



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



الإمارات العربية المتحدة
وزارة الاقتصاد
UNITED ARAB EMIRATES
MINISTRY OF ECONOMY

ملقى الاستثمار السنوي ANNUAL INVESTMENT MEETING

Sustainable Development Through FDI
Induced Innovation and Technology Transfer

30 March - 1 April 2015

Dubai, United Arab Emirates





His Highness Sheikh Khalifa bin Zayed Al Nahyan

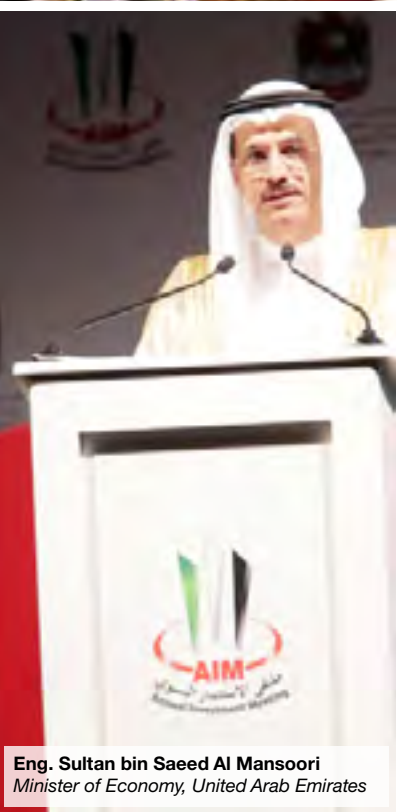
President of the United Arab Emirates



His Highness Sheikh Mohammed bin Rashid Al Maktoum

Vice President, Prime Minister of the United Arab Emirates and
Ruler of Dubai

AIM
2015



Eng. Sultan bin Saeed Al Mansoori
Minister of Economy, United Arab Emirates



HRH Prince Saud bin Khalid Al Faisal
Executive Director for Investment Policies
and Regulations, SAGIA,
Kingdom of Saudi Arabia



Jamal Saif Al Jarwan
Secretary General, UAE International
Investors Council, United Arab Emirates

“Today, more than any other time, we need to boost innovation and encourage our schools and universities to equip our youth with skills



ong young people, build nurturing environments in our society, and
in research and discovery methodologies. ”

H.H. Sheikh Mohammed bin Rashid Al Maktoum

Vice President, Prime Minister of the United Arab Emirates and Ruler of Dubai

<i>Time Table</i>	9
<i>Message from the UAE Minister of Economy</i>	10
<i>Achievements</i>	12
<i>The Official Opening Ceremony</i>	14
<i>Annual Investment Report</i>	20
<i>The Conference</i>	23
<i>Conference Programme</i>	30
<i>Global Leaders Debate</i>	43
<i>Ministerial Roundtable & Declaration</i>	45
<i>New Wave of Start-ups and SMEs</i>	48
<i>Gala Dinner</i>	50
<i>Investment Awards</i>	52
<i>Country Presentations / Investment Destinations</i>	56
<i>Capacity Building Workshops</i>	60
<i>International Agreements Signing Ceremonies</i>	63
<i>Bilateral Meetings / Business Matchmaking Portal</i>	64
<i>Investors' Zone</i>	68
<i>Meet the FDI Experts</i>	69
<i>Exhibition</i>	71
<i>Dubai Government Achievements Exhibition (DGAE)</i>	73
<i>Press and Media Coverage</i>	74
<i>Sponsors, Knowledge and Supporting Partners</i>	81
<i>Annual Investment Meeting 2016</i>	91

29 March 2015

- 14:00 - 17:00 Capacity Building Workshops
I - The role of Investment Promotion Agencies in Promoting Innovation
II - The eligibility of the private sector for Islamic Finance Mechanism especially for attracting high-end industries

30 March 2015

- 09:00 - 18:00 Exhibition
10:00 - 10:05 Welcome Remarks by the Master of Ceremony
10:05 - 10:25 Annual Investment Report
10:25 - 12:10 Global Leaders Debate
12:10 - 12:20 Grand Opening Ceremony
12:20 - 12:25 AIM 2015 Opening Film
12:25 - 12:30 Welcome Speech by H.E. Sultan bin Saeed Al Mansoori, Minister of Economy, United Arab Emirates
12:30 - 12:40 Keynote Speech by HRH Prince Saud bin Khalid Al Faisal, Executive Director for Investment Policies and Regulations, Saudi Arabian General Investment Authority (SAGIA)
12:40 - 13:00 Launch of the UAE International Investors Council
13:00 - 13:15 Inauguration of AIM 2015 Exhibition
13:15 - 14:30 High-Level Strategic Networking Lunch
14:30 - 17:15 Plenary Sessions
14:30 - 16:30 Country Presentations/ Investment Destinations
15:30 - 16 :00 Signing Ceremony
19:30 - 22:30 Gala Dinner and Investment Awards Ceremony

31 March 2015

- 09:00 - 18:00 Exhibition
09:00 - 10:00 Parallel Sessions
10:00 - 11:45 Ministerial Roundtable
10:00 - 11:00 Country Presentations/ Investment Destinations
10:00 - 15:00 Meet the FDI Experts
11:45 - 17:45 Plenary Sessions
14:00 - 15:30 Signing Ceremony

1 April 2015

- 09:00 - 18:00 Exhibition
09:00 - 10:00 Parallel Sessions
10:00 - 12:00 Country Presentations/ Investment Destinations
10:00 - 16:15 Plenary Sessions



Eng. Sultan bin Saeed Al Mansoori

*Minister of Economy, United Arab Emirates
delivering his speech at the Opening Ceremony,
Monday, 30 March 2015*

Excellencies, Honorable guests, distinguished participants of the Annual Investment Meeting (AIM)!

The Ministry of Economy of the United Arab Emirates is deeply honored to welcome you all to the fifth edition of the Annual Investment Meeting (AIM).

The world today is changing faster than we can imagine, and several global developments have had their impact on the UAE and wider region. Factors like the decline in oil prices or the depreciation of the euro are affecting different countries in different ways and re-shaping the global economy.

A key factor, on the minds of many of us present here today, is the slower growth of developing countries. The growth rate is projected to rise moderately in 2015–16, from 3.3 percent in 2014 to 3.5 percent in 2015 according to the latest IMF estimates.

In synch with global economic growth, the UAE economy is expected to continue to grow despite the decline in oil fortunes. Although the UAE is now less dependent on natural resources as a source of revenue, petroleum and natural gas exports still play an important role in our national economy.

However, our continued efforts for the diversification of the UAE economy are slowly but surely paying off. The UAE government has set its target to reduce the dependence on oil revenue to less than 10% of Gross National Product (GNP) in the upcoming years.

Ladies and Gentlemen,

Our national economy has made great strides over the years, with the UAE recording unprecedented growth, which can be attributed primarily to the successful economic policies pursued by the federal government.

This has led to economic diversification and sustainable and meaningful development across various sectors. The UAE GDP increased more than 236-fold from AED6.5 billion in 1971, the year of the formation of the federation, to AED1,540 billion by the end of 2014.

While oil used to count for more than 90% of the Gross National Product in the 1970s, it gives me great pride to share with you today that the contribution of non-oil sectors to the GNP has increased to register 69% at the end of 2014. Oil, our primary resource in 1971, today accounts for less than a third of the GNP.

As part of the progress witnessed by the UAE, foreign direct investments play an important role in our economic achievements. The UAE has been able to assume a leading position as an attractive destination for foreign investments. We ranked first among Arab countries and 22nd globally in the Global Investment Index for 2015.

The total volume of foreign investments exceeded US\$100 billion. Last year, the UAE recorded a distinct surge in foreign direct investments that exceeded US\$13 billion at a growth rate of 25%.

Ladies and Gentlemen, as we all know, foreign direct investment has immediate benefits such as providing capital for enterprises, creation of new job opportunities, increase of government revenues and surges in foreign currency reserves.

However, the real impact of FDIs on economic development comes from indirect means such as technology transfer, scientific know-how, sharing management and organizational best practices, as well as fostering competition and innovation.

This leads me to the theme of this year's Annual Investment Meeting - 'Sustainable Development through FDI induced Innovation and Technology Transfer'.

The current edition of the AIM is aligned with the UAE strategy to build an economy that is based on knowledge, innovation and creativity.

Investment in science, technology and research are top priorities for the United Arab Emirates. This is aligned with the federal government's ambitious UAE Vision 2021 and its strategy for sustainable economic growth and competitiveness.

Distinguished guests, a key aim of our UAE Vision 2021 and national agenda is to achieve foreign investment flows of 5% of the GNP. We are also keen to ensure that the UAE ranks first in the global index for ease of doing business, and is among the top 10 countries worldwide in the Global Competitiveness Index.

We can confidently say that UAE is seen a distinctive and attractive investment environment by all foreign investors. However, we continuously work to advance and improve the investment climate within the country.

Our ultimate aim is to provide an enabling investment environment supported by progressive legislations and laws. We are now in an advanced phase with regard to drafting a new federal Law of Foreign Direct Investment that allows 100% foreign ownership in some activities and sectors outside free zones.

Furthermore, there are currently a number of federal laws being developed such as the Company Law, and Commercial Arbitration Law. Notably, the Ministry has also recently launched the Corporate Governance Guide.

The UAE government is strongly committed to removing bureaucratic hurdles that face foreign investors. It aims to shape the country into not just one of the most competitive economies in the region but one of the most competitive economies globally.

Finally, with the Ministry of Economy supervising the organization of this event, I would like to express my gratitude to every one of you for attending and contributing through your participation to the success of this event. I wish you a successful and enjoyable stay in the UAE. Thank you!



الإمارات العربية المتحدة
وزارة الاقتصاد
UNITED ARAB EMIRATES
MINISTRY OF ECONOMY



Ministry of Economy

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.

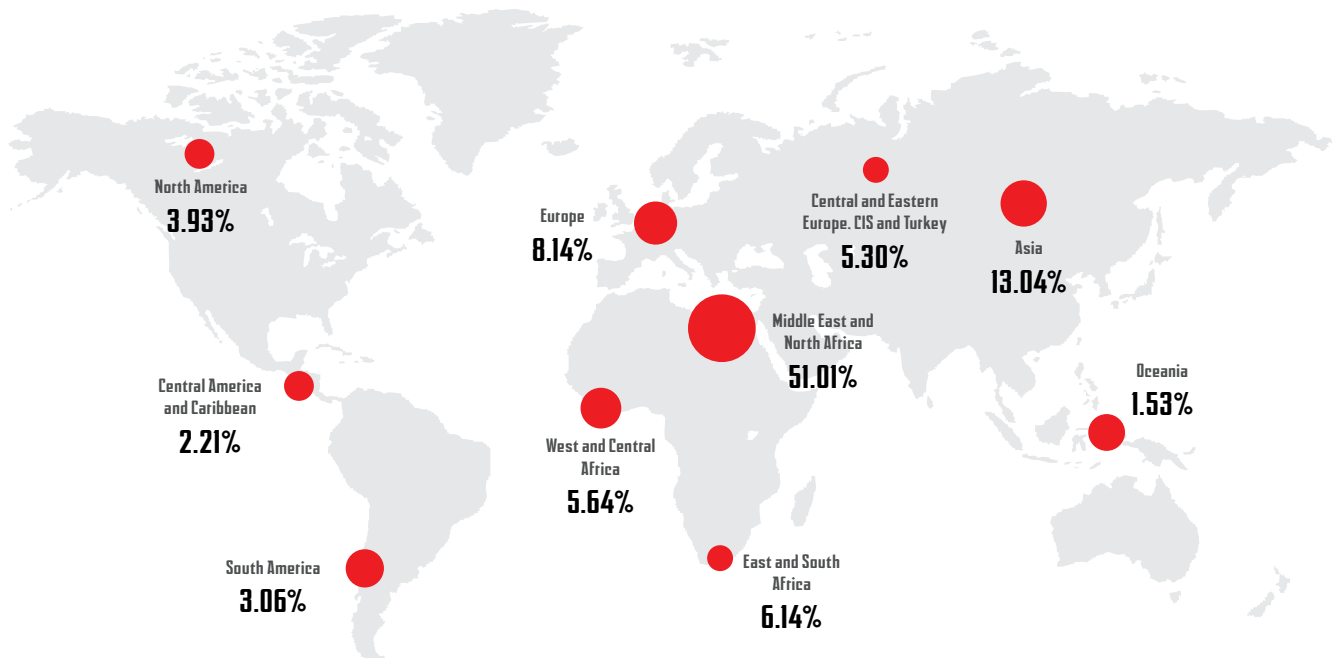


Annual Investment Meeting

Sustainable Development Through FDI Induced Innovation and Technology Transfer

5th
Edition

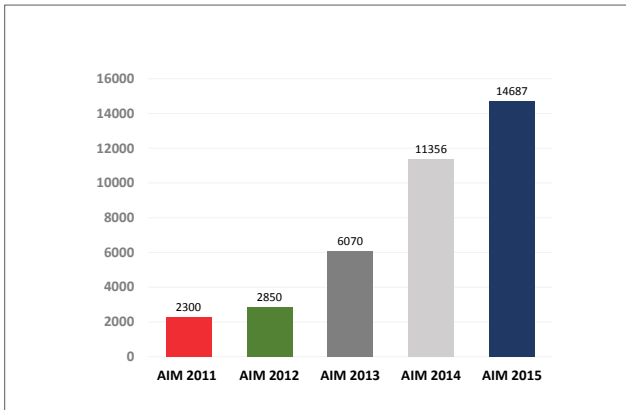
The Annual Investment Meeting is a unique event and the only one in existence whose core business is foreign direct investment (FDI) in growing markets. Over the span of three complete days an array of activities are staged including an Inaugural Opening Ceremony, a Thought-Leadership Conference, a Global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



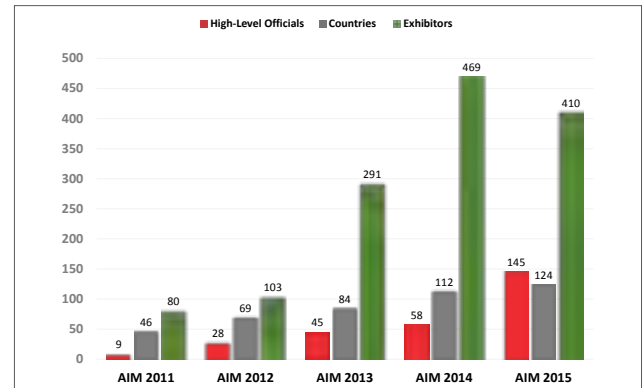
AIM 2015, one of the most exclusive investment gatherings in the world, was attended by prominent political, economic, financial, and academic figures. Through a large array of activities and strategic knowledge partnerships, AIM offered a truly knowledge-based forum with cutting edge information on the latest developments in foreign direct investment and related issues. It served as a unique platform to meet, network, exchange experiences, explore business opportunities and sign cooperation agreements and partnerships.

- Billions of US\$ projects announced in AIM 2015
- 145 High level dignitaries participated in AIM 2015 including 1 President, Ministers, Vice- Ministers, Mayors, Governors, Heads of International Organisations and Senior High-level Officials
- 410 Exhibitors
- 14,687 Participants
- 8,000 sqm. Exhibition Space
- 124 Participating Countries
- 4 Knowledge Partners
- 56 Sponsors and Supporting Partners
- 119 Media Partners
- 85 Investment Promotion Agencies
- Thought Leadership Conference with more than 100 experts and FDI specialists

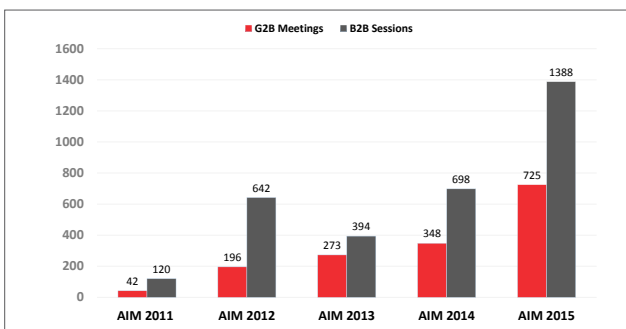
AIM 2015 Attendees



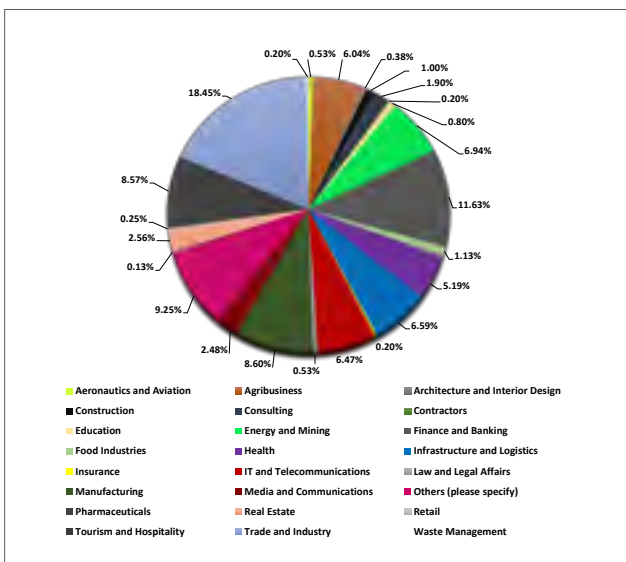
Participating High-Level Officials, Countries and Exhibitors



B2B & G2B Meetings



AIM 2015 Participation by Sectors



“ The 2015 Annual Investment Meeting, under the patronage of H.H. Sheikh Mohammed bin Rashid Al Maktoum, was an incredibly important and impressive event for both investors and policymakers. Foreign direct investment is a central driver of job creation, technology transfer and local economic growth. The global need for investment, notably in infrastructure, is huge. Take, for instance, the investment required for the transition to a low-carbon economy: it’s estimated that the investment gap in sustainable energy is around US\$1 trillion each year. We see the Annual Investment Meeting as a strategically important forum to unlock new investments from the private sector by fostering new public-private partnerships and promoting the development of ambitious investment programmes by national governments. ”

John Danilovich
 Secretary General
 International Chamber of Commerce - ICC
 French Republic

The Official Opening Ceremony



The Annual Investment Meeting 2015 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 Mansoori**, Minister of Economy of the United Arab Emirates on Monday, 30 March 2015 at the Dubai International Convention and Exhibition Center.



Eng. **Sultan bin Saeed Al Mansoori**, Minister of Economy, United Arab Emirates & **Aziz Rabbah** Minister of Equipment, Transport and Logistics, Kingdom of Morocco

The Official Opening Ceremony



More than 4,000 delegates attended the grand opening ceremony including high level country representatives and heads of delegations **from 124 countries** and a large number of senior corporates executives as well as heads of International Organisations and senior officials such as CPLP, ESCAP, FAO, ICC, OECD and UN-Energy.



“ Thank you for the wonderful support and hospitality. I enjoyed meeting and networking with many participants in the event of AIM Dubai. The high level of decision makers and relevant stakeholders was remarkable and I am tracking a few links I started in the event. ”

Prof Fouad Mrad

Executive Director, UN ESCWA Technology Centre, Kingdom of Jordan

“ The AIM 2015 brought together global leaders, eminent thinkers and practitioners with the objective to not only improve the participants’ understanding of key topics on investment and innovation but to shape the policy options for role of investment-driven innovation in sustainable development. ”

Mia Mikic

Officer in Charge of Trade and Investment Division | Chief, Trade Policy and Analysis Section, United Nations Economic and Social Commission for the Asia and the Pacific (UN ESCAP), Kingdom of Thailand



HRH Prince Saud bin Khalid Al Faisal

Executive Director for Investment Policies and Regulations, SAGIA, Kingdom of Saudi Arabia; delivering his keynote speech at the Opening Ceremony

Prince Saud honored the event's patron and host, Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai, as a visionary man of true leadership who has brought prosperity to his neighbours in the region and beyond.

The Kingdom of Saudi Arabia, Country of Honour of AIM 2015.

HRH Prince Saud bin Khalid Al Faisal, Deputy Governor at the Saudi Arabian General Investment Authority (SAGIA-Invest Saudi Arabia) delivered a keynote speech at the Opening Ceremony of the Annual Investment Meeting 2015.

On behalf of Saudi Arabia, the country of honour at this year's AIM Conference, Deputy Governor Prince Saud bin Khalid called for regional cooperation at a crucial time for investment in the region, urging GCC countries to use the Gulf's remarkable achievements as a platform to re-energize investment in the region. Prince Saud's address is part of a nationwide drive to further diversify the region's largest economy and increase its competitiveness for foreign direct investment (FDI) through major reforms like the opening of the Saudi stock exchange, massive public investments in infrastructure and human capital, and key reforms to Saudi Arabia's investment environment delivered through the Unified Investment Plan (UIP).

The UIP will enable investors to capitalize on the major commitments of government spending in key sectors, and will build long-term partnerships that are both rewarding for investors and also add value to the Saudi economy.

Transport, health care, and industrial equipment are some priority sectors as some \$140 billion worth of individual investment opportunities have already been identified in the transport and health care sectors. These opportunities will be open to all investors, and will also be actively presented to individual investing entities through an innovative global "match-making service".

The Gulf found its voice in the world in just a few short decades, we all must be doing everything we can to transform wherever we call home into the most attractive places to invest in the world.

Prince Saud highlighted some of the strengths of his country, the third fastest growing economy in the G20, with 5 per cent average annual growth over the past decade, and projected to continue strongly in the years ahead as estimated by the IMF.

More than 6,000 foreign companies have established operations in Saudi Arabia in the past decade as a result of economic and regulatory reforms. Foreign and domestic investment combined has grown by 16 per cent annually, on an average, rising from \$50 billion in 2005 to \$180 billion in 2014.

Saudi Arabia offers foreign investors streamlined and duty free access to a market of 300 million people in the 17 Arab countries in the Greater Arab Trade Agreement. In addition, the country with a young and tech-savvy population is making huge investments in human capital and health care, accounting for 40 per cent of the national budget, including 35 universities, such as King Abdullah University for Science and Technology. As to fiscal policies, the Kingdom has no income tax, no property tax, no sales tax, no value-added tax, and its company tax rate is 20 per cent, with the ability to carry losses forward indefinitely to offset future tax liabilities. Saudi Arabia allows 100 per cent foreign ownership of businesses in key sectors.

As part of Invest Saudi's delegation to the AIM Conference, several specific investment opportunities were represented on-site and available for detailed consultations.

Organizations participating in the Invest Saudi Pavilion at the AIM Conference included the Royal Commission for Jubail and Yanbu, the Ministry of Health, Sadara Chemical Company, Jazan Economic City, Saudi Aramco, Saudi Export Development Authority, Modon, the Saline Water Conversion Corporation, the Saudi Industrial Development Fund, the Saudi Ports Authority, and the Economic Cities Authority.



مجلس الإمارات للمستثمرين بالخارج
UAE International Investors Council

Launch of the UAE International Investors Council



From Left to Right: Jamal Saif Al Jarwan, Secretary General, UAE International Investors Council; Khaled Saleh Al Rashedi, Head of Group Government Affairs, Mubadala; Eng. Sultan bin Saeed Al Mansoori, Minister of Economy, Chairman of UAE International Investors Council; Khalid Ghanem Al Ghaith, Assistant Foreign Minister of Economic Affairs, Ministry of Foreign Affairs; Abdulla Bin Ahmed Al Saleh, Undersecretary Foreign Trade and Industry, Ministry of Economy; Eisa Hareb AlThabahi, Senior Advisor to Chief Executive Officer, Abu Dhabi Investment Company; Obaid Saeed Al Dhaheri, Senior Vice President Corporate Affair, Borouge Pte Ltd

In October 2009, the UAE International Investors Council was established by Cabinet decision and its concept was widely acclaimed by UAE Investors, hence 14 private entities and Government bodies agreed to form this new important entity. These include the Ministries of Economy, Finance and Foreign Affairs, Abu Dhabi Investments Company (ADIC), Abu Dhabi National Energy Company (Taqa), Al Fahim Group, Borouge Private Limited, DP World, Emirates Telecommunications Corporation (Etisalat), EMAAR Properties, General Civil Aviation Authority. The council main objective is to assist its members in overcoming investment challenges faced by council members abroad. And Participate in executing the UAE International Investment strategy.



“AIM 2015 has once again provided an excellent opportunity for countries all over the world to showcase their potential to attract FDI. It was the right platform to deliberate on the challenges facing the member countries and propose effective and practical solutions. The standard of the participants, moderators and speakers were exemplary and very professionals. The hospitality from the UAE Government will be cherished and remembered for many years to come.”

Michael Benstrong

Minister of Investment, Entrepreneurship Development & Business Innovation, Republic of Seychelles

His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister and Ruler of Dubai met with Ministers of Economy, Trade and investment, Governors & Heads of International Organisations during the Annual Investment Meeting 2015 which took place at the World Trade Centre.

The meeting was also attended by H.H. Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai; H.H. Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum, Deputy Ruler of Dubai; Mohammed bin Abdullah Al Gargawi, Minister for Cabinet Affairs; Sultan bin Saeed Al Mansoori, Minister of Economy; and Khalifa Saeed Sulaiman, Director-General of Dubai's Protocol and Hospitality Department.



H.H. Sheikh Mohammed bin Rashid welcomed the ministers and the high level officials to the UAE wishing them success in their efforts to encourage and attract investments in both the public and private sectors, to promote development, create jobs for the youth in the world in general, the Arab region and developing countries in particular.

He emphasized that the UAE and Dubai in particular, are open to all foreign investment, including those from Arab countries, and that it provides all government and logistical support to attract investments that boost the economy, serve the people and reflect positively on the global economy and the well-being of humanity.





Visiting ministers thanked H.H. Sheikh Mohammed bin Rashid Al Maktoum 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. Countries in the region can benefit from the UAE's experience in this area.





Karl P. Sauvart

Resident Senior Fellow, Columbia Center on Sustainable Investment, a joint Center of Columbia Law School and the Earth Institute at Columbia University, United States of America

Excellencies, ladies and gentlemen, good morning. It is a privilege and pleasure for me to present to you today the AIM Investment Report 2015.

The Report focuses on developments last year, but these developments are being put into a broader context. The focus of the report is on policy developments at the national and international levels. The reason for this focus is that the FDI world last year was characterized by policy developments and discussions.

Let me present to you some highlights of the Report, dealing with the following three issues:

- The performance of FDI flows last year.
- A new national FDI policy challenge.
- And international FDI policy challenges.

1. The performance of FDI flows in 2014

Let me begin with the performance of FDI flows in 2014.

The single most important characteristic of world FDI flows in 2014 is that these flows declined by 8%, to US\$1.3 trillion, that year. However, keep in mind that this amount – \$1.3 trillion is still a very substantial sum. It shows that the world FDI market remains very vibrant.

The decline in inflows took place in developed countries, partly explained by economic uncertainty and slow growth in Europe. *On the other hand, the good news is that emerging markets did well: They attracted over half of world FDI inflows (59% or US\$745 billion), and they did this for the third year in a row.* This is certainly an outstanding achievement, testifying to the economic performance of this part of the world. Asia, in particular, was the most dynamic region in terms of attracting FDI, with China actually becoming the world's single most important host country last year. West Asia, on the other hand, saw again declining inflows, although different countries performed differently. For example, the United Arab Emirates ranked second in 2013 as the most attractive host, and Dubai alone attracted US\$8 billion in 2014. Moreover, the United Arab Emirates were the leading outward investor of the region, accounting by itself for more than a quarter of West Asia's outward FDI stock.

It is also important to note that Asia led emerging markets in terms of attracting knowledge intensive FDI, as measured by the number of R&D facilities established in the world over the past decade or so. This is reflected in the fact that the share of emerging markets in the world's total spending for research and development rose from about 10% a decade ago to 40% now. This is an encouraging trend, as technology is a key driver of economic growth and development.

The topic of this year's Annual Investment Meeting is therefore rightly "Sustainable Development through FDI Induced Innovation and Technology Transfer". There is also good news on the outward FDI side. In particular, *the share of emerging markets in world outward FDI flows rose to 39% in 2013, amounting to US\$560 billion. This is an extraordinary performance, considering that FDI outflows from emerging markets 10 years ago were negligible.*

What is more, although FDI outflows from emerging markets are concentrated in that a small number of countries account for the lion's share of these outflows, more and more firms in more and more emerging markets are becoming outward investors. More specifically, over the past 5 years, more than half of all emerging markets reported outward FDI flows at least one year during that period.

There are today some 50,000 multinational enterprises (MNEs) headquartered in emerging markets. Among these, there are a number of state-owned enterprises (SOEs) that are particularly important outward investors in countries such as China, Singapore and some Arab countries. This rise of MNEs headquartered in emerging markets testifies to the increasing competitiveness of the firms involved. At the same time, by investing abroad, emerging market MNEs further reinforce their own competitiveness, as they obtain better access to markets and resources of all kinds.

Implication for investment promotion agencies (IPAs) is that, more than in the past, they need to target a broad range of emerging markets when they seek to attract investment.

2. National FDI policy challenges

Let me turn to my second topic, host country FDI policies. I want to highlight here only one policy area, and this area relates directly to the rise of emerging markets as outward investors.

This is the situation: All countries pursue policies to attract FDI, and they have various instruments in place to implement these policies. The establishment of IPAs by virtually all countries and, increasingly also by sub-divisions in a rising number of countries, testify to this approach. You, as representatives of IPAs and as investors, are very much aware of this situation and are much more familiar with policies to attract FDI than I am.

However, when you look at the outward FDI side, the picture is quite different. More specifically, you have a picture that shows that *all developed countries have a policy on outward FDI and various instruments to implement this policy in order to help their firms invest abroad.* The instruments used by governments for this purpose can include the following: Providing informational support. Giving various types of financial support. Granting favorable fiscal treatment. Offering investment insurance. Linking official development assistance to important FDI projects. Negotiating treaties to avoid double taxation. And of course, concluding bilateral investment treaties to protect their investors abroad and facilitate their operations. And

in a number of countries, IPAs are not only responsible for attracting investment to the shores of their countries, but they are also responsible for helping firms of their countries invest abroad.

This is indeed a wide range of instruments to help firms invest abroad, and they can be important not only for large firms contemplating outward investment, but especially also for small and medium-sized firms. The principal reason for which developed countries help their firms invest abroad is that as I mentioned already earlier outward FDI increases the international competitiveness of firms by providing them with better access to markets and resources of all kind, ranging from natural resources to technology and brand names.

This is the picture as far as developed countries are concerned. *As far as emerging markets are concerned, however, there are only a few countries – I repeat: only a few countries that have a policy on outward FDI and have a number of instruments in place to implement these policies. The best known example is China and its “going out” policy. As part of this “going-out policy”, China’s numerous IPAs also help Chinese firms with their outward FDI. (By the way, China’s outward FDI might well surpass China’s inward FDI this year).* In other words, most emerging markets do not help their firms invest abroad. This is surprising because, as I said earlier, the great majority of emerging markets has firms that invest abroad, and outward FDI is an important source of the international competitiveness of firms.

What is the implication of this situation? I think the implication is clear: MNEs headquartered in countries that support their firms to invest abroad have a competitive advantage over MNEs headquartered in countries that do not support their firms to invest abroad. I repeat: *MNEs headquartered in countries that support their firms to invest abroad have a competitive advantage over MNEs headquartered in countries that do not support their firms to invest abroad.* And such support, as I mentioned earlier, can include informational support, financial support, fiscal support, investment insurance, official development assistance, and double taxation and bilateral investment treaties. In other words, many of the 50,000 MNEs headquartered in emerging markets that I mentioned earlier are in a competitive disadvantage in the world FDI market.

What this means, in my opinion, is that *a great number of countries need to look at the question of whether or not they too need a policy on outward FDI and whether or not they need to put instruments in place to implement such a policy.*

Excellencies, ladies and gentlemen, the challenge of developing an appropriate outward FDI policy is the new frontier of national FDI policy making.

3. International FDI policy challenges

At the same time, though, I need to alert you to a challenge that policies to support outward FDI face at the international level and this brings me to my third topic, international FDI policy challenges. The challenge I am referring to concerns the support that some governments give to their state-owned enterprises that invest abroad and as I mentioned earlier, *SOEs play an important role in the outward investment of a number of countries. More specifically, a number of developed countries regard the support that home country governments give to their SOEs investing abroad as violating the principle of “competitive neutrality”.*

This principle envisages that no entity in an international market should have undue competitive advantages vis-à-vis its competitors. The negotiations of the Trans-Pacific Partnership agreement reflect the concern of developed countries in this respect. The resulting agreement is likely to discipline support for SOEs that are active internationally. I think this is a development that is important for a number of countries, including here in the region, and hence needs to be monitored carefully.

But the policy challenges at the international level are broader. The key point here is that the international investment law and policy regime increasingly sets the parameters for national FDI policy making. This is done through more than 3,000 international investment agreements that virtually all countries of the world have concluded. The United Arab Emirates, for example, has signed 59 international investment agreements. These agreements establish the boundaries of what governments can and cannot do nationally in the area of FDI, including to increase the benefits of FDI for their national economies. *International investment agreements restrict and that is of course a characteristic of all international agreements the policy space of governments.*

Moreover, the international investment regime has “teeth”, so to speak: It has an investor-state dispute-settlement mechanism that can be used directly by investors that feel that any of their rights under an international investment agreement have been violated by host countries. International tribunals of arbitrators decide then on any claims brought by investors against a host country. The costs of litigating such claims can be high (on average around US\$10 million), and the awards rendered if

a country loses a dispute can be even higher, and can reach into the billions of dollars. The number of disputes, moreover, is growing. The international investment law and policy regime is therefore of great importance to national policy making.

I do not want to bore you with the details of the international investment regime and its strength and weaknesses. Suffice it to say that *there is a lively debate underway about how this regime can and should be reformed.* In Europe alone, an invitation of the European Commission for comments on the investor-state dispute-settlement mechanism yielded some 150,000 responses last year. This discussion reflects the importance of a solid and balanced investment law and policy regime that takes into account the interests of all principal stakeholders. And this, in turn, makes it important for all governments to monitor this discussion carefully and seek to influence the debate about the future of the international investment regime and the manner in which it sets the parameters for domestic FDI policy making.

Let me conclude my presentation of the Report by reminding you that, *although world FDI flows declined last year, emerging markets did well. The challenges are on the policy front, both at the national and international levels.*



AIM 2015 Conference gathered an impressive number of influential FDI thinkers and renowned experts offering participants myriad opportunities to gather the latest investment intelligence on how to Achieve Sustainable Development Through FDI Induced Innovation and Technology Transfer, the theme of this year event.

The 2015 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 in ten different plenary sessions and four parallel sessions offering informed and thoughtful views to a large number of participants. This included FDI policies for the promotion of innovation and technology transfer, trends in national and international FDI rule making, the role of global value chains, corporate strategies and FDI determinants for establishment of high-end industries, the role of global events as an unparalleled collaboration platform for technology and best practice sharing, practical experiences on how to successfully leverage FDI for technology transfer and diffusion, the development of high-end industries in China and the Asian Tigers, incentives and asset-seeking FDI, as well as investment promotion strategies to foster technology transfer and know-how. A special session was also held to highlight the new wave of start-ups and innovative SMEs in growing markets.



From Left to Right: **Nasir A. Abdullahi**, MBA, Chairman, Coop Mortgage Bank; CEO, Ardent Group, Nigeria; **Khosh Choksy**, Vice-President for Turkey and Middle-East Affairs, US Chamber of Commerce, United States of America; **Sergey Filippov**, Associate Director, The Lisbon Council / European Digital Forum, Belgium; **Bruno Lanvin**, Executive Director of INSEAD's European Competitiveness Initiative (IECI), and of Global Indices; **Ann M. Low**, Deputy Director, Office of investment Affairs, US Department of State, United States of America; **James Jensen**, CEO, ValueBizBrazil, Brazil; **Fouad Mrad**, Executive Director, UN-ESCWA Regional Technology Centre, Jordan; **Oliver Rothschild**, Chairman, Corporate Advisors, United Kingdom; **Tor Svensson**, Chairman, Capital Finance International (CFI), London, United Kingdom

“ Thank you very much to you for your excellent organization of the AIM 2015. I really enjoyed the event and was honored to provide my contribution as moderator of the panel on FDI in Agriculture and technological advances, the case of Africa. ”

Pirro-Tomaso Perri (Ph.D.)

Programme and Planning Officer, Sub-regional Office GCC States and Yemen, FAO, Abu Dhabi, United Arab Emirates

Parallel sessions focused on some sector specific issues such as FDI in education and skills development, FDI in the energy sector and its latest developments and FDI in agriculture and technological advances in Africa.



Sergey Filippov
Associate Director, The Lisbon Council -
European Digital Forum, Brussels, Belgium

From Left to Right: John Danilovich, Secretary General, ICC, France; Khalifa Al Zaffin, Executive Chairman of Dubai Aviation City Corporation (DACCPC) and Member of the Expo 2020 Dubai Higher Committee, UAE; Cornelia Meyer, Chairman and Chief Executive Officer of MRL Corporation, United Kingdom; Alan Winde, Western Cape Minister of Economic Opportunities, South Africa; Kai Hammerich, President KA Foreign Investment Corporation AB, Sweden

“ I think AIM is meeting an important felt need a forum where executives and policymakers can thrash out issues of FDI into and out of emerging markets. Congrats again, on a laudable effort and an interesting conference. ”

Ravi Ramamurthi

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

“ The conference provided a platform for discussing real issues as regards FDI for growing markets. Discussions amongst experts and thought leaders offered realistic insight on investment opportunities, international investment policies and best practices. It also presented a unique platform for strategic networking and business development. ”

Bashi Gaetsaloe

Managing Director, Botswana Development Corporation, Republic of Botswana



From Left to Right: Kai Hammerich, President KA Foreign Investment Corporation AB, Sweden; Francois Gilardoni, Founder & Principal, duMonde, LLC Global Advisory Services, Innovation & Strategic Investments, Switzerland; Hamid Ben Elafdil, Director General, Moroccan Investment Development Agency (AMDI), Kingdom of Morocco; Alexander Banz, Partner, Niton Capital Partners S.A, Geneva, Switzerland; Joachim Arnold, Director, Lead generation and representation services, OCO Global, Germany; Lisa D. Cook, Associate Professor of Economics, Michigan State University, United States of America

Samuel Santos López, Minister of Foreign Affairs of the Republic of Nicaragua



Fouad Mrad
Executive Director, UN-ESCWA Regional Technology Centre Amman, Jordan

From Left to Right: Alexander Wu, CEO, China Power, TianJin, China; Henry Loewendahl, CEO, WAVTEQ, Hong Kong, China; Andreas Dressler, Managing Director, Conway Advisory, managed by Terrain, Germany; Ommen Chandy, Chief Minister, Kerala, India; David East, Senior Vice-President, Conway Data Inc., United Kingdom; Robert Hein, co-founder and CEO of 004 GmbH, Germany; Jamal Al Jarwan, Secretary General, International Investors Council, United Arab Emirates; Shen Minghao, Researcher of Guangdong Research Institute for International Strategies (GRIIS) and director of Cantonese Merchants Research Center, China; Matthew Summer, Director of Asia, INVEST IN, China



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



Bekim Neziri
Minister of Economy, Republic of Macedonia

“ Development of trade and investment cooperation with the countries of the Middle East is one of the priorities for Russia and Annual Investment Meeting 2015 is a real driver for relations of this kind. Besides, I would like to point out that the issues and topics discussed at the forum are of great significance. AIM 2015 provided perfect ground for highly professional speakers to meet and deliberate on topical issues.”

Alexander Tsybulskiy

Deputy Minister of Economic Development of the Russian Federation



From Left to Right: Christina Knutsson, Director, GDP Global Worldwide, United Kingdom; Ana Teresa Lehmann, Associate Professor of Economics, School of Economics, University of Porto, Portugal; Andrea Goldstein, Senior Economist, Investment Division, OECD, France

“ It was a wonderful experience and I would be very interested in future editions of AIM.”

Ram Mudambi

Frank M. Speakman Professor of Strategy, Fox School of Business, Temple University, Philadelphia, United States of America

“ A most interesting and well-performed AIM, the contents of the conference as well as the presentations and discussions were of high class.”

Kai Hammerich

President, KA Foreign Investment Corporation, Kingdom of Sweden



Bruno Lanvin, Executive Director of INSEAD's European Competitiveness Initiative (ECI), and of Global Indices, France

“ This Annual Investment Meeting 2015 is great platform for mutual sharing of experience, to identify new opportunities and collaborate for common success. Therefore I take AIM as the most ideal opportunity for learning experience. I once again thank the organizers who had invited me and I wish the meet every success. ”

Oommen Chandy
Chief Minister, Kerala, Republic of India



FDI provides a way for locations to “move up the value chain” from lower value-adding to more innovative activities

- However, the reality of a location needs to match investor requirements. Governments cannot engage in wishful thinking based on aspirations, but must ensure that the investment environment is suitable to innovative activities.
- Talent is a key driver of investment decisions for innovative activities. However, the mere availability of workforce is not sufficient, and the available skills must conform to the needs of specific sectors.
- “Trust” is another major factor determining where companies place innovative activities, which are critical to their organization’s’ success. Trust encompasses issues such as intellectual property protection, government support and confidence that the location will actually deliver what was promised.
- Governments and IPAs must rely on partners in attracting innovative investment, since the requirements for such projects tend to be quite technical.
- Universities in particular are essential partners, since they understand what companies require in a specific technological or scientific field. Universities also have the networks (for example, through alumni or research collaborations) with corporate decision makers.
- Some IPAs are focusing on talent attraction as a field of activity to enhance the overall attractiveness of a location. This requires working with government to remove impediments to talent attraction (e.g. immigration or acceptance of foreign degrees).
- Smaller countries in particular are advised to focus on specific niches where they can build and demonstrate a comparative advantage.

Ten Key Guiding Principles or Lessons for Governments' Effective FDI Policies

1. Play on Strengths: identify sectors or skill sets in which country has a comparative advantage and focus on building that identity or brand.
2. Be predictable and friendly: Bilateral Investment Treaties (BITs), Free trade agreements, a robust legal system and transparent regulations, made in consultation with stakeholders, all contribute to predictable, stable investment regimes. Create affordable and credible alternatives for dispute settlement, so investors know the rules and have a clear process for resolving disputes.
3. Create Incentives: consider not only using fiscal policies, such as tax holidays, and free trade zones to attract FDI, but other incentives such as excellent infrastructure, and investor-friendly policies and services. Provide support navigating government processes and investment after-care to address concerns early, before they become disputes.
4. Do Not Discriminate between national and foreign investment, between state-owned and private enterprises, nor between genders or nationalities. The most innovative enterprises are those that embrace diversity. Implementing these 10 lessons creates an enabling environment for entrepreneurship, SME growth, and high tech firms, so are essential, if a government does not wish to inadvertently discriminate against its SMEs.
5. Regulate for Sustainability: In consultation with stakeholders, develop the right mix of laws and regulations to promote sustainable development, then communicate, implement, and measure results. Periodically review and update regulations in consultation with stakeholders, and provide full transparency on draft laws and regulations by publishing them on the Internet so investors and other stakeholders can comment and plan ahead for implementation.
6. Protect Intellectual Property Rights (IPR): Make the patenting, trade mark and copyright processes transparent and affordable. Use technology to protect and enforce IPR at the borders, and publicize results, so investors, and entrepreneurs, know protecting IPR is a government priority. This is essential to attract FDI by SMEs who cannot afford legal actions to protect their rights.
7. Remove Red-tape : Review administrative processes and only keep those that are required by specific laws and regulations. Make all governmental administrative processes, simple transparent, time bound and predictable. Put all the processes online to make them accessible and user-friendly.
8. Provide Access to Finance and Risk management services: Good corporate governance is fundamental to the free flow of finance. Announce economy statistics and disclose corporate reports on a predictable schedule that is widely communicated.
9. Fund FDI-agencies and listen to their feedback: empower FDI-agencies to serve as investment ombudsman who can bring investors concerns to light early and have authority to work across ministries to solve problems and get timely results.
10. Communicate, Communicate, Communicate. Stability, predictability and transparency are essential to attract FDI. Countries must be responsive to market conditions and stakeholders concerns and communicate early and often their commitment to a continually improving investment climate.



From Left to Right: Shivaji Das, Senior Vice-President and Global Head, Public Sector Consulting Practice, Frost & Sullivan, Singapore; Ian Gomes Partner, Head of Advisory, KPMG, India; Jordi Robert-Ribes, Founder Director, Connecting Perspectives, Andorra, Andreas Dressler, Managing Director, Conway Advisory, managed by TERRAIN, Germany, Leonard Johnson, Vice President of Investor Relation, Alliance Financial Group (AFG), United States of America; Tim Kelley, CEO of the Imperial Valley Economic Development Corporation in California, United States of America; Ram Mudambi, Professor and Perelman Senior Research Fellow, Temple University, United States of America



Rupert Horace Simeon, CEO – SIB, Seychelles



Alan Winde, Western Cape Minister of Economic Opportunities, South Africa

“Sustainable energy for all by 2030 is an achievable goal, but it cannot be reached by public finance alone. Without significant private investment, and public-private partnerships, it will be impossible. The Annual Investment Meeting offers a valuable opportunity not only to debate important financial questions but to forge new contacts and relationships that can bring about concrete action on the ground.”

Kandeh K. Yumkella

Undersecretary-General for Sustainable Energy for All and Chairman of UN-Energy
Republic of Austria

Day One – Monday, 30 March 2015

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

10:05 - 10:25 Launch of AIM Annual FDI Report



Karl P. Sauvant, Resident Senior Fellow, Columbia Center on Sustainable Investment, a joint Center of Columbia Law School and the Earth Institute at Columbia University, United Stat of America.

The annual flagship publication of the Annual Investment Meeting would launched highlighting the general theme of the conference and revealing the latest trends in inward and outward FDI flows globally and regionally in particular in growing markets. A special focus was made on the competitiveness of fast growth markets and key opportunities and challenges they have to face in a fast moving and unpredictable world.

10:25 - 12:10 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 and lessons learnt as well as present their personal assessment on how to invest in growth and to find sustainable solutions to further the cause of development in times of an economic revival.

Moderator



Cornelia Meyer, Chairman and Chief Executive Officer of MRL Corporation, United Kingdom

Panelists



John Danilovich, Secretary General, ICC, French Republic



Kandeh K. Yumkella, Undersecretary-General for Sustainable Energy for All and Chairman of UN-Energy, Republic of Austria



Murade Murargy, Executive Secretary of CPLP, Portuguese Republic



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



Rustam Minikhanov, President of the Republic of Tatarstan, Russian Federation



Shamshad Akhtar, Under-Secretary-General of the United Nations and Executive Secretary of ESCAP, Kingdom of Thailand

12:10 - 13:00 Grand Opening Ceremony

13:10 - 14:30 Strategic Networking Luncheon (by invitation only)

13:10 - 14:30 Lunch Break and Networking

14:30 - 15:45 Plenary Session Two: Policy Options for the Promotion of Innovation and Technology Transfer Through FDI

This session shed light on the policies that are needed in both host and home countries, at national and international levels to encourage technology transfer and dissemination through FDI. In host countries, a clearly-defined strategy and the right mix of policy instruments and business conditions are needed. The session discussed and drew lessons from successful cases to highlight best practice policy frameworks for enhancing technological and innovative contributions of global firms in the context of host developing countries. It also considered the potential effects of home country policies.

Moderator



Tor Svensson, Chairman, Capital Finance International (CFI), London, United Kingdom

Keynote speaker



Oliver Rothschild, Chairman, Corporate Advisors, United Kingdom

Panelists



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



Bruno Lanvin, Executive Director of INSEAD's European Competitiveness Initiative (IECI), and of Global Indices projects at INSEAD, French Republic



Fouad Mrad, Executive Director, UN-ESCWA Regional Technology Centre, Kingdom of Jordan



James Jensen, CEO, ValueBizBrazil, Federative Republic of Brazil



Khosh Choksy, Vice-President for Turkey and Middle-East Affairs, US Chamber of Commerce, United States of America



Nasir A. Abdullahi, MBA, Chairman, Coop Mortgage Bank; CEO, Ardent Group, Federal Republic of Nigeria



Sergey Filippov, Associate Director, The Lisbon Council / European Digital Forum, Kingdom of Belgium

15:45 - 16:00 Coffee Break and Networking

16:00 - 17:15 Plenary Session Three: Innovation in the Global Factory - The Role of Global Value Chains

Global Value Chains (GVCs) are reshaping the geography of global business and the international boundaries of the firm. In their operations, multinational enterprises (MNEs) increasingly replace ownership with manufacturing contracts and other non-equity forms of international organisation (such as services outsourcing, contract farming, franchising and licensing).

One of the major implications of this has been a relaxation of the historically close relationship between firm-specific advantages, including innovation, and ownership. Historically one of the principal means of protecting firm-specific advantages was to 'internalise' these advantages within the boundaries of the firm. In the global factory, firms rely more on legal and other external means of protecting their firm specific advantages. As far as R&D is concerned, companies can outsource it beyond their home country to speed up innovation and product development, to gather local knowledge in a market where they have, or are building, a significant presence, and/or for the cost savings.

This session was led by the OECD and explored the implications for firms and governments. How can MNEs surf on the waves of the global factory model, which allows the company to significantly reduce its exposure to international risk (through a significant reduction in its FDI) while maintaining their presence in international markets, may lose control over firm-specific advantages weaken the ability to innovate and therefore result in significant loss of market share? How can governments target centers of excellence of MNEs?

Moderator



Andrea Goldstein, Head of Global Relations, OECD Investment Division, French Republic

Keynote speaker



Ram Mudambi, Professor and Perelman Senior Research Fellow, Temple University, United States of America

Panelists



Ali H. A. Mohamed Al Zarouni, Senior Vice President, Jebel Ali Operations & Cell Technology, Emirates Global Aluminium (EGA), United Arab Emirates



Ana Teresa Lehmann, Associate Professor of Economics, School of Economics, University of Porto, Portuguese Republic



Christina Knutsson, Director, GDP Global Worldwide, United Kingdom



Mahmoud Bastaki, CEO, Dubai Trade, United Arab Emirates



Mia Mikic, OIC, Trade and Investment Division, ESCAP, Kingdom of Thailand



Pavida Pananond, Associate Professor of International Business, Thammasat Business School, Thammasat University, Kingdom of Thailand

19:30 – 22:30 Gala Dinner and Investment Awards

Day Two - Tuesday, 31 March 2015

09:00 - 10:00 Parallel Session One: FDI in Education and Skills Development, Salient Trends and Best Practices

This parallel session examined ways in which foreign investors and local authorities can contribute to technological and skills development in host nations, including best practices and common challenges. Effective transfer of technology and skills, as well as investments in education and training are essential in order to build a highly skilled workforce. The session also discussed the impact of foreign investment in education and training in terms of sustainable development and economic diversification.

Moderator



Tim Rogmans, Assistant Professor at the College of Business, Zayed University, Dubai, United Arab Emirates

Panelists



Katharina Arnold, Senior Manager - Foreign Direct Investment Conway Advisory, managed by Terrain, Federal Republic of Germany



Jaume Salvat, Founder & Partner of Aggaros, Principality of Andorra



Kalthoom Al Balooshi, Director of Institutional Development, Knowledge and Human Development Authority, United Arab Emirates



Lisa D. Cook, Associate Professor of Economics, Michigan State University, United States of America



Ramesh Jagannathan, Vice Provost of Entrepreneurial Enablement, New York University - Abu Dhabi United Arab Emirates

09:00 - 10:00 Parallel Session Two: New Developments in FDI in the Energy Sector

Given the collapse in oil prices with US shale gas and slowing demand from China and Europe, implications for the global economy and growing economies in general and for the Middle East in particular are immense. This is perhaps the biggest structural change in the world economy since the rise of China. This key parallel session looked at some of these key developments and examine their far-reaching implications on emerging markets.

Moderator



Shazali Sulaiman, Partner KPMG, Nation of Brunei

Panelists



Henry Loewendahl, CEO, WAVTEQ, Hong Kong, People's Republic of China



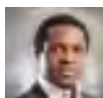
Luciano Tommasi, Manager-Innovation & New Ventures, Ente Nazionale per l'Energia Elettrica (Enel S.P.A.), Italian Republic



Mohamed Shoeib, Managing Director, Energy Division, Qalaa Holdings (formerly Citadel Capital), Arab Republic of Egypt



Neeraj Agrawal, CFO and Member of the Crescent Group Board of Directors, Executive Director for Crescent Enterprises, United Arab Emirates



Tonye Cole, Founder and Chairman of Sahara Group, Energy (Oil & Gas) Power and Development, Federal Republic of Nigeria

10: 00 – 11:45 Ministerial Roundtable

The Ministerial Roundtable was the occasion for ministers from different countries and regions participating in AIM 2015 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. Written contributions were submitted beforehand, compiled by AIM Organizing Committee and analyzed to serve as a basis for the preparation of a consensus document reflecting the views of all ministers present. This document was issued as an official outcome of the Roundtable for action and follow-up, and is referred to as "AIM 2015 Ministerial Declaration on Investment".

Moderator



Kandeh K. Yumkella, Undersecretary-General for Sustainable Energy for All and Chairman of UN-Energy, Republic of Austria

Panelists



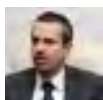
Alexander Tsybulskiy, Deputy Minister of Economic Development, Russian Federation



António Pires de Lima, Minister of Economy, Portuguese Republic



Aziz Rabbah, Minister of Equipment, Transport and Logistics, Kingdom of Morocco



Bekim Neziri, Minister of Economy, Republic of Macedonia



Ekwow Spio-Garbrah, Minister of Trade and Industry, Republic of Ghana



Samuel Santos López, Minister of Foreign Affairs of the Republic of Nicaragua



Sultan Al Mansoori, Minister of Economy, United Arab Emirates

11:45 – 12:00 Coffee Break and Networking

12:00 – 13:00 Plenary Session Four: Global Events - An Unparalleled Collaboration Platform for Technology and Best Practice Sharing

Global mega events are usually assessed in terms of the economic of the event itself with little attention given to the event as part of a broader process designed to change perceptions and understanding often with the ultimate goal of increasing trade. These events must serve as a unique platform and an instrumental catalyst for positive change and collaboration for any region. Great efforts are required to lay for the foundations for a collective and collaborative future that will touch the world uniquely and collaboratively.

Moderator



Cornelia Meyer, Chairman and Chief Executive Officer of MRL Corporation, United Kingdom

Keynote speaker



Khalifa Al Zaffin, Executive Chairman of Dubai Aviation City Corporation (DACCP) and Member of the Expo 2020 Dubai Higher Committee, United Arab Emirates

Panelists



Alan Winde, Western Cape Minister of Economic Opportunities, Republic of South Africa



Bruno Lanvin, Executive Director of INSEAD's European Competitiveness Initiative (IECI), and of Global Indices projects at INSEAD, French Republic



John Danilovich, Secretary General, ICC, French Republic



Kai Hammerich, President KA Foreign Investment Corporation AB, Kingdom of Sweden

13:00 – 14:00 Lunch Break and Networking

14:00 – 15:15 Plenary Session Five: Trends in National and International FDI Policies and Implications for National Policy Makers and IPAs

In the FDI world, the year 2014 was characterized by policy developments. At the national level, countries made their investment framework more welcoming while, at the same time, taking a more nuanced approach to M&As, especially in sensitive industries, primarily for national security reasons. Countries also further developed their outward FDI frameworks, to help their firms invest abroad – the new frontier of national FDI policy making. In both cases, issues related to sustainable development through FDI related technology transfer and innovation play a role. At the international level, the nature of the international investment law and policy regime and its investor-state dispute-settlement mechanism, the role of bilateral investment treaties and the question of rules for state-owned enterprises received special attention, as reflected, e.g., in the discussions of the Trans-Pacific Partnership agreement. These discussions are of critical importance to national FDI policy makers and IPAs, including as regards attracting knowledge-intensive FDI, as the international investment framework increasingly sets the parameters for national policy making in the FDI area.

Moderator



Karl P. Sauvant, Resident Senior Fellow, Columbia Center on Sustainable Investment, Columbia Law School - Earth Institute, United States of America

Keynote speaker



Alexander Tsybulskiy, Deputy Minister, Ministry of Economic Development, Russian Federation

Panelists



Ana Teresa Lehman, Associate Professor of Economics, School of Economics, University of Porto, Portuguese Republic



Andrea Goldstein, Head of Global Relations, OECD Investment Division, French Republic



Khaled Mohammed Al-Aboodi, Chief Executive Officer and General Manager of Islamic Corporation for the Development of the Private Sector (ICD), Islamic Development Bank, Kingdom of Saudi Arabia



Masayoshi Watanabe, Managing Director, Invest Japan Department, JETRO, Japan



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



Rupert Horace Simeon, CEO – SIB, Republic of Seychelles

15:15 – 16:15 Plenary Session Six: Leveraging FDI for Technology Transfer and Diffusion, Successful Country Case Studies

To effectively leverage FDI as a means to achieve technology transfer and diffusion, countries need to establish an effective national innovation system (NIS) which provides an interface for technology-related global firms activity, supports the development of the absorptive capacities of domestic enterprises and their linkages with international enterprises, and provides a regulatory framework, including a balanced framework for intellectual property that enables the development of a knowledge base and technological capacities. The coherence between FDI policy and other relevant policies (especially innovation and science and technology policy) is important in this regard and home country policies and international support can also play a role. This session was the occasion to discuss selected case studies

Moderator



Joachim Arnold, Director, Lead generation and representation services, OCO Global, Federal Republic of Germany

Keynote speaker



Alexander Banz, Partner, Niton Capital Partners S.A, Geneva, Swiss Confederation

Panelists



Francois Gilardoni, Founder & Principal, duMonde, LLC Global Advisory Services, Innovation & Strategic Investments, Swiss Confederation



Hamid Ben Elafdil, Director General, Moroccan Investment Development Agency (AMD), Kingdom of Morocco



Kai Hammerich, President KA Foreign Investment Corporation AB, Kingdom of Sweden



Lisa D. Cook, Associate Professor of Economics, Michigan State University, United States of America



Miguel Frasquilho, President of AICEP, Portuguese Republic



Rayan Qutub, CEO, Industrial Valley, King Abdulla Economic City, Kingdom Saudi Arabia

16:15 - 16:30 Coffee Break and Networking

16:30 - 17:45 Plenary Session Seven: The Development of High-end Industries, Underlying Factors Behind a Success Story in China and the Asian Tigers

China has made impressive progress in technology intensive and high-end manufacturing. What has made this possible? How did Chinese manufacturers obtain access to modern technology? This has been achieved through the process of 'Technology Transfer', a process by which technology, knowledge, skills and manufacturing methodologies are transferred from countries or companies to a given country allowing its economy to move up the manufacturing value-chain. The phenomenon of technology transfer is not a new one. The economic development of the Asian Tigers, starting from the 1970s, was also rooted in the process of technology transfer. In the initial stage of their economic development, Taiwan and South Korea imitated foreign technology from Japan. Japan in turn had become one of the most technologically advanced economies in the world after in part benefiting from technology transfer from the US. At present, both South Korea and Taiwan are leading innovators and have moved on to high-end manufacturing. What lessons can be drawn?

Moderator



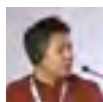
David East, Senior Vice-President, Conway Data Inc., United Kingdom

Keynote speaker



Jamal Al Jarwan, Secretary General, International Investors Council, United Arab Emirates

Panelists



Alexander Wu, CEO, China Power, TianJin, People's Republic of China



Andreas Dressler, Managing Director, Conway Advisory, managed by Terrain, Federal Republic of Germany



Henry Loewendahl, CEO, WAVTEQ, Hong Kong, People's Republic of China



Matthew Summer, Director of Asia, INVEST IN, People's Republic of China



Ommen Chandy, Chief Minister, Kerala, Republic of India



Robert Hein, co-founder and CEO of 004 GmbH, Federal Republic of Germany



SHEN Minghao, Researcher of Guangdong Research Institute for International Strategies (GRIIS) and director of Cantonese Merchants Research Center, People's Republic of China

Day Three - Wednesday, 1 April 2015

09:00 – 10:00 Parallel Session Three: FDI in Agriculture and Technological Advances, the Case of Africa

This session was presented and discussed the latest innovative business and investment strategies as well technologies that are being developed in Africa for the success of agricultural practice in the continent.

Moderator



PirroTomaso Perri, Programme & Planning Officer, F.A.O Office, United Arab Emirates

Panelists



Houssam Mahmoud, President, the Human Food Division, Al Dahra Agriculture, United Arab Emirates



Yaw Nyarko, Professor of Economics at New York University, Director of the Center for Technology and Economic Development, United States of America

09:00 – 10:00 Parallel Session Four: Incentives and Asset-Seeking FDI, the New Rules of the Game

This session was moderated by Investment Consulting Associates (ICA). Today the role of incentives in attracting FDI have become a hot topic among policy makers, business leaders and academia. Within governments the focus is on the one hand 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 (fiscal) incentives in place for attracting higher value added activities. It also focused on the investor's experience in identifying potential incentives for innovation driven FDI and the role governments play in this process. The panel brought together both IPA executives and corporate investors and aims to create a dialogue about (fiscal) incentive strategies and policies that achieve both economic development goals as well as solves the immediate concerns of corporate investors.

Moderator



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

Panelists



Andrea Goldstein, Head of Global Relations, OECD Investment Division, French Republic



Arnold Leung, CEO of Appnovation Technologies, Canada



Kai Hammerich, President, KA Foreign Investment Corporation AB, Kingdom of Sweden



Martin Kaspar, Executive of Fränkische Industrial Pipes, Federal Republic of Germany



Marwan Al Serkal, CEO of the Sharjah Investment and Development Authority, (Shurooq), United Arab Emirates

09:00 – 10:00 Plenary Session Eight: Corporate Strategies and FDI Determinants for the Establishment of High-End Industries. How to Attract R&D-related FDI and Integrate Global Knowledge Networks?

This session allowed a better understanding of how to attract investments for the establishment of research and development centers in different economic sectors and Industrial clusters.

Moderator



Andreas Dressler, Managing Director, Conway Advisory, Managed by TERRAIN, Federal Republic of Germany

Keynote speaker



Jordi Robert-Ribes, Founder Director, Connecting Perspectives, Principality of Andorra

Panelists



Ian Gomes, Partner, Head of Advisory, KPMG, Republic of India



Leonard S. Johnson, Vice President of Investor Relation, Alliance Financial Group (AFG), United States of America



Ram Mudambi, Professor and Perelman Senior Research Fellow, Temple University, United States of America



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



Tim Kelley, CEO of the Imperial Valley Economic Development Corporation in California
United States of America

11:15 – 11:30 Coffee Break and Networking

11:30 – 12:45 Plenary Session Nine: Investment Promotion Strategies to Foster Technology Transfer and Know-How and Best Practices Therein, Selected Case Studies

This plenary session examined the importance of marketing a country and how to run successful promotion campaigns to attract targeted FDI that would bring new technological processes and management know-how in various sectors. Selected case studies were made of countries who have successfully attracted FDI of the right kind promoting high-end industries, and benefited from it.

Moderator



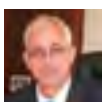
Henry Loewendahl, CEO, WAVTEQ, Hong Kong, People's Republic of China

Keynote speaker



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

Panelists



Dragan Kostic, CEO, Free zone Pirot, president of Regional Chamber of Commerce and Industry Nis, Republic of Serbia



Joachim Arnold, Director, Lead generation and representation services, OCO Global, Federal Republic of Germany



Miguel Silva Constenla, Co-founder and Board Member, Blusens, Spain and United Arab Emirates



Rui Coelho, Chief Executive, Invest Lisboa, Portuguese Republic



Saratu A. Umar, Executive Secretary of Nigeria Investment promotion Commission (NIPC), Federal Republic of Nigeria



Sooraj Dhawan, Director, Falcon Capital Advisors, Republic of India

12:45 - 14:00 Lunch Break and Networking

14:00 – 16:00 Plenary Session Ten: Top Business Opportunities: The New Wave of Innovative Start-Ups in Growing Markets (Special Session for SMEs and Start-ups)

New innovative companies are springing in various growing markets around the world playing an increasingly important role in the development of new solutions, processes and techniques for a more sustainable future. Many countries in Africa, Asia and elsewhere are now experiencing a new wave of innovative start-ups emerging, often focused on making real technological breakthrough adapted to their own economic and social needs in addition to profit and economic returns. The Annual Investment Meeting (AIM) wished to bring to the limelight a number of these companies to showcase their new innovative entrepreneurial activities and get connected with investors and venture capitalists in search for lucrative investment opportunities. A session was devoted entirely to discover some of these companies, to meet them and learn more about their ideas and markets.

Moderator



Kamal Hassan, Founder and CEO of Innovation 360, United Arab Emirates

Panelists



Alex Kanayev, MBA, CPA, Managing Partner, AIP Private Capital, Canada



Ken Imrie, Senior Head of Programme Development, Prince's Trust and Chairman and Co-founder of FundingLab, United Kingdom

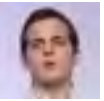


Sam Ifergan, President & CEO iGan, Canada

Start-ups:



Dany El Eid, Founder, Color Bug, United Arab Emirates



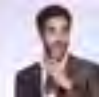
Fernando Benito, Founder and CEO, PAACK (formerly CABit), United Arab Emirates



Francis Obirikorang, CEO & Co-founder, Swappaholics



Jamal Benabbes Taarji, Founder and CEO, GAM Enterprise and Phoenix Access, Morocco-France



Mohamed Elwazer, Founder and CEO, KinTrans, United Arab Emirates



Sarfraz Ahmed, Founder and CEO, Tapiatric, United Arab Emirates



Sebastian Stefan, Founder and CEO, LoadMe, United Arab Emirates



Waleed Esbaitah, Founder and CEO, DURISE Real Estate Crowdfunding, United Arab Emirates

16:00 – 16:15 Closing Ceremony

The session consisted of a senior head of government, three heads of international organisations, a business leader and a renowned FDI expert from academia representing major stakeholders of the international investment community. The focus of debate was to share views and experiences on how to achieve sustainable development through FDI induced innovation and technology transfer. This high-level session was chaired by a seasoned corporate representative and media columnist.



From Left to Right: **Ravi Ramamurti**, D'Amore-McKim Distinguished Professor of International Business & Strategy, Director, Center for Emerging Markets, United States of America; **Kandeh K. Yumkella**, Undersecretary-General for Sustainable Energy for All and Chairman of UN-Energy, Austria; **Murade Murargy**, Executive Secretary of CPLP, Portugal; **Shamshad Akhtar**, Under-Secretary-General of the United Nations and Executive Secretary of ESCAP, Thailand; **Cornelia Meyer**, Chairman and Chief Executive Officer of MRL Corporation, United Kingdom; **Rustam Minikhanov**, President of the Republic of Tatarstan, Russian Federation; **John Danilovich**, Secretary General of ICC, France

There was a general consensus that FDI is necessary to achieve the new “Sustainable Development Goals”, that investment must promote long term structural growth in the recipient countries. Local investment climates were evaluated in terms of stability, predictability, and transparency while Intellectual Property (IP) Protection and market opportunities dictate the likelihood and effectiveness of FDI.

ESCAP Under-Secretary-General Akhtar elaborated on the importance of macroeconomic factors in FDI recipient countries. In much of the world, legal uncertainties, tension, and volatility deter foreign investors. Without relative resilience to crises, investors are uncomfortable placing their money in foreign markets. Improving the business environment, as India has done, through addressing those macroeconomic factors and specifically developing a better educated and trained overall population to spur more diverse and plentiful FDI in greenfield investments were highly recommended.

President Minikhanov spoke about the Republic of Tatarstan’s experience with FDI, and recommended a focus on long-term, hard asset investments. Tatarstan’s economy has grown more quickly than its peers’ economies because of investment in infrastructure and technology. Such hard investments have increased Tatarstan’s production capacity, with a plethora of benefits that have spilled over into other sectors beyond the recipient technology and infrastructure sectors.

CPLP Executive Secretary Murargy pitched Portugal as an appealing FDI destination in Europe. Portugal has specifically addressed many of the macroeconomic issues brought up by Under-Secretary-General Ahkhtar and stands as a case-study for attracting FDI through domestic advancement. Similar to Tatarstan, Portugal prioritized ground up advancement to promote exponential growth in the future, over quick short-term growth today.

“ Very good idea it’s the easiest way to meet all in one place. Thanks AIM. ”

Eman Gamal
GAFI Undersecretary , Arab Republic of Egypt

ICC Secretary General Danilovich identified three factors that are instrumental in promoting FDI flows: Stability, Predictability, and Transparency, all of which he said are achievable through Bilateral Investment Treaties (BITs). Countries with stable BITs like the United States have enjoyed plentiful successes in FDI, whereas countries, which risk BIT termination or deter implementation of BITs have much more difficulty attracting FDI. BITs also promote adherence to Intellectual Property laws, which are instrumental in establishing long-term relationships between hosts and recipients for technology transfer, as well as the incentive structure for local research and development.

Undersecretary General for Sustainable Energy for All Yumkella focused his comments on FDI for Energy. Private and public investment in Renewables is on the rise, especially in developing economies like Latin American nations. He posited that Innovation in the product side is not the real focus, but innovation in Risk Management investors need to develop better means of securing returns and creating stable investments in relatively unstable situations/recipient countries. Once better investment strategies are developed and employed, the technology transfer issue should take care of itself due to higher quality and quantity FDI, because investments come with a built in tech component. Yumkella used improved energy storage innovations as an example beneficiary of the above investing strategy.

Professor Ramamurti proposed a new model for FDI: Outward FDI to promote domestic improvement. His novel look on FDI accompanies a new standard in business. Instead of focusing on domestic Research and Development, businesses are now more inclined to set up centers in developed countries, employ the better technology in those countries, and send improvements back home. Professor Ramamurti calls this “Reverse-Innovation” and it creates a trickle-down effect that helps emerging markets spread into developed countries’ markets. This effect makes products cheaper through improved technology and therefore more available for mass production and distribution at lower costs.

Chairwoman Meyer closed off the panel with remarks on the necessity of innovation in the coming decade to account for population growth. Countries must work to develop a robust middle class, because that is where the bulk of employment in small/medium businesses occurs and is the target recipient for sustainable FDI. This type of investment is the key to achieving the new Sustainable Development goals, for promoting stability, predictability, and transparency, and for creating a globally safe environment for Intellectual Property protection, especially as regards to Sustainable Energy in Emerging Markets.



Cornelia Meyer, Chairman and Chief Executive Officer of MRL Corporation, United Kingdom

“ Many thanks for the invitation and the perfect organization of what I found to be a very interesting event. The AIM is definitely an important date in the annual calendar of global investment discussions and hopefully 2016 can see even stronger OECD involvement. ”

Andrea Goldstein
Head of Global Relations, OECD Investment Division, French Republic



The Ministerial Roundtable gathered a number of ministers from different countries including **Ghana, Macedonia, Morocco, Nicaragua, Portugal, Russian Federation and the United Arab Emirates** thus representing different continents and regions. The session was chaired by the Undersecretary-General for Sustainable Energy for All and chairman of UN-Energy, Austria. The goal of the session was to share views and experiences on how to advance sustainable development through foreign direct investment, encourage the transfer of technology and spur innovation. The ministers were requested to elaborate on the policies they would like to see enforced at the international level or any concrete actions or recommendations they would like to convey to the international community, which could be summarized and issued as an official outcome of the Roundtable for action and follow-up as **“AIM 2015 Ministerial Declaration on Investment”**. A questionnaire related to the topic of the session was submitted to all ministers attending AIM 2015 for their comments. The responses received were communicated to the panel of the Ministerial Roundtable to take into account in their deliberations.

What did they Say?



Minister of Trade and Industry **Ekwow Spio-Garbrah** pitched Ghana as a viable investment opportunity for resource sectors, especially agro-processing and oil. Ghana is moving towards creating an entirely domestic production chain, the Minister used the example of cocoa, for agricultural products, which presents prime opportunity for small business investment and growth. The country has a booming young oil industry. Garbrah elaborated on the diverse nature of Ghana’s investment opportunities, speaking to the dedication of his government to develop both hard and soft asset classes, but especially in investing in the country’s people. This includes education and skills development.



Macedonia has taken one step further in tax benefits, as explained by the Macedonian Minister of Economy **Bekim Neziri**, and offers a secure political situation and zero taxes for start-ups and new foreign investors. The country has also restructured its economic zones to further facilitate and benefit foreign investors. Food security and agribusiness was the centre of an important exchange as Macedonia pitched itself as sporting some of the most readily available uncultivated land in the world, simply needing foreign investors to begin production. The UAE Economics Minister Sultan Al Mansoori laid out the agricultural state for the UAE. It imports upwards of 65% of its consumed agricultural products and recommended that a committee be formed to examine the complex issues related to food security investment.



The Moroccan Minister of Equipment, Transport and Logistics **Aziz Rabbah** on the recently implemented Green Morocco Strategy, pointed to other sectors of food production where Morocco has made advancements. The Moroccan Minister restated his earlier points and further recommended Morocco for agro-production investment, asserting that Morocco had a more plentiful water supply and therefore a more likely high return on investment.



Nicaraguan Minister of Foreign Affairs **Samuel Santos López** spoke to the safety and security of Nicaragua for FDI. The country has the best domestic conditions in the region, allows free repatriation of capital, excellent intellectual property protection, and numerous Renewable Energy sector opportunities. In the coming years the country will focus on canal construction and agricultural development.



The Portuguese Minister of Economy **António Pires de Lima** elaborated on the fact that Portugal is a responsible member of the Eurozone, and is therefore more stable and predictable than many alternative FDI recipients. Portugal has used FDI to cultivate a management culture of productivity, and ensures return on investment by aligning the population's interests with those of investors. Portugal has situated itself as the entry point for European FDI by eliminating double taxation, lowering corporate taxes, and simplifying the tax code for Start-Up companies.



The Russian Deputy Minister of Economic Development **Alexander Tsybulskiy** highlighted his country's geographic and sectors diversity for FDI. The Deputy minister asserted that M&A's can actually be more beneficial for recipient countries than Greenfield investment due to the associated technology transfer. Sectors to watch in Russia, among others, are Nanotechnology, Tourism, and Port development.



Sultan Al Mansoori, the UAE Minister of Economy refocused the debate on the real nature of FDI: to create measurable, positive impacts for the recipient country and favorable returns for the host country. The UAE has used the aforementioned philosophy to expand into Africa with higher levels of FDI and the development of enhanced airlines connections. The goal of these actions is to help create a more stable prosperous Africa by creating domestic stability in the region and ensuring double-sided benefits from foreign direct investment.

“ The Philippines is glad to have participated in this year’s fifth edition of the Annual Investment Meeting (AIM), where a total of 96 ready-to-go investments projects/business proposals were prepared for offering to potential investors.

This is the first time that the Philippines participated in AIM and we can say that it was truly worth it! The event provided various platforms for our stakeholders to interact and present their investment projects, programs and explore opportunities with global investors. In fact, the Philippines Pavilion, manned by our delegation, attracted around 100 investments leads and business meetings. Our receipt of an Investments Project Award for Asia also affirmed that the country has been attracting ideal investment projects. We’re thankful to have been part of AIM 2015. ”

Ponciano Manalo

Undersecretary, Department of Trade and Industry,
Republic of the Philippines

The moderator’s summary concerned FDI as a means to ensure both stability and prosperity. Coupled with a clear vision for sector advancement and sustainable, predictable policy to benefit investors, FDI has the potential to massively benefit both sides of any deal. The sectors to focus on in the coming years will be manufacturing, food security, and agribusiness, and countries should focus on providing much needed value in those areas.

AIM 2015 Ministerial Declaration on Investment

1. Participants welcomed the opportunity created by the conference for stakeholders from government and the private sector to consider the critical role of foreign direct investment (FDI) in the attainment of the Sustainable Development Goals (SDG) that will be adopted this year by the United Nations General Assembly (as part of the new Post-2015 Development Agenda). Within this context, it was agreed that the ultimate outcome of FDI must be to promote inclusive growth, jobs and prosperity. Countries need to identify their comparative advantages and build national strategies based on a defined vision for their most competitive sectors. To achieve the scale of investments required for the attainment of the SDGs, innovative public-private partnerships underpinned by stable and predictable national public policies are essential.
2. In order to attract FDI, countries need to develop stable, predictable and transparent investment climates. The most effective use of FDI is to create long term infrastructure. Two ways to fast track FDI into countries can be through fiscal policies and free economic zones.
3. Great opportunities exist for Investments in agriculture to ensure food security for the growing populations of the world. Creating the enabling environment for innovation and technological advances will be essential to achieving these goals.
4. Partnerships between host and recipient countries to safeguard the interests of the investor and recipient can support sustainable development. FDI benefits should reach not just a few individuals but societies at large through transparent, predictable and nondiscriminatory business regulations and investment policies.
5. To this end, participants welcomed the idea of the UAE Minister of Economy for establishing a Committee of Stakeholders to address the challenges of attracting FDI into Africa for agriculture and other sectors. Such a Committee of interested parties could explore how to drive investments into sustainable agricultural production systems and supply-chain development, building on best practices in the nexus of energy-water-food security.

In a drive to promote young entrepreneurs from growing markets with innovative ideas and discuss ways and means to access funding to turn these creative ventures into concrete business activities, AIM 2015 staged a special session to display some top business opportunities available. A selection process was undertaken beforehand among some forty start-ups/SMEs. Some eight companies were short-listed to participate in this special plenary session of AIM 2015 conference.

A team of panelists with rich and wide expertise in the world of start-ups and SMEs from Canada, Switzerland and the United Kingdom offered judicious advice and shared their experiences on how to support, nurture and advance the development of such new innovative ventures, an essential component for the advancement of technological growth and economic development.



From Left to Right: Ken Imrie, Senior Head of Programme Development, Prince's Trust and Chairman and Co-founder of FundingLab, United Kingdom; Kamal Hassan, Founder and CEO of Innovation 360, United Arab Emirates; Alex Kanayev, MBA, CPA, Managing Partner, AIP Private Capital, Canada; Sam Ifergan, President & CEO iGan, Canada

One SME from Morocco/France and 7 start-ups from the United Arab Emirates had the opportunity to present their new innovative ideas as well as their business plans displaying a rich and varied landscape of a growing markets' burgeoning private sector. It was a very much appreciated effort linking these young small companies with potential investors and venture capitalists in search for new lucrative and innovative business opportunities.



Danny El Eid, Managing Partner, Pixelbug



Fernando Benito, CEO, PAACK



Francis Obirikorang, CEO & Co-founder, Swappaholics



Jamal Benabbes Taarji, Founder and CEO, GAM Enterprise and Phoenix Access, Morocco-France



Mohamed Elwazer, CEO & Founder, KinTrans



Sarfraz Ahmed, Founder, Tapiatric



Sebastian Stefan, CEO, LoadMe



Waleed Esbaitah, Founder, Durise Real Estate Crowdfunding

“ New initiative from AIM to maximize the benefits for its delegates. ”

Bernadette Artivor
Executive Director Namibia Investment Centre, Republic of Namibia

Connecting SMEs Globally

Conscious of the important role that small and medium sized enterprises (SMEs) play as engines of growth and employment, one of the major goals of the Annual Investment Meeting is to serve as a strategic platform to connect SMEs globally and support them in meeting potential partners and financiers from other parts of the world, AIM launched an online platform for SMEs to connect freely. During AIM 2015, **24 Organization** including Chambers of Commerce, Industry and investment Promotion Agencies across the world signed partnership agreements with AIM and become members of the initiative, also gets free access to this special networking platform.

Connecting SMEs Members & Supporting Partners





The Gala Dinner was hosted at the famous Armani Hotel Burj Khalifa on the evening of Monday 30 March 2015. More than 1,200 guests came together to enjoy a rich programme of entertainment, live music and a lavish dinner. Guests had the opportunity to enjoy an evening of fun, delicious food and a rich cultural programme from different countries such as South Africa ,Latin America, Middle East.



Eng. Sultan bin Saeed Al Mansoori, Minister of Economy of United Arab Emirates & Samuel Santos López, Minister of Foreign Affairs, Republic of Nicaragua

Entertainment Programme

Attendees enjoyed a rich cultural entertainment programme featuring various musical and dancing troops



Gala Dinner Sponsors and Partners



Emirates National Oil Company (ENOC), a wholly-owned entity of the Dubai Government, is a leading force in the economic diversification and sustainable development of the UAE. Established in 1993, ENOC's primary focus has been to develop downstream and upstream activities in the oil and gas sector. Over the years, ENOC has expanded into several high-growth business sectors to create long-term value for its stakeholders. ENOC is a strong participant in environmental protection, community development and health & safety awareness.



Saif Humaid Al Falasi, Chief Executive Officer
Emirates National Oil Company (ENOC), UAE



Gemcoin is a brand new generation of virtual currency, which is a result generated by a New Financial Platform. Gemcoin is aimed to create a trustworthy and common wealth community by integrating social networks, E-commerce, offline marketplace, cloud computing and crypto currency technologies. Without the inherent limitations of traditional virtual currencies, Gemcoin has **LIMITLESS POTENTIAL** in terms of acceptability and appreciation by USFIA's expanding Global Network.



Leonard S. Johnson, Vice President of Investor Relation,
Alliance Financial Group (AFG), USA

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 the sizeable and technology based beneficial investment projects contributing to the sustainable development of their economies.

A special flyer describing this well appreciated exercise with comprehensive information on the selection process was prepared and widely disseminated to all AIM participants. The AIM Organizing Committee spared no efforts to inform the lucky winners and to invite them to the Annual Investment Meeting to pick up their awards.

Selection Committee



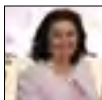
David East, Vice President, Conway Data, United Kingdom



Jordi Robert-Ribes, CEO, Connecting Perspectives, Principality of Andorra



Kai Hammerich, President KA Foreign Investment Corporation, Kingdom of Sweden



Nazha Aschenbrenner, Director, AIM Congress, Senior Advisor, Investment Promotion & Facilitation, Swiss Confederation



Tor Svensson, Chairman, CFI, United Kingdom

Selection Criteria:

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

Benefits to the Winner Countries:

- Free conference registration for the official delegation of the government
- Free access to all AIM features



Central & South America

Winner



Award Received By: *Samuel Santos López, Minister of Foreign Affairs of the Republic of Nicaragua*

The Winner is **PRONicaragua** for an impressive investment by Grupo LALA of Mexico for the production of Agro industrial (dairy processing plant with a capacity of 200,000 liters per day). The investment value of 50 Million US dollars created 100 direct jobs and 1,800 indirect jobs. In its initial stages, the plant will produce for local consumption; however, mid-term plans are to begin exporting to the rest of the Central American countries.

Runner up



Award Received By: *Luz Adriana Pérez Arbeláez, on the Behalf of Pro Colombia.*

The Runner up is **PROCOLOMBIA** for an impressive investment project by Unilever for the production of the most innovative soap and detergent plants in Latin America. The investment of 60 million US dollars created 128 direct jobs and 500 indirect jobs.

Middle East & North Africa

Winner



Award Received By: *Ziad Abdulaziz bin Hassan, Exhibition Manager, Invest Saudi*

The Winner is **Saudi Arabian General Investment Authority (SAGIA)** for an impressive investment by Sherwin-Williams for the production of Building Materials and Equipment. The investment value of 557 Million US dollars created 225 direct jobs. Mainly exported in the Middle East and North Africa region.

Runner up



Award Received By: *Hamid Ben Elafdil, CEO, Invest in Morocco*

The Runner up is **Invest in Morocco** for an impressive project by Aerolia (Airbus Group) for the production of airplane parts to supply the company's existing plant in Meaulte, France. The investment value of 45 million US dollars created 400-500 direct jobs and 500 indirect jobs. Approximately 100 per cent of the production will be exported.

Southern Africa

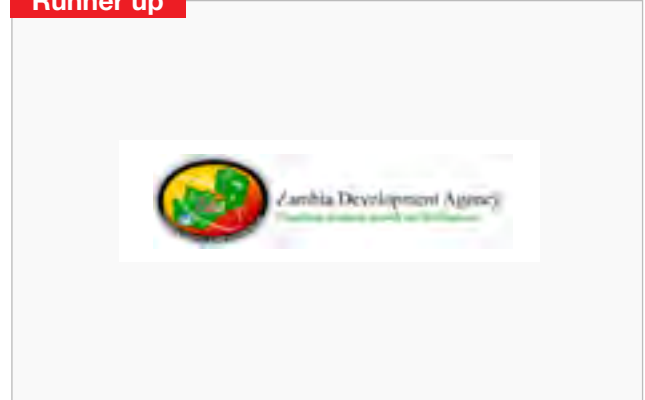
Winner



Award Received By: Yunus Hoosen, Acting Deputy Director General, Department of Trade & Industry

The Winner is **South Africa DTI** for an impressive investment by Gestamp Renewable Industries (GRI) for New Wind Tower Mast manufacturing facility that opened in Cape Town. The investment value of 24 million US dollars created 220 jobs. Gestamp is currently also constructing a 75MW wind farm in the Karoo area of South Africa with an additional investment of US\$ 204 million (ZAR 245 billion). This facility will use wind mast towers supplied by the factory in Cape Town.

Runner up



The Runner up is **Zambia Development Agency (ZDA)** for an impressive project by Zambeef for the production of Agri-business. The investment value of 150 million US dollars created 5,800 direct jobs. Approximately, total value of 30 million US dollars has been exported. Zambeef supports a number of small and medium scale out Growers.

East, Central & West Africa

Winner



Award Received By: James N Mureu, Chairman, Kenya National Chamber of Commerce & Industry Mombasa Chapter

The Winner is **Kenya Investment Authority** for an impressive investment by Infinity Industrial Park for building the Park with a world class facility .The investment value of 112 million US dollars created 256 direct jobs and 20,000 indirect jobs. The Park will accommodate 500+ enterprises, including multinationals.

Runner up



Award Received By: Omar Mjenga, Consul General, Tanzania Consulate

The Runner up is **Tanzania Investment Centre** for an impressive project by Viettel Tanzania Limited for Vietnam-based telecoms operator. Viettel plans to invest in a new third-generation (3G) mobile phone network in Tanzania. The investment value of 753 million US dollars created 1,722 direct jobs. The Government of Tanzania has officially awarded this project as "Strategic Investor Status".

Eastern Europe, CIS & Turkey

Winner



Award Received By: Damir Novinic, Managing Director of the Agency for Investments and Competitiveness of Croatia.

The Winner is **the Agency for Investments and Competitiveness of Croatia** for an impressive investment by International Zagreb Airport Jsc. for airport development. The investment value of 265 million US dollars created more than 1,000 jobs. Approximately, 45 per cent of the production will be exported.

Runner up



The Runner up is **Montenegrin Investment Promotion Agency** for an impressive project by Impexmetal, Uniprom in the Industrial Manufacturing. The investment value of 36 million US dollars created 500 direct jobs. Approximately, 100 per cent of the production will be exported.

Asia

Winner



Award Received By: Ponciano Manalo, Undersecretary for Industry promotion group of Department of Trade and Industry

The Winner is **Philippines Department of Trade & Industry – Industry promotions group** for an impressive investment by BRONZEOAK PHILIPPINES (BP) & SAN CARLOS SOLAR ENERGY INC for the construction of solar power farm. The investment value of 280 million US dollars created 150 jobs. The value of 34.3 million US dollars has been exported. Funding provided by Thomas Lloyd, a leading global investment banking and investment management group, solely dedicated to the renewable energy sector in Asia.














Runner up



The Runner up is **Malaysian Investment Development Authority (MIDA)** for an impressive project by Hanwha Q CELLS for building a large-scale module factory. The investment value of 220 million US dollars created 710 jobs. Malaysia is ready to become the company's main hub for the sustainable mass production of high quality solar cells and modules at competitive costs.

Around twelve countries and regions took part in this popular feature of the Annual Investment meeting including Cameroon, China (Hunan Province, Tianhe, Guangzhou, and China New Tech), Cyprus, Jordan, Iraqi Kurdistan, Ivory Coast, Nigeria, Philippines, Saudi Arabia and Senegal. The presentations were highly informative emphasizing important economic features and conditions as well as investment data including fascinating details about the investment environment.

The theme of this year Country Presentations is **“Promotion of Targeted Investment Opportunities, especially Technology Driven Projects”**. Each Country Presentation held for 45 minutes per session in the Exhibition Hall.

	BREAKOUT ROOM 1	BREAKOUT ROOM 2
Monday, 30 March 2015		
14:30 – 15:30	 <i>Republic of the Philippines</i>	 <i>Hashemite Kingdom of Jordan</i>
15:30 – 16:30	 <i>Republic of Senegal (AMS)</i>	 <i>Hunan Province, People’s Republic of China</i>
Tuesday, 31 March 2015		
10:00 – 11:00	 <i>Federal Republic of Nigeria</i>	 <i>Kingdom of Saudi Arabia</i>
14:00 – 15:00	 <i>China New Technologies</i>	 <i>Government of Sharjah, UAE</i>
15:00 – 16:00	 <i>Republic of Cote d’Ivoire</i>	 <i>Tianhe, Guangzhou, People’s Republic of China</i>
Wednesday, 1 April 2015		
10:00 – 11:00	 <i>Republic of Cameroon</i>	 <i>Iraqi Kurdistan</i>
11:00 – 12:00	 <i>Republic of Cyprus</i>	

Country Presentation Participants



Philippines

Ponciano C. Manalo Jr., Undersecretary Department of Trade & Industry, Head of Philippine Delegation

Presentation on the Investment Opportunities in the Philippines



Jordan

Jawad Al Anani, Member of the Senate/Deputy Chairman-Board of Trustees of Aqaba

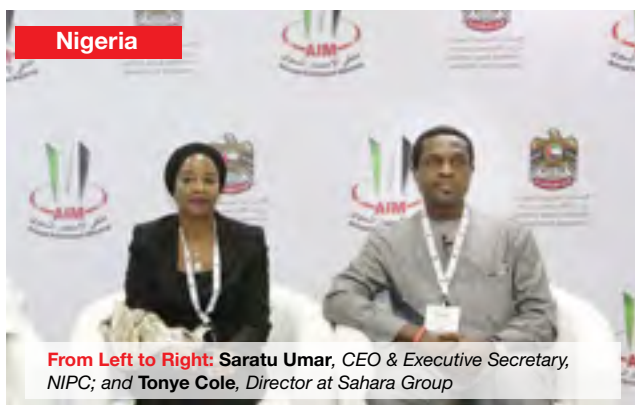
Presentation on the Investment Opportunities in Jordan



Presentation on the Investment Opportunities in Senegal



Presentation on the Investment Opportunities in Hunan Province (China)



Presentation on the Investment Opportunities in Nigeria



Presentation on the Investment Opportunities in Saudi Arabia



Presentation on the Investment Opportunities in China New Technologies



Presentation on the Investment Opportunities in Sharjah, UAE

Ivory Coast



From Left to Right: **Vazoumana Traore**, Ambassador of Ivory Coast in UAE; and **Essis Esmel Emmanuel**, CEO, CEPICI

Presentation on the Investment Opportunities in Ivory Coast

Tianhe, Guangzhou



Diao Ailin, Vice General Secretary, Guangzhou Municipal Gov't

Presentation on the Investment Opportunities in Tianhe, Guangzhou (China)

Cameroon



From Left to Right: **FUH Calistus Gentry**, Secretary of States at Ministry of Mines, Industry and Technological Dev't. and **Yaouba Abdoulaye**, Minister Delegate, Ministry of Economy Planning and Regional Dev't

Presentation on the Investment Opportunities in Cameroon

Kurdistan



Newroz Mawlood Amin, KRG Minister of Municipality and Tourism

Presentation on the Investment Opportunities in Iraqi Kurdistan

Cyprus



Lito Miranthy, Investment Promotion Officer, CIPA

Presentation on the Investment Opportunities in Cyprus



Audience attending AIM Country Presentation



At AIM 2015 Workshop a series of interactive presentations were presented, 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.

Workshop 1 : The Role of Investment Promotion Agencies in Promoting Innovation



Investment Promotion Agencies (IPAs) can play a key role in stimulating the adoption and spread of new technologies in an economy.

Countries have realised the importance of technology and innovation and the benefits they can bring to increase growth and spur development. As international corporations are internationalising more and more their activities including their business R&D and high-end industries, foreign-controlled multinational enterprises are now seen by most governments as a central actor in national innovation systems and as a catalyst for upgrading in global value chains. As a result, competition among countries to attract FDI with a strong technology content and R&D activities of multinational enterprises has increased substantially during the last years.

This workshop was led by Conway Data, a company providing the world's most comprehensive offering of services related to domestic and cross-border corporate investment. It was intended to shed light on how investment promotion agencies (IPAs) can target these types of investments. In addition, many IPAs around the world, are moving beyond pure investment attraction activities into areas such as innovation, cluster development, talent development and promotion of start-ups. These relatively new areas for many IPAs require different skill sets and approaches. The workshop was instrumental and widely appreciated by a large group of participants, in explaining and demystifying some of these important and new issues.



Andreas Dressler,
Managing Director,
Conway Advisory,
managed by Terrain,
Federal Republic of
Germany



David East, Senior
Vice-President, Conway
Data Inc., United Kingdom

65 Participants from
27 Countries
Participated in AIM
Capacity Building
Workshops

Workshop II – The eligibility of the private sector for Islamic Finance Mechanism especially for attracting high-end industries

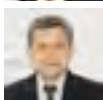


Faculty of the Session 1

Islamic Finance Mechanisms for high-end Industries



Mohamad Azmi Omar, Director General (IDBG), Kingdom of Saudi Arabia



Harith Harun, M.D and CEO of Maldives Islamic Bank, Republic of Maldives



Nik Joharris Nik Ahmad, Chief Executive Officer Taha Alam Sdn. Bhd, Malaysia

Faculty of the Session 2

ICD's contribution to high-end industries



Rudolph Waels, Head of Direct Investments & Financing, ICD, Kingdom of Saudi Arabia



Mr. Najmul Hassan, Director of the Financial Institutions Development Department, ICD, Kingdom of Saudi Arabia



Farid Masmoudi, Director, ICD, Kingdom of Saudi Arabia

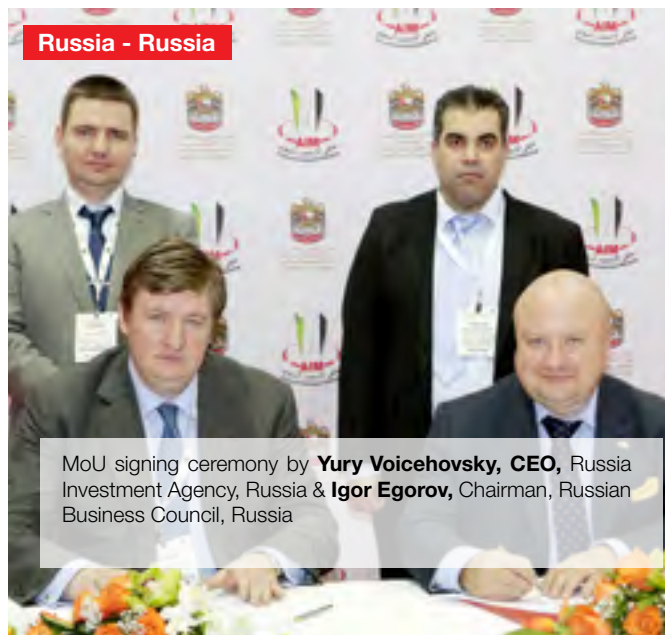
Islamic finance is growing at an exponential pace and is expected to continue attracting a greater share of the world's financial services industry as it had reached maturity and depth.

The industry has grown to become an increasingly substantial segment within the global financial markets and has gained significant attention as a viable and efficient alternative model of financial intermediation. Increasingly, more countries are looking to tap into Islamic finance.



The purpose of the workshop was to introduce participants to the various products and services that Islamic finance offers to promote high-end industries and sensitize them to the existence of these important financial instruments and how to access such funds. Islamic finance possesses a rich set of modes and mechanisms, which can assist the promotion of private sector businesses worldwide. High-end industries, a relatively new business model for emerging and developing economies with a specific focus on creativity, design, and high-quality technologies, can definitely benefit significantly from these mechanisms.

To promote cooperation and mutual assistance, the Annual Investment Meeting hosted a number of signing ceremonies of MoUs between different parties including the Islamic Corporation for the Development of the Private Sector (ICD) and the Nouadhibou Free Zone in Mauritania; the UAE Federation of Chambers of Commerce (FUCCI) and the US Chamber of Commerce and Industry; FUCCI and the Chamber of Commerce, Industry and Agriculture of Mauritania; and the Russian Investment Agency with the Russian Business Council.



To facilitate encounters and promote strategic networking, the Annual Investment Meeting 2015 launched a new digital instrument, the Business Matchmaking Portal called “**Presdo Match**”. This newly developed and state of the art software allows participants to know who is attending the event and line up bilateral meetings with selected interesting profiles. Special arrangements were made to host such meetings proving to be a most popular and useful feature and tool.

High-Level Officials at AIM 2015

H.E. Abdoulaye Cisse

Mayor of Kayemor, Association Des Maires Du Senegal, Republic of Senegal

H.E. Abdoulaye Diop

Mayor of Pikine Guinaw Rail Association Des Maires Du Senegal Republic of Senegal

H.E. Adama Cisse

Mayor of Passy, Association Des Maires Du Senegal, Republic of Senegal

H.E. Advocate Martin Tafara Dinha

Minister of State for Mashonaland Central Province, Republic of Zimbabwe

H.E. Ahmed bin Jassim Al Thani

Minister of Economy and Trade State of Qatar

H.E. Ahmed Habib

Deputy Minister, Ministry of Economy and Planning, Kingdom of Saudi Arabia

H.E. Al Sayed Abed Moaad

President Chamber of Commerce and Industry People's Democratic Republic of Algeria

H.E. Alan Winde

Provincial Minister of Economic Opportunities, Western Cape Government Republic of South Africa

H.E. Alexander Tsybulskiy

Deputy Minister, Ministry of Economic Development, Russian Federation

H.E. Alexey Laptev

First Deputy Governor, Kaluga Region Russian Federation

H.E. Alfred Okoe Vanderpuije

Lord Mayor, Accra Metropolitan Assembly Republic of Ghana

H.E. Ali Barakat

Chairman, Chamber of Commerce of Jenin Palestine

H.E. Ali Haddad

CEO, Algeria Business Council People's Democratic Republic of Algeria

H.E. Aliou Sall

President Association Des Maires Du Senegal Republic of Senegal

H.E. Alma Oumarou

Minister of Commerce and Promotion of Private Sector, Republic of Niger

H.E. Amadou Falilou Diop

Mayor of Diayene Sirakh Association Des Maires Du Senegal Republic of Senegal

H.E. António Pires De Lima

Minister of Economy Portuguese Republic

H.E. Arab Mohamad Al Samaday

Chairman, Ajloun Chamber Kingdom of Jordan

H.E. Aziz Rabbah

Minister of Equipment, Transport and Logistics, Kingdom of Morocco

H.E. Bashi Gaetsaloe

Managing Director Botswana Development Corporation Republic of Botswana

H.E. Bekim Neziri

Minister of Economy Republic of Macedonia

H.E. Benjamin Gimba

Minister for Commerce & Investment Central Equatoria State Republic of South Sudan

H.E. Bernadus Swartbooi

Governor, Kharas Region Republic of Namibia

H.E. Bożena Lublińska-Kasprzak

President, Polish Agency for Enterprise Development (PARP) Republic of Poland

H.E. Bruno Lanvin

Executive Director INSEAD's European Competitiveness Initiative (IECI) French Republic

H.E. Claudina Maria Mazalo

Permanent Secretary, Maputo Province Republic of Mozambique

H.E. Clement Wani Konga

Governor, Central Equatoria State Republic of South Sudan

H.E. Councillor Bernard Gabriel Manyenyeni

Mayor, Government of Harare Republic of Zimbabwe

H.E. Cristian Díaz

Competitive Development Director, CORFO Republic of Chile

H.E. Daouda Dia

Mayor of Vendou Bosseabe, Association Des Maires Du Senegal Republic of Senegal

H.E. Darbaz Abdulla Rasoo

State Minister, Ministry of construction and housing, Kurdistan Region Republic of Iraq

H.E. Dato' Teng Chang Khim

State Executive Councillor, Selangor Malaysia

H.E. David Makhura

Premiere, Gauteng Province Republic of South Africa

H.E. Driba Kuma

Mayor of Addis Ababa Federal Democratic Republic of Ethiopia

H.E. Ekwow Spio Garbrah

Minister of Trade and Industry Republic of Ghana

H.E. Eladji Fallou Fall

Mayor, Association Des Maires Du Senegal Republic of Senegal

H.E. Elmar Valiyev

Mayor of Ganja City
Republic of Azerbaijan

H.E. Esther Mogashane

CEO, Vaal River Chamber of Commerce
and Industry
Republic of South Africa

H.E. Fouad Mrad, Ph.D.

Executive Director
ESCWA Technology Centre
Kingdom of Jordan

H.E. Frank Sebbowa

Chief Executive Officer, Uganda Investment
Authority
Republic of Uganda

H.E. Gábor Bagdy

Deputy Mayor (Finance), Municipality of the
City of Budapest
Hungary

H.E. Gyöngyi Orbán

Member of The General Assembly
Municipality of Budapest City
Hungary

H.E. Hamid Ben Elafdil

CEO, Invest in Morocco
Kingdom of Morocco

H.E. Hanna Zdanowska

Mayor of Łódź City
Republic of Poland

H.E. Herbert Bautista

Mayor, Quezon City
Republic of the Philippines

H.E. Hussein ibn Yusuf Al Shaloni

Member of Investment Committee
Chamber of Commerce & Industry (OCCI)
Sultanate of Oman

H.E. Ibrahim Ahmed Nazzal

Chairman Of Qalqilya Chamber of
Commerce and Industry
Palestine

H.E. Ibrahima Sall

Deputy Mayor of Bakel
Association Des Maires Du Senegal
Republic of Senegal

H.E. Idrissa Diop

Mayor of De Lagbar
Association Des Maires Du Senegal
Republic of Senegal

H.E. Igor Nosov

Chief Executive, SEZ "Innopolis"
Russian Federation

H.E. Imad Y. Hoballah

Chairman and CEO
Telecommunications Regulatory Authority
Lebanese Republic

H.E. Iman Hatahat

President, Chamber of Industry
Kingdom of Jordan

H.E. Iyad Abu Ziad Al- Hindi

Chairman Of Salfheet Chamber of
Commerce and Industry
Palestine

H.E. Jerry Naumoff

Minister for Investments
Republic of Macedonia

H.E. Jianping Li

Vice Mayor, Huzhou City
People's Republic of China

H.E. John Danilovich

Secretary General
International Chamber of Commerce (ICC)
French Republic

H.E. Jorge Pizarro Christi

Executive Vice-President, CIE Chile
Republic of Chile

H.E. Josphat Koli Nanok

Governor, Turkana County
Republic of Kenya

H.E. Jupally Krishna Rao

State Minister of Industries, Handlooms &
Textiles, Sugar
Republic of India

H.E. Kandeh K. Yumkella

Under-Secretary-General, United Nations
Republic of Austria

H.E. Kelebhone Leisanyane

Chief Executive Officer, Lesotho National
Development Corporation
Kingdom of Lesotho

H.E. Khosh Choksy

Vice-President for Turkey and Middle-East
Affairs, US Chamber of Commerce
United States of America

H.E. Kille Sakho

Mayor of Diawara, Association Des Maires
Du Senegal, Republic of Senegal

H.E. Kojo Bonsu

Mayor, Kumasi Metropolitan Assembly
Republic of Ghana

H.E. Lebogang Isaac Maile

Member of Executive Council, Department
of Economic Development, Environment,
Agriculture and Rural Development
Republic of South Africa

H.E. Leoluca Orlando

Mayor, Palermo City
Italian Republic

H.E. Licenciado Gustavo Adolfo Eglez

Secretario de Finanzas del Gobierno de
la Ciudad de Buenos Aires, Ministry of
Economy and Public Finance
Argentine Republic

H.E. Lo Russo

Vice Mayor, City of Torino
Italian Republic

H.E. Luwalhati R. Antonino

Chairperson, Mindanao Development
Authority, Republic of the Philippines

H.E. Mabinty Daramy

Minister of Trade and Industry
Republic of Sierra Leone

H.E. Maguette Sene

Mayor of Malicounda, Association Des
Maires Du Senegal, Republic of Senegal

**H.E. Mahmadou Ould Mohamed
Mahmoud**

President, General Union of Chambers of
Commerce Industry & Agriculture for Arab
countries, Lebanese Republic

H.E. Maj-Gen Matur Chut Dhuol

Governor, Lake State
Republic of South Sudan

H.E. Mamadou Gaoussou Diarra

Minister of Promotion
Republic of Mali

H.E. Maria Louisa Abrantes

Chief Executive Officer, ANIP
Republic of Angola

H.E. Michael Benstrong

Minister of Investment
Entrepreneurship Development & Business
Innovation
Republic of Seychelles

H.E. Modou B. Gaye

Mayor of Yeumbeul Sud, Association Des
Maires Du Senegal
Republic of Senegal

H.E. Modou Ndiaye

Mayor of Bambali
Association Des Maires Du Senegal
Republic of Senegal

H.E. Modou Thiaw

Mayor of Ndiaye Sirakh
Association Des Maires Du Senegal
Republic of Senegal

H.E. Mohamad Refaat

Vice President of General Authority,
Economic Zones, Egypt

H.E. Mohamed Mahmoud Ould

President, Chamber of Commerce
Industry and Agriculture of Mauritania
Islamic Republic of Mauritania

H.E. Mohammed Daf

President, Nouadhibou Free Zone
Islamic Republic of Mauritania

H.E. Momar Sokna Diop

Mayor of Tivaouane Peulh, Association Des
Maires Du Senegal, Republic of Senegal

H.E. Momath Toure

Mayor of Dioussong, Association Des
Maires Du Senegal, Republic of Senegal

H.E. Montasser Al-Mohammed

Chairman of The ICC B-MENA region
Kingdom of Saudi Arabia

H.E. Moses E. Akarnaja

Governor, Vihiga County
Republic of Kenya

H.E. Murade Isaac Murargy

Executive Secretary
Community of Portuguese Language
Countries (CPLP)
Portuguese Republic

H.E. Mustafa Osman Ismail

Minister of Investment
Republic of the Sudan

H.E. Nabil Itani

General Manager
Investment Development Authority of
Lebanon (IDAL)
Lebanese Republic

H.E. Navin Kumar Kapoor

Secretary General
Indian Business and Professional Council
(IBPC), Republic of India

H.E. Nawroz Mawlood Mahamed Amen

State Minister, Ministry of Municipalities
Kurdistan Region
Republic of Iraq

H.E. Ndeye Awa Toure

Mayor of Point E-Amitie, Association Des
Maires Du Senegal
Republic of Senegal

H.E. Nyandeng Malek Delic

Governor, Warrap State
Republic of South Sudan

H.E. Oommen Chandy

State Minister, Government of Kerala
Republic of India

H.E. Oumar Ba

Mayor of Ndiob, Association Des Maires Du
Senegal, Republic of Senegal

**H.E. Ousmane Diedhiou Maire De
Mangagoulack**

Mayor of Mangagoulack, Association Des
Maires Du Senegal, Republic of Senegal

H.E. Ousmane Gueye

Mayor of Medina Sabakh, Association Des
Maires Du Senegal, Republic of Senegal

H.E. Palla Samba

Mayor of Commune Fann-Point E-Amitie
Association Des Maires Du Senegal
Republic of Senegal

H.E. Pedro Goncalves

Portuguese Secretary of State
Ministry of Economy, Portuguese Republic

H.E. Phumelele P. Dlamini

Chief Executive Officer
Swaziland Investment Promotion Authority
(SIPA), Kingdom of Swaziland

H.E. Ponciano Manalo

Undersecretary, Department of Trade and
Industry, Republic of the Philippines

HRH Prince Saud bin Khalid Al Faisal

Executive Director for Investment Policies
and Regulations, (SAGIA)
Kingdom of Saudi Arabia

**HRH Prince Sultan bin Ahmad bin
Abdulaziz Al Saud**

President, Arab Union for Projects
and Trade Exchange
Kingdom of Saudi Arabia

H.E. Ramatoulaye Dioufmairi

Mayor of Hann Bel Air
Association Des Maires Du Senegal
Republic of Senegal

H.E. Ramiz Salkic

1st Vice President, Republic of Srpska
Bosnia and Herzegovina

H.E. Rano Karno

Governor, Banten Province
Republic of Indonesia

H.E. Rashid bin Amer Al Maslahi

Member of the Board of Directors
Chamber of Commerce and Industry
(OCCI)
Sultanate of Oman

H.E. Reda bin Juma Al Saleh

Vice Chairman
Chamber of Commerce and Industry
(OCCI)
Sultanate of Oman

H.E. Richard Schenz

Vice-President, Austrian Federal Economic
Chamber, Republic of Austria

H.E. Ridho Ficardo

Governor, Lampung Province Government
Republic of Indonesia

H.E. Rishad Bathiudeen

MP, Minister of Industry & Commerce
Democratic Socialist Republic of Sri Lanka

H.E. Rui Coelho

Executive Director, Invest Lisboa
Portuguese Republic

H.E. Rustam Minikhanov

President
Republic of Tatarstan
Russian Federation

H.E. S.J. Dima

Minister of Cabinet Parliamentary Affairs
Central Equatorial CES
Republic of South Sudan

H.E. Samuel Kuntai Tunai

Governor, Narok County Government
Republic of Kenya

H.E. Samuel Lopez

Minister of Foreign Affairs
Republic of Nicaragua

H.E. Saratu Umar

Executive Secretary-CEO
Nigerian Investment Promotion
Commission (NIPC)
Federal Republic of Nigeria

H.E. Sergey Ivanov

Chairman
State Committee of the Republic of
Tatarstan on Tourism
Russian Federation

H.E. Shamil Ageev

Chairman, Board of the Chamber of
Commerce of the Republic of Tatarstan
Russian Federation

H.E. Shamshad Akhtar

Executive Secretary, ESCAP
Kingdom of Thailand

H.E. Sidiya Diouf

Mayor of Loul Sessene
Association Des Maires Du Senegal
Republic of Senegal

H.E. Sikhumbuzo Eric Kholwane

Member of Executive Council Department
of Finance, Economic Development and
Tourism of Mpumalanga Province
Republic of South Africa

H.E. Siphwe Siphon Aubrey Ngwenya

Chief Executive Officer
Gauteng Growth and Development Agency
Republic of South Africa

H.E. Taha Alzaboon

President, Jordan Development Zones
Kingdom of Jordan

H.E. Taliya Minullina

Chief Executive, Tatarstan Investment
Development Agency, Russian Federation

H.E. Valdrin Lluka

General Director
Kosovo Investment and Enterprise Support
Agency, Republic of Kosovo

H.E. Vladimir Leonov

State Minister, Ministry of Youth Affairs and
Sport, Republic of Tatarstan
Russian Federation

H.E. Vojko Obersnel, M.Sc.

Mayor, City of Rijeka
Republic of Croatia

H.E. William Kabogo Gitau

Governor, Kiambu County
Republic of Kenya

H.E. Winston Caldeira

Chief Executive Officer
Investment and Development Corporation
Suriname, Republic of Suriname

H.E. Wycliffe Ambetsa Oparanya

Governor, County Government of
Kakamega, Republic of Kenya

H.E. Yaouba Abdoulaye

Minister of Economy, Planning and
Regional Development
Republic of Cameroon

H.E. Yaya Diao

Mayor of Samine
Association Des Maires Du Senegal
Republic of Senegal

H.E. Yunus Hoosen

Acting Director General
Trade and Investment South Africa, DTI,
Republic of South Africa

H.E. Yury M Voichevsky

Chief Executive Officer
Russian Investment Agency
Russian Federation

H.E. Zhang Qingjun

Mayor of Hefei, Hefei Foreign Affairs office,
People's Republic of China



G2G Bilateral Meeting between Qatari Delegation headed by **H.E. Sheikh Ahmed bin Jassim AlThani**, Minister of Economy and Commerce, and **H.E. Rustam Minikhanov**, President of Tatarstan, Russian Federation

The Investors' Zone located in the Exhibition hall for the entire duration of the Congress was set up to provide participants with the opportunity to meet investors and financiers including sovereign wealth funds (SWFs). This new feature proved to be a real hit as more than 294 meetings were held thus filling a real need for countries and prospective clients to meet, network with strategic partners to explore new business ventures.

More Than **294**
Meetings Took Place!!!

Nine investors from different countries including Egypt, Italy, Saudi Arabia and the United Arab Emirates and different sectors took part in the Investors' Zone.



“ It takes time and effort to schedule meetings with big Investors from different countries , Now attending AIM at the Investor Zone will make that easy. ”

Mohamed Daf
President, Nouadhibou Freezone,
Islamic Republic of Mauritania

“ Investor Zone is a place that gather investors from different sectors as well as different countries which allow us to meet all of them in one place at AIM. ”

Nayef AL Rasheed
Royal Saudi Arabia Consulate, United Arab Emirates



AIM Investor Zone Members





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

Andreas' areas of expertise include international market entry, location analysis and site selection, investment incentives, location benchmarking and competitive assessment, investment attraction, investment promotion and lead generation.



Christina Knutsson
 Director and Partner, GDP Global
 United Kingdom

Christina has extensive experience in the domain of foreign direct investment and investment promotion where she has worked with governments and investment promotion agencies across Europe, Asia-Pacific, Latin America, Middle East and Africa. In the private sector she has held management, business development and sales and marketing roles in both manufacturing and services sectors.



David East
 Senior Vice President, Conway Data Inc
 United Kingdom

Location Advisory (site selection, funding and incentives negotiation etc.); Strategic Consulting (FDI strategy, sector strategy etc.); Lead Generation & Appointment setting; FDI PR & Marketing Services; FDI Training; Events & Roadshows; and Publishing. Conway provides the world's most comprehensive offering of services related to domestic and cross border corporate investment. Our integrated services meet the needs of government agencies seeking to attract investment as well as companies planning international expansion.



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

Douglas areas of expertise include Supply chain management and location advisory for multinational companies, Investment advisory and emerging and frontier markets, Fiscal incentive negotiations for companies, Investment promotion strategies and Investment (fiscal) incentive advisory to governments around the world.

Douglas also has extensive experience in the domain of Project management, Speaker and panelist at major conferences around the world and Trainer of FDI executive™ seminar and FDI academy training program.



Francois Gilardon
 Founder & Principal, duMonde, LLC
 Global Advisory Services, Innovation &
 Strategic Investments, Switzerland

Francois has an expertise in Venture capital (seed; early stage; growth) in the high-tech industry (FinTech; IoT; Big Data; Cleantech; Healthcare; IT/ICT); member of the board of directors; distressed analysis; business turnaround; startup acceleration; bring new technologies to emerging markets.



Henry Loewendhal
 CEO, WAVTEQ
 China

Henry has extensive experience in the domain of development of data and intelligence services to attract FDI including www.fdimarkets.com/www.f dibenchmark.com/www.incentivesmonitor.com, also Providing outsourced lead generation services for governments to attract FDI, including

road shows, lead generation campaigns and full in-market representation.

Henry areas of expertise also include deep knowledge of how to attract FDI from Asian countries in particular, Provision of Tracking & Accounting Systems to track FDI & organization performance also in Investment promotion strategy, organization and training.



Joachim Arnold
Director of Lead Generation &
Representation Services and Head
OCO Global, Germany

Joachim has 10 years' experience in the field of Foreign Direct Investment (FDI) & International Trade. Joachim has provided strategic and operative marketing and business development support to some of the world's leading investment promotion agencies including JETRO, Invest in Morocco, Bahrain EDB, Paris Region, Invest in Bavaria and Basel Area.



Jordi Robert-Ribes
Founder, Connecting Perspectives
Andorra

Jordi Areas of Expertise include Organisational Development, FDI Strategy Development and Training



Lisa Cook
Associate Professor of Economics,
Michigan State University, United States
of America

Lisa has an exclusive experience in Bank Restructuring, Finance and Privatization, FDI, Intellectual Property and Technology Transfer.



Sergey Filippov
Associate Director, The Lisbon Council
Belgium

Sergey has published several dozens of international refereed articles, book chapters, practitioner and policy-oriented reports in his areas of expertise - international investment and innovation, and presented his research findings at a variety of

academic, practitioner and policy conferences, seminars and workshops worldwide.



Sooraj Dhawan
Director, Falcon Capital Advisors
India

Sooraj areas of expertise include Doing business with India, Investment opportunities in India and India centric Mergers & Acquisitions.



Tor Svensson
Chairman, CFI.co
United Kingdom

Capital markets in emerging and frontier economies; PPP Infrastructure projects; real estate development; technology innovation; knowledge-based society initiatives; Financial sector; SMEs.



Yusef Ahmed
Founding Partner and Managing
Director, Frankfurt International
Consulting GmbH, Germany

Yusuf Areas of Expertise include FDI into technology companies, FDI into emerging markets, Business Development of technology companies into emerging markets. Also in Investment Banking and Private Wealth Management

“ One of the most interesting parts of the Congress was the FDI Experts session. People showed up and wanted advice on my research and experience. I was also impressed by the wide range of experts represented in the group. I hope this will remain a critical part of the Congress going forward. ”

Lisa Cook
Associate Professor of Economics, Michigan State
University, United States of America



 **Burkina Faso**

- Burkina Faso AP

 **Cameroon**

- Cameroon Ministry of Economy Planning and Regional Development

 **China**

- China (Shanghai) Pilot Free Trade Zone
- China State Construction Port Engineering Group Corp. Ltd.
- Guangzhou Strategic Exhibition Services Co, Ltd.
- Guangzhou Tianhe Central Business District
- Hunan Province - Department of Commerce
- Huzhou City
- Lanzhou Gansu Province
- People's Daily

 **Cyprus**

- Cyprus Investment Promotion Agency (CIPA)

 **Djibouti**

- Republic of Djibouti

 **Germany**

- United Food Technologies

 **Ghana**

- Ghana Investment Promotion Centre

 **Haiti**

- Haiti CFI

 **India**

- Government of Telangana
- Kerala State Industrial Development Corporation

 **Indonesia**

- BKPM
- IIPC Abu Dhabi

410

Exhibitors

from 28 Countries

Ivory Coast

- The Investment Promotion Center in Cote d'Ivoire

Japan

- Japan External Trade Organization (JETRO)

Jordan

- Jordan Chamber of Commerce

KSA

- Invest Saudi
- King Abdulla Economic City

Kuwait

- Kuwait Direct Investment Authority

Lebanon

- Investment Development Authority of Lebanon (IDAL)

Morocco

- Kingdom of Morocco

Nigeria

- Nigerian Investment Promotion Commission

Oman

- Saud Bahwan Group

Philippines

- Philippine Board of Investments

Poland

- Poland Trade and Investment Promotion Section
- Polish Information and Foreign Investment Agency (PAIZ)

Russia

- Tatarstan Investment Development Agency (TIDA)

Senegal

- Association of Mayors of Senegal

Seychelles

- Seychelles Investment Board

Sudan

- Sudan National Investment Authority

Swaziland

- Swaziland Investment Promotion Authority (SIPA)

UAE

- Abu Dhabi Economic Development (ADED)
- Arab Investor
- B-Code
- CEO Clubs Network
- Delma Brokerage
- Dubai FDI
- Dubai Trade
- Dubai World Central
- Emirates Global Aluminum
- Expo 2020 - Dubai
- GET Group Holdings
- Go2Emirates
- Sharjah Investment and Development Authority (Shurooq)
- SJI Investments Group
- UAE Ministry of Economy
- UPS
- Green Day Genral Trading LLC

USA

- Alliance Financial Group
- Conway Inc
- Global Citizen Advisors



Dubai Government Excellence Program
The Executive Council
Government of Dubai



برنامج دبي للأداء الحكومي المتميز
المجلس التنفيذي
حكومة دبي

Dubai Government Achievements Exhibition is the first of its kind in the world which brings into focus the achievements, initiatives, projects and special services of government departments and institutions in Dubai.

This exhibition is in response to the directive of H.H. Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai, to provide an ideal platform showcasing the achievements of Dubai's local and UAE's federal government departments. **32** institutions and departments took part in this year DGAE displaying the dynamism, creativity and sophistication of Dubai and the UAE.



PH joins global investment conference in Dubai



119
International & Local
Media Organizations

from
35
Countries



Panel calls for investor incentives

Staff Report

Secretary - The Sharjah Investment and Development Authority (Sharjah) has concluded its participation in the 16th edition of the Annual Investment Meeting (AIM), a major gathering of the global investment community in Dubai, Sharjah attended as an exhibitor and a fellow sponsor of the meeting, an important success through which global corporate and institutional investors make informed decisions about future investments.

Mariaan Van Jaarsveld, CEO of Sharjah, was part of a panel during sessions held at the AIM titled: 'Successes and action seeking FDI, the new rules of the game', held on Wednesday. He was joined by Maria Knappe, executive of Fraunhofer Industrial Physics Germany, Arndt Loring, CEO of Agriinvest Technologies in Canada, Audrea Goldstein, senior consultant at the investment firm of the OECD in Paris, and Kai Haeremich, president of KA Foreign Investment Commission, AI in Sweden. The panel was moderated by Douglas van den Berghe, CEO of Investment Consulting Associates.



Mariaan Van Jaarsveld, Maria Knappe, Arndt Loring, Audrea Goldstein discussing the role of incentives in attracting FDI at a session during the Annual Investment Meeting.

The panel analyzed the role of incentives in attracting FDI - a hot topic of debate among policy makers, business leaders and academics. It highlighted several developments in the establishment of local incentives to attract activities, and focused on an investor's experience in identifying potential incentives for investment decisions. FDI, and the role of government's therein.

Discussions centered on FDI structures and corporate investors, it aimed to increase a dialogue around fiscal incentive strategies and policies that can achieve economic development goals whilst addressing the immediate concerns of corporate investors.

Philippines joins global investment conference in Dubai

By Eshwaran Srinivasan

The Philippines, joining the theme "Invest Philippines: Your Business, Our People," held its first participation in the 16th edition of the Annual Investment Meeting (AIM) held at the Dubai World Trade Center from March 30 to April 1.

The AIM is the region's first emerging markets foreign direct investment-focused event to offer a perfect blend of trade fair and industrial features aimed at growing institutional, corporate and individual investors with a comprehensive set of guidelines for their future investment decisions in high growth regions.

Angelika Clayton, director of International Investments Promotion Division - Philippine Trade Representative Office, said:

Investment where the theme focused. This is mainly because of the resurgence supported by a globally competitive labor force. As for infrastructure and logistics, this sector is booming with investment opportunities as evidenced by the transparent and robust structures that the authorities have accomplished. With regards to the IT-BPM, this is our 2nd most sought-after sector for high demand jobs, and is understood in English in agriculture, mining, and diverse agricultural products. Filipinos together with the strong support of the government institutions, this is a great start.



In the local destination, this makes it a promising investment center for integrated "business development," Clayton told Kujiper Weekly.

Plans must have knowledge

Investing in science and technology has a significant impact on economies

DUBAI
By ZAHED BITAR
Senior Reporter

Attracting knowledge intensive investments is a new trend for foreign direct investment (FDI) around the world, experts said at the last of the Annual Investment Meeting (AIM) 2015 yesterday.

This trend is occurring across the developed and developing countries as governments are involved in developing active policies to attract such business.

By 2021, the knowledge to contribute by 5 per cent of Gross Domestic Product, the UAE Ministry of Economic Affairs said.

وزير الاقتصاد يشارك في ملتقى الاستثمار بدبي



وزير الاقتصاد يشارك في ملتقى الاستثمار بدبي
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 وزير الاقتصاد يشارك في ملتقى الاستثمار بدبي

Chandy: Kerala set to replicate success of tiger economies

FROM PAGE 21

Chandy said Kerala offers a wealth of traditional knowledge, including Ayurveda, an ancient medical science. "We have resources, skill sets and resources related to IT, media, food processing, textile and garments."



UAE's GDP in 2014 projected to grow 4.8% to AED1.54tn

Abu Dhabi, 29 October (IANS) - The UAE's GDP in 2014 is projected to grow 4.8% to AED1.54tn, according to the UAE's Ministry of Planning, in a report released on Tuesday.

The UAE's GDP in 2013 was AED1.47tn, a 4.8% increase over 2012, according to the UAE's Ministry of Planning, in a report released on Tuesday.

The UAE's GDP in 2014 is projected to grow 4.8% to AED1.54tn, according to the UAE's Ministry of Planning, in a report released on Tuesday.



EXTENSIVE DISCUSSIONS ON GLOBAL ISSUES TO DOMINATE 5TH ANNUAL INVESTMENT MEETING FROM MARCH 30 TO APRIL 1

The 5th Annual Investment Meeting will focus on "Economic Development through FDI, Smart Investment and Technology Transfer" and will be held in Dubai, UAE, from March 30 to April 1, 2015. The meeting will feature a series of high-level discussions and panel debates on key global issues, including the role of FDI in economic growth, the impact of technology on the global economy, and the challenges of sustainable development. The meeting will also feature a series of high-level discussions and panel debates on key global issues, including the role of FDI in economic growth, the impact of technology on the global economy, and the challenges of sustainable development.



الوطن

Al Itihad Newspaper Website



Arab news

Al-Mansoori: SMEs are cornerstone of any economy



MNC Ministry in country is up preparations for 5th Annual Investment Meeting 2015



أحد معالي المهنيين سلطان القصوي، وزير الاقتصاد أهمية دبي، موضوع الإنجاز في ملتقى الاستثمار السنوي، والتي من المقرر انعقادها من 30 مارس وحتى 1 أبريل 2015 في مركز دبي الدولي للمؤتمرات والمعارض، لإستضافة 140 بلداً من كافة الإمارات نحو الإنجاز بقوى وبتكاتف استثمارات وخصومات وزارة الاقتصاد لاستضافة

One News Page

Representatives from 140 countries to attend 5th AIM edition

Khaleeji Times

Thursday, 9 October 2014

AIM will highlight the historic achievement in creating UAE Space Agency, and plans to launch the first exploratory probe to Mars led by research team from the UAE.



AIM 2015 coverage by **Arab BusinessTV**



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AIM 2015 coverage by **ARY News**



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إكسبو 2020
 دبي، الإمارات العربية المتحدة
 DUBAI, UNITED ARAB EMIRATES
 مدينة مرشحة CANDIDATE CITY

Expo 2020

At A Glance

In 2013, Dubai, United Arab Emirates was named the host city for the 2020 World Expo. Expo 2020 Dubai has embraced the theme of Connecting Minds, Creating the Future, echoing the powerful spirit of partnership and cooperation that has driven the country's success in pioneering new paths of development, innovation and growth.

Subthemes: Opportunity, Mobility and Sustainability set the focus of Expo 2020 Dubai dialogues, exhibits and legacy and serve to facilitate collaborations, link issues from around the world and inspiring participants to mobilize around shared issues, concerns and achievements. The first such event in the Middle East, the event has an impact on how the current and future global economies, communities and technologies will potential collaborate for the greater good.

Key Facts & Figures

- Date of Expo 2020 Dubai: 20th October 2020 – 10th April 2021
- The Expo will launch the celebration of the UAE's 50th Anniversary (Golden Jubilee)
- First Expo in the Middle East, North Africa and South Asia (MENASA)
- Theme: Connecting Minds, Creating the Future
- Subthemes: Opportunity, Mobility and Sustainability
 - **Opportunity** : explores how we can collectively harness new models for the flow of financial and intellectual capital to foster entrepreneurship and innovations, leverage new business and learning platforms and create dynamic productive and inclusive economic environments.
 - **Mobility** : entails working together to enhance the physical flow of people and goods through smart, safe and robust systems for logistics and transport.
 - **Sustainability** : focuses on finding solutions to better enable access to energy and water, planning for resource scarcity through responsible conservation and effective management of new and existing resources.
- Expected number of visits: approximately 25 million (majority international visitors)
- Expected number of participants: over 200 participants including countries, International Organizations, NGOs, educational institutions and corporate partners.
- First Expo to offer 1 pavilion per country.
- Expo will include exhibits based around the theme and subthemes; will also include entertainment that will cater to all types of visitors, including a robust calendar of continuously changing shows and events
- Site: 438 hectares, 200 of which are the gated Expo location, within Dubai World Central
- The total funding requirements for Dubai Expo 2020 are estimated at EUR 6.5B
- Estimated number of jobs created: over 200,000
- Estimated Gross Value Added to Dubai's economy of EUR17.7BN
- The last Expo took place in 2010 in Shanghai under the theme "Better City, Better Life" and attracting over 70M visitors
- The next Expo will take place in Milan in 2015 under the theme "Feeding the Planet, Energy for Life" ; Dubai Expo 2020 will have presence within the UAE pavilion
- UAE total population: 8.3 Million
- Dubai population: 3 Million

Historical Facts & Figures

World Expo is one of the world's oldest and largest international events with global significance. Others include FIFA World Cup and the Olympic Games.

An Expo takes place every five years and last up to six months.

The first World Expo, "The Great Exhibition" was held in London in 1851.

The BIE (Bureau of International Exhibitions), based in Paris, France, was formed in 1928 to oversee the organization of World and International Expos.

For more information about Expo 2020 Dubai, visit <http://expo2020dubai.ae> and follow Expo 2020 Dubai on Facebook, Twitter, LinkedIn and Instagram.



Country of Honor

'Invest Saudi' exhibition is one of the main mechanisms used for promoting investment opportunities in the Kingdom by working closely with all government agencies and the private sector. The exhibition will visit various capitals of the world to present a more inclusive and clear image of the Kingdom's economic developments and prosperity.

Followed by Riyadh, Tokyo, Beijing, London Paris, and Madrid, Dubai will be the exhibition's seventh stop. 'Invest Saudi' is a representation of the Kingdom's passion and keen interest towards developing economic ties with our strategic partners, attracting value-add investments for the creation of sustainable development.

Invest Saudi Pavillion

1. Saudi Arabian General Investment Authority (SAGIA).
2. SAUDI ARAMCO.
3. Royal Commission For Jubail and Yanbu (RCJY)
4. Saline Water Conversion Corporation (SWCC).
5. The Saudi Industrial Property Authority (MODON)
6. Saudi Export Development Authority (SEDA)
7. National Industrial Clusters Program
8. Saudi Ports Authority
9. Ministry of Health
10. Economic Cities Authority
11. Jazan Economic City
12. Saudi Industrial Development Fund
13. Etmar
14. SADARA



Strategic Partner

Emirates Global Aluminium ("EGA") is a jointly-held, equal ownership company formed by Mubadala Development Company of Abu Dhabi and the Investment Corporation of Dubai by combining their respective aluminium industry interests. EGA's core operating assets are Dubai Aluminium ("DUBAL", also known as EGA Jebel Ali) and Emirates Aluminium ("EMAL", also known as EGA Al Taweelah), whose combined annual production capacity of 2.4 million tonnes per annum ("tpa") places EGA among the top five primary aluminium producers in the world, by volume. The UAE-based EGA also owns Guinea Alumina Corporation ("GAC"), a strategic bauxite mine and alumina refinery development project in West Africa. In addition, EGA has plans for significant local growth and international expansion.

DUBAL, where commissioning began in 1979, operates one of the world's largest single-site primary aluminium smelters. The DUBAL complex, built on a 4.75 square kilometre site in Jebel Ali, Dubai, comprises a 1 million tpa smelter, a 2,350 MW power station, a large carbon plant, extensive casting operations (more than 1.2 million tpa), a water desalination plant, dock and other facilities. DUBAL holds ISO 9001, ISO 14001, ISO/TS 16949, ISO/IEC 20000-1, ISO/IEC 27001, ISO 29990, ISO 50001 and OHSAS 18001 certification.

EMAL, where commissioning began at the end of 2009, is another of the world's largest single-site primary aluminium smelters. The EMAL complex, housed on a 6 square kilometre site in Al Taweelah, Abu Dhabi, comprises a 1.3 million tpa smelter, a 3,100 MW power station, a large carbon plant, extensive casting operations (more than 1.7 million tpa), a water desalination plant, dock and other facilities. EMAL holds ISO 9001 accreditation and Nebosh certification in Occupational Health and Safety.

The combined DUBAL-EMAL portfolio comprises high quality primary aluminium products in three main categories: high purity and foundry re-melt products (for electronics and aerospace and automotive applications respectively); rolled products (for packaging, lithographic sheets and the automotive industry); and billets for extrusion and forging (for construction, industrial, transportation and automotive purposes). Busbars and anode bars are also made for the electrolytic process used to produce primary aluminium from alumina ore. Over 350 customers are served in at least 68 countries, predominantly in Asia, Europe, the MENA region and the Americas.



Diamond Sponsor

Dubai World Central is a purpose-built, master-planned city spanning 145 square kilometers, centered upon the Al Maktoum International Airport – the world’s largest when complete. Launched in 2006, it is a Government of Dubai initiative and is aligned with the Dubai’s Strategic Plan 2021, which envisions Dubai as the preferred place to live, work and invest. As a future city, Dubai World Central represents the emerging face of Dubai, ultimately supporting a population of up to 1 million people in attractive community-based surroundings.

Because it is an emerging city, Dubai World Central offers compelling investment opportunities across the full spectrum of urban infrastructure and industry. These are related, but not limited to real estate developers (residential and commercial), bankers, retailers, hoteliers, educational and healthcare organizations and other service providers, as well as to stakeholders associated with the aerospace, aviation, logistics industries.

Dubai World Central is also the future home of Expo 2020.

A GATEWAY TO A FULL SPECTRUM OF INVESTMENT OPPORTUNITIES

Investors – from multinationals to SMEs – for whom factors such as speed of logistics, excellent connectivity and ease of doing business are paramount – particularly those looking to tap into the emerging MENASA markets – will find a winning proposition in what Dubai World Central has to offer.

The city enjoys unsurpassed advantages on all three fronts.

- **Ideal proximity to both airport and seaport:** It is home to the Al Maktoum International Airport, which will ultimately fly over 200 million passengers and 12 million tons of cargo each year. Dubai World Central is also a 10 minute drive away from the Jebel Ali Port, the largest container port between Singapore and Rotterdam.
- **Ease of access and connectivity:** Dubai World Central is an integral part of the Logistics Corridor, which forms a single custom-bonded zone and facilitates one of the world’s fastest flows in terms of sea-to-air and air-to-sea cargo. The city has direct access to the major trans-empire road networks, and will be connected in the future to the Dubai Metro as well as to Etihad Rail.
- **A business ecosystem built to facilitate enterprise:** Dubai World Central encompasses flexibility to accommodate all business models. It has earmarked free zones areas, such as the Business Park, and certain areas within the Logistics District, Aviation District and Commercial District. Products – such as land, warehouses, office buildings and spaces and solutions offered by Dubai World Central can be leased or rented. These can be ready-built or built-to-suit. The city also offers investors scalability with plenty of room for to grow horizontally or vertically. Dubai World Central is home to a growing list of leading international and regional organizations such as Falcon Aviation, Lufthansa Technik, STTS Group, Aramex, Nestlé, IKEA, Kuehne + Nagel, Panalpina, Maersk Training, Holiday Inn and Staybridge Suites.



Diamond Sponsor

King Abdullah Economic City (KAEC) is part of the ‘Economic Cities’ program, an element of the national development strategy that aims to make Saudi Arabia one of the world’s top profitable investment destination.

KAEC is master-planned on a total area of 181 million sqm – the size of Washington DC. It’s a city connected by a major port and national rail network, designed to enable an integrated work, live and play environment. The city offers a unique value proposition. Its strategic location, Industrial Valley, King Abdullah Port, the diverse housing solutions, ease of doing business through a single regulator (Economic Cities Authority), 100% foreign ownership – all make KAEC the most strategic investment destination on the Red Sea.

Industrial Valley sets in the heart of KAEC, the global gateway in Saudi Arabia to the GCC region. With direct access to King Abdulla port, Industrial Valley is the new logistics and manufacturing hub. It is currently home to a fast-growing number of national and international leading industrial investors in the six main industry clusters; Pharmaceuticals, FMCG, Logistics, Plastics, Building Materials and Automotive.



SAUD BAHWAN Group

Diamond Sponsor

Building Brands. Building Enduring Success.

Saud Bahwan Group plays a humble role in the nation's economic life by introducing world-class brands into Oman.

The Group has an established presence in fields like Automotive & Allied businesses, Heavy Vehicles, Construction Equipment, Turnkey Projects, Oil & Gas, Special Equipment, Municipal & Civic Services, Property & Real Estate and Travel & Tourism. Playing a humble role in nation building.

In the Automotive sector, the Group represents several automotive brands including Toyota and Lexus in Oman. Best Cars, the Group's Pre-owned cars outlet is synonymous with reliable quality and value. In the tyres segment in Oman, Yokohama has become the tyre brand of choice for many. The Group has also made its presence felt in the Heavy Vehicles segment as well as the Construction Equipment segment.

The Saud Bahwan Group has also forayed into many infrastructure and other projects with renowned partners – such as the Sohar Refinery Project with JGC, Japan, Oman Waste Water Project with Sino Hydro, China, Oman Cement Company with IHI, Japan, Desalination Plant, Structural Steel System with MPEBS, UAE etc. Equally noteworthy are the Group's operations in sectors like Oil & Gas, Special Equipment and Municipal & Civic Services.



دائرة التنمية الاقتصادية
DEPARTMENT OF ECONOMIC DEVELOPMENT

Gold Sponsors

The Department of Economic Development in the Emirate of Abu Dhabi Proposing economic policy and drafting economic plans for the Emirate 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.



الوطنية القابضة
NATIONAL HOLDING

Investor's Zone Sponsor

National Holding's roots go back to the early 90 s with the aim of contributing to the UAE's prosperity through investing in key growth sectors. We have since become one of Abu Dhabi's leading holding companies with interests in financial, industrial, property development, general trading and oil & gas sectors.

For almost two decades, National Holding has invested in diverse growth sectors in the United Arab Emirates, the Middle East and North Africa (MENA) region, as well as other emerging and international markets. The multifaceted synergy with the Abu Dhabi Government economic development plans gives National Holding a unique combination of unrivaled corporate strength and niche industry positioning, enabling it to play a vital role in fulfilling the emirate's economic and strategic plans, in line with the Abu Dhabi Economic Vision 2030.

Today, we are one of Abu Dhabi's leading privately-owned conglomerates and maintain a multi-billion dollar investment portfolio of companies operating in key growth sectors and contributing directly to Abu Dhabi's economic growth.



Gala Dinner Sponsor

Emirates National Oil Company (ENOC), a wholly-owned entity of the Dubai Government, is a leading force in the economic diversification and sustainable development of the UAE.

Established in 1993, ENOC's primary focus has been to develop downstream and upstream activities in the oil and gas sector. Over the years, ENOC has expanded into several high-growth business sectors to create long-term value for its stakeholders.

ENOC's vision is to be a leading integrated oil and gas group that is highly profitable and socially responsible towards its employees, the communities it serves in and the environment.

With over 30 active subsidiaries and international joint ventures, the Group's business portfolio includes: refining, oil trade, terminalling & storage, bunkering, liquefied petroleum gas, aviation fuel marketing, lubricants blending & marketing, informational technology, with core operations in the Middle East, Asia, Europe and Africa.

The winner of several international awards for quality, environmental sustainability and service standards, ENOC operates a network of ENOC and EPPCO service stations and is also credited with launching the Middle East region's first 'green service station.' The retail network features branded convenience stores, car wash, oil change and overall vehicle maintenance facilities.

Corporate Social Responsibility (CSR) is a fundamental purpose and value at ENOC. Human Fuel, which aims to raise funds for the United Nations World Food Programme (WFP) and Dubai Charity Association to address global hunger, is one of ENOC's key CSR initiatives.

ENOC is a strong participant in environmental protection, community development and health & safety awareness. Emirates Gas, a wholly-owned subsidiary, promotes Compressed Natural Gas as clean and green fuel of choice that supports the 'Green Economy for Sustainable Development' vision of the UAE.

ENOC has over 6,000 employees globally and strives to attract, develop and retain top talent to become the employer of choice, while adopting latest technologies and implementing best practices to achieve world-class performance.

Apart from providing the energy behind Dubai's phenomenal growth, ENOC is proudly associated with quality, service efficiency, sustainability and a deep-rooted partnership with the community.

Committed to the highest standards of business ethics and integrity, ENOC keenly abides by its 'Code of Business Conduct,' based on the core values of Team Work, Integrity, Transparency, Respect and Customer Focus. Recognised as a 'Superbrand,' ENOC is the energy 'behind every successful journey.'



GEMCOIN

afg

USFIA Inc.

ALLIANCE FINANCIAL GROUP

USFIA Investment A/S

Gala Dinner Sponsor

Incorporated in the State of Delaware, USA in 2002, Alliance Financial Group (AFG) is a multinational private equity investment company with its headquarters in Los Angeles, California. The company has accomplished several milestones; some of the areas are as follows: real estate development, real estate investment trusts, precious metals and gemstone mining, a professional auction house, a telecommunications and networking company, an aeronautical supplies company as well as a biotechnological firm. With a global footprint, the company has branch offices in over 18 countries and regions with more than 2000 full time business associates.

On September 1st, 2014, USFIA Inc, a subsidiary of Alliance Financial Group which specializes in gemstone mining and investment launched the world's first virtual currency backed by real asset-GEMSTONES. Powered by cutting edge cryptocurrency technologies, Gemcoin is a brand new generation of virtual currency, which is a result generated by a New Financial Platform. Gemcoin is aimed to create a trustworthy and common wealth community by integrating social networks, E-commerce, offline marketplace, cloud computing and crypto currency technologies. Without the inherent limitations of traditional virtual currencies, Gemcoin has LIMITLESS POTENTIAL in terms of acceptability and appreciation by USFIA's expanding Global Network.

Considering Dubai's strategic location and prominent market share potential in MENA, AFG shall play key role in bringing new innovation in currency market in Middle East and Africa. The AFG Dubai office is formed to develop and service the market in MENA. As a strategic investor, AFG focuses on investing in companies that have a sustainable long-term advantage over their competitors and are seeking a partner who can provide financial capital and make significant contributions to operating businesses to help the grow and increase shareholder value.



Silver Sponsor

The Philippine Board of Investments (BOI), an attached agency of Department of Trade and Industry (DTI), is the lead government agency responsible for the promotion of investments in the Philippines.

Taking the lead in the promotion of investments, BOI assists Filipino and foreign investors to venture and prosper in desirable areas of economic activities. Investors are welcome to experience the potentials of the booming Philippine Industry sectors. Profitable business opportunities abound in the food processing, construction, metal products, telecommunications, power and infrastructure projects among others.



Silver Sponsors

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, the world's 3rd largest ports operator, has a portfolio of more than 65 marine terminals across 6 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 (Jafza), one of the major contributors to the overall growth of Dubai.



Silver Sponsors

For more than 30 years, GET Group has established a global reputation as a leading Secure Document and IT solutions provider, independent software vendor, and systems integrator. Using state-of-the-art security systems, innovative hardware, and software applications, GET Group provides institutions, enterprises and more than 20 governments worldwide, with highly secure and durable Passport and Identity documents, integrated physical security systems, and mission-critical e-Process solutions.

GET Group has an established worldwide presence and customers from diverse sectors, such as Government, Finance & Banking, Healthcare, Education, and National Security. Holding CMMI Level 3 international quality certification, GET Group has a product portfolio spanning key vertical markets, with lines such as e-Passport, Community ID, Premises Security, Long-Range Surveillance, Document Tracking, Electronic Bill Presentment and Payment, and Customs Management.



Silver Sponsors

The Japan External Trade Organization (JETRO) is a government-related organization promoting mutual trade and investment between Japan and the rest of the world. Originally established in 1958 to promote Japanese exports abroad, JETRO's core focus in the 21st century has shifted toward promoting foreign direct investment into Japan and helping small to medium size Japanese firms maximize their global export potential.

As one of our activities, we offer foreign investors with abundant information on all aspects of doing business in Japan, by providing expert consultation and offering free temporary office space in major business areas across the country. In terms of promoting inward FDI, we have placed a special emphasis on high value-added functions, in which, Japan offers an advantage, such as R&D facilities and regional headquarters which can act as a gateway to an emerging Asia. JETRO has supported more than 10,000 foreign companies with their expansion in the Japanese market, and has successfully brought in the investment of over 1,000 of those companies.



Silver Sponsors

JCC is a non-profit private national Chamber representative of local Chambers of Commerce that serves its interests in all economic, commercial, and service sectors. It provides the umbrella for 16 Chambers of Commerce & 10 commercial Sectors located in the major cities and districts of the Hashemite Kingdom of Jordan.

The principle activities of JCC include representing the general interest of the business community, providing information and advice to members, promoting economic development, providing market information and economic statistics, encouraging foreign investment, and facilitating international trade.

On 12th June 2003, a Provisional Law, No. 70 of 2003 was enacted under the name of "Chambers of Commerce", in which Jordan Chamber of Commerce was established to take over the role of the former "Federation of Jordanian Chambers of Commerce", noting that mandatory membership is applied to all chambers including JCC.



Silver Sponsors

The Sharjah Investment and Development Authority (Shurooq), is the driving force behind the transformation of Sharjah. Guided by the heritage and traditions of Sharjah and inspired by innovation, (Shurooq) is committed to enhancing Sharjah's appeal as an investment, tourism, and business destination.

An independent government body based in Al Qasba, Sharjah, (Shurooq) was established by Emiri Decree No. 2 of 2009, issued by His Highness Sheikh Dr Sultan bin Muhammad Al Qasimi, Member of the Supreme Council and Ruler of Sharjah, and is chaired by Sheikha Bodour Bint Sultan Al Qasimi, with HE Marwan bin Jassim Al Sarkal as CEO.

Shurooq's aim is to achieve social, cultural, environmental and economic development on the basis of Sharjah's distinct Arab and Islamic identity, to create new investment opportunities within the Emirate, and to encourage investment by adopting the best standards in providing world-class services to attract investors.



Multilateral Strategic Partner

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 encouraging cross border investments.



Official Supporting IPA

Dubai FDI, the Dubai Investment Development Agency in the Department of Economic Development (DED)-Government of Dubai, provides guidance, support and hands-on help for foreign investors looking to build a successful business in Dubai.

Dubai is well established as the prime destination for multinational corporations to set up their regional base and serve the high growth markets in the Middle East, Africa and South Asia most recently. Its global reputation as a wealth generator and investment stronghold continues to drive the city's growth. Dubai is also an ideal launch pad and complete growth ecosystem for small and medium enterprises across diverse sectors.

As a non-profit partner, Dubai FDI works alongside new ventures and existing companies to ensure their smooth journey towards solid and sustainable success. We assist and guide on all aspects of business decisions, from identifying opportunities across key sectors and determining the best legal structure to connecting investors to a vast network of government and private sector facilitators and clients.



Official Courier Partner

UPS has been operating in the United Arab Emirates since 1995, offering a wide range of Express, Freight and Logistics services to our customers. The UPS Gateway facility at Dubai airport supports regional trade with weekly flights to US, Europe and China.

UPS is committed to streamlining and maximizing the supply chain's full potential by investing in emerging markets enabling customers to achieve their growth potential. By investing extensively across the Middle East and Africa in the past 2 years, UPS has built a network of over 50 contract logistics facilities which form part of UPS's reliable global network ready to be tapped into by both local and multi-national companies. In 2013 UPS expanded to a larger full service contract logistics facility, doubling warehouse capacity. The facility in Dubai is the latest investment to expand UPS's footprint in the UAE, facilitating trade throughout the region to Europe and Asia and contributing to the UAE's role as a regional trade hub.



Official Airline Carrier

With a fleet of more than 230 aircraft, we currently fly to over 140 destinations in more than 80 countries around the world, and our network is expanding constantly. Over 1,500 Emirates flights depart Dubai each week on their way to destinations on six continents. In recent years, Emirates has made numerous significant announcements regarding the future of its already state-of-the-art fleet, In combination with what is already one of the youngest and one of the most modern fleets in worldwide commercial aviation, this commitment to the future reflects our goal to develop Dubai into a comprehensive, global, long-haul aviation hub.

In the financial year 2013/2014, Emirates carried 44.5 million passengers and 2.25 million tonnes of cargo. We look forward to a bright future in which we carry many millions more across a growing network of international destinations.



Automotive Promotion Partner

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.

From establishing the world's largest Audi Showroom to the world's largest Volkswagen Service Station, 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.



Supporting Partner

ICC is the world business organization, a representative body that speaks with authority on behalf of enterprises from all sectors in every part of the world.

The fundamental mission of ICC is to promote open international trade and investment and help business meet the challenges and opportunities of globalization. Its conviction that trade is a powerful force for peace and prosperity dates from the organization's origins early in the 20th century. The small group of far-sighted business leaders who founded ICC called themselves "the merchants of peace".

ICC was founded in 1919. Today its global network comprises over 6 million companies, chambers of commerce and business associations in more than 130 countries.



Knowledge Partner



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

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



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



الإمارات العربية المتحدة
وزارة الاقتصاد
UNITED ARAB EMIRATES
MINISTRY OF ECONOMY

the 6th Edition of **ملتقى الاستثمار السنوي** **ANNUAL INVESTMENT MEETING**

The New World of FDI, Key Features and Best Practices

11 - 13 April 2016

Dubai, United Arab Emirates



*Join us at the World's Largest FDI
Focused Event*

Join policy makers, corporate leaders, world renowned experts, FDI dealmakers, economic and investment promotion agencies and site selectors from all regions and continents for the sixth Annual Investment Meeting. Recognized as the premier event in foreign direct investment for growing markets with more than 14,000 attendees in 2015, it is the leading platform for knowledge sharing, FDI dealings and strategic networking.

14,687 Participants

124 Participating Countries

85 Investment Promotion Agencies

410 Exhibitors

CANADA
UNITED STATES OF AMERICA
MEXICO
NICARAGUA
COLOMBIA
ECUADOR
PERU
BRAZIL
CHILE
ARGENTINA

AIM
2015

145 High level dignitaries
including 1 President, Ministers, Vice- Ministers



Annual Investment Meeting

Sustainable Development Through FDI Induced
Innovation and Technology Transfer

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