



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

# ملتقى الاستثمار السنوي ANNUAL INVESTMENT MEETING

Investment Partnerships for Sustainable  
and Inclusive Growth in Frontier and  
Emerging Markets

**8 - 10 April 2014**  
Dubai, United Arab Emirates

# AIM 2014 REPORT

Host Partner







**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



“ We put the UAE experience in the service of fraternal and friendly countries out of our keenness on encouraging economic development in these countries in order to achieve welfare and stability for their peoples. ”

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



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## APRIL 7<sup>th</sup> 2014

**14:00-17:00** - FDI Executive Workshop

## APRIL 8<sup>th</sup> 2014

**10:25-10:40** - Launch of AIM Investment Report  
**10:45-12:00** - Ministerial Roundtable  
**12:00-12:20** - Inventing the Future by Bertrand Piccard  
**12:30-13:00** - Official Grand Opening Ceremony  
**13:00-13:15** - Inauguration of AIM 2014 Exhibition  
**14:30-15:45** - Plenary Session One  
**15:00-16:15** - Tatarstan Investment Forum: Republic of Tatarstan, Russian Federation  
**15:15-16:15** - Country Presentation: Sarawak, Malaysia  
**15:45-17:00** - Plenary Session Two  
**16:15-17:45** - Country Presentation: Huzhou City, People's Republic of China  
**17:00-18:15** - Plenary Session Three  
**19:30-22:30** - Gala Dinner and Investment Awards

## APRIL 9<sup>th</sup> 2014

**09:00-10:00** - Parallel Sessions 1, 2 and 3  
**10:00-11:15** - Plenary Session Four  
**10:15-12:30** - Indonesia Investment Forum: Republic of Indonesia  
**10:15-11:15** - Country Presentation : City of Tangier, Kingdom of Morocco  
**10:15-11:15** - Country Presentation: Republic of South Africa  
**11:30-12:45** - Plenary Session Five  
**14:00-15:00** - Country Presentation: Davao Province, Republic of the Philippines  
**14:00-15:00** - Country Presentation: Islamic Republic of Pakistan  
**14:00-15:00** - Country Presentation: Sakha Republic (Yakutia), Russian Federation  
**14:00-15:15** - Plenary Session Six  
**15:15-16:30** - Parallel Session 4  
**15:15-16:15** - Country Presentation: Republic of Namibia  
**15:15-16:15** - Country Presentation: Republic of India  
**15:30-16:30** - Plenary Session Seven  
**16:30-17:45** - Plenary Session Eight

## APRIL 10<sup>th</sup> 2014

**9:00-10:00** - Parallel Sessions 5, 6 and 7  
**10:15-12:00** - Plenary Session Nine  
**10:15-11:15** - Country Presentation: Republic of Cyprus



## MESSAGE FROM THE MINISTER OF ECONOMY

Tuesday 8 April 2014

“ Excellencies, distinguished participants of the Annual Investment Meeting (AIM), It is a great honour for the Ministry of Economy of the United Arab Emirates to welcome you to the fourth edition of the Annual Investment Meeting (AIM). The United Arab Emirates and its highest authorities attach great importance to this meeting held for the second consecutive year under the Patronage of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai.

This year's event will focus on the theme of Investment Partnerships for Sustainable and Inclusive Growth in Frontier and Emerging Markets. We do believe that it is together through our joint efforts that we can build a better world and improve the lot of our people through greater interaction, understanding and the development of new partnerships in investment and trade.

The fourth edition of the Annual Investment Meeting (AIM) is taking place against a backdrop of renewed hope and an overall optimistic mood as the world economy is gaining pace and resuming its growth four years after one of the most severe world financial and economic crises. More than ever, Emerging Markets are on the driving seat.

Their growth rates advantage is still predominant, albeit slightly lower than in previous years, and they account increasingly for a larger share of both global FDI inflows and outflows. Actually, developing economies claimed the largest share of international investments made by businesses for the second consecutive year in 2013 and are likely to do so again in 2014.

For the UAE, our economy has been on a firm growth trajectory thanks to huge non-oil sector investments, continued buoyancy in trade and services, and a booming tourism industry, thus consolidating its place as a regional centre for tourism, transport and trade. We expect our economy to remain strong in the short and medium term. Actually, EFG Hermes has raised its growth forecast for the UAE from 4.7% to 5.4% following Dubai's successful Expo 2020 bid.

Thanks to the prevailing good investment climate in the country, FDI inflows continued their upward trend. We are confident that the UAE will attract more FDI as a result of the successful win to host Expo 2020. A special session at the conference will be devoted to this major event with far-reaching implications on investment and trade in the UAE and the entire region.

I invite all our guests to participate in it to get better insights on the vast investment opportunities that are available and the investment friendly rules and regulations that are applicable in our country.

This year, we are introducing a number of new features in the Annual Investment Meeting. One of them is AIM Investment Report, the first edition of which was presented earlier by fDi Intelligence of the Financial Times Group. We hope this new publication will be useful to all participants to understand better recent new developments in global investment.

Another important feature is the Ministerial Roundtable, a high level forum involving ministers from various countries, business leaders, representatives of multilateral agencies as well as world renowned experts from academia. Such a high level debate will undoubtedly help us to see the way forward. A keynote address from Bertrand Piccard of Solar Impulse, an inspirational world figure, will provide us with a glimpse into the future showing us possible avenues for the development of sustainable and eco-friendly solutions through the use of solar energy.

We have assembled a rich and varied conference programme and invited numerous experts from various parts of the world and different areas. This will undoubtedly contribute to enrich our discussions and advance our thinking to show us how consolidate the economic growth of our economies in a world of fierce competition.

As the principal host of the event, the UAE Ministry of Economy is deeply honoured to welcome all of you here in Dubai and would like to wish you a most enjoyable and fruitful stay in our country. Thank You. ”

**Eng. Sultan Bin Saeed Al Mansouri**  
Minister of Economy, United Arab Emirates

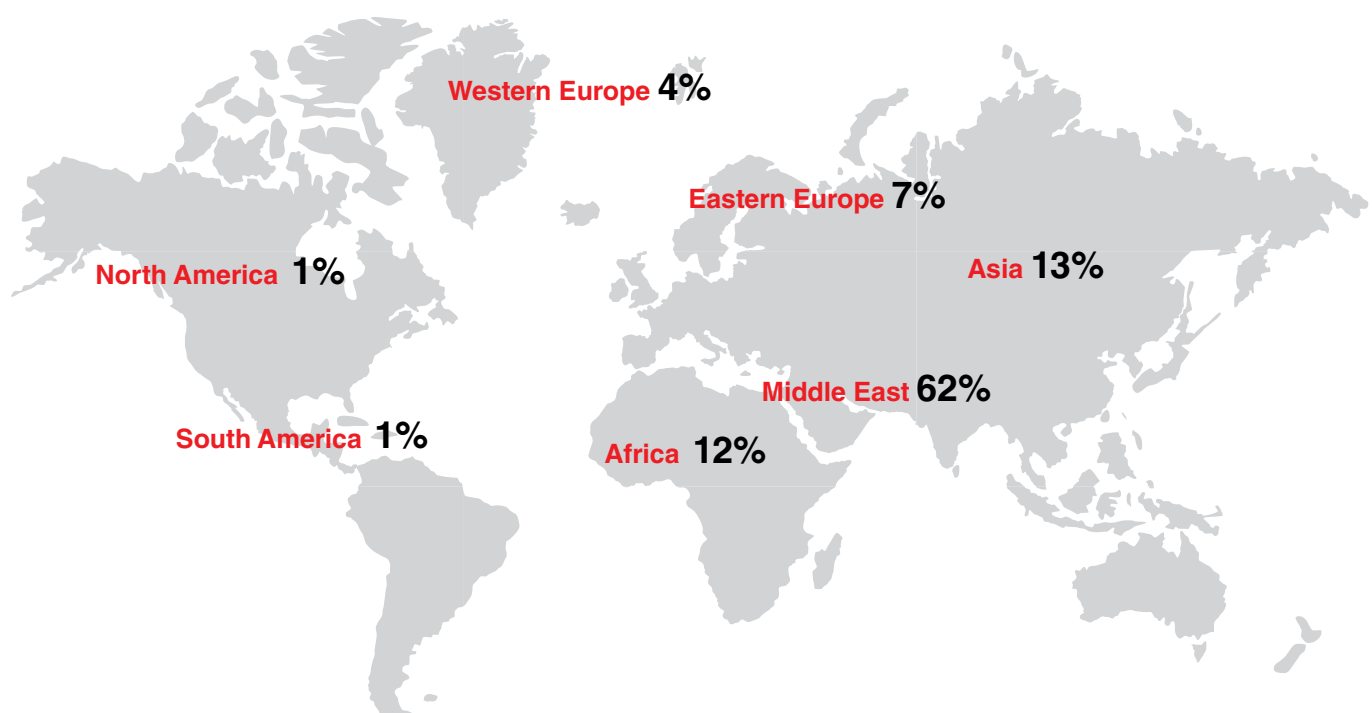
The Annual Investment Meeting is a Growing Markets three-day FDI focused event that includes a Grand Inaugural Opening Ceremony, a Thought-Leadership Conference, a Ministerial Roundtable, Country Presentations, G2B and B2B meetings, a Capacity-building Workshop, an Exhibition, a Gala Dinner and an Investment Awards Ceremony.

AIM presents itself as an FDI stimulator, fast developing economies growth incubator and semi-industrialized nations leadership partner. AIM offers cross-industry developers a conducive and safe platform to display their projects and schedule G2B and B2B meetings with institutional, corporate and private investors seeking reliable and lucrative investment opportunities.

AIM 2014 offered an exclusive platform of rich and varied features aimed at promoting the exchange of experiences, meeting strategic partners and served as a knowledge-based forum to advance the dissemination of information on investment and related subjects in cooperation with a number of Knowledge Partners and world renowned experts.

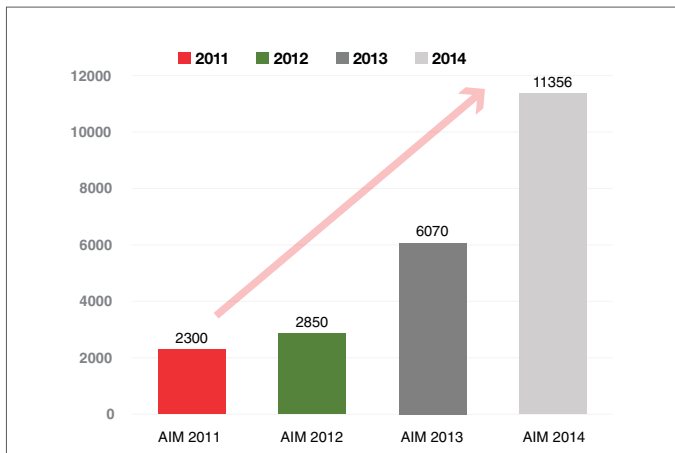
- Billions of US\$ projects announced in 2014
- 1 President, 1 Deputy Prime Minister and 56 Ministers/Vice-Ministers
- 8,000 sqm. Exhibition Space
- 11,356 Participants
- 469 Exhibitors
- 112 Countries
- 5 Knowledge Partners
- 27 Sponsors & Corporate Partners
- 115 Media Partners
- 75 Investment Promotion Agencies
- Conference with more than 100 experts and FDI specialists

## Participation and Attendance Record of AIM 2014

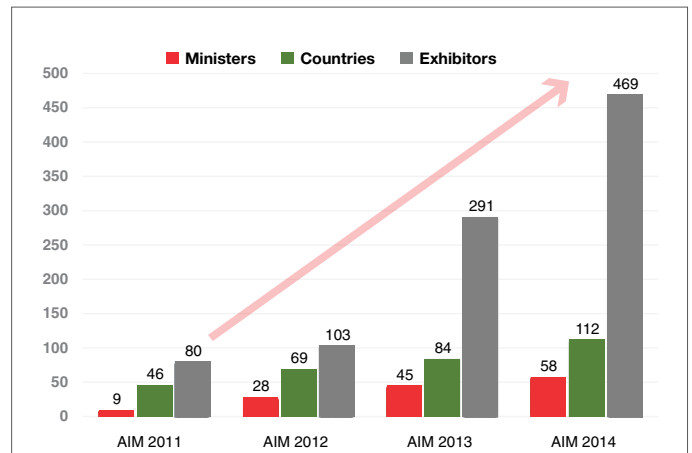


## AIM Growth Chart 2014

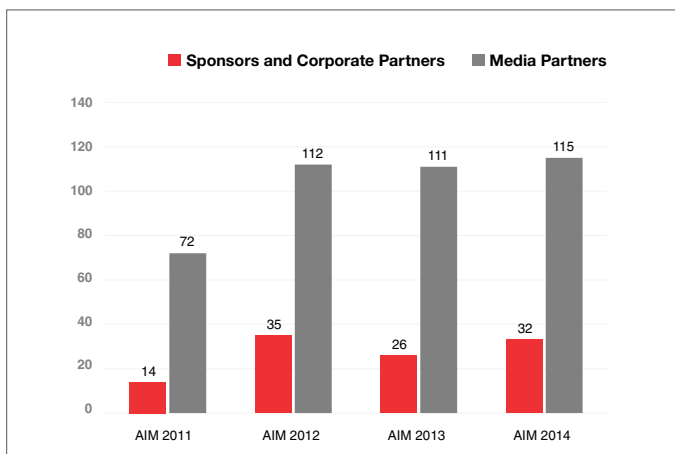
### Attendees 2011-2014



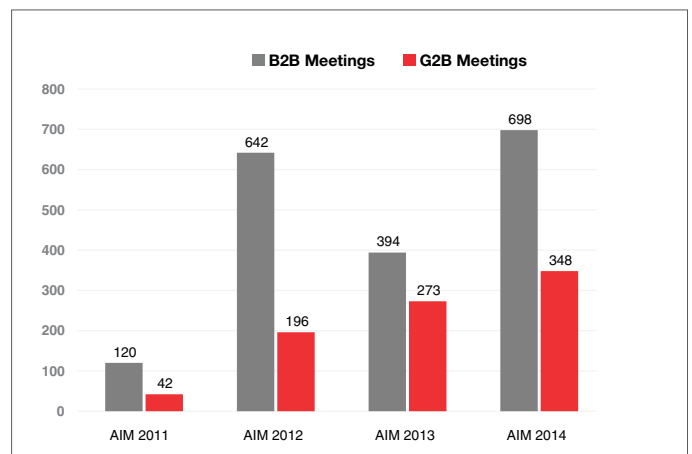
### Participating Ministers, Countries and Exhibitors 2011 - 2014



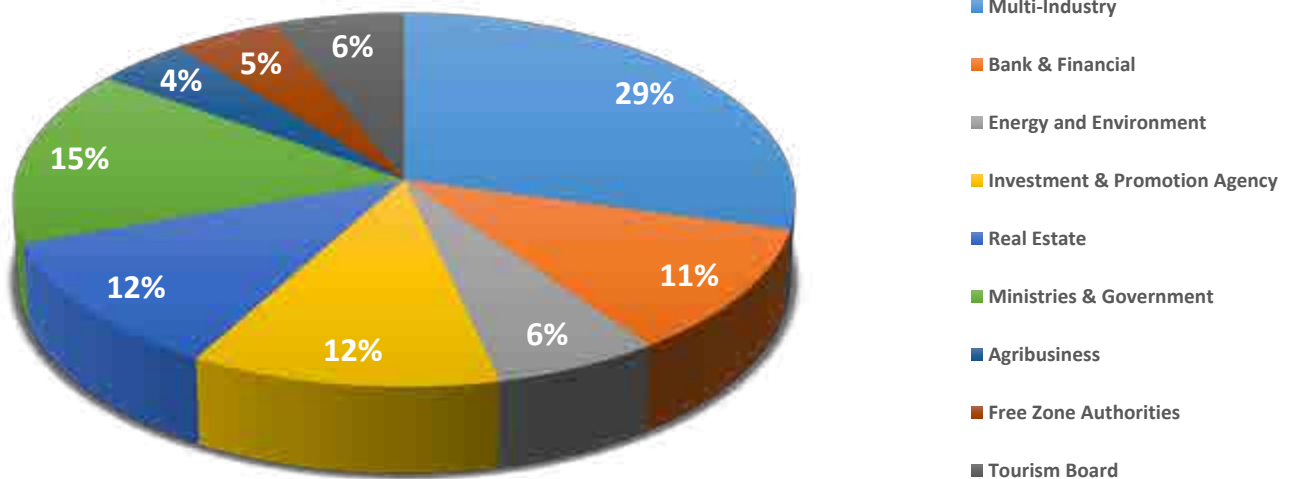
### Partnership with AIM 2011 - 2014



### Attendance in AIM Organized Meetings



## Industry sectors representation at AIM 2014



The Annual Investment Meeting 2014 (AIM) was held for the second consecutive 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 His Highness Sheikh Mohammed bin Rashid Al Maktoum in a ceremony organized by the Ministry of Economy, Tuesday 8th April 2014 at the Dubai International Convention & Exhibition Center by the Ministry of Economy.

More than 3,000 delegates attended. The grand opening ceremony including high level representatives and heads of delegations from 112 countries and a large number of senior executives from the private sector as well as Heads of International Organizations and senior officials such as ITC, ITU, UNCTAD, UNIDO, FAO and WFP.



**HH Sheikh Mohammed bin Rashid Al Maktoum**  
Vice President, Prime Minister of the United Arab Emirates and Ruler of Dubai  
at the Opening Ceremony of AIM 2014

*“ I must congratulate the organisers of this Annual Investment Meeting for the success in bringing together, for the fourth year running, an impressive line-up of internationally renowned speakers and prominent members of the global business community to this vibrant city of Dubai. I am told that this forum is fast gaining reputation as the one event to be if one is interested in doing business with the Middle East and beyond. So congratulations again! ”*

**Hon. Tan Sri Muhyiddin Yassin**  
Deputy Prime Minister of Malaysia



**Hon. Tan Sri Muhyiddin Yassin**  
Deputy Prime Minister of Malaysia



**Yegor Borisov**  
President, Republic of Sakha, Russian Federation



**Saeeda Shaker**  
Vice Mayor, Tangier City, Morocco



**Prince Mohamed Bolkiah**  
Minister of Foreign Affairs and Trade, Brunei Darussalam





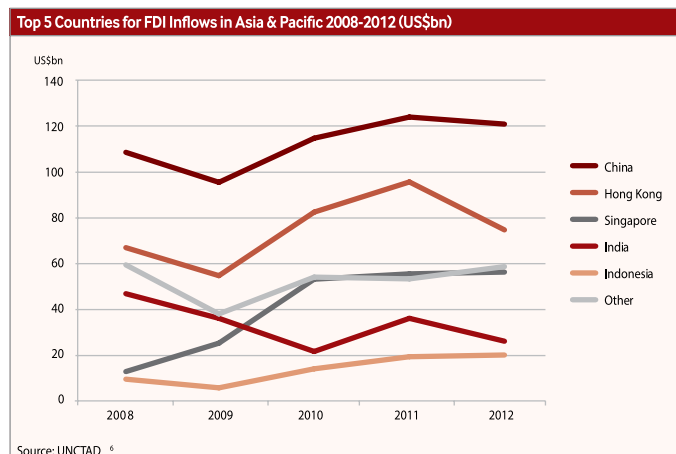
**Angus Cushley**  
Publishing Director at Financial Times Ltd

A valuable new source of insight into FDI in growing markets, the first edition of the Investment Report was launched at the opening of the Annual Investment Meeting to serve as guidance to the conference and a solid basis to its deliberations, shedding light on the latest trends in foreign direct investment (FDI), greenfield investment projects and mergers and acquisitions (M&As) and their implications on frontier and emerging markets. Actually, this is the first time that different sources of investment data emanating from reputable international institutions and entities such as UNCTAD, fDi Intelligence and MergerMarket, are combined together to provide a comprehensive view and perspectives of different types of investment.

The first edition of AIM Investment Report was prepared in cooperation with fDi Intelligence of the Financial Times Group, the world largest FDI research organization in the private sector.

The report was presented by Angus Cushley, Publishing Director at Financial Times Ltd who highlighted the following salient points:

The global FDI market is now recovering after several years of decline following recession and financial crisis. In 2013, according to UNCTAD official FDI flows grew by 11% and greenfield FDI increased by almost 6% according to fDi Intelligence data.



The FDI market is expected to continue to recover, with FDI flows increasing by 10% per annum and greenfield FDI by 8-10% per annum over the next 5 years as recovery of the Western economies continues, driving up world economic growth and FDI, and that emerging markets adapt to tapering in the US and that there are no major conflicts.

Emerging markets continue to grab market share. In 2013, growth in greenfield FDI to emerging countries was nearly twice as fast as that globally. As a result, emerging markets increased in 2013 their share of global greenfield FDI to nearly three-quarters, their share of FDI flows to 61% and they comfortably attracted over half of cross-border M&As in 2013. In terms of the location of FDI, emerging markets now dominate as the main destinations.

Africa, Middle East and Latin America & Caribbean were the best performers last year. Africa was the only region in the world in 2013 to achieve growth in all types of FDI (greenfield, flows and M&A). Mozambique was the star performer attracting strong growth in all types of FDI.

The Middle East and Latin America & Caribbean both saw a strong growth in greenfield FDI, with major growth in greenfield FDI in Iraq, Jordan and Mexico. Mexico, in particular, continues to benefit enormously from being part of NAFTA, which shows the benefits for FTAs.

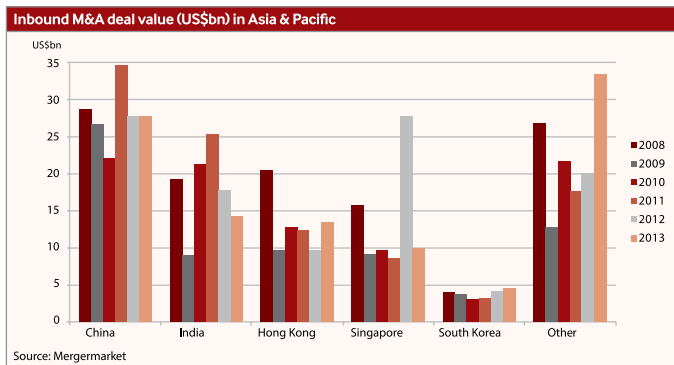
For Nicaragua and the Caribbean, the biggest FDI project in the world in 2013 was a \$40 bn waterway in Nicaragua with investment led by a Hong Kong investor. The attractiveness of the Caribbean to FDI has also been shown in large-scale investor surveys fDi Intelligence conducted in 2013 for the IFC and Caribbean Export. In these projects over 500 companies were interviewed to understand their investment potential and perceptions of the region and individual countries. 150 companies were identified that are currently considering investments, which shows the very strong FDI interest in this region and in LDCs such as Haiti. Cost advantages, ready supply of workers and preferential access to the US market are key drivers.

Asian companies and other Latin American companies had the strongest interest. This reflects a wider shift in FDI to emerging markets as increasingly coming from Asia (most of all Greater China) and the strong growth in intra-regional investment in emerging market regions. However, outward investment still mainly comes from developed economies.

While the strongest growth in FDI is in emerging markets from Asia and intra-regional investment, developed economies are still the main source of FDI. Around 2/3 of greenfield FDI in emerging markets in 2013 came from developed economies. For most Emerging markets (especially middle income countries and larger economies) most of the FDI is expected to come from developed economies. For lower income countries and smaller economies, then FDI from Asia and intra-regional FDI is expected to be most important.

Intra-regional FDI is growing in emerging markets and is becoming a significant opportunity as a source of investment. In 2013, strong growth in FDI came from African countries and from Brazil, Mexico and Colombia in Latin America. Likewise, in Eastern Europe, FDI from Czech companies grew rapidly in 2013, especially M&A.

M&A from emerging markets are also becoming more important. Asia-Pacific dominates not only as the main source of greenfield FDI from emerging markets but also M&A. 2013 was a record year for Asian M&A overseas, dominated by Chinese M&A. Asian M&A, especially from China, are expected to become an increasing feature of FDI in emerging markets and developed economies.



For the future, Africa and the Middle East are expected to achieve strong growth in inward FDI of at least 10% per annum over the next five years, as robust Africa economic growth continues and FDI in Middle East recovers. Asia will increasingly become a net outward investor and is likely to overtake North America to become the world's largest overseas investor measured by FDI flows.

The US, Germany, UK, Japan and China are expected to be the major sources of greenfield FDI in the next 5 years. The fastest growing sources of FDI are forecast to be China, South Korea, Russia, Taiwan, and Hong Kong – all emerging markets. North America is expected to attract a growing market share of global FDI, with robust economic growth and the energy revolution taking place.

The implications are important and as market conditions improve, there are growing opportunities to attract FDI. Fifty per cent growth in FDI to emerging markets is expected over the next five years. Growth in FDI from China and the rest of Asia, as well as from other emerging markets, is a very positive trend as it signals that low-value added manufacturing may relocate to much poorer countries in need of assembly/manufacturing to kick-start export-led development and diversification away from commodities.

But there are risks as well. For LDCs, investment in much needed infrastructure is needed to enable strong growth in export oriented FDI to take place. For energy-producing countries, the increasing energy self-sufficiency in North America may have a negative impact on FDI in their energy sectors and value chains, which should heighten policy actions to diversify the economic structure through both FDI and supporting local enterprises.

As outward FDI from emerging markets increases, their governments will need to place a greater focus on how to support outward investment from their local companies and ensure their investments overseas are secure.

As the FDI market recovers, emerging market governments are encouraged to consider the economic development objectives of attracting FDI, with a shift from focusing only on capital investment to focusing more on job creation and the quality of

investment and more selective use of financial incentives to be used only when they are really needed to attract the investment. This can generate a lot of additional tax revenues that can be used to invest in infrastructure and human development, which are the key to achieving sustained levels of FDI in the future.

“During the last 15 years, emerging economies and middle income countries have played a major role in shaping FDI flows. The current FDI reality sees the growing importance of developing countries both as host countries of FDI and as a significant source of FDI.”

**Aranca González**  
Executive Director, International Trade Centre (ITC)

## AIM Investment Report 2014



**AIM 2014 Conference** was the occasion to highlight the attractiveness of Growing Markets as investment destinations offering unique opportunities of growth and high return on investment. As a knowledge based undertaking, the conference brought together an impressive faculty of thought leaders from around the globe including high level policy makers, senior corporate executives and renown experts and researchers from centers of excellence around the globe.



Left-Right :

- Andreas Dressler**, Managing Director Terrain, Germany
- Majid Jafar**, CEO, Crescent Petroleum, UAE
- James Zhan**, Director, Division on Investment and Enterprise, Geneva, UNCTAD
- Pius Muchiri**, CEO Centum Asset Managers Limited(part of Centum Group), Nairobi, Kenya
- Pumla Ncapayi**, Deputy Director General of Department. Trade and Industry (DTI), Pretoria, South Africa
- Frederick Lehmann**, Chairman and CEO of Lehmann & Co., Portugal
- Ghassan Y. Al-Baba**, Executive Director of the Islamic Development Bank Group Business Forum (THIQAH), Saudi Arabia



Left-Right :

- Yasser Al-sharif**, Chief Executive Officer and Board Member, MANAFEA Holding Company, Saudi Arabia
- Mahendra Siregar**, Chairman of Investment Coordinating Board (BKPM), Indonesia
- Massimo Falcioni**, CEO, Eurler-Hermes, GCC Countries, UAE.
- Adam Erel**, Vice-Chairman, Mercury, Washington DC, USA.
- Miftah Ismael**, Special Assitant to the Prime Minister / Chairman BOI to Dubai, UAE-Pakistan
- Mustafa Bello**, Chairman, Invest in Northern Nigeria Limited
- Andreas Dressler**, Managing Director Terrain, Berlin, Germany

*“ I am grateful for the opportunity of taking part in this fantastic event, with such an impressive scale and where I had the pleasure of seeing old friends and also meeting new ones. Indeed, I met really interesting colleagues and very much enjoyed the panels, that brought together interesting and complementary perspectives. I think this mix is what makes the AIM conference unique.”*

**Ana-Teresa T. Lehmann**  
Associate Professor of Economics, CEF-UP, FEP,  
University of Porto, Portugal

The first edition of AIM Investment report, a new annual flagship publication, was launched disclosing the latest trends in FDI both in terms of actual inward and outward flows but also greenfield investments and mergers and acquisitions globally and in Frontier and Emerging Markets. Based on the overall theme of the conference on Investment Partnerships for Sustainable and Inclusive Growth in Frontier and Emerging Markets, a total of 16 plenary and parallel sessions allowed the examination and discussion of a large number of topics ranging from the evolving international regulatory framework for FDI, the attractiveness of Growing Markets as investment locations including the views of corporates, to investment partnerships and new firms of FDI, strategic alliances and Greenfield investment versus M&As. Political and economic risk management as well as best practices in attracting investment from Growing Markets showcasing selected cases and marketing these markets through various campaigns in different sectors including partnerships at the national, regional and global levels were widely debated.



Special breakout sessions shed light on investment in selected sectors such as agriculture, tourism and the hospitality business, infrastructure and logistics, energy and mining and financial services. As a follow-up to the successful bid by Dubai to host Expo 2020, a special session was held focusing on investment opportunities available in the UAE and the region including potential partnerships therein. A large number of mega projects especially for infrastructure development were highlighted displaying an impressive array of investment possibilities. In view of the important role China plays at the world level both as a significant source of investment and beneficiary of FDI, two sessions were organized to highlight its new growth model from investment to internal-consumption-led growth and the new rules of the game for outward and inward FDI on one hand, and China-Arab world cooperation and investment.

“The Annual Investment Meeting 2014 served for our office as an opportunity to meet with key partners and discuss possible options of collaboration and future partnerships. The meeting gave interesting insights and allowed exposure to rich experiences. The AIM 2014 helped to improve the participants’ understanding of key topics on investment and their knowledge over the latest Foreign Direct Investment (FDI) trends, developments and best practices. We were all exposed to a large overview of various stakeholders within the national and international investment community.”

**Ad Spijkers**

FAO Sub regional Office Coordinator for the Gulf Cooperation Council States and Yemen and FAO Representative in UAE ad interim



Left-Right :

- Douglas van den Berghe**, CEO and founder of Investment Consulting Associates (ICA), Amsterdam, Netherlands
- Louis T. Wells, Herbert F. Johnson** Professor of International Management at the Harvard Business School, Boston, USA
- Franz Obenhaus**, Former MD China – Knowles
- Philip McCrum**, Editorial Director, EMEA, Economist Corporate Network, China
- Anne MacColl**, CEO, Scottish Development International (SDI)
- Henryka Bochniarz**, President of Polish Confederation Lewiatan, Poland
- Zahra Maafiri**, Director General, Maroc Export, Morocco



Left-Right :

- Joachim Arnold**, Senior Consultant, PM & Partner Consulting GmbH (PM&P), Frankfurt, Germany
- Martin Kaspar**, Head of Business Development, Fränkische Industrial Pipes, Germany
- Erwin Feldhaus**, Director DACH & CEE, ProMexico, Mexico
- David East**, Business Development Director, fDI Intelligence, Financial Times Ltd, UK
- Adil Chikhi**, Acting Director General, AMDI, Morocco
- Carlos Alberto Lara Aguilar**, Director of Investment, PRO ECUADOR, Ecuador
- Kai Hammerich**, President, KA Foreign Investment Corporation, Sweden

## Monday, 7<sup>th</sup> April 2014

14:00 - 17:00 FDI Executive Workshop: Achieving Excellence in Investor Attraction

**Douglas van den Berghe**, CEO and Founder of Investment Consulting Associates (ICA)  
**Charles Krakoff**, Senior Associate at ICA; Managing Partner of Koios Associates LLC  
**David East**, Business Development Director, fDi Intelligence

## Day One, Tuesday 8<sup>th</sup> April 2014

10:00 - 10:05 Welcome Speech by **Sultan bin Saeed Al Mansouri**, UAE Minister of Economy

10:05 - 10:10 Speech by **Mukhisa Kituyi**, Secretary General of UNCTAD

10:10 - 10:20 Speech by **the City Mayor of Tangiers**, Kingdom of Morocco and Presentation of Tangier Video

10:20 - 10:25 Speech by **HRH Prince Mohamad Bolkiah**, Minister of Foreign Trade, Brunei Darussalam

10:25 - 10:40 **Launch of AIM Annual FDI Report**

Presentation of AIM FDI Report by **Angus Cushley**, Publishing Director fDi Intelligence at Financial Times Ltd  
 The annual flagship publication of the Annual Investment Meeting will be launched highlighting the general theme of the conference and revealing the latest trends in FDI and OFDI flows globally and regionally in particular in frontier and emerging markets. A special focus will be made on the competitiveness of fast growth markets and key opportunities and challenges they have to face in a fast moving and unpredictable world.

10:45 - 12:00 **Ministerial Roundtable**

Ministers in charge of investment, foreign trade, foreign affairs, economy, finance and development, business leaders and heads of international institutions will be invited to take part in the Ministerial roundtable. The focus of the session will be centered 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 political and economic uncertainties.

**Moderator:** **Karl Sauvart**, Resident Senior Fellow at the Vale Columbia Center on Sustainable International Investment (VCCI), former Director of the Division on Investment and Enterprise, United Nations Conference on Trade and Development (UNCTAD)

### Panelists:

- **Sultan Al Mansouri**, Minister of Economy, UAE
- **Yegor Borisov**, President of Sakha Republic, Russian Federation
- **Mustafa Osman Ismail**, Ministry of Investment, Sudan
- **Aranca González**, Executive Director of the International Trade Centre (ITC), Geneva, Switzerland
- **Khaled Al-Aboodi**, CEO of the Islamic Corporation for the Development of the Private Sector (ICD)
- **Louis T. Wells**, the Herbert F. Johnson Professor of International Management at the Harvard Business School

12:30 - 13:00 **Grand Opening Ceremony**

13:00 - 13:15 **Inauguration of AIM 2014 Exhibition**

13:15 - 14:30

## High-Level Luncheon and Networking

14:30 - 15:45

## Plenary Session One: The Evolving International Regulatory Framework for FDI, New Developments and Implications for Frontier and Emerging Markets

The national and international regulatory framework for FDI establishes the parameters for the operations of multinational enterprises. National regulatory frameworks are becoming less welcoming for FDI and the international framework less protective of such investment. This session will examine new regulatory developments in national inward and outward FDI regimes and international investment agreements (e.g. bilateral investment treaties), as well as a possible multilateral framework for investment, and implications of these developments for emerging markets. It will pay special attention to the support governments give to their firms investing abroad and the implications of latest policy discussions in this respect and investment partnerships in different sectors.

**Moderator:** **Karl Sauvant**, Resident Senior Fellow at the Vale Columbia Center on Sustainable International Investment (VCCI), former Director of the Division on Investment and Enterprise, United Nations Conference on Trade and Development (UNCTAD)

**Keynote speaker:** **Arancho González**, Executive Director of the International Trade Centre (ITC), Geneva, Switzerland

### Panelists:

- **Ana Teresa T. Lehmann**, Associate Professor of Economics, CEF.UP, FEP, University of Porto, Portugal
- **Khaled Al-Aboodi**, CEO of the Islamic Corporation for the Development of the Private Sector (ICD)
- **Sangkyom Kim**, Deputy Director, Directorate of Financial and Enterprise Affairs, OECD, Paris, France
- **Mahendra Siregar**, Chairman of Investment Coordinating Board (BKPM), Jakarta, Indonesia
- **Fahad Al Gergawi**, CEO of Dubai FDI, UAE

15: 45 - 17:00

## Plenary Session Two: Going for Gold in Frontier and Emerging Markets as Investment Destinations

This panel discussion will focus on the attractiveness of frontier and emerging markets as investment destinations, targeting lucrative business opportunities in frontier and emerging markets and their expanding domestic markets with growing populations and higher incomes. This session will examine some of these trends and shed light on return on investment in growth markets in different regions and different sectors and evaluate the risks.

**Moderator:** **Andreas Dressler**, Managing Director Terrain, Germany

**Keynote speaker:** **Hamadoun Touré**, Secretary General of International Telecommunication Union (ITU), Geneva, Switzerland

### Panelists:

- **Majid Jafar**, CEO Crescent Petroleum
- **James Zhan**, Director, Division on Investment and Enterprise, Geneva, UNCTAD
- **Pius Muchiri**, CEO Centum Asset Managers Limited(part of Centum Group), Nairobi, Kenya
- **Pumla Ncapayi**, Deputy Director General of Department. Trade and Industry (DTI), Pretoria , South Africa
- **Frederick Lehmann**, Chairman and CEO of Lehmann & Co., Portugal
- **Ghassan Y. Al-Baba**, Executive Director of the Islamic Development Bank Group Business Forum (THIQAH)

17:00 - 18:15

Plenary Session Three: Investment Partnerships and New Forms of FDI, Strategic Alliances and Greenfield Investment versus M&As.

FDI takes place in different forms and types and these are evolving constantly. This session will highlight the benefits and drawbacks of selected forms of FDI and new types of investment. Some of the questions that will be address include what are the benefits of Green Field Investment in new facilities or the expansion of existing facilities. Greenfield investments are the primary target of a host nation's promotional efforts because they create new production capacity and jobs, transfer technology and know-how, and can lead to linkages to the global marketplace. However, it often does this by crowding out local industry. Mergers & Acquisitions occur when a transfer of existing assets from local firms to foreign firms takes place, this is the primary type of FDI. What are the benefits of M&As versus Green FDI and what are the new forms that are taking place including investment partnerships?

**Moderator:** Ruth McKee, Dubai Bureau Chief, MergerMarket, UAE

**Keynote speaker:** Mukhisa Kituyi, Secretary General of UNCTAD, Switzerland

## Panelists:

- **Ana Teresa T. Lehmann**, Associate Professor of Economics at the School of Economics, University of Porto, researcher at CEF. UP, University of Porto, and Head of International Business at EGP-U.Porto Business School, Portugal
- **Alexandre David de Sousa Costa**, Secretary of State of the Ministry of Commerce of Angola
- **Hassan Sohbi**, Partner, TaylorWessing, Frankfurt, Germany
- **Javed Malik**, Special Envoy of the Prime Minister of Pakistan

19:30 - 22:30

**Gala Dinner and Investment Awards**

Venue: Armani Pavilion, Burj Khalifa

## Day Two, Wednesday 9<sup>th</sup> April 2014

09:00 - 10:00

Parallel Session One: FDI in Agriculture for Sustainability and Food Security

**Moderator:** Ad Spijkers, FAO Subregional Office Coordinator for the Gulf Cooperation Council States and Yemen and FAO Representative in UAE ad-interim

## Panelists:

- **Mahendra Siregar**, Chairman of BKPM, Jakarta, Indonesia
- **Abdallah Alwardat**, Director of the WFP Office in Dubai

9:00 - 10:00

Parallel Session Two: FDI in Tourism and the Hospitality Business in an Age of Greater Accessibility and Low Cost Travel

**Moderator:** Michael Charlton, Chief Executive, MCC (Michael Charlton Consulting Limited)

## Panelists:

- **Iseeb Rehman**, CEO Sherwoods International, UAE
- **Aristomenis M. Syngros**, Chairman, Invest in Greece
- **Stefano Giovannelli**, Managing Director of Toscana, Italy

9:00 - 10:00

Parallel Session Three: FDI in Infrastructure and Logistics, to Unlock Markets and Facilitate Production and Trade

**Moderator:** Joachim Arnold, Senior consultant PM&P, Frankfurt, Germany

## Panelists:

- Clive Smith, Project Manager: Logistics Hub, Walves Bay Corridor Group, Windhoek, Namibia
- Ema Sri Martini, President Director, PT. Sarana Multi Infrastruktur (PERSERO), Indonesia
- Bernd J. Hoefer, Chairman & CEO, A9C Capital Business Consultants & Technology Advisors WLL
- Serhiy Kamyshev, Deputy Minister of the Cabinet of Ministers of Ukraine
- Ahmad Ben Harib, Senior Sales Manager for Europe & Americas Region, Jafza, UAE

10:00 - 11:15

Plenary Session Four: Investing in Emerging and Frontier Markets: a View from the Boardroom

This special panel, hosted by Investment Consulting Associates (ICA), combines the views of senior executives of leading firms in various industries on investing in emerging markets. What is the experience of these companies in establishing a footprint in different markets? Which challenges have they faced and how have they managed the risks associated with their investments? Have they worked closely with government officials and what was their experience? Did incentives play a crucial role or were other drivers more important? What potential opportunities do they see for improving the investment environment in emerging markets and what can governments do to better facilitate these investments? Would these executives have made the same choices as they did some years ago?

**Moderator:** Douglas van den Berghe, CEO and Founder of Investment Consulting Associates (ICA), Amsterdam, Netherlands

**Keynote speaker:** Louis T. Wells, Herbert F. Johnson Professor of International Management at the Harvard Business School, Boston, USA

## Panelists:

- Franz Obenhaus, Former MD China - Knowles
- Philip McCrum, Editorial Director, EMEA, Economist Corporate Network
- Anne MacColl, CEO, Scottish Development International (SDI)
- Aamir Rehman, Managing Director, Fajr Capital Advisors, UAE
- Henryka Bochniarz, President of Polish Confederation Lewiatan, Poland
- Zahra Maafiri, Director General, Maroc Export, Morocco

11:15 - 11:30

Coffee Break and Networking

11:30 - 12:45

Plenary Session Five: Expo 2020, Unlocking New Opportunities for Potential Partnerships in the UAE and the Region

**Moderator:** Michael Charlton, Chief Executive, MCC (Michael Charlton Consulting Limited)

## Panelists:

- Mahmoud Al Bastaki, CEO Dubai Trade
- Khalifa Al Zaffin, Executive Chairman of Dubai Aviation City Corporation
- Khalid Al Malek, Group CEO, Dubai Properties Group
- Hind AlYouha, Director of Strategic Planning & Performance, Ministry of Economy

12:45 - 14:00

## Networking Lunch

15:15 - 16:30

Parallel Session Four: China-Arab World: Scope for Enhanced Investment and Cooperation in Partnership with CIPA, Ministry of Commerce, China

This important parallel session held in partnership with China Investment Promotion Agency (CIPA) will be the occasion to showcase the healthy and dynamic economic cooperation existing between China and the Arab world in general and the UAE in particular. It will highlight the opportunities and scope for enhancing collaboration and encouraging investment and trade on a mutually beneficial basis and a win-win partnership.

**Moderator:** **Li Yuanqing**, Vice-Chairman of China International Communication Association

## Keynote Speeches:

- **Abdullah Al Saleh**, Undersecretary, Ministry of Economy, UAE
- **Tang Weibin**, Consular General of China
- **Li Jianping**, Vice Mayor of Huzhou
- **Xiao Liqun**, Gansu Province
- **Liu Linzhi**, Executive Chairman of World Greenism Trade and Promotion Association
- **Chen Xi**, President, China Galaxy Investment Management Co.,Ltd

14:00 - 15:15

Plenary Session Six: Political and Economic Risk Management in an Interconnected World

The session will focus on the various types of political and economic risks to FDI, providing some concrete examples of the risks that investors are dealing with. The main questions that will be addressed include: How can companies identify and analyze economic and political risk in an FDI context; How can companies manage these risks in the various stages of the FDI process (decision making, implementation, management); What can Foreign Investment Promotion Agencies do to help foreign investors with the management of these risks (e.g. provision of information, understanding and managing risk perception among investors); How can partnerships, for example between foreign investors and local partners, serve as a risk management mechanism; What are the skills companies need to build to operate successfully in the context of economic and political risk.

The outcome of the session would be a better understanding of how political and economic risks can be managed in an FDI context. Such understanding can help investors to invest successfully in locations with relatively high levels of political and economic risk. The communication between different stakeholders in FDI, principally investors and host governments, would also be enhanced.

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

## Panelists:

- **Yasser Al-Sharif**, Chief Executive Officer and Board Member, MANAFEHA Holding Company, Saudi Arabia
- **Adam Erel**, Vice Chairman, Mercury, Washington DC, USA
- **Mahendra Siregar**, Chairman of Investment Coordinating Board (BKPM), Indonesia
- **Massimo Falcioni**, CEO, Eurler-Hermes, GCC Countries, UAE
- **Andreas Dressler**, Managing Director Terrain, Berlin, Germany
- **Mustafa Bello**, Chairman, Invest in Northern Nigeria Limited
- **Miftah Ismael**, Special Assistant to the Prime Minister / Chairman BOI to Dubai, UAE



15:15 - 15:30

## Coffee Break and Networking

15:30 - 16:30

## Plenary Session Seven: Best Practices in Attracting Investment from Emerging Markets, Selected Case Studies

This session hosted by Terrain will shed light on how companies from emerging markets are increasingly expanding into new geographies and increasing their global footprint. Latin American “Multilatinas”, Chinese outbound investors as well as a growing number of multinationals from Central & Eastern Europe, Southeast Asia, the Middle East and other regions account for an increasing share of the world’s FDI activity. Investment promotion agencies from around the world have recognized the potential of these companies as attractive sources of investment and are actively pursuing them. This session will explore what is driving international expansion by companies from emerging markets and the factors that are important to them in determining where and how to invest. The session will also focus on what investment promotion agencies need to do to attract investment from emerging markets and whether attracting companies from these markets requires a different approach. Panelists will include executives from emerging market companies that are active internationally as well as representatives from investment promotion agencies that have successfully attracted investment from emerging markets.

**Moderator:** **Andreas Dressler**, Managing Director Terrain Global, Berlin, Germany

**Keynote speaker:** **Carolina Arriagada Peters**, Head of Europe, Middle East, Africa & Latin America, London & Partners, United Kingdom

### Panelists:

- **Marek Kaplucha**, Vice-President of the Board of Grupa Azoty S.A., Poland
- **Ian Gomes**, Partner, Head of Advisory, KPMG
- **Carlos Eduardo Sánchez Pavón**, Regional Director for Europe, Middle East and Africa, Proméxico, Mexico
- **Yasser Hatami**, Founder and Managing Director, GulfTalent.com
- **Marwan Al Serkal**, Chief Executive, Sharjah Investment & Development Authority (Shurooq)

16:30 - 17:45

## Plenary Session Eight: How to Market Emerging and Frontier Markets for FDI

This plenary session, hosted by PM & Partner Marketing Consulting GmbH, will examine the importance of marketing a country and how to run successful promotion campaigns to attract FDI in general and in specific sectors. Selected case studies will be made of countries, types of campaigns in different sectors including partnerships at the national/regional or global level.

**Moderator:** **Joachim Arnold**, Senior Consultant, PM & Partner Consulting GmbH (PM&P), Frankfurt, Germany

**Keynote speaker:** **Kai Hammerich**, President, KA Foreign Investment Corporation, former President and Director General of Invest in Sweden Agency (ISA) and World Association of Investment Promotion Agencies (WAIPA), former Executive Vice President Saab-Scania AB

### Panelists:

- **Carlos Alberto CL. Lara Aguilar**, Director of Investment, PRO ECUADOR, Ecuador
- **David East**, Business Development Director, fDi Intelligence, Financial Times Ltd, UK
- **Martin Kaspar**, Head of Business Development, Fränkische Industrial Pipes
- **Erwin Feldhaus**, Director DACH & CEE, ProMexico, Mexico
- **Adil Chikhi**, Acting Director General, AMDI, Morocco

## Day Three, Thursday 10<sup>th</sup> April 2014

09:00 - 10:00

Parallel Session Five: New Investment Opportunities in the Energy and Mining sectors

**Moderator:** Charles Krakoff, Senior Associate, Investment Consulting Associates (ICA)

### Panelists:

- **Robinder Singh**, Dana Gas Investor Relations Director, Dana Gas PJSC, Sharjah, UAE
- **Robert Peterman**, Director of Global Business Development, Toronto Stock Exchange, Canada
- **Yousuf Bastaki**, Senior Vice President - Major Project, Emirates Global Aluminium
- **Pablo Fuentes-Cantillana**, Gas Business Development Director, Iberdrola, Spain

09:00 - 10:00

Parallel Session Six: FDI in Manufacturing, the New Landscape in Production Networks

**Moderator:** Mazdak Rafaty, Managing Partner Ludwar International Consulting FZC, UAE

### Panelists:

- **Chris Kirubi**, EBS, Chairman of Haco Tiger Brands Limited, Nairobi, Kenya
- **Andreas Paulicks**, Managing Director, PM&P, Germany

09:00 - 10:00

Parallel Session Seven: New developments in Financial Services

**Moderator:** Adil Chikhi, Acting Director General of AMDI, Morocco

### Panelists:

- **Philip Boigner**, Vice President for Technology Investment, Dubai, UAE
- **Abdulsalam Albellooshi**, Legal Advisor Abu Dhabi Securities Exchange, UAE
- **Marios Tannousis**, Senior Investment Officer of the Cyprus Investment Authority, Cyprus
- **Fahima Bastaki**, Senior Vice President, Head of Business Development, Dubai Financial Market (DFM)

10:00 - 10:15

Coffee Break and Networking



Left-Right :

**Andreas Dressler**, Managing Director Terrain, Germany; **Carlos Eduardo Sánchez Pavón**, Regional Director for Europe, Middle East and Africa, Proméxico, Mexico; **Carolina Arriagada Peters**, Head of Europe, Middle East, Africa & Latin America, London & Partners, United Kingdom; **Ian Gomes**, Partner, Head of Advisory, KPMG, UAE; **Marwan Al Serkal**, Chief Executive at Sharjah Investment & Development Authority (Shurooq), UAE; **Yasser Hatami**, Founder and Managing Director, GulfTalent.com; UAE; **Marek Kaplucha**, Vice President of the Board of Grupa Azoty S.A., Poland



Left-Right :

**Tim Rogmans**, Assistant Professor College of Business, Zayed University, Dubai, UAE; **Yasser Al-Sharif**, CEO and Board Member of Manafea Holding Company, KSA; **Mahendra Siregar**, Chairman of Investment Coordinating Board (BKPM), Indonesia; **Massimo Falcioni**, CEO, Eurler-Hermes, GCC Countries, UAE; **Adam Erel**, Vice-Chairman, Mercury, Washington DC, USA; **Miftah Ismail**, Special Assistant to the Prime Minister/Chairman BOI to Dubai, UAE; **Mustafa Bello**, Chairman, Invest in Northern Nigeria Limited; **Andreas Dressler**, Managing Director Terrain, Germany



“As a general comment, I would like to say that I think the AIM held high qualitative standard. Most of the participants, speakers, moderators, panelists were indeed professionals. I also think that the physical organization (transport, events, etc.) on the whole functioned very well.”

**Kai Hammerich**  
President, KA Foreign  
Investment Corporation.



Left-Right :

**Michael Charlton**, Chief Executive, MCC (Michael Charlton Consulting Limited), UK; **Li Qing**, Professor of Management, General Secretary, Guangdong Research Institute for International Strategies (GRIIS), Guangdong University of Foreign Studies (GDUFS), China; **Matthew Sumner**, Director, Asia, Invest in Hong Kong, China; **Ann Yuan Yue**, Deputy Director General of BOFTEC, Guangzhou, Guangdong Province, China; **Victor Z. Chen**, Assistant Professor of International Business, University of North Carolina at Charlotte, USA; **Nazha Aschenbrenner**, Director, AIM Congress, Senior Advisor, Investment Promotion & Facilitation, Switzerland; **Li Zhiwei**, Director, Economic and Trade Promotion Bureau, Guangzhou, China; **Kai Hammerich** President, KA Foreign Investment Corporation



Left-Right :

**Louis T. Wells**, Herbert F. Johnson Professor of International Management at the Harvard Business School, Boston-USA; **Douglas van den Berghe**, CEO and Founder of Investment Consulting Associates (ICA), Amsterdam-Netherlands; **Franz Obenhaus**, Former Managing Director, Knowles, China; **Philip McCrum**, Editorial Director, EMEA, Economist Corporate Network, UAE; **Anne MacColl**, CEO, Scottish Development International (SDI); **Henryka Bochniarz**, President of Polish Confederation Lewiatan, Poland; **Zahra Maafiri**, Director General, Maroc Export, Morocco

10:15 - 12:00

Plenary Session Nine: China Investment and Cooperation Policies: New Perspectives

China New Growth Model: from Investment to Internal Consumption-led Growth. The New Rules of the Game for Outward and Inward FDI.

**Moderator:** **Matthew Sumner**, Director, Asia, Invest in Hong Kong, China

**Keynote speaker:** **Ann Yuan Yue**, Deputy Director General of BOFTEC, Guangzhou, Guangdong Province, China

## Panelists:

- **Li Qing**, Professor of Management, General Secretary, Guangdong Research Institute for International Strategies (GRIIS), Guangdong University of Foreign Studies (GDUFS), China
- **Victor Z. Chen**, Assistant Professor of International Business, University of North Carolina at Charlotte, Fellow and EMGP Global Coordinator, Vale Columbia Center on Sustainable International Investment, a joint center of Columbia Law School and The Earth Institute at Columbia University, USA
- **Michael Charlton**, Chief Executive, MCC (Michael Charlton Consulting Limited), UK
- **Li Zhiwei**, Director, Economic and Trade Promotion Bureau, Guangzhou, China



**Abdallah Alwardat**  
Director of the WFP Office  
in Dubai



**Abdullah Al Saleh**  
Undersecretary, Ministry of  
Economy, UAE



**Abdulsalam Albelooshi**  
Legal Advisor for Abu Dhabi  
Securities Exchange



**Ad Spijkers**  
FAO Subregional Office  
Coordinator for the Gulf  
Cooperation Council States and  
Yemen and FAO Representative in  
UAE ad-interim



**Adam Erel**  
Vice Chairman of Mercury's  
Washington, D.C



**Adil Chikhi**  
Acting Director General of AMDI,  
Morocco Matthew Sumner  
Director of Asia for MX Media  
Group



**Ahmad bin Harib**  
Senior Sales Manager  
for Europe & Americas  
Region, Jafza, UAE



**Alexandre David Costa**  
Secretary of State of the Minis-  
try of Commerce of Angola



**Ana Teresa Tavares-Lehmann**  
Associate Professor of Economics (School  
of Economics-University of Porto, Portugal),  
Researcher (CEF.UP-U.Porto), and Head of  
International Business (Porto Business School)



**Andreas Dressler**  
Managing Director of  
Terrain Consulting



**Andreas Paulicks**  
Senior Partner of PM &  
Partner (PM&P)



**Ann YuanYue**  
Deputy Director General of  
Bureau of Foreign Trade and  
Economic Cooperation of  
Guangzhou Municipality



**Angus Cushley**  
Publishing Director at Financial  
Times Ltd



**Anne MacColl**  
Managing Director Operations  
- Chief Executive, Scottish  
Development International



**Arancha Gonzalez**  
Executive Director, Inter-  
national Trade Centre,  
Switzerland



**Aristomenis M. Syngros**  
Chairman, Invest in Greece



**Bernd J. Hofer**  
Chairman & CEO A9C  
Capital Business Con-  
sultants & Technology  
Advisors WLL



**Bertrand Picard**  
Initiator, Chairman and Pilot  
of Solar Impulse



**Carlos Lara Aguilar**  
Director of Investment, PRO  
ECUADOR, Ecuado



**Carlos Sánchez Pavón**  
Regional Director for  
Europe, Middle East and  
Africa of ProMéxico



**Carolina Arriagada Peters**  
Head of Europe, Middle East, Africa & Latin America, London & Partners, United Kingdom



**Charles Krakoff**  
Senior Associate at ICA; Managing Partner of Koios Associates LLC



**Chris Kirubi**  
Chairman of the Capital Media Group, Haco Tiger Brands (K), International House limited, Smart Applications International Ltd, Nairobi Bottlers and DHL Worldwide Express Limited



**Chen Xi**  
President, China Galaxy Investment Management Co., Ltd



**Clive M. Smith**  
Project Manager: Logistics Hub, Walves Bay Corridor Group, Windhoek, Namibia



**David East**  
Business Development Director, rDi Intelligence



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



**Emma Sri Martini**  
President Director, PT. Sarana Multi Infrastruktur (PERSERO), Indonesia



**Erwin Feldhaus**  
Head of ProMéxico for Germany, Central and Eastern Europe, including the Russian Federation and Turkey



**Fahad Al Gergawi**  
Chief Executive Officer of Dubai FDI



**Fahima Al Bastaki**  
Senior Vice President, Business Development Division Head Dubai Financial Market



**Franz Obenaus**  
Consultant for Industrial set ups in Far East



**Frederick Lehmann**  
Chairman and CEO of Lehmann & Co., Portugal



**Ghassan Y. Al-Baba**  
Executive Director of the Islamic Development Bank Group Business Forum (THIQAH)



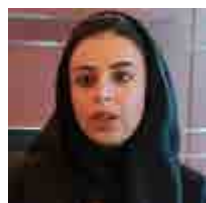
**Hamadoun Touré**  
Secretary General, International Telecommunication Union, Switzerland



**Hassan Sohbi**  
Partner, TaylorWessing, Frankfurt, Germany



**Henryka Bochniarz**  
Heads the Polish Confederation Lewiatan



**Hind AlYouha**  
Director of Strategic Planning & Performance at UAE Ministry of Economy



**Ian Gomes**  
Partner, Head of Advisory & Markets, KPMG in Lower Gulf



**Iseeb Rehman**  
CEO Sherwoods International, UAE



# KEYNOTE SPEAKERS, MODERATORS AND PANELISTS



**James X. Zhan**  
Director Investment  
and Enterprise Division  
UNCTAD



**Javed Malik**  
Special Envoy of the Prime  
Minister of Pakistan



**Joachim Arnold**  
Senior Consultant with  
PM & Partner (PM&P)



**Kai Hammerich**  
President, KA Foreign Investment  
Corporation



**Karl P. Sauvant**  
Senior Fellow at the Vale Columbia  
Center on Sustainable International  
Investment (VCCI)



**Khaled Al-Aboodi**  
CEO of the Islamic  
Development Corporation



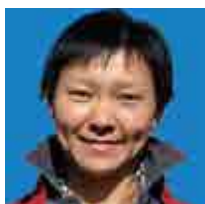
**Khalid Al Malik**  
Group Chief Executive  
Officer- Dubai Properties  
Group



**Khalifa AlZaffin**  
Executive Chairman  
Dubai Aviation City  
Corporation Dubai - UAE



**Li Jianping**  
Vice Mayor of  
Huzhou City



**Li Qing**  
Professor of Management, General  
Secretary, Guangdong Research Institute  
for International Strategies (GRIS),  
Guangdong University of Foreign Studies  
(GDUFS), China



**Li Yuanqing**  
Vice Chairman of  
China International  
Communication Association



**Li Zhiwei**  
Director, Economic and  
Trade Promotion Bureau,  
Guangzhou, China



**Liu Linzhi**  
Executive Chairman  
of World Greenism  
Trade and Promotion  
Association



**Louis T. Wells**  
Herbert F. Johnson Professor  
of International Management,  
Emeritus, Harvard Business School



**Mahendra Siregar**  
Chairman of Investment  
Coordinating Board Republic of  
Indonesia (BKPM)



**Mahmood Al Bastaki**  
CEO of Dubai Trade FZE



**Majid H. Jafar**  
CEO of Crescent Petroleum,  
the Middle East's oldest private  
oil & gas company, and Vice-  
Chairman of the Crescent Group  
of companies



**Marek Kaptucha**  
Vice-President of the Board,  
Grupa Azoty S.A.



**Marios Tannousis**  
Senior Investment Promotion Officer  
at the Cyprus Investment Promotion  
Agency (CIPA)



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

# KEYNOTE SPEAKERS, MODERATORS AND PANELISTS



**Marwan Al Serkal**  
Chief Executive, Sharjah  
Investment & Development  
Authority (Shurooq)



**Massimo Falcioni**  
CEO, Euler-Hermes,  
GCC Countries, UAE



**Mazdak Rafaty**  
Managing Partner Ludwar  
International Consulting  
FZC, UAE



**Matthew Sumner**  
Director of Asia for MX  
Media Group



**Michael Charlton**  
Chief Executive, MCC  
(Michael Charlton  
Consulting Limited)



**Miftah Ismail**  
Special Assistant to the  
Prime Minister/ Chairman  
BOI to Dubai, UAE



**Mukhisa Kituyi**  
Secretary General,  
UNCTAD, Switzerland



**Mustafa Bello**  
Chairman, Invest-In-  
Northern Nigeria LTD



**Mustafa Osman Ismail**  
Minister, Ministry of  
Investment, Sudan



**Pablo Cantillana**  
Gas Business Development Director,  
Iberdrola, Spain



**Philip Boigner**  
Vice President, Technology  
Investment, Dubai Silicon  
Oasis Authority



**Philip McCrum**  
Editorial Director  
EMEA, the Economist  
Corporate Network



**Pius Muchiri Mugo**  
CEO Centum Asset  
Managers Limited,  
Nairobi, Kenya



**Pumla Ncapayi**  
Deputy Director General,  
Trade & Investment Division,  
Department of Trade and  
Industry, South Africa



**Robert Peterman**  
Director, Global Business  
Development, Toronto  
Stock Exchange and  
TSX Venture Exchange  
TMX Group



**Robinder Singh**  
Dana Gas Investor  
Relations Director, Dana  
Gas PJSC, Sharjah,  
UAE



**Ruth McKee**  
Dubai Bureau Chief,  
MergerMarket, UAE



**Sangkyom Kim**  
Deputy Director,  
Directorate for Financial  
and Enterprise Affairs,  
OECD, France



**Serhiy Kamyshev**  
Deputy Minister of the  
Cabinet of Ministers of  
Ukraine



**Stefano Giovannelli**  
Managing Director of  
Toscana, Italy

# KEYNOTE SPEAKERS, MODERATORS AND PANELISTS



**Sultan Al Mansouri**  
Minister of Economy, UAE



**Tang Weibin**  
Consul General of China



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



**Victor Z. Chen**  
Assistant Professor of  
International Business  
University of Carolina



**Yasser Al-Sharif**  
CEO and Board  
Member of Manafea  
Holding Company



**Yasser Hatami** Founder  
and Managing Director,  
GulfTalent



**Yegor Borisov**  
President, Republic of  
Sakha, Russian Federation



**Yousuf Abdulla Bastaki**  
Senior Vice President - Major  
Project, Emirates Global  
Aluminium



**Xiao Liqun**  
Deputy General Director of  
Commerce Department of  
Xi'an City, Gansu Province



**Zahra Maafiri**  
Managing Director of  
Moroc Export  
(Moroccan Centre For Export  
Promotion)

“ With the power of partnerships, governments and industry can help to deliver the infrastructure and the necessary services that people need and that together we can start off a virtuous circle in investment, uptake, return on investment, and further investment. ”

**Hamadoun Touré**  
Secretary General, International Telecommunication Union (ITU)



AIM 2014 Ministerial Roundtable was a gathering of senior policy makers from the Russian Federation, Sudan and the UAE, the Chief Executive of the Islamic Corporation for the Development of the Private Sector (ICD) and the Head of the International Trade Center (ITC) as well as renown academic representatives from the Harvard Business School and Vale Columbia Center on Sustainable International Investment.

The tripartite meeting was the focus of a high-level discussion on the overall theme of the conference and how to invest in growth and to find sustainable solutions to further the cause of development in times of political, social and economic uncertainties.



**Left-Right :**

**Karl Sauvant**, Resident Senior Fellow at the Vale Columbia Center on Sustainable International Investment (VCC), former Director of the Division on Investment and Enterprise, UNCTAD; **Sultan Al Mansouri**, Minister of Economy, UAE; **Yegor Borisov**, President of Sakha Republic, Russian Federation; **Mustafa Osman Ismail**, Ministry of Investment, Sudan; **Aranca González**, Executive Director of the International Trade Centre (ITC), Geneva, Switzerland; **Louis T. Wells**, the Herbert F. Johnson Professor of International Management at the Harvard Business School; **Khaled Al-Aboodi**, CEO of the Islamic Corporation for the Development of the Private Sector (ICD)

## AIM 2014 Ministerial Roundtable Participants

Ministers of Investment  
Foreign Trade, Foreign  
Affairs, Economy, Finance  
and Development

Business Leaders

Heads of Multilateral  
Agencies



The Gala Dinner was held at Aramani Hotel-Burj Khalifa on the evening of 8th April 2014 and was attended by more than 1,000 delegates from different countries.



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



Cultural Performers, UAE



Cultural Performers, UAE



Saung Angklung Udjo, Indonesia



Ayaskhan Group, Sakha Republic (Yakutia)

**Sponsors and Partners received trophies from AIM 2014 as token of appreciation for their valuable support.**



**Left-Right :**

**Dawood Al Shezawi**, President, AIM Organising Committee; **Yegor Borisov**, President, Russian Federation, Republic of Sakha; **Sultan Al Mansouri**, UAE Minister of Economy; **Abdul Rahman Saif Al Ghurair**, Chairman of Chamber of Commerce and Industry



**Left-Right :**

**Dawood Al Shezawi**, President, AIM Organising Committee; **Hussain Sajwani**, Chairman of Damac Properties; **Sultan Al Mansouri**, UAE Minister of Economy; **Abdul Rahman Saif Al Ghurair**, Chairman of Chamber of Commerce and Industry





An inspirational address was made by Bertrand Piccard, Initiator, Chairman and Pilot of Solar Impulse on Tuesday, 8 April 2014 at the Gala Dinner.



*We live in a world that is everyday more interesting but also everyday less reliable in term of prediction, forecast, investment, economy. It is clear that the recent crisis have shown how small mistakes made by some people can impact the entire world.*

*In term of the future, a lot of people are afraid and blocked into their habits and they want to keep their certitudes, they want to do always more of the same, they are afraid of unpredictability and in that sense, they give a bad message, because it gives the message that life is dangerous. Life is not dangerous, life is interesting if you have the pioneering spirit and if you have the excitement for adventure. There is a very wrong concept about adventure. A lot of people believe that adventure is something risky and spectacular. No, I believe that adventure is something extraordinary, something that takes us out of our habits, out of what we know, out of what we are used to do and think.*

*This is what we need today. So when we speak of innovation, sometimes we wrongly believe that innovation is a new idea we have to implement. No, innovation is not a new*

*idea. Innovation is an old habit that we leave behind, that we throw overboard, like ballast in a balloon to help us climb higher and the pioneering spirit is what we need today.*

*When I initiated the project of flying around the world in a solar-powered airplane, with absolutely not a drop of fuel, all the specialists told me it was impossible. This is why, my colleague and I had to work with people who are non-specialists. People who did not know it was impossible. We had our airplane built by a shipyard. We had all our partners outside the world of aviation and they knew how important it was to think out of the box, to act out of the habit. I think this is what everybody needs to do in investment, economy and politics.*

*This is why I feel myself at home when I am in the United Arab of Emirates because the vision here of Sheikh Zayed 40 years ago did what we have today: planting millions of trees, finding the water for that and making this beautiful place a reality. A lot of places in the world are afraid of change. Here, they are not afraid of change.*



First Flight of Solar Impulse 2. ©

*When we fly around the world in solar-powered airplane, this is also the type of spirit that drives all my team.*

*I wish you a lot of pioneering spirit to be performant and successful in the future, thank you very much.*



For the second consecutive year, the Annual Investment Meeting (AIM) provided investment awards to the best FDI projects in different regions of the world to recognize the accomplishment of the winner countries in successfully attracting sizable and beneficial investment projects and thus contributing to the economic growth and development of their economies.

A special booklet containing all information pertaining to this exercise was produced and widely disseminated to all attendees. Great efforts were made to inform the winner countries and to invite all the relevant Investment Promotion Agencies (IPAs) to the Annual Investment Meeting (AIM) to receive their Awards.

## Judging Committee

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### **Kai Hammerich**

Former President KA Foreign Investment Corporation, former President and Director General Invest in Sweden Agency (ISA) and World Association of Investment Promotion Agencies (WAIPA), former Executive Vice President Saab-Scania AB

### **Henry Loewendahl**

CEO of WAVTEQ

### **Mark O'Connell**

Founder and CEO of OCO Global and Board Member of the IEDC

### **Nazha Aschenbrenner**

Director, AIM Congress, Senior Advisor, Investment Promotion & Facilitation

### **Sergey Filippov**

Associate Director, the Lisbon Council asbl

## Judging Criteria

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- Size of the Investment (amount invested)
- Scale of Job Creation (number of direct jobs created)
- Trade Balance Effects (percentage of output exported, volume of imports substituted)
- Local Linkages (volume of local sourcing, no. of local suppliers, other local commitments)
- Knowledge Transfer (investment in R&D, training and education)

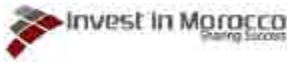
## Benefits Granted to the Winners

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- 9 sqm exhibition stand
- Free conference registration for the official delegation of the government
- Free access to all AIM features for the entire delegation

## Winning Projects and Countries

### Middle East and North Africa



#### Winner



The award was received by Adil Chikhi the Acting Director General AMDI, Morocco.

The winner is **Invest in Morocco** for an impressive investment by Bombardier Aerospace Canada for manufacturing structural components of flight controls of Learjet 70 and 75 business airplanes and CRJ series commercial planes, of a value of 250 million US dollars creating 850 jobs and 2500 indirect jobs, the output of which will be entirely exported mainly to Europe.

#### Runner up



The award was received by Hatem Essoussi the Director Foreign Investment Promotion Agency (FIPA), Tunisia.

The Runner up for the second best investment project is **FIPA of Tunisia** by BMT11-BIC France for a plant manufacturing writing instruments the production of which will be 100 per cent exported. The value of the investment is 15 million US dollars leading initially to the creation of 60 jobs and 600 jobs by 2017.

### Sub-Saharan Africa



#### Winner



The award was received by Tjekero Tweya Tweya the Deputy Minister Ministry of Trade and Industry, Namibia.

The winner is the **Investment Promotion Centre of Namibia** for a remarkable investment by B2Gold corp of Canada for mining and extraction of gold of a value of 244 million US dollars and a production and exports of 141 thousand ounces of gold per year. The investment is creating 600 jobs.

#### Runner up



The award was received by Pumla Ncapayi the Deputy Director General of Department of Trade and Industry (DTI), Pretoria, South Africa.

The Runner up in **sub-Saharan Africa** is the **DTI South Africa** for an impressive project by Procter & Gamble for a Multi-category production unit manufacturing a range of products for markets in Southern and Eastern African markets. The investment of a value of 173 million US dollars will create 500 jobs and 2500 indirect jobs.

## Eastern Europe, CIS & Turkey



### Winner



The award was received by Zdenko Lucic the Assistant Managing Director Investments of Agency for Investments and Competitiveness, Croatia.

The winner is the **Agency for Investments and Competitiveness of Croatia** for an impressive investment by PLIVA CROATIA LTD, a member of TEVA Pharmaceutical Industries, Croatia/Israel. The value of the total investment is 225 million US dollars of which 13 million in 2014 for the expansion of the plant. 98 jobs are created in 2013 of a total of 300 jobs.

### Runner up



The award was received by Bojan Pajtic the President of the Government of Autonomous Province of Vojvodina, Serbia.

The Runner up is **Vojvodina Investment Promotion, Serbia** for an investment by Grundfos, Denmark for the production of circulation pumps for domestic testing systems, and domestic waste water pump of a value of 40 million US dollars. The investment is creating 370 jobs starting in 2014.

## Asia



### Winner



The award was received by Dilber Abulimit the Director Department of Resources & Energy, CIPA, Ministry of Commerce

The Winner is **Beijing Investment Promotion Bureau, China** for an impressive investment by Daimler Ag, Germany for a new engine plant of. Value of 552 million US dollars producing three types of Mercedes-Benz engines with an initial annual capacity of 300 thousand units per year.

### Runner up



The award was received by Mahendra Siregar, Chairman of BKPM Jakarta, Indonesia

The Runner up in Asia is **BKPM Indonesia** for an investment by Volkswagen Ag, Germany for a new assembly plant of a value of 267. 82 million US dollars creating 2894 jobs.



## Central America & Caribbean



### Winner

The Winner is **Pro Nicaragua** for an impressive investment by Draexlmaier of Germany for an auto wire harness production plant of 20 million US dollars creating 900 direct jobs and 2700 indirect jobs resulting. The total production is exported 100 per cent and has resulted in a total value of output exported of 30 million US dollars in the year 2013.

### Runner up

The runner up is **Pro Mexico** for an impressive investment project by Nestle Switzerland for the production of pet food brand Purina of a value of 200 million US dollars creating 300 direct jobs and 800 indirect jobs. Approximately, 40 per cent of the production will be exported.

## South America



### Winner

The winner is **Invest Sao Paulo** of Brazil for an impressive investment project by Honda Japan in a new automobile production plant of a value of 512 million US dollars including an R&D centre within the plant. The investment is creating 2000 jobs.

### Runner up

The Runner up in South America is **Pro Ecuador** for an investment by Holcim of Switzerland for the production of clinker component used in the manufacture of cement, of a value of 300 million US dollars creating 2000 direct jobs and 2000 indirect jobs.






The award was received by Hussam Hassan the Head of Commercial Office and Carlos Alberto Lara Aguilar the Director of Investment PRO ECUADOR, UAE.

The AIM 2014 Country Presentations featured government recognized proposals delivered by stakeholders and provided attending financiers with a fact & figure checked perspective on ongoing and future projects. The AIM Country Presentations 2014 gave the audience limitless opportunities and the chance to create solid bonds in a dedicated environment and stimulate investment & project financing in sustainable business ventures and building conclusive partnerships.

The theme of the Country Presentations is “Investment Opportunities & Conditions focus on Sustainable Development”. Each country presentation is of 40 minutes per session and will be held in dedicated rooms located in the Exhibition area of AIM Exhibition.

## 8 April 2014

- 15:00 - 16:15  Tatarstan Investment Forum Republic of Tatarstan, Russian Federation
- 15:15 - 16:15  Sarawak, Malaysia
- 16:15 - 17:45  Huzhou City, People’s Republic of China

## 9 April 2014

- 10:15 - 12:30  Indonesia Investment Forum Republic of Indonesia
- 10:15 - 11:15  City of Tangier, Kingdom of Morocco
- 10:15 - 11:15  Republic of South Africa
- 14:00 - 15:00  Davao Province, Republic of the Philippines
- 14:00 - 15:00  Islamic Republic of Pakistan
- 14:00 - 15:00  Sakha Republic (Yakutia), Russian Federation
- 15:15 - 16:15  Republic of Namibia
- 15:15 - 16:15  Republic of India

## 10 April 2014

- 10:15 - 11:15  Republic of Cyprus



Country Presentation of Sakha Republic (Yakutia), Russian Federation



Country Presentation of Namibia

## ACHIEVING EXCELLENCE IN INVESTOR ATTRACTION



### How to Make a difference in Today's Regional Economy?

The global economic downturn led to a substantial decline in foreign direct investment levels in the last few years including the Asian region. Prospects of renewed growth levels of FDI in the nearby future are showing signs of improvement again. However, investors remain hesitant to invest in some emerging and frontier markets. The workshop was intended to shed light on the latest developments on FDI flows globally and more specifically in growing markets, and highlight best practices in marketing investment locations and strategies of international enterprises and their investment selection process. Investment promotion professionals attending the workshop from twelve countries including Benin, Burkina Faso, Cyprus, Djibouti, Democratic Republic of Congo (DRC), France, Morocco, Namibia, Nigeria, Russian Federation, the United Arab Emirates (UAE) and the United Kingdom (UK), had the occasion to familiarize themselves with the role of incentives in corporate location decision making and how to deal with them.



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



**Charles Krakoff**  
Senior Associate at ICA; Managing Partner of Koios Associates LLC



**David East**  
Business Development Director, fDi Intelligence

### Topics Covered

- Global Investment Trends
- How to successfully market your investment location & deal with corporate Investors
- The role of investment incentives in corporate site selection

**34** Participants **from** **12** Countries



# CONNECTING MINDS, CREATING THE FUTURE...

Making the beginning of the United Arab Emirates Golden jubilee of 2021, it will unfold against a national backdrop of celebration hope and optimism.

To build a future of strengthened national identity, great confidence, shared responsibility, stable families and closely-knit community that upholds deep-rooted and moderate Arabic and Islamic values. Beneath the clear desert sky, Dubai Expo 2020 will honor the traditions of the past and be a beacon for the future.



## Unlocking New Opportunities for Potential Partnerships in the UAE and the Region



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

A special plenary session was staged to share with AIM participants information on the ambitious programme developed in the context of Expo 2020, the goals of which have been centered on fostering partnerships, creating jobs and income opportunities, enhancing environmental sustainability and facilitating the diversification of the economy and its growth. Some 17 million international visitors are expected to flock to Dubai from 182 countries and a total expenditure from the host of some 23 billion AED.

An assistance programme of 750 million AED is being put into place to assist eligible developing nations to take part in Expo 2020 and to cover all applicable participation costs to ensure strong attendance. A Partnership Fund of 500 million AED for innovation and partnership has been set up to support projects that create significant progress within communities or deliver ground-breaking solutions in the areas of Mobility, Sustainability and Opportunity. Expo 2020 will facilitate economic diversification by the development of the physical and social infrastructure, innovation centers, partnership projects for the development of the real estate market around the Expo site and Dubai World Central, as well as the development of other manufacturing industries such as cement, construction materials (plaster, cladding, rebar, window frames etc.), electrical products etc as well as the development of other productive sectors and services in the areas of wholesale trade, transport & logistics, communications and business services.



**Michael Charlton**, Chief Executive, MCC (Michael Charlton Consulting Limited); **Hind AlYouha**, Director of Strategic Planning & Performance, Ministry of Economy; **Khalifa Al Zaffin**, Executive Chairman of Dubai Aviation City Corporation; **Mahmoud Al Bastaki**, CEO Dubai Trade; **Khalid Al Malek**, Group CEO, Dubai Properties Group



**Khalifa Al Zaffin**  
Executive Chairman  
Dubai Aviation City Corporation



**Mahmood Al Bastaki**  
CEO  
Dubai Trade



**Khalid Al Malek**  
Group CEO  
Dubai Properties Group

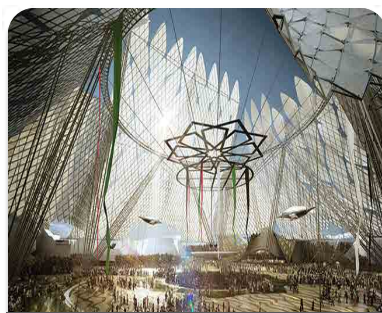
“World Expos, Olympic Games and other mega-events have proven to be powerful forces shaping cities and countries and are linked to the environmental, economic and social sustainability goals of a nation.”

**Reem Ebrahim Al Hashimy**  
UAE Minister of State, Chairperson of Dubai Cares, Emirates Competitiveness Council and National Bureau of Statistics



## Mobility

- Smart Systems for Logistics and Transportation
- Enhancing the mobility of people, goods and information.



## Opportunity

- New Paths to Economic development
- Promote access to intellectual and entrepreneurship enterprises



## Sustainability

- Lasting Sources of Energy and Water
- Promote greater access to water and energy
- Limit environmental footprint.

## China-Arab World: Scope for Enhanced Investment and Cooperation in Partnership with CIPA, Ministry of Commerce, China



**Left-Right:**

**Abdullah Al Saleh**, Undersecretary, Ministry of Economy, UAE  
**Li Yuanqing**, Vice-Chairman of China International Communication Association  
**Tang Weibin**, Consular General of China

“The United Arab Emirates is proud to host, since the inception of AIM, a special forum on China and Arab World Investment and Cooperation. This is a testimony of the importance we attach to the healthy and growing relationship that is existing between China, the UAE and the region. We are very pleased to see that the number of Chinese Provinces represented is increasing each year and we are looking forward to strengthening our collaboration in investment and trade for the mutual benefit of our countries.”

**Abdullah Al Saleh**  
 Undersecretary, Ministry of Economy, UAE

## China Investment and Cooperation Policies: New Perspectives

“China has become the world’s third largest FDI contributor, with diversified overseas investment in forms of greenfield investment, M&A, and equity investment. Importance will be attached to both FDI and ODI to achieve balanced development, which will be conducive both to the global economy and China for conducting international business cooperation and foreign economic cooperation.”

**Ann Yuan Yue**  
 Deputy Director General, Guangzhou BOFTEC,  
 People’s Republic of China



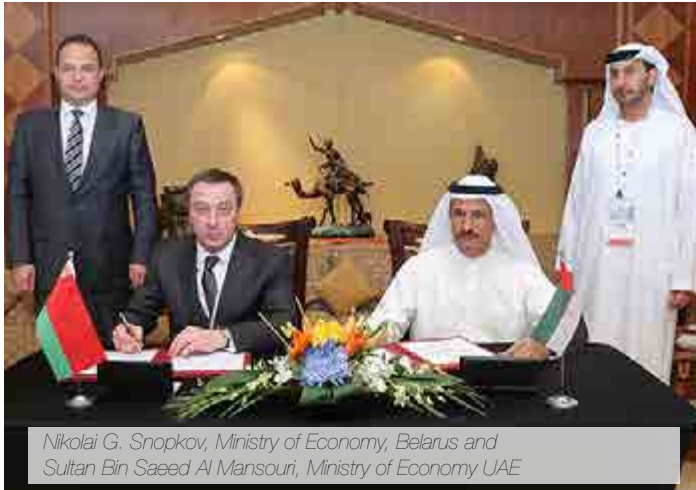
**Right-Left:**

**AnnYuanYue**, Deputy Director General of BOFTEC, Guangzhou, Guangdong Province, China  
**Li Zhiwei**, Director, Economic and Trade Promotion Bureau, Guangzhou, China  
**Michael Charlton**, Chief Executive, MCC (Michael Charlton Consulting Limited), UK  
**VictorZ.Chen**, Assistant Professor of International Business, University of North Carolina at Charlotte, Fellow and EMGP Global Coordinator, Vale Columbia Center on Sustainable International Investment, USA  
**Li Qing**, Professor of Management, General Secretary, Guangdong Research Institute for International Strategies(GRIIS), Guangdong University of Foreign Studies (GDUFS), China



China Delegation





*Nikolai G. Snopkov, Ministry of Economy, Belarus and Sultan Bin Saeed Al Mansouri, Ministry of Economy UAE*



*Pakistan and Malaysian Ministers*

The Annual Investment Meeting successfully introduced an electronic application that would bring special benefits to all participants and would allow them to know the companies and people that will be attending AIM 2014. This feature was made available to all registered delegates who then communicated and set up meetings with others before coming to the event.

## FOREIGN DIGNITARIES AT AIM 2014

### **H.E. Alexandre David de Sousa Costa**

Secretary of State  
Ministry of Commerce  
Republic of Angola

### **H.E. Tofail Ahmed**

Minister, Ministry of Commerce  
Bangladesh

### **H.E. Nikolai G. Snopkov**

Minister, Ministry of Economy  
Republic of Belarus

### **HRH Prince Mohamed Bolkiah**

Minister, Ministry of Foreign Trade  
Brunei Darussalam

### **H.E. Pongo Bulondo**

Minister Provincial Mines, Government Provincial  
Democratic Republic of the Congo

### **H.E. Gabriel Tchango**

Minister, Ministry of Small and Medium Enterprises, Crafts Industry  
and Commerce/Trade  
Gabonese Republic

### **H.E. Jean-Michel Abimbola**

Minister, Ministry of Culture, Literacy,  
Handicrafts and Tourism (MCAAT)  
Republic of Benin

### **H.E. Ngole Philip Ngwese**

Minster, Ministry of Forestry & Wildlife  
Republic of Cameroon

### **H.E. Ilyas Moussa Dawaleh**

Minister, Ministry of Economy and Finance in Charge of Industry  
Republic of Djibouti

### **H.E. Archil Khabade**

Chairman of Government  
Government of Ajara AR  
Georgia

### **H.E. Mahendra Siregar**

Chairman, Investment Coordinating Board (BKPM)  
Republic of Indonesia

### **H.E. KhayrAllah Hassan Babker**

Minister, Ministry of Trade  
Republic of Iraq

### **H.E. John Mtuta Mruttu**

Governor, Taita Taveta County  
Republic of Kenya

### **H.E. Amb. T.H. Dado**

Governor, Tana River County Government  
Republic of Kenya

### **H.E. Ukur Yatani Kanacho**

Governor, Marsabit County  
Republic of Kenya

### **H.E. Bernard Nikaj**

Minister, Ministry of Trade & Industry  
Republic of Kosovo

### **H.E. Behgjet Pacolli**

First Deputy Prime Minister  
Republic of Kosovo

### **Hon. Sekhulumi Ntsoale**

Minister, Ministry of Trade, Industry, Cooperatives and Marketing  
Kingdom of Lesotho

### **Hon. Axel Addy**

Minister, Ministry of Commerce & Industry  
Republic of Liberia

### **H.E. Evaldas Gustas**

Minister, Ministry of Economy  
Republic of Lithuania

### **H.E. Jerry Naumoff**

Minister, Ministry of Foreign Investments  
Republic of Macedonia

### **Hon. Tan Sri Muhyiddin Yassin**

Deputy Prime Minister  
Malaysia

### **H.E. Datuk Ir. Hamim Samuri**

Deputy Minister, Ministry International Trade and Industry  
Malaysia

**Hon. Datuk Amar Haji Awang Tengah Bin Hasan**  
Minister, Ministry of Industrial Development,  
Ministry of Public Utilities and Ministry of Resources  
Planning and Environment II  
Sarawak, Malaysia

**H.E. Mohammed Daf**  
Head of Delegation  
Nouadhibou Free Zone Authority  
Republic of Mauritania

**H.E. Aziz Rabbah**  
Minister  
Ministry of Equipment and Transport  
Kingdom of Morocco

**H.E. Ana Comoane**  
Governor, Manica Province  
Republic of Mozambique

**H.E. Raimundo Maico Diomba**  
Governor, Gaza Province  
Republic of Mozambique

**H.E. Maria Elias Jonas**  
Governor, Premier of Maputo Province  
Republic of Mozambique

**Hon. Tjekero Tweya**  
Deputy Minister, Ministry of Trade & Industry  
Republic of Namibia

**H.E. Oumarou Alma**  
Minister, Trade & Development of the Private Sector  
Republic of Niger

**Hon. Syed Qaim Ali Shah**  
Chief Minister, Government of Sindh, Finance & Energy Department  
Islamic Republic of Pakistan

**Dr. Miftah Ismail**  
Chairman, Board of Investment  
Islamic Republic of Pakistan

**H.E. Murad Ali Shah**  
Provincial Minister, Energy and Finance  
Islamic Republic of Pakistan

**H.E. Ambassador Javed Malik**  
Prime Minister's Special Envoy for Investment  
Islamic Republic of Pakistan

**H.E. Claude Bautista**  
Governor of the Province  
Provincial Government Of Davao Del Sur  
Republic of the Philippines

**H.E. Sultan Bin Rashid Al Khater**  
Undersecretary  
State of Qatar

**H.E. Yegor Borisov**  
President of the Sakha Republic (Yakutia)  
Russian Federation

**H.E. Dmitriy Glushko**  
Vice President of the President of the Sakha Republic (Yakutia)  
Russian Federation

**H.E. Ekaterina Kormilitsyna**  
Minister, Ministry of Entrepreneurship and Tourism Development of the  
Sakha Republic (Yakutia)  
Russian Federation

**H.E. Alexander Gorokhov**  
Minister, Ministry of Healthcare of the Sakha Republic (Yakutia)  
Russian Federation

**H.E. Valery Maksimov**  
Minister, Ministry for Foreign Affairs and External Relations of the  
Sakha Republic (Yakutia)  
Russian Federation

**H.E. Muslim Khuchiev**  
Minister, Ministry of Economy of the Chechen Republic  
Russian Federation

**H.E. Yusup Zurabov**  
Minister, Ministry Economy of the Ingushetia Republic  
Russian Federation

**H.E. Bekkhan Ozdov**  
Permanent Representative of the President of Ingushe-tia Republic  
Russian Federation

**H.E. Isa Bisaev**  
Deputy Minister, Ministry of Economic Development and Trade of the  
Chechen Republic  
Russian Federation

**H.E. Silvia Della Balda**  
Deputy Minister, Ministry of Industry, Handicraft and Trade  
Republic of San Marino

**H.E. Marco Arzilli**  
Minister, Ministry of Industry Handicraft Trade Transport and Research  
Republic of San Marino

**H.E. Bojan Pajtic**  
President, Government of the Autonomous Province of Vojvodina  
Republic of Serbia

**H.E. Mohamed Omar**  
Minister, Ministry of Commerce and International Investment  
Somaliland

**Hon. Peter Bashir Alawa**  
Deputy Minister, Ministry of Foreign Affairs and International  
Cooperation Republic of South Sudan

**H.E. Dr. Mustafa Osman Ismail Elamin**  
Minister, Ministry of Investment  
Republic of the Sudan

**H.E. Adel Arbab**  
Minister, Ministry of Agricultural  
Republic of the Sudan

**H.E. Elmudathir Hassan**  
Minister, Ministry of Agriculture and Animal Resources  
Republic of the Sudan

**H.E. Osama Drzoon**  
Minister Ministry of Animal Wealth and Fishes  
Republic of the Sudan

**H.E. Mongi Hamdi**  
Minister, Ministry of Foreign Affairs  
Tunisian Republic

**H.E. Babamyrat Taganov**  
Minister, Ministry of Trade and Foreign Economic Relations  
Turkmenistan

**H.E. Serhiy Kamyshev**  
Deputy Minister, Cabinet of Ministers  
Ukraine

**Hon. Jimmy Willie**  
Minister, Ministry of Trade, Tourism and Commerce  
Republic of Vanuatu

**H.E. Vu Huy Hoang**  
Minister, Ministry of Industry and Trade  
Socialist Republic of Vietnam



**Argentina**

- Embassy of Argentina

**Azerbaijan**

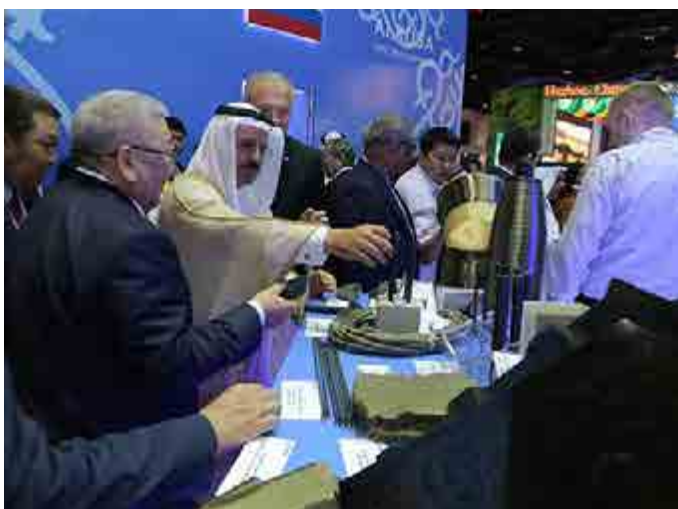
- Republic of Azerbaijan

**Benin**

- IFE Voyages
- Ministry of Tourism

**China**

- China Overseas Investment Fair
- Huzhou City
- Qinghai China Province

**Croatia**

- Invest in Croatia

**Cyprus**

- Cyprus Investment Promotion Agency

**Democratic Republic of Congo**

- Société Nationale de L'électricité (SNEL)

**Djibouti**

- National Investment Promotion Agency

**Ecuador**

- PRO ECUADOR

**India**

- SRI City

**Indonesia**

- P.T. Bank Negara Indonesia
- Investment Coordinating Board of the Republic of Indonesia (BKPM)
- Indonesian Investment Promotion Centre (IIPC)
- Ministry of Agriculture
- PT Sarana Multi Infrastruktur

**Jordan**

- Aqaba Special Economic Zone Authority (ASEZA)

**Kenya**

- Export Promotion Council

**Kuwait**

- Rakomesko Group

**Morocco**

- City of Tangier
- Invest in Morocco
- Maroc Export

**89%** of our exhibitors are planning on exhibiting in the AIM 2015

“ AIM 2014 provides ICD full branding coverage and enable it to connect with many investors from the world. It was the right platform to deliberate on the challenges facing the member countries and propose effective and practical solutions. Furthermore, we seize this opportunity to present ICD and IDB Group Business Forum capabilities to develop linkages between member countries and promote the cross boarder investments.”

**Khaled Mohamed Al-Aboodi,**  
 CEO & General Manager  
 The Islamic Corporation for the Development of the Private Sector (ICD)



### Namibia

- Namibia Investment Center



### Netherlands

- Investment Consulting Associates (ICA)



### Oman

- Saud Bahwan Group



### Poland

- Grupa Trip  
 - Polish Information and Foreign Investment Agency (PAIZ)



### Russian Federation

- Republic of Tatarstan  
 - Sakha Republic, Russian Federation  
 - ALROSA



### Saudi Arabia

- Al Marai  
 - Islamic Corporation for the Development of the Private Sector (ICD)



### Serbia

- Vojvodina Investment Promotion (VIP)



### South Africa

- Department of Trade and Industry (DTI)



### Sudan

- Sudan National Investment Authority



### Tunisia

- Foreign Investment Promotion Agency "FIPA-Tunisia"



### UAE

- Dubai FDI  
 - Dubai Trade  
 - Dubai World Central  
 - Fertil  
 - Forbes Middle East  
 - Invest Source  
 - Jebel Ali Free Zone (JAFZA)  
 - My UAE Guide  
 - OnTime  
 - Oxford Business Group  
 - Reidin  
 - Sharjah Airport FZA (Saif Zone)  
 - Chamber of Commerce Sharjah  
 - Hamriyah Freezone  
 - Sharjah Healthcare City  
 - Shurooq



### USA

- Conway Data

**55** Main Exhibitors  
**414** Co-Exhibitors

Dubai Government Excellence Program  
The Executive Council  
Government of Dubai



برنامج دبي للأداء الحكومي المتميز  
المجلس التنفيذي  
حكومة دبي



In line with the vision and under the directive of **His Highness Sheikh Mohammed bin Rashid Al Maktoum**, the Vice President, Prime Minister of the United Arab Emirates and Ruler of Dubai, the Dubai Government Excellence Program (DGEP), the Secretariat General of the Dubai Executive Council held successfully the Dubai Government Achievements Exhibition (DGAE) 2014 under the theme **“Local Government - Global Achievements”** last April 8 to 10, 2014 at the Dubai International Convention and Exhibition Centre.

The show was held concurrently with the 4th edition of the Annual Investment Meeting (AIM 2014), the leading regional event, which this year focuses on promoting Foreign Direct Investments (FDIs) and effective ways to attract investors to various economy sectors in the U.A.E. and the Gulf region.



### DGAE Exhibitors




ملتقى الاستثمار محفل للمشاريع وبوابة عالمية لخطوط التجارة العالمية

ملتقى الاستثمار صناعة إماراتية بامتياز



الرئيس التنفيذي لشركة منافع في ملتقى الاستثمار السنوي



على المشاركة فيه. وعرضت العديد من الدول على أراضيها ونقلية كما...

معظم دول العالم إضافة إلى مختلف القطاعات الاقتصادية تجذب الاستثمارات من العالم

ملتقى الاستثمار السنوي في دورته الرابعة برعاية تربية من صاحب السمو الشيخ محمد بن راشد آل مكتوم...

على المشاركة فيه. وعرضت العديد من الدول على أراضيها ونقلية كما...

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على المشاركة فيه. وعرضت العديد من الدول على أراضيها ونقلية كما...

على المشاركة فيه. وعرضت العديد من الدول على أراضيها ونقلية كما...

ملتقى الاستثمار السنوي في دورته الرابعة برعاية تربية من صاحب السمو الشيخ محمد بن راشد آل مكتوم...

الإمارات تستحوذ على 20% من الاستثمارات الداخلة لغرب آ 60 وزيراً شاركوا في ملتقى الاستثمار



على المشاركة فيه. وعرضت العديد من الدول على أراضيها ونقلية كما...

معظم دول العالم إضافة إلى مختلف القطاعات الاقتصادية تجذب الاستثمارات من العالم

ملتقى الاستثمار السنوي في دورته الرابعة برعاية تربية من صاحب السمو الشيخ محمد بن راشد آل مكتوم...

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Ежегодный Инвестиционный Форум (AIM) 2014

С 8 по 19 апреля в Дубае пройдет IV Ежегодный Инвестиционный Форум ANNUAL INVESTMENT MEETING...



44 مليار درهم متوقعة للإمارات للاستثمار الأجنبي المباشر

تتوقع هيئة التخطيط المركزي الإماراتي أن يصل الاستثمار الأجنبي المباشر...

على المشاركة فيه. وعرضت العديد من الدول على أراضيها ونقلية كما...

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FDI Tetap Ditarget Tumbuh 15%

DEBAI--Kendali pemerintah akan mengontrol target pertumbuhan ekonomi tahun ini. Badan Koordinasi Penanaman Modal (BKPM)...

Table with 2 columns: Indikator, Nilai. Includes data for Pertumbuhan FDI Tetap, Investasi Langsung Asing, and Investasi Langsung Asing Sektor.

على المشاركة فيه. وعرضت العديد من الدول على أراضيها ونقلية كما...



### Thousands of participants at AIM 2014 in Dubai

DUBAI, U.A.E. - Thousands of participants have started arriving to attend the Annual Investment Meeting (AIM) 2014, that will be held under the patronage of HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, Ruler of Dubai, from 8-10 April 2014 at the Dubai International Convention and Exhibition Centre.

### UAE foresees foreign direct investment rise



**T**he Higher Organising Committee of the Annual Investment Meeting (AIM) 2014 anticipates a spurt in Foreign Direct Investment (FDI) in hospitality and entertainment sectors in the UAE, driven by major development taking shape in the landlocked.

AIM, which is expected to attract more than 14,000 visitors over three days, will discuss diverse topics related to investments in the hospitality sector in emerging markets.

AIM will gather representatives from government departments, private sector, decision-makers and leading brains of the global economy, under the roof.

"The UAE will see more high potentials coming in in response to the Government of Dubai drive of creating an ideal investment climate. This will result in significant growth in investments in real estate and construction sectors in the near future, especially since the upcoming Expo 2020 will be held here," he added.

"We have been raising several high profile projects, which will definitely give rise to construction and high-tech projects, especially in the UAE and across other countries."

He added "The strategy of HH Sheikh Mohammed bin Rashid Al Maktoum regarding attracting the investments needed for getting previously approved but held projects, is just two months from the final period of between 3 to 6 months. This is a promising move which will attract more investments into the country, giving a huge boost to tourism and real estate markets in the short and long run."

The annual investment meeting will start on 8th (Tuesday) and close on 10th (Thursday) at the

## AIM focuses on trends and challenges in FDI

### Mohammed attends inaugural session



Mohammed bin Rashid attending inaugural session of Annual Investment Meeting (AIM) 2014 at the Dubai International Convention and Exhibition Centre.

**DUBAI:** The Annual Investment Meeting (AIM) 2014 was a barometer of the strong response on the first day of the meeting. The strong response on the first day of the meeting was a barometer of the strong response on the first day of the meeting.

## UAE's hospitality draws higher FDI

**Staff Report**  
DUBAI — Driven by major developments taking place in the hotel industry, the higher organising committee of the Annual Investment Meeting, or AIM 2014, anticipates a spurt in foreign direct investment, or FDI, in the hospitality and entertainment sectors.

**“The UAE will see more hotel projects coming up in response to the Government of Dubai creating an ideal investment climate”**

Dawood Al Shamsi

Ruler of Dubai, to simplify procedures for hotel investments in Dubai, we anticipate a huge interest from international investors keen to explore opportunities in the country. In addition, the issues around the prospects of investment in other emerging economies of the world.

"The UAE will see more hotel projects coming up in response to the Government of Dubai de-

## Dubai's freezone model attracts global players

**DUBAI:** Dubai's Free Zone Law, which allows investors to set up 100 per cent foreign-owned companies, has attracted more than 100,000 investors since its launch in 1992.

The government is expected to announce the new version of the law in the next few months.

The new version of the law will allow investors to set up 100 per cent foreign-owned companies in a wider range of sectors.

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## New UAE investment law expected to boost GDP

**GOVERNMENT INTENDS TO UPGRADE ITS LEGAL INFRASTRUCTURE BY REVISING LEGISLATION**

**DUBAI:** The adoption of the UAE Investment Law by the end of this year is expected to boost the UAE's Gross Domestic Product (GDP) by three to four per cent, according to Sultan Al Mansouri, Minister of Economy.

On the sidelines of the Annual Investment Meeting 2014, Al Mansouri held Gulf News that the new law will enhance the investment and business environment across the UAE.

"Major changes have been made in the new version of the Investment Law which will help the UAE markets become more favourable to foreign investments in most non-oil sectors, especially tourism, real estate and financial sectors," Al Mansouri said.

To boost the business environment, the UAE government intends to upgrade its legal infrastructure by revising tens of laws and regulations including a company law, an investment law, a bankruptcy law, a competition law, an arbitration law, and an intellectual property law, among others.

**Legal infrastructure**  
"Upgrading the legal infrastructure in the UAE is needed to cope with the current economic situation and to stand up to international standards," he added.



Mohammed bin Rashid meeting with heads of delegations at the 4th AIM. HH Sheikh Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, and HH Sheikh Bin Mohammed bin Rashid Al Maktoum, Deputy Ruler of Dubai, also attended.

GDP is expected to grow from 3.9 per cent in 2013 to 4.3 per cent in 2014. Eder Hermes, a global credit insurance company, expects the UAE GDP to grow up to 4.7 per cent this year and up to 5.4 per cent after winning the bid for Expo 2020. Al Mansouri said that non-

## Mohammed opens investment partnerships



**DUBAI:** HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, Ruler of Dubai, opened the Annual Investment Meeting (AIM) 2014 in Dubai on Tuesday.

"We realise that through these collaborative efforts, we can build a better world," Al Mansouri said at the fourth edition of the AIM.

AIM 2014 was inaugurated by His Highness Shaikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, at the Dubai International Convention and Exhibition Centre. The three-day event was attended by representatives of official delegations from more than 110 countries.

The strong response on the first day of the AIM was a barometer of the robustness of the UAE economy and its global position as a hotspot for investments across the

investor spectrum. Day One of the AIM focused on the latest trends in foreign direct investment, or FDI, and its growth prospects in emerging markets and the importance of attracting foreign investment driven by a progressive mix of legislation and flexibility in emerging

markets. AIM 2014 presented a platform for decision makers, officials, investors, entrepreneurs, experts, analysts and academics who gathered under one roof to discuss FDI challenges, potential and growth.

The AIM has gained great significance since its inception five years ago, with participants from China, Russia, India and other countries participating in the event.

"According to market analysts, global FDI is expected to reach 3.7 per cent of GDP in 2014, up from 3.5 per cent in 2013. This is a promising sign for the UAE, which is expected to attract more FDI in the coming years."





Photo from Namibia Press Agency  
Tjekero Tweya, Deputy Minister, Ministry of Trade & Industry, Namibia



Photo from RT Arabic  
The Annual Investment Meeting Official Grand Opening Ceremony



Photo from Geo News  
Syed Qaim Ali Shah, Chief Minister, Government of Sindh, Finance & Energy Department, Pakistan



Photo from Bloomberg TV Indonesia  
The Annual Investment Meeting Official Grand Opening Ceremony



Photo from Bloomberg TV Indonesia  
Mahendra Siregar, Chairman of Investment Coordinating Board (BKPM), Indonesia



Photo from Bloomberg TV Indonesia  
The Annual Investment Meeting Exhibition



Photo from e.tv Ghana News  
Mr. Kojo Twum Boafo, Chief Executive Officer of the Ghana Freezones Board (GFZB)



Photo from RT Arabic  
Linar Yakupov, Chief Executive Tatarstan Investment Development Agency, Russian Federation

## Sponsors and Corporate Partners



## Knowledge Partners



## Key Media Partners



## Media Partners



## Host Partner



GOVERNMENT OF DUBAI



THE EXECUTIVE COUNCIL

About **The Executive Council**: The Executive Council of Dubai was formed by Law No. 3 for 2003. The Council is chaired by His Highness **Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum**, Crown Prince of Dubai, and consists of a number of heads of government entities.

The Council aims at making and updating a comprehensive strategic plan for Dubai, working out the annual budget of the Government of Dubai, maintaining the city's security and order, providing public utilities and achieving economic and social progress in the city. It also drafts and oversees the implementation of the general policy of Dubai, takes the necessary measures for the enforcement of local and federal laws, approve draft laws and decrees before submission to the Ruler and establish government entities in the emirate and monitor the progress of work in them.

**The General Secretariat of the Executive Council of the Emirate of Dubai**: The Council's General Secretariat provides strategic support to the Council through reviews and recommendations in public policy development, public administration improvement, through improving government services, government communications, excellence as well as performance management and co-ordination of activities of the Council and Sector Committees.

## City of Honor

مدينة طنجة  
Tanger City

**The city of Tangier** will be the guest of honor in the Annual Investment Forum in Dubai 2014, Hence Tangier will be in a position to highlight the economic and human resources assets that made it ranked amongst the list of major cities.

The forum, organized by the United Arab Emirates, represents a precious opportunity which would strengthen the bilateral and strong historical relations between the two countries, and would also be the occasion to showcase the most promising sectors to ensure attracting investments in various fields. The city of Tangier, is living under the rhythm of construction, enjoying structured and world-class infrastructure. In addition to hosting major international investment projects, Tangier still represents real opportunities in various fields like industry, trade, tourism and construction.

The presence of the Moroccan delegation at the annual investment Forum will allow local and government actors and businessmen to find out about the tremendous development achieved by Dubai in the construction, commercial, industrial and financial field; and will enable them to benefit from the achievements of one of the leading states, not only in the Arab level, but in the global level also. The forum will showcase the various experiences of successful investment across the world, and will allow the exchange of experiences and expertise between the different actors, and evaluate investment opportunities in developing and emerging countries.

We will be honored to thank His **Highness Mohammed bin Rashid Al Maktoum**, and congratulate him for the choice of Dubai state as a host of the International Exhibition of 2020.



## Official Free Zone Partner



Jebel Ali Free Zone (Jafza) is one of the world's leading free zones. Established in 1985, Jafza is today home to over 7,300 companies from more than 125 countries, including more than 120 of the Global Fortune 500 enterprises from across the world. It is a leading driver of the UAE strong economic growth.

Jafza is the region's most efficient logistics hub, located at the heart of the world's largest logistics corridor, a customs bonded area with access to the sea (via Jebel Ali port), land, (via the extensive road network across GCC) and air (via Al Maktoum International airport) allowing free flow of goods. The upcoming Etihad rail, which will run through the middle of the Free Zone, completes the most extensive multi-modal transport network found anywhere in the world.

## Strategic Partners



مجموعة سعود بهوان  
SAUD BAHWAN Group

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

The Group has consistently built brands through strategic investments in infrastruc-

ture, marketing efforts and innovative customer care initiatives.

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



Dubai Financial Market was established as a public institution having its own independent corporate body by a Resolution from the Ministry of Economy No 14 of 2000.

DFM is operating as a secondary market for trading of securities issued by public

joint-stock companies, bonds issued by the Federal Government or any of the Local Governments and public institutions in the country, units of investment funds and any other financial instruments, local or foreign, which are accepted by the Market. The Market commenced operations on 26th March 2000.



هيئة الأوراق المالية والسلع  
SECURITIES & COMMODITIES AUTHORITY

The Securities and Commodities Authority (SCA) works to create opportunities for investing of savings and wealth in securities and commodities in a way that will serve the interest of the national economy, ensure safe and accurate transactions on the markets, safeguard the factors of demand and supply as the pricing mechanism and

protect investors by entrenching the principles of sound and fair transactions among them, in addition to promoting investment awareness and ensuring financial and economic stability.

Since it started operations, the SCA has placed among its top priorities the implementing of the rules of Federal law No. (4) of 2000. It continues to strive to achieve its targeted objectives which has at the top of its priorities the protecting of rights of investors and providing of investment climate conducive for transacting business in securities.

To achieve those objectives, the SCA developed a comprehensive legislation system which caters for the issues of offering and listing of securities and their mechanisms. It also took the necessary steps and continues to strive to develop the UAE capital market on scientific and professional basis and according to best international practices.



ADX was established on 15 November 2000 by Local Law No. (3) of 2000, the provisions of which vest the Market with a legal entity of autonomous status, independent finance and management, and give ADX the necessary supervisory and executive powers to exercise its functions.

These functions are:

- Provide opportunities to invest savings and funds in securities in order to benefit national economy.
- Ensure the soundness and accuracy of transactions and to ensure the interaction between demand and supply in order to determine prices.
- Protect investors through establishing fair and proper dealing principles between various investors.
- Impose stringent controls over securities transactions to ensure sound and conduct procedure.
- Develop investment awareness by conduction studies and issuing recommendations in order to ensure that savings are invested in productive sectors.
- Ensure financial and economic stability and develop trading methods in order to ensure liquidity and stability of prices of Securities listed on the market.

## Gold Sponsors



Almarai Company founded in 1977 and headquartered in Riyadh. From its core dairy business.

Almarai Company has diversified its product portfolio to include juices, bakery, poultry and infant formula under the brand names Almarai, L'Usine, 7 Days, Alyoum and Almarai Enfa(range).

And in furtherance of this expansion, Almarai Company established successful joint ventures with Chipita, PepsiCo and Mead Johnson Nutrition.

Since its inception, Almarai Company has been continuously providing nutritious and healthy products to consumers of all ages with its growth stemming from its bedrock principle, "Quality you can trust".

Almarai Company was able to gain the trust of its consumers and become the world's largest vertically integrated dairy company, the region's largest food and beverage manufacturing and distribution company, and is now ranked as the number one FMCG brand in the MENA region, and the market leader in all its categories across the GCC.



The Sakha Republic (Yakutia) lies in the north-eastern part of Asia. The area of 3,102 thousand square kilometers covers one fifth of the total area of Russia.

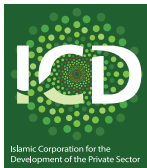
Yakutia ranks first in the Russian Federation by total reserves of natural resources. Its raw material potential is estimated at more than 3 trillion dollars.

Yakutia today is the center of an international children's sport in Asia. Since 1996 every 4 years children from different countries of the Asian continent, including the UAE, are coming to take part in the International Sports Games "Children of Asia", held under the patronage of the IOC and with the support of the Olympic Council of Asia. By following the Games, in 2016, we expect the participation of teams from 35 countries.

**The following projects were presented at AIM 2014:**

1. Northern World
2. Tourist potential
3. ALROSA
4. Industrial park of jewelry and lapidary industry
5. Creation of the network of basalt plastic composites manufactures in Yakutsk
6. OJSC Republican Investment Company.

## 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.

ICD has an authorized capital of \$2 billion of which \$1.0 billion is available for subscription. Currently, the shareholders of ICD are the IDB (50%), 52 Islamic countries (30%) and five public financial institutions (20%).

## Technology Park Partner



Dubai Silicon Oasis Authority (DSOA), a 100% owned entity by the Government of Dubai, is the region's leading technology hub. In addition to a state-of-the-art infrastructure, DSO offers first-class business support, technology incubation facility, growth equity financing as well as full free zone benefits creating the

perfect environment for technology companies to thrive. As a result DSO has become the destination of choice for a wide range of cutting edge technology players such as: Fujitsu, Philips, Western Digital and many more.

## Official Trade Partner



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, Dubai Customs, Economic Zones World and Dubai Multi Commodities Centre.

## Official Airline Carrier



Emirates is one of the world's largest growing airlines. We serve 130 destinations across six continents and operate the world's largest fleets of the Airbus A380 and Boeing 777.

In 2013, we opened the world's first purpose-built A380 concourse in Dubai.

Emirates order-book stands at more than

370 aircraft, with a total value of approximately USD 162 billion as of April 2014. 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.



## Silver Sponsors



For over a decade, the real estate portfolio of DAMAC Properties has been at the forefront of the Middle East's luxury real estate market. With an enduring passion for design and quality, the company has built a reputation for creating some of the most iconic and desirable properties in the UAE, Qatar, Saudi Arabia, Iraq, Jordan and Lebanon.

As a global leader in branded real estate, the company is also developing a US\$1 billion hotel and luxury serviced residences in the Burj Khalifa area of Dubai, called 'DAMAC Towers by Paramount', which will comprise the first Paramount Hotel & serviced Residences in the region. As DAMAC continues to innovate and bring new concepts to the market, the Company is determined to build on its powerful performance to date. With vision and momentum, DAMAC is building the next generation of Middle East luxury living.



Union National Bank (UNB) is a public joint stock company incorporated under the laws of the United Arab Emirates in 1982. UNB is the only bank in the UAE with significant shareholdings by the Governments of both Abu Dhabi (50%) and Dubai (10%). The remaining 40% of the shares are publicly held. The shares of UNB are listed on Abu Dhabi Securities Exchange.

UNB operates through a wide network of branches and ATMs throughout the UAE. UNB has extended its reach to Egypt through a successful acquisition of the erstwhile ACMB and currently operates in the country as UNB Egypt through a number of banking centres. It has ventured into Doha with a branch at the Qatar Financial Centre and has also opened a representative office in Shanghai China, being the first bank from the region to do so. Following approvals, UNB's Kuwait Branch has been opened with a soft launch and is operational since Oct 2012.



FERTIL was established in October 1980 as a joint venture between Abu Dhabi National Oil Company (ADNOC) and TOTAL, with a shareholding ratio of 2:1 respectively.

The plant is located in Ruwais Industrial Zone, about 250 km from the city of Abu Dhabi.

Construction of a processing plant began in 1980 and production started in December 1983.

FERTIL aspires to enhance its image & standing in the world markets. The new plant utilizes state of art technologies for safety, health, better energy conservation and reducing environmental emissions. FERTIL remains committed to its global role in increasing world food production.



"PRO ECUADOR is the formal Trade and Investment Promotion Organization of the Republic of Ecuador, responsible to promote the Ecuadorian Exports and Investments; operating under the umbrella of the Ecuadorian Ministry of International Trade, with the objective of enhancing the competitiveness of Ecuador as a preferred

trading and investment partner. PRO ECUADOR has more than 32 Overseas Trade Offices, focusing on research, trading and international business development bridging the Ecuador economy with the Globe".

## Automotive Promotion Partner



For 37 years, AGMC has delivered premium automotive products to its customers as the exclusive importer for BMW Group cars in Dubai, Sharjah and the Northern Emirates.

Started in 1976 AGMC has now become one of the most important markets for BMW Group sales in the world, consistently amongst the top three performing Middle East markets.

Currently, AGMC has 22 sales and service facilities across Dubai, Sharjah and the Northern Emirates. These include four BMW showrooms, three MINI Showrooms, two Rolls-Royce showrooms, three Certified Pre-Owned car showrooms under the BMW Premium Selection Programme and one BMW Motored showroom. Service facilities include two body shops, five workshops and two car storage facilities.

## Official Postal & Courier Partner



Emirates Post Group manages the long-term and medium-term planning of its postal operational division and subsidiaries, which consist of Wall Street Exchange Center and Electronic Documents Centre.

The Emirates Post Group constantly seeks to provide postal services and solutions that match the latest trends in global postal services, with a focus on making post offices one-stop shops that offer multiple services through a network over 115 post offices, driven by the goal of constantly raising customer satisfaction and adhering to principles of corporate social responsibility. Empost providers reliable Domestic and International Express Courier services through a fleet of over 550 vehicles and a team of more than 800 specialized staff.

## Corporate Partners



MEA is the UK's leading business forum for promoting trade and investment with the Middle East and North Africa. Founded in 1961 and based in London, the MEA is an independent, not-for-profit membership association, representing organisationThe Middle East Association (MEAs from all business and industry sectors.

With our unrivalled network of government and private sector contacts, longstanding experience and in-depth market knowledge, we are uniquely placed to provide British companies with the intelligence, access and guidance they need to develop their business successfully in the region. Our activities and services include trade & investment conferences, seminars and briefings; VIP lunches, roundtables and receptions; trade missions; advisory services; business training; publications and business intelligence.



EMPEA is the global emerging markets private equity association. We have over 300 members, comprising institutional investors, fund managers and industry advisors, who together manage more than US\$ 1 trillion of assets. Our members share EMPEA's belief that private equity is the optimum investment strategy in these

markets, delivering superior long-term investment returns and driving the growth of companies and economies. We support our members through authoritative, global intelligence, industry-leading conferences, networking opportunities, education and advocacy.



CEO Clubs network the World Largest Business Networking Club, an over three decade old by invitation only membership organization. CEO Clubs Network exclusive members get connected with over 13,000 CEO's & High Executives from all industries in UAE and Worldwide. Over the past few decades the CEO CLUBS have attracted

members from Prominent local & International business communities including government organizations. CEO Clubs Network is completely focused on business development therefore offers unique opportunities to grow your business internationally.



Dubai Police General Headquarters is an esteemed security entity chaired by His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai. Dubai Police evolved from a single administrative unit, located in Naif historic Castle that included a number of employees to become a large

entity that includes nearly 20 thousands employees working in 32 units.

## Strategic Media Partner



Al Bayan Newspaper is one of the leading Arab and Khaleeji newspapers, characterized by credibility and transparency in monitoring the events and news of interest to the Arab world, through a network of correspondents and editors who seek the truth and bring a definite credibility to their news coverage.

Since its inception in May 10, 1980, **Al Bayan** Newspaper has been distinct from other local and Arabic newspapers in its news coverage and interest in local and Arab affairs, and was able to establish a good reputation and wide distribution, taking advantage of the advent and advancement of the Internet technology and online press, which have significantly increased its readership within and outside the Arab World.

## Founding Partner



Dubai FDI, the foreign investment office 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 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.

## Knowledge Partners



UNCTAD, which is governed by its 194 member States, is the United Nations body responsible for dealing with development issues, particularly international trade – the main driver of development.

Its work can be summed up in three words: think, debate, and deliver.

Reflection on development is at the heart

of UNCTAD's work. It produces often-innovative analyses that form the basis for recommendations to economic policymakers. The aim is to help them take informed decisions and promote the macroeconomic policies best suited to ending global economic inequalities and to generating people-centered sustainable development.



The International Trade Centre (ITC) is the joint agency of the World Trade Organization and the United Nations. Our aim is for businesses in developing countries to become more competitive in global markets, speeding economic development and contributing to the achievement of the United Nations'

Millennium Development Goals.

ITC's mission is to foster sustainable economic development and contribute to achieving the Millennium Development Goals in developing countries and transition economies through trade and international business development.



PM & Partner Marketing Consulting GmbH (PM&P) is a Marketing Consulting and Market Research Company founded in 1974 by McKinsey Consultants.

The company provides strategic and operative support in marketing and business development to international companies, as well as to investment promotion institutions aiming at attracting

investors.

PM&P has been one of the first consulting companies in Europe that specialised in regional development and investment promotion by applying the methodologies and experience gained within marketing consulting projects for companies in Europe and the USA.

Clients include the export and investment promotion agencies worldwide on national, regional and city level as well as the operators and promoters of sites and facilities, like free zones, special economic zones, industrial parks, ports or airports.



Terrain is a leading advisor in foreign direct investment. We assist companies from all sectors to manage international expansion, decide where to locate new operations and implement international investment projects. We also assist government investment promotion agencies from around the world to promote their locations, identify and attract

investors and strengthen their capabilities for investment attraction and retention. As part of the Conway Data group, we provide the world's most comprehensive offering of services related to cross-border corporate investment.

Terrain's professionals have worked with companies from numerous industries to select locations and establish operations around the world. We apply this experience to supporting government investment promotion agencies to attract foreign investment. The list of our recent clients is testimony to the quality and credibility of our company and our team.



Investment Consulting Associates (ICA) is a global strategic management advisory firm with offices in Amsterdam, Boston and Belfast and a network of associates in many emerging markets. ICA is an independent adviser to companies optimizing their global supply chains and location portfolios and maximizing their investment incentive potential. ICA also supports governments in building and enhancing their competitiveness for attracting Foreign Direct Investment (FDI) and economic development strategies as well as their incentive policies to attract more investment. Through our global partner network and multi-disciplinary approach we can assist our clients with an integrated package of service offerings.



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 5<sup>th</sup> Edition of

# ANNUAL INVESTMENT MEETING

**30 March – 1 April 2015**  
*Dubai, United Arab Emirates*

With the theme

## “Sustainable Development Through FDI Induced Innovation and Technology Transfer”

FDI-focused agenda, the Annual Investment Meeting brings together leaders from Government, Enterprises, Academia and Research Centres in an Exclusive forum for Debate, Deal making and Professional Education

*Join us at  
the World's Greatest Trade  
and Investment Hub*

*Join policy-makers, corporate executives, renowned experts and investment promotion agencies from all parts of the world for the fifth Annual Investment Meeting. Recognized as the premier event in foreign direct investment for Growing Markets with more than 11,000 attendees in 2014, it is the unique platform for strategic networking, business development and expansion and learning.*





**Where business comes together**



**Jebel Ali Free Zone (Jafza) is the ideal platform your company needs to achieve its global growth objectives. An unsurpassed logistics hub, within a unique multi-disciplinary trade environment, every facet of Jafza has been designed to ensure your business can maximise its operations.**

Launched in 1985 with only 19 companies, Jafza today is home to over 7,300 multinational organisations, including over 120 Global Fortune 500 companies. These companies gain unrivalled business advantage from being based within the only logistics hub in the world located between a top container terminal, Jebel Ali Port, and top international airport, Al Maktoum International Airport. At Jafza you not only benefit from the advantages of its unique location, but your company can take advantage of trade incentives, optimal amenities and an easy operating environment all aimed at stimulating your commercial growth.



## Connect

Have at your doorstep unsurpassed logistics infrastructure, using the world's best multimodal connectivity, to reach every corner of the world.

At Jafza we provide connectivity for your business across sea, air, land and soon rail. Located at major global transport crossroads, on the doorstep of a port, 2 airports and a massive road network, Jafza ensures you reach your destination quickly and efficiently.

**Sea** Jebel Ali Port - the world's largest manmade port

**Air** Dubai International Airport – second worldwide in terms of international freight traffic; Al Maktoum International Airport - designed to handle 12 million tonnes annually

**Land** Over 18,800km of unsurpassed road network

**Rail** The Etihad Rail, currently under development, will connect Jafza to the GCC and beyond



## Network

Join a thriving community of thousands that drive business globally, but call Jafza home.

Jafza continually works with its community to create the networks that facilitate their business growth. By stimulating connectivity between Jafza's members we ensure your business is aligned with the right partners and complimentary industries that help you achieve new developments.

Our community is comprised of the leading businesses in a cross-sector of industries who benefit from the networking facilitation at Jafza to take their operations to the next level. Your business can take advantage of the online matching portal, industry specific events and facilitated matching services to generate new opportunities for trade while raising the profile of your business to new segments.

At Jafza we have created the ideal environment to make sure you can connect with the right companies that help you to thrive.





## Operate

Work in an obstacle free environment designed to promote ease of operations for your business by offering just the right products for your specific needs.

Our operational model, incentives and infrastructure offering continually grow and adapt to the evolving landscape of the business needs of our clients.

At Jafza, we have perfected the One-Stop-Shop by fully integrating people, products and processes to ensure ease of operations. A consolidated system for all government requirements and streamlined procedures mean your regulatory needs are met across multiple legal bodies within a single contact point.

As a free zone, Jafza provides operational incentives designed specifically to meet the individual requirements of our clients. At Jafza, your business will benefit from:

- 100% foreign ownership
- 0% corporate tax for 50 years (a renewable concession)
- 0% personal income tax
- 0% import or re-export duties
- No restriction on capital repatriation
- No currency restrictions
- No restriction on hiring foreign talent or employees
- The ability to mortgage one's premises to a bank or financing company
- Onsite customs

Jafza's varied infrastructure offering and massive 57 sq. km of space means we are sure to offer the product and infrastructure your particular operation needs. You can choose from:

- Plots of land
- Warehouses
- Showrooms
- Build to suit solutions
- Offices
- A business park
- Retail outlets
- On-site residences



## Live

Outside your office door is a bustling, vibrant city with a wealth of opportunities offering some of the world's most desirable infrastructure, lifestyle and entertainment.

Offering what few other modern cities can, Dubai is rated as one of the world's top cities for quality of living and embraces a population of over 2 million representing more than 200 different nationalities. East and West meet in the business and commercial capital of the Middle East where proud heritage and culture blend seamlessly with the latest technology, unparalleled infrastructure and a thriving cityscape. Dubai offers the perfect environment to live, work and prosper for your entire family.

**7,300**  
companies

**120**  
Global Fortune  
500 companies

**0 km**  
to Jebel Ali Port

**90**  
Billion  
USD of Trade

Contact us:

UAE: 800 Jafza (52392)

Outside UAE: +971 4 4453270

[www.Jafza.ae](http://www.Jafza.ae)

With total number of **11,356** participants



# AIM 2014



from  
**112** countries





# Annual Investment Meeting

Investment Partnerships for Sustainable and Inclusive Growth in  
Frontier and Emerging Markets

## HEAD OFFICE

DUBAI UAE

Annual Investment Meeting Organising Committee  
P.O. Box 10161 Dubai, UAE  
T: +971 4 3923232  
F: +971 4 3923332  
E: info@aimcongress.com

## INTERNATIONAL OFFICES & PARTNERS

ASIA PACIFIC COUNTRIES

T: +62 2183781811  
F: +62 2129386819  
M: +62 8151847503  
E: helga.kumontoy@aimcongress.com

GERMAN & SPANISH - SPEAKING COUNTRIES

T: +49 69175366940  
F: +49 69175366949  
M: +49 1714392449  
E: fic@aimcongress.com

CHINA, HONG KONG & MACAU

T: +86 2028022087  
F: +86 2028022097  
M: +86 15915849273  
E: frances.yasmin@aimcongress.com

OCEANIA

T: +617 32084793  
M: +614 68962959  
E: nourifouad@aimcongress.com

EASTERN EUROPE & BALTIC STATES

T: +41 227344092  
F: +41 227344093  
M: +41 788280075  
E: vladimir@aimcongress.com

POLAND

T: +48 226462676  
M: +48 739200290  
E: marianna.myron@aimcongress.com

FRANCE, BENELUX & FRANCOPHONE COUNTRIES

T: +33 140050779  
M: +33 660779952  
E: kbarclais@aimcongress.com

RUSSIAN FEDERATION

T: +7 4959263064  
M: +7 9031346484  
E: ok@aimcongress.com

SWITZERLAND

T: +41 227344091  
F: +41 227344093  
M: +41 796335642  
E: nazha@aimcongress.com



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