledge economy and the development of new sectors of the Islamic economy.
- Confirmation of the global economic reports on the leading role that UAE achieved upon other regional countries and its leading progress in attracting foreign direct investment, achieving approximately 49% of the total foreign direct investment of the total investments received by the GCC in 2014.
- As the investment map is considered to be the most important marketing tools that help in providing the needed information to investors who are seeking opportunities across the different emirates of the country, its implementation mythologies depend on the following:
 1. Conducting analytical studies of the current situation in each of the seven emirates identifying each emirate's competitiveness, strengths and weaknesses in addition to available opportunities and challenges that investors may face.
 2. Involving all relevant investment parties including economic departments, free zones and industrial development zones, senior businessmen and chambers of commerce and industry as well as the private and public sectors to analyze and understand the investment situation of each emirate and identify a list of major projects to be targeted in each one of them.
 3. Identify the most important and smart goals that are to be achieved in each emirate in line with each emirate's strengths and capabilities.
 4. Determining the strategic paths based on each emirate's goals with regards to the commercial, industrial, investment and service field which can contribute to apply required changes enabling the investment sector to increase its volume of incoming investment flows in quantity and quality.
 5. Proposing several investment projects in growing sectors in each emirate.

Gala Dinner and Investment Awards

The Gala Dinner was hosted at the famous Armani Hotel Burj Khalifa on the evening of Monday, 11 April 2016. More than 1,200 guests came together and enjoyed the evening with delicious food, live music and a rich cultural programme from different countries. It offered a perfect opportunity to make new contacts, entertain key clients and celebrate the show.



The welcome speech was delivered by **H.E. Jamal Al Jarwan**, Secretary General of the **UAE International Investors Council** which is the Official Investment Partner of AIM 2016.



The sponsors and partners of the Annual Investment Meeting 2016 were acknowledged and called onstage to receive the Shukran award as a token of appreciation for their valuable support in making AIM 2016 possible. Presenting the appreciation award was **H.E. Sultan Bin Saeed Al Mansouri**, UAE Minister of Economy.



AIM Investment Awards

The Third edition of AIM Investment Awards took centre stage at the Gala Dinner where the best FDI projects were recognized in East, Central and West Africa, Middle East and North Africa, Southern Africa, Central and South America, Asia, Eastern Europe, CIS and Turkey. This is a testimony to the excellent work accomplished by the winner countries and their respective investment promotion agencies in attracting sizeable and technology-based beneficial investment projects contributing to the sustainable development of their economies.

AIM 2016 Investment Awards was sponsored by **Dubai Airport Freezone**. DAFZA aims to expand national economic opportunities as it attracts businesses and investments not only in Dubai but from around the world. **Dr. Mohammed Ahmed Al Zarooni**, Director General of Dubai Airport Freezone, joined the UAE Minister of Economy onstage as they awarded the winning Investment Promotion Agencies from nine (9) regions across the globe.



Selection Criteria:

- Size of the Investment
- Type and Form of the Investment
- Scale of Job Creation
- Innovation and Technology Transfer
- Exports
- Import Substitution
- Local Linkages
- Sustainable Development
- Eco-friendly

Benefits to the Winner Countries:

- Free access to all AIM features including Conference, Exhibition, Training Workshops and Gala Dinner
- Comprehensive Promotion and Marketing for the winner IPA through AIM Social Media
- Coverage in AIM 2016 Post Show Report
- Winner IPAs will be honored by the UAE Minister of Economy during the official Gala Dinner
- The AIM Organizing Committee will facilitate the granting of Visas for the winner IPAs
- 1 Free Advertisement in AIM 2017 Exhibition Catalogue

AIM 2016 Investment Award - Jury Members

A panel of seven (7) international experts were asked to evaluate projects using the below criteria and select the winner investment projects.



Andreas Dressler
Managing Director, Terrain Consulting



Douglas van den Berghe
CEO and Founder of Investment Consulting Associates (ICA)



Jon Becker
General Counsel of Clearly Legal



Kai Hammerich
President KA Foreign Investment Corporation AB



Magnus Runnbeck
Head of Research, Invest in Sweden Agency (ISA)



Nazha Aschenbrenner
Senior Advisor, Annual Investment Meeting



Tor Svensson
Chairman, Capital Finance International (CFI)

AIM Investment Awards

Latin America



Winner



Award received by:
Mohamed Lashtar; Private Secretary to the President for International Affairs; Nicaragua

The Winner is Pronicaragua; Nicaragua for an impressive investment by San Jose, s.a. / Extracete, s.a. in Guatemala/ Holland for the greenfield investment in agro industrial sector. The investment value of 58.4 million USD created 969 jobs.



Runner Up



Award received by:
Camilo Ramirez Isaza; Second Secretary; Embassy of Colombia in UAE

The Runner up is Procolombia; Colombia for an impressive investment project by Hero Motocorp in India for the greenfield investment in manufacturing / automotive sector. The investment value of 7 million USD created 275 direct jobs.

Middle East and North Africa



Winner



Award received by:
Hicham Boudraa; Acting General Manager; Moroccan Investment Development Agency (Invest In Morocco); Morocco

The Winner is Moroccan Investment Development Agency (Invest In Morocco);Morocco for an impressive investment by Acwa Power for the greenfield investment in the power generation / renewable energy sector. The investment value of 3 billion USD created 2100 jobs



Runner Up



Award received by:
Ali Rashid Al Balushi; Advisor for Planning & Follow Up; Ithraa; Oman

The Runner Up is Public Authority For Investment Promotion And Export Development "Ithraa"; Oman for an impressive investment project by Octal Saoc Fzc in the manufacturing sector. The investment of 500 million USD created more than 500 jobs.

West and Central Africa



Winner



Award received by:
Mawuena Trebarh; CEO; Ghana Investment Promotion Centre; Ghana

The Winner is Ghana Investment Promotion Centre; Ghana for an impressive investment by Wangkang Ghana Ceramic Limited in China for the greenfield investment in manufacturing (manufacturing of ceramic tiles) sector. The investment value of 93 million USD created 2,000 direct new jobs and 5000 indirect jobs.



Runner Up



Award received by:
Emmanuel Essis; General Manager; Centre of Investment Promotion; Cote D'ivoire

The Runner Up is Centre of Investment Promotion of Cote D'ivoire for an impressive investment project by Olam Cote D'ivoire in Singapore for the greenfield investment in agriculture (cocoa, cotton, rubber, cashew) sector. The investment value of 150 million USD created 5395 jobs.

AIM Investment Awards

East Africa



Winner



Award received by:
Mustapha Sibomana;
Charge D' Affaires; Embassy of
The Republic of Rwanda In UAE

The Winner is Rwanda Development Board; Rwanda for an impressive investment by Mobisol Rwanda for the investment in rural electrification sector with in Rwanda. The investment value of 26 million USD created 600 jobs.



Runner Up



Award received by:
John Mariera;
First Secretary; Embassy of
The Republic of Kenya In UAE

The Runner Up is Kenya Investment Authority (Keninvest); Kenya for an impressive investment project by aviation industry corporation in China for the investment in real estate sector. The investment value of 196.37 million USD created 1404 jobs.

Southern Africa



Winner



Award received by:
Ken Poonoosamy; Managing Director
of The Board of Investment; Republic
of Mauritius

The Winner is The Board of Investment of the Republic of Mauritius for an impressive investment by Eole Plaine Des Roches limitée in France and Mauritius for the greenfield -joint venture investment in renewable energy sector. The investment value of 18.4 million USD created 3 full time jobs on site (technical team) for maintenance; 2 half time jobs for supervision and operation; and more than 8 local companies (Mauritius) and 4 international companies involved for the construction period.



Runner Up



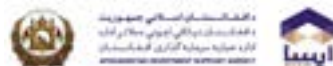
Award received by:
Mzwandile Collen Masina
Deputy Minister For Trade and
Industry; South Africa

The Runner Up is South Africa DTI; South Africa for an impressive investment project by Mpact limited in South Africa for the greenfield investment in waste management sector. The investment value of 21.929 million USD created 1000 jobs.

Central Asia



Winner



Award received by:
Mohammad Qurban Haqjo; President
& CEO of Afghanistan Investment
Support Agency (AISA); Afghanistan

The Winner is Afghanistan Investment Support Agency (AISA); Afghanistan for an impressive investment by Alokozay Non-Alcoholic Beverages Company (Abco) in Afghanistan for greenfield investment in manufacturing sector. The investment value of 300 million USD created 1,000 jobs.



Runner Up



Award received by:
Kairat Karmanov ; Deputy Chairman of
National Export & Investment Agency;
Kazakhstan

The Runner Up is National Export & Investment Agency (Kaznex Invest); Kazakhstan for an impressive joint venture investment project by Bent in manufacturing sector within Kazakhstan. The investment value of 5 million USD created 900 jobs.

AIM Investment Awards

South, East Asia and Oceania



Winner



Award received by:
Deepak Bagla;
Managing Director and CEO;
Invest India; India



Runner Up



Award received by:
Rishad Bathiudeen;
Minister of Industry & Commerce;
Sri Lanka

The Winner is Invest India; India for an impressive investment by Indo UK Institutes of Health (IUIH) for the greenfield investment in the healthcare sector. The investment value of 1.45 billion USD created 41,000 direct jobs. The Indo UK Institutes of Health (IUIH) is a GBP 1 billion investment to set up 11 healthcare institutes across India.

The Runner Up is Board of Investment of Sri Lanka for an impressive investment project by M/S: Sli Development Pt.Limited for the public private partnership (ppp) – 51% by the government & 49% by the foreign investor in agriculture sector. The investment of 100 million USD created 1,220 direct jobs and 30,000 indirect jobs.

Eastern Europe, Turkey and CIS



Winner



Award received by:
Zdenko Lucić,
Director; Sector For Investments
of Agency For Investments and
Competitiveness; Croatia



Runner Up



Award received by:
Dimitry Kumsishvili;
Vice Prime Minister, Minister
of Economy And Sustainable
Development; Georgia

The Winner is Agency for Investments And Competitiveness; Croatia for an impressive investment by Acg Lukaps D.O.O. Part of Acg Worldwide for the greenfield & brown field investment in pharmaceutical sector within india. The investment value of 36 million USD created 224 jobs.

The Runner Up is Ministry of Economy and Sustainable Development of Georgia for an impressive investment project by Anaklia Development Consortium for the greenfield investment in transportation, infrastructure sector within Georgia. The investment value of 2.5 billion USD created 3,500 jobs.

Europe



Winner



Award received by:
Filippe De Potter; Deputy Director;
Inward Investment of Flanders
Investment & Trade; Belgium



Runner Up



Award received by:
Roger Costa; FDI Manager; Catalonia
Trade & Investment; Spain

The Winner is Flanders Investment & Trade; Belgium for an impressive investment project by Nippon Shokubai in Japan for the greenfield investment in construction sector. The investment value of 400 million USD created 120 jobs.

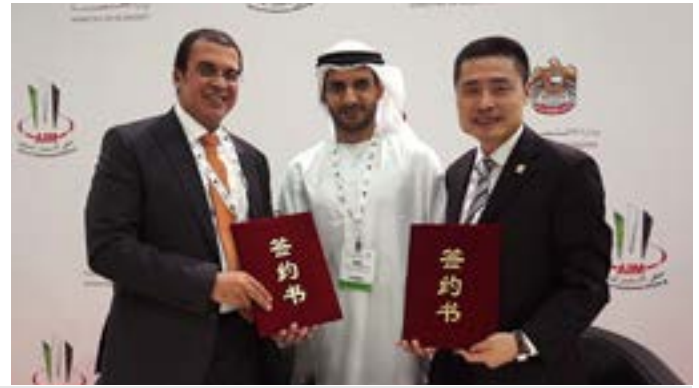
The Runner Up is Catalonia Trade & Investment ; Spain for an impressive investment project by CCIC Europe – testing sl in China for the greenfield investment in testing laboratory (industry) sector. The investment value of 4.3 million USD created 10 jobs.

Signing Ceremonies / International Partnership Agreements

To promote cooperation and mutual assistance, the Annual Investment Meeting hosted a number of signing ceremonies of MOUs between different parties including the Guangzhou Tianhe Central Business District Administrative Committee, Morocco government and China Council for the Promotion of International Trade (CCPIT).



MoU signing between Mr. Zhang Haibo, Secretary of Guangzhou Tianhe CBD and Mr. Walid Farghal, Director General of AIM



MoU signing between H.E. Ahmed Akhchichine, President of Marrakech and its region, Kingdom of Morocco and Mr. Dawood Al Shezawi, President of AIM



MoU signing between Mr. Yu Jianlong, Secretary General of China Chamber of International Commerce and Mr. Dawood Al Shezawi, President of AIM



Investors' Zone

The Investors' Zone is dedicated to Top Investment Houses and Investment Corporations, Development Banks, and Sovereign Wealth Funds representing different countries and covering multiple sectors. This feature allowed them to meet with official government representatives as well as project developers seeking financing and discuss the possibility of new ventures and potential partnerships. It proved to be a real success as 610 meetings were held in a span of three days thus filling a real need for countries and prospective clients to meet and network with potential investors and strategic partners.

610

**Meetings took place
in Investors' Zone!**



UAE International Investors Council



Jenaan Investment



DP World



Al Mal Capital



Buroj International Group

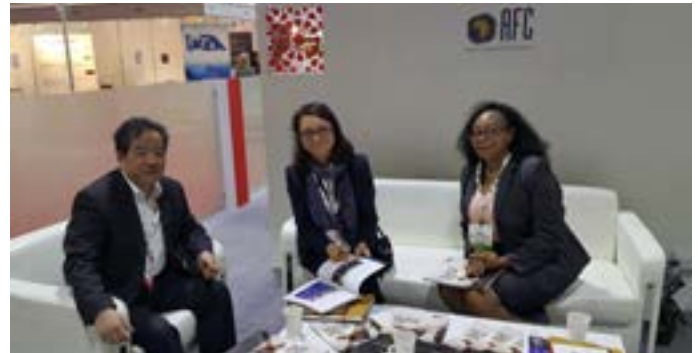


Mubadala

Investors' Zone



Islamic Corporation for the Development of the Private Sector (ICD)



Africa Finance Corporation (AFC)



The Abraaj Group



Qalaa Holdings



UAE INTERNATIONAL INVESTORS COUNCIL



High-Level Officials and Distinguished Guests at AIM 2016

Guests of Honor:

H.E. Giorgi Kvirikashvili

Prime Minister
Georgia

H.E. Rustam Minnikhanov

President
Tatarstan

H.E. Dr. Abdul Latif bin Rashid Al Zayani

Secretary General
Gulf Cooperation Council
United Arab Emirates – GCC

H.R.H. Prince Saud bin Khalid Al Faisal

Executive Director, Investment Policies and Regulations
Saudi Arabian General Investment Authority (SAGIA)

H.E. Abdul Sattar Murad

Minister
Ministry of Economy
Afghanistan

Hon. Advocate Martin Tafara Dinha

State Minister
Mashonaland Central Province
Zimbabwe

H.E. Ahmed Akhchichine

President of the Region Marrakech
Kingdom of Morocco

H.E. Aisha Abubakar

State Minister
Ministry for Industry, Trade and Investment
Nigeria

Mr. Andrea Goldstein

Executive Director
NOMISMA
Italy

H.E. Antonio Luis Carricarte

Vice Minister
Ministry of Foreign Trade and Foreign Investment
Cuba

Mr. Ashish Shah

Director of Country Programmes
International Trade Centre (ITC)
Switzerland

Mr. Bostjan Skalar

CEO
World Association of Investment Promotion Agencies (WAIPA)
Turkey

H.E. Carlos Lopes

Executive Secretary
United Nations Economic Commission for Africa (UNECA)
Ethiopia

Mr. Cheikhe Hadjibou Soumare

President
UEMOA Commission
Burkina Faso

H.E. David Eastwick

Minister
Ministry of Agriculture, Food, Fisheries and Water Resource
Management
Barbados

H.E. Dharmendra Pradhan

Minister of State
Petroleum and Natural Gas in the Narendra Modi led NDA
Government
India

H.E. Dimitry Kumsishvili

Deputy Prime Minister
Ministry of Economy and Sustainable Development
Georgia

H.E. Dr. Stergomena Lawrence Tax

Executive Secretary
Southern African Development Community Secretariat
Botswana

Hon Foday Bangalie Lahai Manasary

State Minister
Ministry of Finance and Economic Development
Sierra Leone

H.E. Hristijan Delev

Deputy Minister
Ministry of Economy
Macedonia

H.E. Immanuel Ngatjizeko

Minister
Ministry of Industrialization, Trade and SME Development
Namibia

H.E. Jo Vandeurzen

Flemish Minister
Ministry of Welfare, Public Health and Family
Belgium

H.E. João Vasconcelos

Secretary of State of Industry
Portugal

Ambassador K V Bhagirath

Secretary General
Indian Ocean Rim Association (IORA)
Mauritius

Hon Kalraj Mishra

Minister
Minister for MSME
India

H.E. Ketevan Bochorishvili

Vice Minister
Ministry of Economy and Sustainable Development
Georgia

High-Level Officials and Distinguished Guests at AIM 2016

H.E. Lebogang Maile

Minister of Department of Economic, Environment, Agriculture and Rural Development
Gauteng Provincial Government
South Africa

H.E. Levente Magyar

Secretary of State
Ministry of Foreign Affairs and Trade
Hungary

H.E. Mahumapelo Supra

Premier of North West Provincial Government
South Africa

H.E. Marco Arzilli

Minister
Ministry of Industry, Handicraft, Trade, Transport and Research
San Marino

Mr. Mario Cimoli

United Nations Economic Commission for Latin America
Chief of the Division on Production, Productivity and Management
Chile

H.E. Michael Benstrong

Minister
Ministry of Investment, Entrepreneurship Development & Business Innovation
Seychelles

H.E. Moctar Ould Djay

Minister
Ministry of Economic and Finance
Mauritania

H.E. Mohamed Lashtar

Private Secretary
Private Secretary to the President for International Affairs and Deputy to the Central American Parliament
Nicaragua

H.E. Mohamed Saeed

Minister
Ministry of Economic Development
Maldives

H.E. Mohammed Al Saadi

Minister
Ministry of Industry and Trade
Yemen

Mr. Mohammed Daf

President
Nouadhibou Free Zone Authority
Mauritania

H.E. Desbo Mohono

Minister of Department of Tourism
North West Provincial Government
South Africa

H.E. Mudasir Abdul Ghani Abdul Rahman

Minister
Ministry of Investment
Sudan

H.E. Muharem Sabić

Minister of Economy
Sarajevo Canton
Bosnia and Herzegovina

H.E. Mzwandile Masina

Deputy Minister
Ministry of Trade and Industry
South Africa

H.E. Wendy Joy Nelson

Minister of Department of Finance, Economy and Enterprise Development
North West Provincial Government
South Africa

Mr. Pascal Liu

Senior Economist Trade and Markets Division
Food and Agriculture Organization of the United Nations
Italy

Mr. Patrizio Fondi

Head of the EU Delegation to United Arab Emirates
European Union
United Arab Emirates

H.E. Paul Oquist Kelley

Minister - Private Secretary for National Policies of the President
Nicaragua

H.E. Ramiz Salkić

Vice President
Republic of Srpska
Bosnia and Herzegovina

H.E. Rishad Bathiudeen

Minister
Ministry of Industry and Commerce
Sri Lanka

Mr. Roberto Echandi

Global Lead, Investment Policy & Promotion, Trade & Competitiveness
Global Practice
World Bank
United States of America

H.E. Sikhumbuzo Eric Kholwane

Minister of Economy
Department of Finance, Economic Development and Tourism
Mpumalanga Provincial Government
South Africa

H.E. Silvia Della Balda

Vice-Minister
Ministry of Industry, Handicraft, Trade, Transport and Research
San Marino

Hon. Soomilduth Sunil Bholah

Minister
Ministry of Business Enterprise and Cooperatives
Mauritius

H.E. Stamen Yanev

Deputy Minister
Ministry of Economy and Executive Director of Bulgarian Investment Agency
Bulgaria

High-Level Officials and Distinguished Guests at AIM 2016

H.E. Manketsi Emily Tihape

Minister of Department of Rural, Environment and Agricultural Development
North West Provincial Government
South Africa

H.E. Vijay Vishwas Nath

Deputy Minister
Ministry of MSME
India

H.E. Volodymyr Demchyshyn

Minister
Ministry of Energy and Coal Industry of Ukraine
Ukraine

Mr. Wim Dow

Trade and Investment Global Practice
IFC-World Bank Group
United States of America

H.E. Ivo Komsic

Mayor
Sarajevo City
Bosnia & Herzegovina

Hon. Abdulah Skaka

Deputy Mayor
Sarajevo City
Bosnia & Herzegovina

H.E. Mrs. Malebogo Kruger

Mayor
Botswana City
Botswana

Mr. Deriba Kuma

Mayor
Addis Ababa City
Federal Democratic Republic of Ethiopia

Mr. Tewelde Gebretsadikan

Deputy Mayor
Addis Ababa Municipality
Federal Democratic Republic of Ethiopia

H.E. Dr. Abdullahi Umar Ganduje

Executive Governor
Kano State Government
Kano State

H.E. Lawrence Sampofu

Governor
Zambesi City
Namibia

Mr. Li Ke

Vice Governor
The People's Government of Henan Province
People's Republic of China

Mr. Wang Liming

Vice Governor
Qinghai Province
People's Republic of China

Mr. Baichun Guo

Vice Mayor
Yinchuan City
People's Republic of China

Mr. Li Jianping

Duty Mayor
Huzhou Peoples Municipal Govt
People's Republic of China

Mr. Li Rifang

Duty Mayor
The People's Govt of Ysangjiang City
People's Republic of China

Mr. Liu Xiaofeng

Deputy Mayor
Guangdong China
People's Republic of China

H.E. Ricardo Rio

Mayor
Braga City
Portugasse Republic

H.E. Hussein Dado

Governor
Tana River County
Republic of Kenya

Hon. John Mruttu

Governor
Taita Taveta County
Republic of Kenya

Hon. Ukur Yatani Kanacho

Governor
Marsabit County
Republic of Kenya

Mr. Linar Zakirov

Mayor
Bugulma Municipal District
Russian Federation

Mr. Ibro Berilo

Mayor
Municipality of Trnovo
Bosnia & Herzegovina

Mr. Willem Douw

Trade and Investment Global Practice
International Finance Corporation-World Bank Group
United States of America

H.E. Dr . Stergomena Lawrence Tax

Executive Secretary
Southern African Development Community Secretariat
Republic of Botswana

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UEMOA Commission
Burkina Faso

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Mr. Mario Cimoli

Chief of the Division on Production, Productivity and Management
United Nations Economic Commission for Latin America
Republic of Chile

Mr. Pascal Liu

Senior Economist Trade and Markets Division
Food and Agriculture Organization-FAO
Italian Republic

Mr. Andrea Goldstein

Executive Director
NOMISMA
Italian Republic

Mr. Ashish Shah

Director of Country Programmes
International Trade Centre (ITC)
Swiss Confederation

Ms. Susan Stone

Director Trade, Investment and Innovation Division
Economic and Social Commission for Asia and Pacific -ESCAP
Kingdom of Thailand

Mr. Patrizio Fondi

Head of the EU Delegation to United Arab Emirates
European Union
United Arab Emirates

Ms. Marcela Villarreal

Director, Office for Partnerships, Advocacy and Capacity Development
Food and Agriculture Organization of the United Nations
Italian Republic

Dr. PirroTomaso Perri

Representative and Sub-Regional Coordinator
Food and Agriculture Organization of the United Nations
United Arab Emirates

Mr. Frank Farrugia

Deputy President
Malta Chamber of Commerce
Republic of Malta

Eng. Jose Angelo Ferreira Correia

President
Arab Portuguese Chamber of Commerce & Industry
Portuguese Republic

Mr. Khalid Alhajeri

Director General
Sharjah Chamber of Commerce & Industry
United Arab Emirates

Mr. Muhammed M Jagana

President
Gambia Chamber of Commerce & Industry
Islamic Republic of The Gambia

Dr. Nike Akande

President
Lagos Chamber of Commerce & Industry
Federal Republic of Nigeria

Mr. Rabah Alrabah

Director General
Kuwait Chamber of Commerce & Industry
State of Kuwait

Mr. Tonio Casapinta

Vice President
Malta Chamber of Commerce
Republic of Malta

Mr. Wilson Nancy

Chairman
Seychelles Chamber of Commerce & Industry
Republic of Seychelles

Mr. Hicham Boudraa

Acting CEO
Invest In Morocco
Kingdom of Morocco

Mr. Dushyant Thakor

Vice President
Invest India
Republic of India

Mr. Deepak Bagla

Managing Director & CEO
Invest India
Republic of India

Second IORA Economic and Business Conference

Theme: “SMEs and Innovation: Investing in a Sustainable Future”

The Second Ministerial Economic and Business Conference (EBC) of the Indian Ocean Rim Association was held at the Dubai International Convention and Exhibition Centre in Dubai, United Arab Emirates from 11-13 April 2016. It was hosted by the Ministry of Economy of the United Arab Emirates with support from the Ministry of Foreign Affairs and International Cooperation and Indian Ocean Rim Association Secretariat.

Under the theme of SMEs and Innovation: Investing in a Sustainable Future, the Conference brought together Trade and Industry Ministers of the Indian Ocean Rim Association with opportunities for interaction with leading international organisation and private sector representatives. It facilitated business networking and created a forum to foster a sustainable and inclusive future by creating enabling and conducive environments for business in the Indian Ocean Rim.

The Indian Ocean Rim region boasts great potential, with a population of 2 billion people, 9% of world GDP, 12% of global exports, and 18% of global investment flows. IORA's main objective is to promote sustainable and balanced cooperation of the region as well as to enhance trade, investment, and technology. Globally, SMEs represent 95% of firms and nearly 70% of employment in the world, but productivity lags behind larger firms. The overwhelming majority of SMEs in the developing world are micro-enterprises with fewer than ten employees and who employ a larger percentage of the most vulnerable sectors of the workforce.

This document summarized the five components of the Conference, including high-level panels and opportunities for business engagement focused upon SMEs, innovation and the Blue Economy, as well as a closed Ministerial meeting. Over 100 people attended the Conference, including 13 Ministers/Heads of Delegation from IORA Member States and 3 Heads of Delegation from Dialogue Partners, along with Chambers of Commerce, Investment Promotion Agencies, diplomatic and consulate missions, representatives from international and regional organizations, and businesses from the region.

The Conference was held alongside the Annual Investment Meeting (AIM) which is a leading platform for foreign direct investment in emerging markets attracting over 15,000 business representatives and leaders, under the patronage of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai.



Inauguration

The EBC was inaugurated by H.E. Eng. Sultan Bin Saeed Al Mansouri, Minister of Economy of the United Arab Emirates and welcomed by Ambassador H.E. Mr. K.V. Bhagirath, IORA Secretary General. Minister Al Mansouri highlighted the need for the creation of an enabling environment in which to develop small and medium-sized enterprises and foster an economic climate of innovation that can ensure sustainable, inclusive and broad-based economic and social development.

The capacity of IORA Member States to build on the growth and innovation potential of SMEs will be decisive for the future of regional economic growth, development and critical to support regional integration. SMEs are the most significant economic units in all IORA economies to promote well-being of its peoples. Governments and businesses alike see the potential of SMEs to meet global development and to seize opportunities.

Ministerial Meeting

During a closed meeting, Ministers affirmed that SMEs and innovation are two of the most critical elements to address poverty and drive inclusive economic growth in IORA Member States and the world at large. IORA is a platform that can be leveraged by Member States in order to build global businesses, promote international trade and investment, and achieve sustainable and market-led economic growth contributing to job creation and poverty alleviation in the region. There was agreement that SMEs require greater support; access to markets, finance and appropriate technology; education and research; economic reforms and trade facilitation; conducive regulatory environments and fostering of entrepreneurial spirit and business confidence. Participants also recognised women's economic empowerment as an important core cross-cutting issue requiring strengthened institutions, programs and legislation.

Second IORA Economic and Business Conference

High Level Panel on SMEs

- Chair:** Dr. Roberto Echandi, Global Lead, Investment Policy and Promotion, Trade and Competitiveness Global Practice, World Bank
- Speakers:** Hon. Mr. Soomilduth Sunil Bholah, Minister of Business Enterprise and Cooperatives, Mauritius
Hon. Mr. Kalraj Mishra, Minister for Micro, Small and Medium Enterprises, India
Dr. Ashish Shah, Director, Division of Country Programmes, International Trade Centre



Although IORA economies are diverse and follow individual growth trajectories, SMEs account for the majority of jobs in all countries. They are the most significant economic units to promote well-being and inclusive growth. Focusing on SMEs makes business sense as SMEs lie at the core of inclusive growth as they connect micro-enterprises and the informal sector with larger firms and international value chains. However, they face grave challenges in accessing finance, technology and innovation, skilled labour and knowledge, economies of scale and expanding markets. Many SMEs do not progress beyond the start-up phase and are less productive than large firms. This gap is larger in developing countries.

There were calls for policies to grow and strengthen SMEs by improving their productivity and capacity to compete, connect and change. This in turn improves wages and livelihoods, with positive spill-over effects in investment, markets, education and women's economic empowerment. The capacity of IORA Member States to build on the growth and innovation potential of SMEs will be decisive for the future of regional economic growth, sustainable development and critical to support regional integration.

High Level Panel on Innovation

- Chair:** H.E. Mr. Mzwandile Masina, Deputy Minister for Trade and Industry, South Africa
- Speakers:** Hon. Mr. Michael Benstrong, Minister of Investment, Entrepreneurship Development and Business Innovation, Seychelles
Mr. Raju Jaddoo, Secretary General, Mauritius Chamber of Commerce and Industry (MCCI), Mauritius
Professor V.N. Attri, Chair in Indian Ocean Studies at the University of Mauritius, Mauritius



Second IORA Economic and Business Conference

Speakers identified that innovation is an engine of growth. Firms can move up the value chain through innovation and empowerment. The role of education in fostering innovation is crucial together with intellectual property regulations and fiscal incentives to transform new ideas into reality. SMEs particularly require support as they are often the source of good ideas and incremental innovation. However, technical empowerment needs to be strengthened in the Indian Ocean Rim. Institutional mechanisms, such as training programs, investing in research institutions, designing education systems, and technology transfers are required to foster innovation and ensure SMEs reach their full potential and competitive advantage. SMEs need support in improving market access, innovation, supporting infrastructure and increased access to finance. Global patterns of trade are changing and there was strong encouragement for deeper collaboration among IORA Member states, including south-south cooperation.

IORA Business Panel Discussion: Innovation and the Blue Economy

Chair: Ambassador K.V. Bhagirath, Secretary General, IORA Secretariat
Keynote address: Dr. Carlos Lopes, UN Under-Secretary-General and Executive Secretary, UN Economic Commission for Africa
Speakers: Dr. Stergomena Lawrence Tax, Executive Secretary, Southern African Development Community
Mr. Ken Poonoosamy, Managing Director, Board of Investment, Mauritius
Mr. Emmanuel André, Chief Executive Officer, Sotravic, Mauritius
Mr. Tom Callaghan (South Africa), Head of Group Business Development, GrahamTek Holdings,

All of the 21 Member States of the Indian Ocean Rim Association are blessed with abundant natural resources for economic development in their aquatic and marine spaces with various productive sectors such as marine energy, deep sea extractives and aquaculture – their blue economy. Water is essential to life, wellbeing and prosperity of nations. With the Indian Ocean being the third largest in the world and carrying a large part of the world's trade by sea, the Blue Economy becomes even more significant to the Indian Ocean Rim. However, geopolitical and natural threats are growing, there is limited knowledge of resources, rights and obligations and poor linkages between different blue economy industrial policies.

This session emphasized the importance of multi-sectoral, integrated, and participatory approaches where development success is measured not only in economic terms but also environmental and material stewardship, social responsibility and governance. If fully exploited and well managed, a collaborative approach for the sustainable development of the Indian Ocean Rim Blue Economy can constitute a major source of wealth, social inclusion, particularly women's economic empowerment, and greatly contribute to structural transformation. Case studies from Africa, along with presentations by two private sector representatives, illustrated the importance of innovation and partnerships in developing the Blue Economy.

To support young entrepreneurs turning creative ideas into concrete business activities, AIM 2016 together with IORA's Second

IORA Business Panel Discussion: Startups

Chair: Mr. K.C. Li, Chairman, SBM Holdings Ltd
Speakers: Ms. Elissa Freiha, Co-founder of WOMENA
Ms. Catherine Bentley, Chief Marketing Officer & Senior Innovation, Incubator 360
Mr. Tarig El Sheikh, Co-founder of Beneple



AIM-IORA Startup Session

Economic and Business Conference (EBC II) staged a special session to display top business opportunities available in the Indian Ocean. A selection process evaluated over eighty startups and short-listed seven companies to present their innovative business idea to leading investors and business incubators.

A team of panelists with rich expertise in the world of startups offered advice and reflected on their own experiences to support, nurture and advance the development of emerging SMEs, an essential driver for the advancement of technological innovation and economic development. They said successful startups who make a mark is the start-up who understands the market. They are able to solve the problem today that they will have tomorrow. Emerging businesses face critical issues in raising capital, ensure the 'product fit', dynamics amongst co-founders, creating a balance team with the right skills, lack of cash flow and the importance of timing.

The session concluded with seven emerging businesses pitching their ideas to potential investors and venture capitalists in search for new lucrative and innovative business opportunities.

Seven start-ups were showcased: Meetizer; AirGo Design Pte Ltd; KinTrans; Hadzup; Authentic; Pointr Labs and Democrance.



Ali Jahanshahi, CEO, AirGo



AirGo Design Ltd.

AirGo is an award-winning, patent-pending concept that will be a game-changer in the aviation industry; AirGo Design is the company which will see that through. AirGo Design economy seats will become a major differentiating feature for a large number of airlines in a few years' time. AirGo concept is scalable to other mass-transportation industries including trains, busses and ferries through IP and design license. AirGo Design's extensive knowledge of material science combined with its revolutionary design will be the basis of an extensive product/IPR and brand portfolio for the benefit of customers and passengers.



Muhammad Haroon Asghar,
Managing Director, Authentic



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Michele Grosso, Founder & CEO,
Democrance



Democrance

Democrance aims at democratizing insurance by making it available to the low-income population of the Middle East and North Africa region. Working with insurance companies and large-scale distributors such as Mobile Network Operators, our technology platform provides basic life and health insurance solutions to the more than 350 million people (or 99% of the MENA population) that lack access to insurance services today.

AIM-IORA Startup Session



Rami Hajjar, CEO, Hadzup



Hadzup

Hadzup lets you build apps based on your existing website. All the reasons you need an app (brand equity, push notifications, etc.) without a large investment. Your website is already mobile-friendly, do not reinvent the wheel, simply turn it into an app in 60 minutes.



Mohamed Elwazer, Founder & CEO, KinTrans



Kintrans

We believe that people have unique communication styles that enable us to share our lives with each other in different ways. From a simple smile of support to communicating our personal experiences and stories – these exchanges are what give real meaning to life. Everything we do today in KinTrans is about bridging the silence between physical and verbal communication - making the impossible possible through a convenient and culturally consistent technology solution. This is the flower, our logo, we planted and nurtured with our efforts every single day.



Pablo Martin Lozano, CEO, Meetizer



Meetizer

Featured by Apple as "Best New App" in 18 countries, Meetizer is the social platform where travelers and expats connect and share casual events, transforming their stay into a vibrant social experience. Meetizer helps people meet and share real-life gatherings to explore the city, share a coffee or lunch break, attending an event or whatever they plan. And our vision is to become the global reference platform to share spontaneous meetups, so we help build a more open, connected and social world.



Elie-Charles Youssef, Director-MENA, Pointr Labs



Pointr Labs

Pointr Labs is a leading edge software company which has developed and patented the best performing indoor positioning and navigation technology available today. Pointr has been used in a wide range of environments, providing venues such as retail malls, airports and exhibition centers with real-time position, turn-by-turn navigation, contextual user notifications and data analytics such as heat maps, common paths, dwell times and frequently searched products.

Dubai International Governments Achievements Exhibition (DIGAE) 2016

Dubai International Governments Achievements Exhibition is the first of its kind in the world to establish itself as the benchmark for public sector excellence where all local and federal authorities, institutions and departments unveil their most effective programs and innovative solutions. The three main themes of the 4th edition of DIGAE 2016 were Happiness, Smart Transformation, and Achievements.

This year's edition provided 35+ Dubai and UAE Federal Government entities and 20+ International entities a platform to share their achievements and in return receive direct feedback from users on ongoing pipeline of planned and future solutions.

The key outcome of the 4th edition of DIGAE was the signing of strategic cooperation agreements (MOUs) to raise locally and globally the standards of public sector governance and government to citizen service delivery.

DIGAE is characterized by its uniqueness as it is considered as an international platform that enables governments to exchange their opinions and best practices in providing services in the governmental sector. DIGAE provided a great opportunity to strengthen strategic cooperation to improve government performance.



Testimonials

"UAEIIC is partnering with AIM because it adds value to the Council. AIM has convincingly become the Investments event regionally not to be missed."

– H.E. Jamal Al Jarwan, Secretary General, UAE International Investors Council

"We are pleased to have participated in this significant event that enabled us to gain insights into the growing influence of emerging markets and explore new forms of investment and strategies. DIFC's enabling business environment plays a contributory role in harnessing cross-border economic activity to attract international investors to the region and reaffirm Dubai's stature as a hub for global investments."

– Arif Amiri, Chief Executive Officer, DIFC Authority

"The Annual Investment Meeting is a key platform for Shurooq to share information, experiences and best practices in the country's investment sector. Over the years, AIM had grown dramatically increasing foreign investment prospects in the UAE. Today, it's one of the biggest and most effective investment forums in the world, and has become a central hub which unifies industry leaders from multiple government sectors in the UAE with strategic investors."

– H.E. Marwan bin Jassim Al Sarkal, CEO, Sharjah Investment and Development Authority (Shurooq)

"India, today, represents one of the most attractive destination for investors and we see Annual Investment Meeting as a global platform to meet investors and build relationships. I must compliment the AIM team on a successful event. The AIM conference encapsulated all the key concepts on global investments in a concise, and comprehensive manner."

– Deepak Bagla, CEO & Managing Director, Invest India

"AIM is facilitating meaningful interactions among participants, promoting dialogue, connecting private and public institutions across borders. We have experienced first-hand effective participation."

– Hani Zaitoun, Vice President of Business Development, Placements & Client Services, Al Mal Capital

"We really appreciate the opportunity to present our business inside such an important investment event for the region. We could meet some interesting potential investors and we are now following-up with them. We think that the startup ecosystem in the MENA region is starting to explode and having the support of the UAE Ministry of Economy and the AIM Congress is key to get the right exposure."

– Pablo Martin Lozano, CEO/Founder, Meetizer, UAE

"The Annual Investment Meeting provides an excellent platform for countries and private companies to showcase their investment opportunities to important investors and other stakeholders as well as stimulate productive discussions and deals on foreign direct investment. AIM also provides participants with information on the latest trends on foreign direct investment and best practises at the local, regional and international level across economic sectors."

– Marios Tannousis, Deputy Director General, Invest Cyprus

"Annual Investment Meeting is a vital platform of Foreign Direct Investment that paves the way for establishing continuous investment relationships between the participating countries and connects the top FDI investors, experts, and practitioners from around the world. I participated in the AIM 2016 for the first time and experienced up-to-date information on the best practices and policies of the participating countries for attracting and retaining FDIs, especially in the least developed countries. The event was also fruitful for making new acquaintances with government officials and other relevant stakeholders for future associations. I also thank AIM for honoring Afghanistan Investment Support Agency (AISA) with the best investment promotion agency award in the Central Asian region."

– Mohammad Qurban Haqjo, President & CEO, Afghanistan Investment Support Agency

"The three days of Annual Investment Meeting event gave us the best launchpad to showcase our innovative product "Teleport-Explore limitless Logistics" to the entire world of investors and high level executives. The AIM forum was a one stop shop for all the global investors to explore the new possibilities and new innovative projects like ours. The openness of investment clients and foreign delegates who showed interests towards new innovations ideas were really admired. While our project "Teleport" is changing the way we do logistics in future, forums like AIM is changing the way the countries invest in future."

– Satish Chandra, CEO, Teleport, UAE

"Presenting at AIM connected me with influential business people all the way from Mauritius and now we are working together on a large project. Without AIM, I would never have that kind of global exposure."

– Rami Hajjar, CEO, Hadzup, UAE

الشارقة: تعزيز جولي الاقتصاد لكافة والفرق وثيقة، صحتنا وأسوة
 - طوكيو - إلى - المجر -

بالعلمين، وبالتعاون مع هيئة الشارقة للاستثمار والتطوير (شروق) مشاركة متميزة لعرصة الشارقة في ملتقى الاستثمار السنوي 2016

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الشارقة: تعزيز جولي الاقتصاد لكافة والفرق وثيقة، صحتنا وأسوة

تحت رعاية صاحب السمو الشيخ محمد بن راشد آل مكتوم نائب رئيس الدولة رئيس مجلس الوزراء حاكم دبي، وبمقام مؤتمر الاستثمار السنوي القادم في مركز دبي التجاري العالمي والمعرض، والتي شاركت فيه عرصة شارقة وبمشاركة الشارقة.

الشارقة 24

التعاون لفرصة تجارة واستثمار الشارقة في مؤتمر الاستثمار السنوي القادم في مركز دبي التجاري العالمي والشارقة الذي ينعقد أواخر الاسبوع القادم من خلال مشاركتنا في الفعاليات المساندة من الفعاليات الحكومية والبيزنس والمؤتمرات الخاصة بالشارقة وذلك بالتعاون والتعاون مع هيئة الشارقة للاستثمار والتطوير (شروق) والتي اطلقت يوم أمس الأول وبمقام عرصة شارقة السنوية التي ستعقد في شارقة في الفترة من 12-14 ايلول في دولة الإمارات.

وقال عبد الله سلطان العويس رئيس مجلس ادارة الهيئة ان هذا الترتيب يعكس ثقة الشركاء القويمة للاستثمار التي ابديتها الى جميع الاسواق الاقليمية مع اهتمامها مع الجهات المعنية بالارتباط في الترويج لفرصة الاستثمار في الشارقة وللمشاركة النشيطة في هذا المجال الذي يتجدد يوماً بعد يوم على ارض مشاريع الاستثمار التي تعالجها الهيئة بشكل دائم.

وأشارت العويس انما ان العويس على الشارقة في الفعاليات والاستثمارات الاقتصادية في اطار من دبي في اطار

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Mohammad inaugurates Annual Investment Meeting 2016

Mohammad toured the exhibition in which 140 countries are participating



His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, on Monday inaugurated the Annual Investment Meeting (AIM 2016) at the Dubai International Convention and Exhibition Centre where it was attended by representatives of official delegations from more than 140 countries.

Georgian PM in Dubai to Promote Georgia as the Best Place to Invest



Prime Minister of Georgia, Bidzina Patsiaia, in Dubai, UAE, on Monday, April 11, 2016, during the Annual Investment Meeting (AIM) 2016.

The Prime Minister of Georgia, Bidzina Patsiaia, is in Dubai for the Annual Investment Meeting (AIM) 2016, which is being held at the Dubai International Convention and Exhibition Centre. Patsiaia will be promoting Georgia as a favorable investment destination and discussing various economic and trade issues with the UAE government and business leaders. He will also meet with the Emirati Prime Minister, Sheikh Mohammed bin Rashid Al Maktoum, and other high-ranking officials. The meeting is expected to result in several agreements and partnerships between Georgia and the UAE.

Georgia has a rich cultural heritage and a strategic location between Europe and Asia. The country has a growing economy and is attracting increasing investment from abroad. The Prime Minister will highlight the opportunities for investors in Georgia, particularly in the fields of infrastructure, energy, and tourism. He will also discuss the benefits of trade and investment between Georgia and the UAE, and the potential for cooperation in various sectors. The meeting is a key event in Georgia's efforts to attract foreign investment and promote its economy.

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ISTANBUL - DUBAI	800	300	150	75

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UAE, CHINA ENJOY STRONG TRADE TIES

Emirates is the gateway to 60% of China's merchandise exports to regional markets: Mansoori



Sultan Bin Saeed Al Mansoori holds talks with the media in Dubai.

DUBAI: Sultan Bin Saeed Al Mansoori, UAE Minister of Economy confirms the strong UAE-China trade and economic relations. He elaborated that the UAE and China enjoy strong trade partnership, a result of a long and deep-rooted relationship between the two countries. He added that China is the second largest trading partner of the UAE, while the UAE is considered a gateway to about 60 per cent of China's merchandise exports to the regional markets. This statement comes in connection with the Annual Investment Meeting (AIM), an event which serves as a platform to feature the most prominent investment opportunities. HE expressed hope to see wider Chinese participation, following distinctive presence in the previous years, especially in light of China's renewed global position in attracting Foreign Direct Investments (FDIs). The United Nations Conference on Trade and Development (UNCTAD) report reveals that China became the largest recipient of FDI in 2014, followed by Hong Kong and the United States of America. In 2014, China and Hong Kong recorded \$272.2 billion, surpassing the close to

Today, the UAE is home to nearly 8,000 Chinese citizens for living and working purposes, along with more than 4000 companies, 249 trading agencies, and 5451 Chinese brands registered by the UAE Ministry of Economy. Al Mansoori added that three years are projected for further growth as there are many opportunities that pose a wider joint cooperation between the two countries, specially through the Silk Road economic Belt and Maritime Silk

support to the international collaboration between the Middle East, Asia, Europe and Africa, across more than 60 countries. Al Mansoori said the UAE has become a hub in the Middle East and an ideal channel that links the east with the west. This is attributed to several reasons including the political and security stability as well as a world-class infrastructure and legislations that support the business climate in the country. The UAE also has 34 tax free diverse dis-

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UAE, Kazakhstan explore joint business investments

Staff Report | Dubai | Filed on February 29, 2016 | Last updated on February 29, 2016 at 07:28 am

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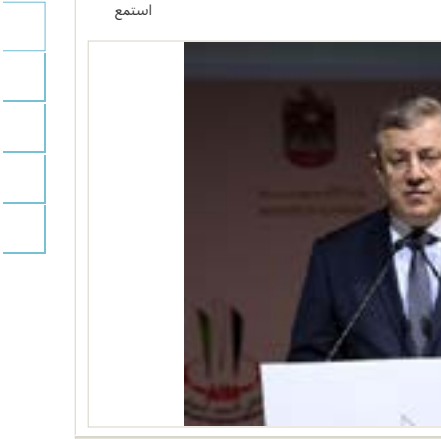


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تاريخ النشر: 12/04/2016 | خلال كلمته في «ملتقى الاستثمار السنوي» رئيس وزراء جورجيا : إنجازات الإمارات تبهر العالم



يحيى زاتور، دلو
نهاد جورجيا كفيريكاشفيلي رئيس وزراء جورجيا بالإنجازات التي حققتها دولة الإمارات العربية المتحدة في مجال أعمال والتي حولتها إلى أحد أفضل البلدان في العالم، ولاسيما ما يخص الاستثمار الأجنبي المباشر. ستعرض كفيريكاشفيلي في كلمته خلال «ملتقى الاستثمار السنوي» في دبي، أبرز المميزات التي تمتلكها جورجيا في مجال الأعمال، من خلال توفير جمع أنواع الخدمات للمستثمرين ورجال الأعمال، إضافة إلى الضرائب المنخفضة و سهولة ممارسة الأعمال ولاسيما الجهود المبذولة في الإصلاح الاقتصادي وترقية النظام التعليم وتطوير البنية التحتية. قال: إن «جورجيا التي تتمتع بتاريخ قديم تحولت إلى دولة جديدة، وكونها دولة صغيرة إلا أننا نمتلك قدرات اقتصادية كبيرة، حيث نؤمى بيئة الأعمال الحرة، وتسهيل ممارسة الأعمال والضرائب القليلة ومحو الفساد، وقمنا باستقطاب استثمارات مما ساهم في تراجع مستويات البطالة». وأضاف أنه «لدينا مؤسسات مستقلة يتم تسوية النزاعات فيها بشكل عادل، إضافة إلى اتفاقات التجارة الحرة التي نغتنمها مع الاتحاد الأوروبي وروسيا واتحاد الدول المستقلة ولاسيما العلاقات مع النرويج وسويسرا والتي سيتم فيها في 2016 واتفاقية أخرى مع الصين ستمت نهاية العام الجاري، مما يجعلنا نتعامل مع ثلث تجارة العالم، مشيراً إلى أن جورجيا تتميز بموقعها الجغرافي وكونها شبكة النقل بين الصين وأوروبا». **دعوة للمشاركة في استبيان الاقتصادي وتخفيف الأعباء والضرائب وخلق بيئة أعمال مواتية وتطوير النظام**

الحياة

الإمارات وكازاخستان تعززان علاقتهما الاقتصادية

مع السفارة الكازاخستانية للوفد الزائر شرجا وأقبا لـ ١٤ فعالية سينتسضيها الملتقى في دورته السادسة هذه السنة. وأوضح أن مدينة الما آنا وهي أكبر مدن كازاخستان، في صدد توقيع اتفاق مع بلدية دبي لمساعدة رجال الأعمال المقيمين

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AIM 2016 Showcasing Innovative SME Solutions

MARCH 24, 2016 | Annual Investment Meeting (AIM) 2016 to showcase innovative solutions for SMEs in emerging markets

HE Sultan Bin Saeed Al Mansoori: "We target to increase the contribution of SMEs to UAE's GDP 70%"

Dawood Al Shezawi: "AIM is an ideal platform for young entrepreneurs to share their investment ideas"

The Higher Organising Committee of the Annual Investment Meeting (AIM) 2016, to be held under the patronage of HH Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai, will feature intensive discussions on Small and Medium-Sized Enterprises (SMEs) in emerging markets. The con-

ملتقى الاستثمار السنوي 2016: "الدول النامية تتجه بثقل نحو الاقتصاد الإسلامي"



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ملتقى الاستثمار السنوي 2016

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Indian Business & Professional Council signs MoU with AIM



ركز اليوم الحثامي من الدورة السادسة، من ملتقى الاستثمار السنوي 2016، الذي بين راشد آل مكتوم نائب رئيس الدولة رئيس مجلس الوزراء حاكم دبي رعاه الله، الدولي للمؤتمرات والمعارض، على أهمية اقتصاد المعرفة في استقطاب الاستثمار الأجنبي وتم خلال الملتقى مناقشات مستفيضة لمستقبل الاقتصاد الإسلامي في العالم. وأخذت من المناقشات المستفيضة حيث ركز فخامة "رستم مينيخانوف"، رئيس جمهورية أذربيجان، على أهمية الاستثمار في بلاده لا سيما المؤسسات والشركات والبنوك التي تعمل وفق أحدث هذه الدعوة في وقت تشهد جمهورية تاتارستان في السنوات الأخيرة مرحلة ازدهار اقتصادي وعاصمتها مدينة قازان هي العاصمة الثالثة لروسيا الاتحادية. وتتميز هذه المنطقة والثروات الطبيعية وهي منطقة جذب للمستثمرين الأتراك والأوروبيين والأميركيين، نوقش في الملتقى التطور الكبير الذي شهدته دولة الإمارات في توفير

1/9

المنصوري: الطاقة المتجددة مرشحة لقيادة تدفق رؤوس الأموال للدولة

126 مليار دولار استثمارات أجنبية بنهاية 2015



داود الشيرازي

التعاون التجاري، مع الاستفادة من موقعها الجغرافي، ما جعلها ترتبط بأكثر من 220



سلطان المنصوري

والمجددة من القطاعات المرشحة لقيادة تدفق رؤوس الأموال الأجنبية إلى الدولة

دبي - البيان

أكد معالي سلطان بن سعيد المنصوري، وزير الاقتصاد، أن دولة الإمارات بما تتمتع به من عناصر الأمن والأمان والاستقرار السياسي تعد بيئة اقتصادية آمنة وجاذبة على الرغم مما تشهده المنطقة من توترات سياسية واقتصادية، فضلاً عن امتلاك الدولة للبنية التحتية والتشريعية المتطورة، ما عزز من مكانتها وجهة مميزة للاستقطاب الاستثمارات الأجنبية.

وقال المنصوري - في تصريح صحافي له أمس - إن الوزارة تستهدف وصول نسبة تدفقات الاستثمار الأجنبي إلى نحو 25 في المائة من الناتج المحلي الإجمالي خلال السنوات

المنصوري: نمو حجم الاستثمارات الأجنبية في الإمارات إلى 126 مليار دولار

Email Google+ Twitter Facebook



Sri Lanka's tourism sector woos UAE investors

April 13, 2016 01:50 pm

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Sri Lanka's safe haven status as a destination of foreign direct investment has increased its appeal to investors from the UAE, the island nation's minister said.

Speaking at the Annual Investment Meeting, Rishad Bathiudeen, Minister of Industry and Commerce of Sri Lanka, said there are number of mechanism in place to protect investors. Sri Lanka's constitution guarantees the safety of investment of foreigners in the country.

"We have received a numerous inquiries from interested parties from UAE in the tourism sector and we do encourage more investment proposals from the UAE and my Ministry will facilitate their interests," he said.

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أول طفل من طلبة المنصوري وزير الاقتصاد الإماراتي
126 مليار دولار خلال عام 2014
وأضاف أن الوزارة لا تفتقر ولا تفتقر إلى
وهي تملك كافة الإمكانيات

AIM Congress call for building investment bridges between South America

UNCTAD's World Investment Report 2015: "Total stock of Foreign Direct Investment into Latin America and the Caribbean rose from \$107 million in 1990 to \$1.9 billion in 2014"

The 'Foreign Direct Investment in Latin America and the Caribbean' 2015 report published by Economic Commission for Latin America and the Caribbean (ECLAC) showed that Mexico recorded inflows of US\$ 22.795 billion in 2014. Brazil continues to be the largest recipient of FDI in the region, though inflows US\$ 62.495 billion, while Chile remains the third largest recipient of FDI with US\$ 22.002 billion, up 14% on 2013. The biggest increases in the region were reported by Barbados (5,119%), Paraguay (230%) and Antigua and Barbuda (66%).

naaleej للاطلاع على آخر الأخبار تابعونا على حساب الخليج

الاقتصادي

ملاحق الخليج | الخليج الرياضي | الخليج الاقتصادي | الخليج

- محلي
- عربي
- دولي
- أسواق الأسهم
- اراء و تحليلات
- سياحة

التقييم: 5 / 0 | الخليج الاقتصادي | ملتقى الاستثمارات السنوي

تاريخ النشر: 12/04/2016

اقتصادية أبوظبي: 19% إسهامات استثمارات «الصناعات التحويلية» خلال 2015

88.3 مليار درهم رصيد الاستثمار الأجنبي المباشر في الإمارة بنمو 9%

استمع



in light of an international race for 2016, the world's largest Foreign

if cooperation with decision makers

(إنطلاق فعاليات المؤتمر الوزاري للاقتصاد والأعمال الثاني (الثلاثاء 12 أبريل



مال و أعمال | news/category/business-money | الأربعاء 13 أبريل, 2016 4:17 صباحاً

إنطلاق فعاليات المؤتمر الوزاري للاقتصاد والأعمال الثاني (الثلاثاء 12 أبريل)



إنطلقت فعاليات مؤتمر الاقتصاد والأعمال الوزاري الثاني والذي تنظمه رابطة الدول المطلة على المحيط الهندي أمس (الثلاثاء 12 أبريل الجاري) حيث ولا سيما في فترات المؤسسات الصغيرة والمتوسطة.

وجاء قرار استضافة دولة الإمارات لهذا الحدث الهام خلال الاجتماع الوزاري الـ 15 للرابطة والذي عقد بالبحر الأحمر من العام الماضي في مدينة " نانا الدول المطلة على المحيط الهندي وبتنظيم التعاون بين الدول الأعضاء البالغ عددها 21 في مجالات التجارة والاستثمار والتكنولوجيا.

وشدد المؤتمر على أهمية الاستثمار في الأصول الإستراتيجية للشركات أي في مجال شراء العلامة التجارية والمعرفة والنفوذ وحضر مثلاً على

وأدى انعقاد مؤتمر الاقتصاد والأعمال الثاني للرابطة مناسماً مع انعقاد فعاليات ملتقى الاستثمار السنوي، الذي يشارك في تنظيمه وزارة الاقتصاد بد



وكالة أنباء الإمارات
Emirates News Agency | **وام**

ت خلال ملتقى الاستثمار السنوي الفرص التجا

الإمارات، وسعيها لخلق فرص
الجنسيات من العالم، ون
5) مليون دولار ناميبوي،

مجلس الأعمال التجاري والمهني الهندي وملتقى الاستثمار السنوي يوقعان مذ تفاهم .

مع التجاري وتنمية المشاريع الصغيرة والمتوسط
اقتصادي المستدام. وأشار نيفاتيزيكو خلال فعال
مال تلك الشركات إلى المنطقة، ونتيجة لذلك
ركي، تعادل 152.7 مليون درهم)، في العام الما

02:16:01 26/10/2015 م

Tweet Share 0

العالمية تتجه جنوباً

ر الاقتصاد والأعمال الوزا
«رابطة الدول المطلة على
س، حيث أجمع الحاضر
تثمارات العالمية في الود



دبي في 26 أكتوبر / وام / وقع مجلس الأعمال
التجاري والمهني الهندي وملتقى الإستثمار
السنوي 2016 .. مذكرة تفاهم لتأكيد مشاركة
المجلس كـ " شريك داعم رسمي " لأضخم
حدث دولي متخصص في الإستثمار الأجنبي
المباشر المقرر عقده في مركز دبي التجاري
العالم، .. وذلك خلال الفترة من / 11 إلى، 13

رية

ير التصنيع التجاري وتنمية المشاريع الصغيرة و
في ملتقى الاستثمار السنوي، الذي تستضيفه



مال وأعمال برعاية:

الأحد 28 فبراير، 2016 2:55 مساءً

اللجنة العليا المنظمة لملتقى الإستثمار السنوي تدعو لتعزيز الحضور الكازاخستاني في ملتقى 2016

0



أكد سعادة خيرت لاما شريف سفير جمهورية كازاخستان لدى الدولة على منانة العلاقات الإماراتية الكازاخست
كازاخستان قد سجلت 2 مليار دولار بحسب وزارة الاستثمار والتنمية الكازاخستانية، فيما سجل التبادل الت
ميركي بنهاية 2015.

AIM 2016 hopes to keep Dubai as an international investment hub

Under the patronage of H.H. Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai, the 2016 edition of the Annual Investment Meeting (AIM) will take

events between investors and industry leaders, the organizers will also provide a platform to help SMEs go global. The speakers come from a wide variety of backgrounds, from FDI experts to industry leaders, including Andrea E.

من جانب آخر كشف السفير الكازاخستاني لدى الدولة على أن بلاده تتجه في الأشهر القليلة القادمة الى تم
الكازاخستان إلى 30 يوماً، الأمر الذي يساهم في تعزيز العلاقات الاقتصادية بين البلدين، فضلاً عن أن مطامحنا الطموح

AIM in Media



Abu Dhabi TV



Sky News Arabia



Deals TV



Dubai Life TV



Dubai TV



Metro TV Ghana



Sharjah TV



Arab Business TV (CATV)

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Strategic Sponsor



SAUD BAHWAN Group

Saud Bahwan Group

Saud Bahwan Group is one of the largest and most respected business houses in Oman. The Group plays a humble role in touching people's lives with quality products, supported by world class service.

The Group has consistently built brands through strategic investments in infrastructure, marketing efforts and innovative customer care initiatives.

Saud Bahwan Group's nationwide presence even in the remotest locations of Oman ensures that the Group's activities continue to make a positive difference, in Automotive & Allied businesses, Heavy Vehicles, Construction Equipment, Turnkey Projects, Special Equipment, Municipal & Civic Services, Property & Real Estate and Travel & Tourism.

Diamond Sponsor



دائرة التنمية الاقتصادية
DEPARTMENT OF ECONOMIC DEVELOPMENT

Abu Dhabi Department of Economic Development

The Department of Economic Development in the Emirate of Abu Dhabi proposes economic policy and drafting economic plans for the Abu Dhabi in cooperation with concerned government departments and agencies, and submitting same to the Executive Council for approval.

The Department proceeds on effecting approved proposals, through the implementation of programs, projects and development initiatives aimed at realizing the Economic Vision 2030 of the Government of the Emirate of Abu Dhabi.

The Department provides many services to the community in order to achieve sustainable economic development in the Emirate; most importantly, the organization of business and commercial affairs, the enhancement of investment climate, the development of business activities and related services, the preparation of studies on overall economic and social variables at the level of the Emirate of Abu Dhabi and conducting economic research, analysis of data, statistics and economic.

Gold Sponsor



Dubai International Financial Centre

The Dubai International Financial Centre (DIFC) is the financial hub for the Middle East, Africa and South Asia, providing a world-class platform connecting the region's markets with the economies of Europe, Asia and the Americas. It also facilitates the growth in South-South trade and investment. An onshore, international financial centre, DIFC provides a stable, mature and secure base for financial institutions to develop their wholesale businesses.

The Centre offers all the elements found in the world's most successful financial industry ecosystems, including an independent regulator, an independent judicial system with a common-law framework, a global financial exchange, inspiring architecture, powerful, enabling support services and a vibrant business community. The infrastructure within the district features ultra-modern office space, retail outlets, cafes and restaurants, art galleries, residential apartments, public green areas and hotels.

Located midway between the global financial centres of New York, London in the West and Singapore, Hong Kong in the East, DIFC (GMT +4) fills a vital time-zone gap with a workday that bridges the market and business hours of financial centres in both Asia and North America. In 2015, DIFC launched its 2024 growth strategy, a blueprint for the next decade of growth of the financial hub. The growth strategy aims to stimulate trade and investment flows along the South-South economic corridor encompassing Africa, Southern Asia and Latin America.

Currently, 1,445 active registered companies operate from the Centre, with a combined workforce of 19,808 professionals.

DIFC continues to pursue expansion into new services and sectors within the Middle East, Africa and South Asia region, an area comprising over 72 countries with an approximate population of 3.0 billion and nominal GDP of US\$7.8 trillion.

For further information, please visit our website:
www.difc.ae, or follow us on Twitter @DIFC

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Official Investment Partner



UAE INTERNATIONAL
INVESTORS COUNCIL

UAE International Investors Council

Vision To act as a link between investors abroad and the government in order to promote the competitiveness of Emirates investments abroad and remove obstacles.

Mission To join investment efforts of Emirates companies investing abroad under one umbrella to form an investment power to facilitate obstacles before members, strengthen foreign investment relations and support a sustainable economic development.

About the Council of the UAE investors abroad

In the context of the UAE efforts to promote economic diversification in the light of what the private sector witnesses in terms of growth and expansion and enhance the State's reputation in the world as an effective economic power able to implement large economic projects anywhere in the world, and in the context of the State seeking to promote investment in areas that would advance national economy through foreign investments, the Council has been established to be a pillar that contributes to the protection of UAE capitals abroad as well as a side that provides advice, guidance and logistical support to the members who are investing abroad.

UAEIIC Objectives.

1. To act as a link between the UAEIIC members and UAE governmental agencies in order to serve the best interests of the national economy.
2. To provide a platform that supports, protects, promotes and expands the benefits & goals of the UAE's investors abroad.
3. To coordinate UAEIIC Members' positions to overcome the obstacles that face the business of UAE companies investing abroad.
4. To collect and share information on national investments abroad, and assess the effects of economic measures (imposed by the host countries), on the national economic interests.
5. To represent UAEIIC members at meetings with third parties in the countries hosting national investments for the interest of member investors.
6. To build a database on foreign investment opportunities and perspectives of the various foreign markets.
7. To provide a thorough analysis on the investment environment in global markets.
8. To provide opinions and suggestions to governmental entities on policies, agreements and laws relating to international investments.
9. To take any action necessary to achieve these stated goals, and to initiate any range of activities that aim to promote UAE investments abroad.

FDI Report Sponsor



DP World

DP World is a leading enabler of global trade and an integral part of the supply chain.

We operate multiple yet related businesses – from marine and inland terminals, maritime services, logistics and ancillary services to technology-driven trade solutions.

We have a portfolio of 70 terminals in 31 countries across six continents with a significant presence in both high-growth and mature markets. We aim to be essential to the bright future of global trade, ensuring everything we do has a long-lasting positive impact on economies and society.

Our dedicated team of over 36,000 employees cultivates long-standing relationships with governments, shipping lines, importers and exporters, communities, and many other important constituents of the global supply chain, to add value and provide quality services today and tomorrow.

By thinking ahead, foreseeing change and innovating we aim to create the most productive, efficient and safe trade solutions globally.

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Investment Awards Sponsor



Dubai Airport Freezone Authority (DAFZA)

Established in 1996, Dubai Airport Freezone Authority (DAFZA) is Dubai's premium freezone and one of the world's ultimate free zone destinations. Being a global logistics and commercial hub, DAFZA is a major driver of Dubai's successful growth and is integral to the success of Dubai Government's strategic plan to transform the emirate into an investment-driven economy.

Among several distinct advantages attributed to DAFZA's preeminent position, the key reasons are, its strategic location in the middle of Dubai, a city linking East and West; direct access to the MENA and Asia-Pacific regions; world class services & facilities and state-of-the-art infrastructure; seamlessly integrated solutions; 100 per cent tax exemption, 100 per cent foreign ownership and zero currency restrictions; and an investor-friendly environment which offers global business the freedom to perform at its best.

DAFZA currently hosts over 1,600 multinational companies from various industries including IT and telecommunications, aviation, freight and logistics, pharmaceuticals, engineering, food and beverage, jewellery, and cosmetics. Some of the world's most recognized brands – from Airbus, Rolls Royce and Roche to Boeing and Chanel – have set up their Middle Eastern base in this prestigious free zone.

In accordance with its customer-centric focus, DAFZA provides a full range of ancillary business support services and facilities on-site, such as licensing and registration; employee sponsorship; online transaction processing; government services; banking; communications; 24-hour security; housekeeping and building maintenance; cafes and food courts; health care; travel arrangements; and car rentals.

DAFZA's exceptional approach to freezone management has earned it numerous coveted recognitions. These include a prestigious 2013 Dubai Quality Award from the Dubai Economic Department and the titles of "Global Free Zone of the Future" (2012/ 2013) and "Top Middle East Free Zone of the Future" (2013/ 2014) from the Financial Times' Foreign Direct Investment (fDi) Magazine.

DAFZA is also renowned for its commitment to quality, safety, environmental and social responsibility. It is ISO-certified for quality, environment, health & safety, information security management and customer service, and is an active participant in social and community enhancement projects. More information on DAFZA's advantages for global businesses is available at <http://www.dafz.ae>.

Silver Sponsor



Abu Dhabi Ports

Abu Dhabi Ports is the master developer, operator and manager of nine non-oil ports and Khalifa Industrial Zone (Kizad) in the Emirate. Established in 2006 as the maritime trade business enabler, the company's core objective is to facilitate the diversification of the economy. The company offers high quality maritime services at its ports. The flagship Khalifa Port is one of the most advanced deep sea ports in the world and the first semi-automated port in the region. Kizad, located adjacent to Khalifa Port, is its industrial, trade and logistics hub that has attracted global investors.

Zayed Port in Abu Dhabi City is developing itself as a premier regional hub for the cruise industry, and general and bulk cargo. Musaffah Port offers cargo operations and warehousing service. Abu Dhabi Ports also has community and leisure ports to serve the local population – Shahama Port near the city; and Al Mirfa Port, Al Sila Port, Delma Port and Mugharraq Port in the Western Region of the Emirate. Abu Dhabi Ports Marine Services, a subsidiary of Abu Dhabi Ports, provide world-class marine services to vessels calling at the ports. Maqta Gateway, the first purpose built Port Community System (PCS) in the UAE, developed by Abu Dhabi Ports, offers a single point-of-access and real-time information to all players in the port community.

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Dubai Trade

Dubai Trade is the premier trade facilitation entity that offers integrated electronic services from various trade and logistics service providers in Dubai under a single window. It underlines Dubai's position as the ideal base for trading across borders with its unique geographical location, excellent infrastructure and seamless processes across the private sector and government agencies.

Dubai Trade integrates the major stakeholders in the trade and logistics operations including DP World, which has a portfolio of more than 65 marine terminals across six continents; Dubai Customs, the region's leading Customs administration and Dubai's first government department that has embraced IT automation in a full-fledged manner; and Economic Zones World, the global operator of economic zones and activity-specific business and industrial zones including Jebel Ali Free Zone, one of the major contributors to the overall growth of Dubai.

The Dubai Trade portal offers a single window to the online services of its stakeholders and provides a streamlined flow of services designed around customer needs and targeted at customer satisfaction. The portal services are on a continuing growth curve and currently include services for Traders, Shipping Lines and Agents, Clearing and Forwarding Agents, Hauliers, and Free Zone Licensees, that include Marine services, Manifest and Cargo handling services, Cargo Clearance and Haulage services, Invoicing and Payment services and Free Zone services.

Dubai Trade offers service and business excellence with its customer centric strategy at the core of its operations, a value that you will feel in each and every service you access in the portal. With the growth pace of Dubai as a driver, Dubai Trade will always be on a fast-moving path towards achieving its stated vision.

Silver Sponsor



هيئة الشارقة
للاستثمار والتطوير
SHARJAH INVESTMENT AND
DEVELOPMENT AUTHORITY

Sharjah Investment and Development Authority

The Sharjah Investment and Development Authority, also known as Shurooq, is the driving force behind the transformation of Sharjah. Guided by our traditions and inspired by innovation, we are committed to enhancing Sharjah's appeal as an investment, tourism, and business destination. An independent government entity, we facilitate partnerships and connect investors, corporations, and entrepreneurs with the right opportunities.

To achieve its mission, Shurooq seeks to evaluate and follow-up on tourism, investment, and heritage-related infrastructure projects, participating in the comprehensive construction and development processes both within the emirate of Sharjah and in the U.A.E as a whole. Shurooq values professionalism, and provides sound consultation resulting from study and experience.

Team spirit is important, as the Authority believes in the importance of shared responsibility as the key to true success in the effective building and development of projects and business relations. Through this, Shurooq hopes to prepare investment-related infrastructure projects and modernize and develop existing ones, working in sectors including, but not limited to, retail, government, construction, real estate, agriculture, and more.

Through setting up a comprehensive information center that highlights investment opportunities, Shurooq has facilitated development targets with other bodies and organizations and has set up special investment zones and suggested investment-related laws to further facilitate these endeavors.

This includes enhancing integration with government and private organizations to ensure achievement of short-, medium-, and long-term goals as well as encouraging free circulation of information and data between legal, tourism, and economic bodies. Shurooq believes in the principles of transparency, exchange of information and support experiences.

Sponsors and Partners

Silver Sponsor



The Access Bank UK

The Access Bank UK Limited is a wholly-owned subsidiary of Access Bank Plc, a Nigerian Stock Exchange listed company. Our representative office in Dubai is located in the iconic Gate Building at the Dubai International Financial Centre (DIFC).

We are licensed and regulated by the UK's Prudential Regulation Authority and Financial Conduct Authority (PRA and FCA) and by the Dubai Financial Services Authority (DFSA). Our strong commercial ties to Africa and local knowledge are invaluable for customers with personal and business involvement in these regions. Our position as Access Bank Group's OECD operational hub supports the flow of investment into markets in Nigeria, sub-Saharan and West Africa.

Our staff are highly experienced with many having spent time working in the West African and international marketplaces. We will always ensure that you are supported and guided every step of the way by giving you the benefit of our expertise and providing the attention that you need. Our aim is your complete satisfaction.

At The Access Bank UK Limited we believe in delivering excellent customer service in order to meet your expectations and requirements. At the very heart of our philosophy is our desire to build a long lasting and close relationship with you based on understanding, knowledge, trust and accountability. Our strong foundations have provided us with the skills, ability and experience to understand the marketplace and tailor our services to meet your individual needs. We are driven by our passion for service delivery, a motivation we are proud to have inherited from our parent company, Access Bank Plc.

Official Courier Partner



Aramex

(DFM: ARMX) is a leading global provider of comprehensive logistics and transportation solutions. Established in 1982 as an express operator, the company rapidly evolved into a global brand recognized for its customized services and innovative multi-product offering. Traded on the NASDAQ from 1997 to 2002, Aramex today is a publicly traded company on the Dubai Financial Market, employing over 13,500 people in 354 locations across 60 countries and leads a strong alliance network providing global presence, and bringing together 40 independent express companies from around the world.

The range of services offered by Aramex includes integrated logistics solutions, international and domestic express delivery, freight forwarding, secure records and information management solutions, and e-services, including e-business solutions and Shop and Ship.

Multilateral Strategic Partner



Islamic Corporation for the Development of the Private Sector

The Islamic Corporation for the Development of the Private Sector ("ICD") is a multilateral development financial institution and is part of the Islamic Development Bank ("IDB") Group. ICD was established in November 1999 to support the economic development of its member countries through the provision of finance for private sector projects, promoting competition and entrepreneurship, providing advisory services to the governments and private companies and encouraging cross border investments.

ICD has an authorized capital of \$4 billion. Currently, the shareholders of ICD are the IDB (50%), 52 Islamic countries (30%) five public financial institutions (20%). ICD fosters sustainable economic growth in its 53 member countries by financing private sector investment, mobilizing capital in the international financial markets, and providing advisory services to business and governments. ICD financing projects are selected on the basis of their contribution to economic development considering factors such as job creation, Islamic finance development, contribution to exports etc. ICD also provides advisory services to governments and private sector groups on policies designed to encourage the establishment, expansion and modernization of private enterprises, development of capital markets, best management practices and to enhance the role of the market economy. ICD operates to complement the activities of the IDB in member countries and also that of national financial institutions.

In November 2014, Fitch rated ICD 'AA/F1+' with a stable outlook. In April 2015, Moody's assigns Aa3/P-1 rating to ICD with a stable outlook. In December 2015, Standard & Poor's Ratings Services assigned its 'AA' rating to ICD with stable outlook.

For more information: Tel: (966-12) 6361400, Tel: (966-12) 6441644, Fax: (966-12) 644 4427, Email: icd@isdb.org, Website: www.icd-idb.org

Sponsors and Partners

Official Airline Carrier



Emirates

Emirates, a global connector of people and places, has received more than 500 international awards and accolades for excellence. The airline has experienced rapid and consistent growth, and has been profitable for the last 26 consecutive years.

Emirates is based in Dubai, one of the few cities in the world that pursues an open-skies policy, and operates alongside more than 120 other airlines in free and fair competition. Its all wide-bodied fleet of over 233 aircraft includes 14 freighters and is among the youngest in the skies. The airline plans to more than double its size by 2020.

Emirates flies to 148 destinations in 83 countries across six continents. It operates over 233 wide-body Airbus and Boeing aircraft, including the industry leading aircraft A380, and has pending delivery for an additional 281 aircraft, worth more than USD\$135 billion.

Automotive Promotion Partner



Al Nabooda Automobiles LLC - Audi

Al Nabooda Automobiles LLC is the exclusive authorised distributor in Dubai and Northern Emirates for Audi, Porsche and Volkswagen. These automobile marques are coveted world-over and represent a class apart from the rest.

We have established twelve lavish showrooms and dedicated service centers across Dubai, Sharjah and Fujairah. They are run by a well-trained and skilled workforce committed to high standards of services and quality.

From establishing the world's largest Audi Showroom to the world's largest Audi Service Center, we go above and beyond any other automobile distributor in the UAE. It only goes to show that Al Nabooda Automobiles is here to redefine the face of UAE's retail automobile industry.

Official Supporting Business Council



China Council for the Promotion of International Trade

Established in May 1952, China Council for the Promotion of International Trade (CCPIT) comprises VIPS, enterprises and organizations representing the economic and trade sectors in China. It is the most important and the largest institution for the promotion of foreign trade in China.

The aims of the CCPIT are to operate and promote foreign trade, to use foreign investment, to introduce advanced foreign technologies, to conduct activities of Sino-foreign economic and technological cooperation in various forms, to promote the development of economic and trade relations between China and other countries and regions around the world, and to promote the mutual understanding and friendship between China and peoples and economic and trade circles of all nations around the world, in line with law and government policies of the People's Republic of China.

With the approval of the Chinese government, the CCPIT started to adopt a separate name China Chamber of International Commerce (CCOIC)- in 1988, which is used simultaneously with the CCPIT. The CCPIT admits new members from among enterprises in all parts of China and promotes trade through its functions of information consultation, exhibition, legal assistance, etc.

Knowledge Partners

Investment Consulting Associates (ICA)



Investment Consulting Associates (ICA) is a global management advisory firm based in Amsterdam and Boston specializing in corporate location advisory, Supply Chain Management, market entry, incentives advisory, free zone development, economic development strategies, investment promotion strategies, FDI advisory and training & Seminars. ICA offers customized, effective solutions matching its clients'

needs through a combination of analytical industry expertise and stakeholder management. ICA's global team of multi-disciplinary professionals has worked on numerous projects across all continents, either on behalf of its growing portfolio of corporate clients or as strategic advisor to governmental organizations. ICA is also the founder of two successful software products: LocationSelector.com and ICAincentives.com (now known as IncentivesMonitor.com). It is ICA's mission to provide customized, effective solutions to its clients' needs through a combination of consulting and state of the art software tools and databases. ICA works towards practical, actionable plans that provide real and sustainable results.

ICA's global team of multi-disciplinary professionals has worked on numerous projects in all continents of the world either on behalf of its growing list of corporate clients or as strategic advisor to governmental organizations. ICA's team has a strong code of conduct to which they comply internally and externally. Team work, integrity, confidentiality, objectivity and professionalism are key values within ICA's team and its engagements.

ICA's client profile ranges from public organizations like Investment Promotion Agencies (IPAs), free zones, governmental departments and multinational corporations (including Global Fortune 500) in multiple industries. ICA has also advised and work with many international organizations like: UNCTAD, UNDP, UNESCAP, OECD, World Bank Group, US State Department, WAIPA, CAIPA, AIM and World Free Zones Organization (World FZO). In addition, many of ICA's experts and staff have presented and lectured at leading universities: Harvard Business School, Columbia University, Texas A&M, Erasmus University Rotterdam, St. Gallen University and Nijenrode University. The team has published in leading industry magazines and journals.



WAVTEQ

WAVTEQ was established in Hong Kong and has its Global Technology Centre in Cork (Ireland), its Centre of Excellence in Belfast (Northern Ireland) and we established in January 2016 a new 15 person Global Research Centre in Bangalore (India).

WAVTEQ has local subsidiaries, offices and representation in 10 countries, including China, Hong Kong, India, Ireland, Japan, Korea, Spain, UK, and US. WAVTEQ is the technology, consulting and sales partner of fDi Intelligence and authorized distributor of fDi Markets and fDi Benchmark.

WAVTEQ has three divisions:

1. FDI Products
2. Business Development Services (BDS)
3. Software Development Services (SDS)

In each of these areas, we aim to become global market leader in the FDI space.

The WAVTEQ team comprises over 50 experts across a range of professions including software developers, FDI consultants, and business development officers.

We pride ourselves on a passion for FDI and our commitment to innovation, excellence, and teamwork both within our company and with our strategic partners and clients.



GDP Global Development

Country of origin: United Kingdom
Founding year in London, UK: 1999
Head office: St James House, 13 Kensington Square, London W8 5HD, UK South Africa:
Offices and Representations: South Africa, Nigeria, Spain, Sweden, Australia, Canada, Colombia, Peru and Central America

GDP Global Development was founded in 1999 as an economic promotion and development consultancy specializing in providing services for economic promotion organisations in the area of trade and foreign direct investment (FDI) promotion.

Our services range from strategic and business consulting advice associated with foreign investment and trade issues both locally and globally, to practical and operational training of individuals and teams responsible for investment attraction and retention and trade/export promotion.

In South Africa, we started our work in early 2001 and have since worked consistently with National, Provincial and Municipal and Metro government clients. In 2011 we established GDP Global Development (Pty) Ltd. to better serve our clients in South and Southern Africa.

Globally we work with governments, ministries, local authorities and agencies to develop policies, strategies and performance standards that meet their needs. Much of GDP's work for its government clients involves substantial levels of contact with international corporate investors, business intermediaries and donor organisations such as World Bank, UNCTAD, European Union, SADC Secretariat, Inter-American Development Bank, US-AID, Millennium Challenge Corporation, Islamic Development Bank Group, to name a few.

In South Africa, some of our clients include: DIRCO, The dti, Wesgro, TIKZN, NWDC, ECDC, etc.

Supporting Partners and Media Partners

Supporting Partners



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About Dubai

The heart of one of the world's richest regions, Dubai is a dynamic and rapidly expanding international business center.

Dubai enjoys, without a doubt, one of the best locations on the planet. Situated halfway between Europe and Asia, few destinations take more than 8 hours direct flying time to or from Dubai. Just overnight from London, four hours from Nairobi, three hours from Mumbai, 8 hours from Hong Kong and a direct flight from the United States or Australia, Dubai is definitely a destination of choice for vacationing, living and business.

Dubai's luxurious airport, world-renowned duty free, award winning airline - Emirates and creation of a second airport, which will be the largest in the world, has established its position as a forerunner in the field of travel.

In Dubai, traditional Arabic hospitality enhances its world-class service industry.

Tourists are free to enjoy a great number of activities as Dubai has beautiful beaches, a wide selection of water sports and exciting desert safaris. A renowned shopping destination, Dubai hosts the world's only yearly shopping festival, and is home to some of the largest and most luxurious malls in the world. International sporting events such as the world's richest horse race - the Dubai World Cup, the Dubai Tennis Championship and the Dubai Desert Classic have also put the city on the world sporting map.

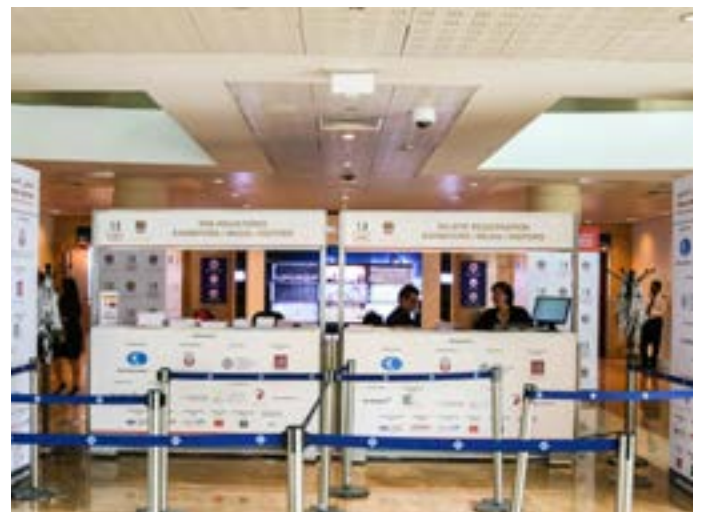
For more information about Dubai, please visit the following website: www.dubaitourism.ae



About Dubai World Trade Centre

The venue for the Annual Investment Meeting is the Dubai World Trade Centre. Since its inception in 1979, the Dubai World Trade Centre has been instrumental in establishing Dubai's position as a global financial and commercial hub, and remains a vibrant business epicenter for the region.

With a vision to make Dubai the world's leading destination for all major exhibitions, conferences and events, DWTC has evolved from being the forerunner of the fast growing exhibitions industry, into a multi-dimensional business catalyst, focusing on Venues, Events and Real Estate Management.



AIM 2016

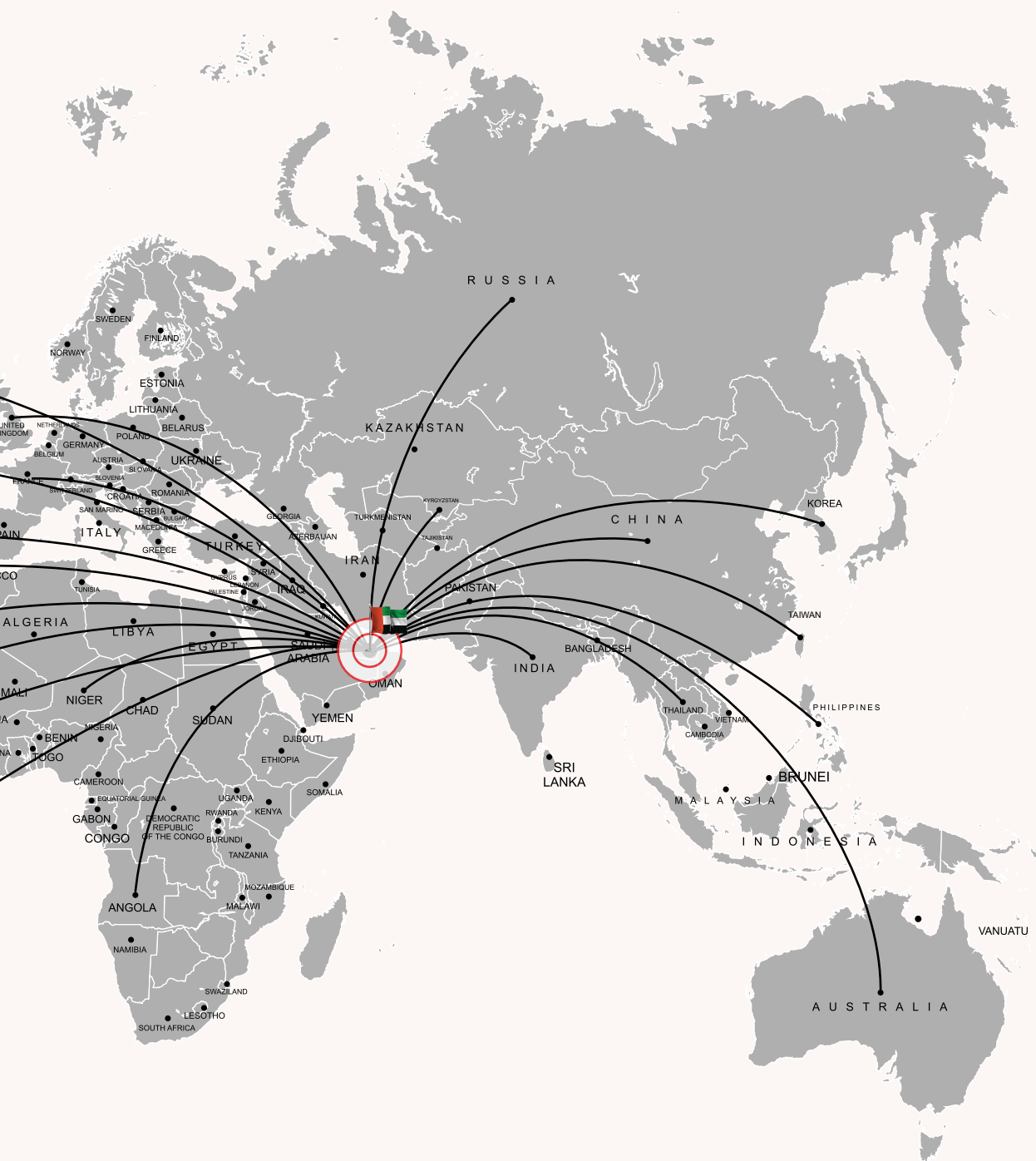


15,222 Participants & Attendees

137 Participating Countries

100+ Experts & FDI Specialists

432 Exhibitors



102 High-level dignitaries participated in **AIM 2016**

Including Ministers, Vice-Ministers, Mayors, Governors, Head of the Internationals Organisations and Senior High-level Officials

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