



60 Years

Of Serving The
Business Community



60



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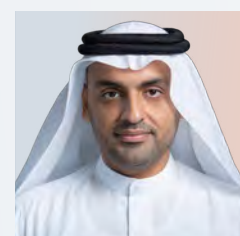
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Vision, Mission & Strategic Priorities



Vision

To be a globally recognised chamber that drives business growth and digitalisation

Mission

Support a business-friendly environment that drives business growth, attracts investment in key sectors and fosters the digital economy

Strategic Priorities

- 01 Develop, grow and expand Dubai businesses
- 02 Attract international businesses into Dubai
- 03 Grow Dubai's digital economy
- 04 Strengthen policy advocacy and public-private collaboration



Board Members & Advisory Councils



Dubai Chambers Board



**H.E. Sultan Bin Saeed
Mohamed AlMansoori**
Chairman



**Mr. Ahmad Abdulla
Juma Binbyat**
Vice Chairman



**Mr. Faisal Juma
Khalfan Belhoul**
Member



**H.E. Omar Sultan
Al Olama**
Member



**H.E. Sultan Ahmad
Bin Sulayem**
Member



**H.E. Helal Saeed
Salem Almarri**
Member



**H.E. Khalid
Juma Almajid**
Member



**Mr. Omar Abdulla
Hamad Alfuttaim**
Member



**Dr. Amina
Abdulwahed Hassan
Alrustamani**
Member



**Mr. Buti Saeed
Mohamed Alghandi**
Member



**Mr. Gassan Ahmed
Yahia Al Kibsi**
Member



**Mr. Khalid Ahmed
Humaid Altayer**
Member



**Mr. Shahab Mohamed
Abdulkhaliq Gargash**
Member



**Mr. Tariq Ahmad
Abdulrahim Baker**
Member



**Mrs. Amal Mohammed
Ahmad Rashed
Almarri**
Member



**Mr. Ali Saeed Juma
Albawardy**
Member

Dubai Chamber of Commerce Board

غرفة دبي
DUBAI CHAMBER
للتجارة COMMERCE



**H.E. Sultan Bin Saeed
Mohamed AlMansoori**
Chairman



**H.E. Yahya Saeed
Ahmad Lootah**
Vice Chairman



**Mr. Faisal Juma
Khalfan Belhoul**
Member



**Mr. Omar Abdulla
Hamad Alfuttaim**
Member



**Mr. Buti Saeed
Mohamed Alghandi**
Member



**Dr. Amina
Abdulwahed Hassan
Alrustamani**
Member



**Mrs. Hind Mohammed
Khalfan Binkhribash**
Member



**Mr. Shahab Mohamed
Abdulkhaliq Gargash**
Member



**Mr. Saeed Saif
Ahmad Alghurair**
Member



**Mr. Tariq Ahmad
Abdulrahim Baker**
Member



**Mr. Ali Saeed Juma
Albawardy**
Member



**Mrs. Amal Mohammed
Ahmad Rashed
Almarri**
Member



**Mr. Buti Obaid
Buti Almulla**
Member



**Mr. Mohammad
Abdulaziz Hassan
Baker**
Member



**Mr. Rashed Ali
Abulhassan Alansari**
Member



**Mr. Ahmad Bin Eisa
Bin Nasser Alserkal**
Member



**Mr. Easa Farid
Abdulla Algurg**
Member



**Mr. Swaidan Saeed
Juma Alnaboodah**
Member



**Mr. Thani Abdulla
Mohamed Alshirawi**
Member



**Mr. Saif Ali
Abdulla Alshafar**
Member



**Mr. Mohammed Khalaf
Ahmed Alhabtoor**
Member



**Mr. Fardan Ali
Fardan Alfardan**
Member

Dubai Chamber of Digital Economy Board



H.E. Omar Sultan Al Olama
Chairman



Mr. Ahmad Abdulla Juma Binbyat
Vice Chairman



H.E. Hamad Obaid Alshaikh Juma Almansoori
Member



Mr. Khalid Ahmed Humaid Altayer
Member



Mrs. Mona Haider Ataya
Member



Mrs. Hind Abdulhamied Ahmed Seddiqi
Member



Mr. Ronaldo A Mouchawar
Member



Mr. Mudassir Ilyas Sheikha
Member



Mr. Fadi Ali Ismail Ghandour
Member



Mr. Dany Farha
Member



Mr. Mohammed Abdulghaffar Ghualoom Hussain Abdulla
Member



Mr. Divyank Turakhia
Member



Mr. Mohamad Yoland Ballout
Member



Mr. Haider Ali Khan
Member



Mr. Muhammed Taha Yesilhark
Member



Mrs. Noor Sweid
Member



Mr. Fahad Abdulaziz Mohd Abdulla Albannai
Member



Mr. Tomaso Rodriguez
Member



Mr. Kevin Nicolas Chalhoub
Member

Dubai International Chamber Board

غرفة دبي
DUBAI CHAMBER
INTERNATIONAL العالمية



H.E. Sultan Ahmad Bin Sulayem
Chairman



H.E. Helal Saeed Salem Almarri
Vice Chairman



Dr. Habib Mohammad Sharif Almulla
Member



Mr. Ahmad Ali Mohd Khalifa Alkhallafi
Member



Mr. Gassan Ahmed Yahia Al Kibsi
Member



Mr. Khalil Hicham Yassine
Member



Mr. Stephen Colin Moss
Member



Mrs. May Nasrallah Merville
Member



Mrs. Rola Butros Zakaria Abu Manneh
Member



Mr. Anuj Ranjan
Member



Mrs. Julia Onslow-Cole
Member



Mr. Yasser Abdul Malak
Member



Dr. Essam Abdulmir Hamadi Altamimi
Member



Sir Timothy Charles Clark
Member



Mr. Saeed Mansoor Mohammad Al Awar
Member



Mr. Mohammed Amin Salem
Member



H.E. Badr Jafar
Member



Mr. Dino Sunny Varkey
Member



Dr. Dimitrios Dosis
Member



Mr. Gaurav Bhushan
Member



Mr. Hani Sami Ashkar
Member



Mr. Arshad Iqbal Ghafur
Member



Mr. Elie Georges Chaillot
Member



Mr. Nilesh Kumar Nawal Ved
Member



Mrs. Nisha Jagtiani
Member

Boards of Directors

Throughout 2025, Dubai Chambers' Boards of Directors brought together leading business figures to guide strategy, strengthen governance, and support sustainable economic growth. The Dubai Chambers board oversees the organisation's overall direction, while three dedicated boards steer Dubai Chamber of Commerce, Dubai International Chamber, and Dubai Chamber of Digital Economy in delivering their strategic objectives.

 **Dubai Chambers' Board of Directors**


6
Meetings held in 2025

30
Resolutions issued

 **Dubai Chamber of Commerce Board**

3
Meetings held in 2025

12
Resolutions issued

 **Dubai International Chamber Board**

3
Meetings held in 2025

12
Resolutions issued

 **Dubai Chamber of Digital Economy Board**

4
Meetings held in 2025

11
Resolutions issued

Committee Activities in 2025

 **Investment Committee**

5
Meetings held in 2025

 **Audit and Risk Committee**

3
Meetings held in 2025

 **Nominations and Remunerations Committee**

3
Meetings held in 2025

 **Legislation and Policies Committee**

3
Meetings held in 2025

The Advisory Council of Dubai Chamber of Commerce

غرفة دبي
DUBAI CHAMBER
للتجارة COMMERCE

**Dr. Tariq Humaid
Matar Al Tayer**
Chairman

**Mr. Abdullah Ahmad
Al Mousa**
Member

**Mr. Abdullah
Mohamed Juma
Alnaboodah**
Member

**Mrs. Sofi Abdulla
Mohd Saleh**
Member

**Mr. Abdulla Saif
Obaid Alhathboor**
Member

**Mr. Ebrahim Ahmed
Abdulnabi Alabbas**
Member

**Mr. Khalid Jassim
Mohd Bin Kalban**
Member

**Mr. Osama Ibrahim
Ahmad Qasem
Seddiqi**
Member

**Mr. S Abdulfattah
Sayed Mansoor
Sharaf**
Member

**Mr. Hani Rashed
Rashed Alyateem
Almheiri**
Member

**Mr. Mohammad Zaal
Mohammad Zaal**
Member

**Mr. Khalid Khalifa
Juma Alnaboodah**
Member

**Dr. Saif Ahmad
Saif Belhasa**
Member

**Mr. Mishal Hamad
Ali Kanoo**
Member

**Dr. Ahmad Hassan
Mohammad Bin
Alshaikh**
Member

**Mr. Marwan Abdulla
Al Rostamani**
Member

**Mr. Abdulaziz
Mohammed Saif
Binshafar Almarri**
Member

**Mr. Iqbal Yousuf
Habib Alyousuf**
Member

**Mr. Badr Abdulla
Mohamed Alhelo
Alsuwaidi**
Member

**Mrs. Hind Habib
Mohammad Sharif
Almulla**
Member

**Mr. Ahmad Saeed
Majed Saeed
Belyouha**
Member

**Mr. Jamal Abdulla
Ali Alshaafar**
Member

**Mr. Mohamed Matar
Eid Alkoas Alfalasi**
Member

**Mr. Mohammed Ahmad
Mohammed Bin
Abdulaziz Alshehhi**
Member

The Advisory Council of Dubai Chamber of Digital Economy

**Mr. Rabea Haidar
Saleh Ataya**
Chairman

**Mr. Ryan
Mahoney**
Member

**Mr. Pavel
Durov**
Member

**Mr. Guillaume
Georges Pousaz**
Member

**Mr. Alexander
Tamas**
Member

**Mr. Christophe Gilbert
Daniel Reech**
Member

**H.E. Ahmad
Abdulkarim
Mohammad Julfar**
Member

**Mr. Bhavin Mahendra
Turakhia**
Member

**Mr. Karl Magnus
Olsson**
Member

**Mr. Fahad
Abdulrahman Ibrahim
Alhassawi Altamimi**
Member

**Mr. Walid Samir
Hanna**
Member

**Mr. Michael
Lahyani**
Member

**Mr. Philip
Bahoshy**
Member

**Mr. Joe
Abi Akl**
Member

**H.E. Younus Abdulaziz
Alhaj Mahmood Al
Nasser**
Member

**Mr. Faisal
Rehman**
Member

**H.E. Eng. Majed
Sultan Al Mesmar**
Member

**Mr. Mostafa Essa
Mohamed Mohamed
Kandil**
Member

**Mr. Talal Tarek
Tabbaa**
Member

**Mr. Talal Ziad
Bayaa**
Member

**Mr. Arjun Siva
Mohan**
Member

**Mr. Osman
Sultan**
Member

**Mr. Sayed
Hashish**
Member

**Mr. Vinod Peruvembu
Krishnan**
Member

**Mr. Hussein Ahmad
Freijeh**
Member

**Mr. Jiawei
Liu**
Member

**Mr. Ali Mohammad
Matar**
Member

**Mr. Mohammad Hilal
Abdulkareem Asfour**
Member

**Mr. Amit Jain Ravindra
Kumar Jain**
Member

**Mr. Azzam Kamal
Alameddin**
Member

**Mrs. Raja Mohammed
Ghanim Saeed
Almazrouei**
Member

**Mr. Ahmed Mahmoud
Ali Auda**
Member

**Mrs. Elissa Bassima
Bassam Saeed Freiha**
Member

**Mr. Rashid Mohamed
Ali Rashed Alabbar**
Member

**Mr. Michael Larren
Faye**
Member

The Advisory Council of Dubai International Chamber

**Mr. Nidal Ramez
Abou Ltaif**
Chairman

**Mr. Mohammad
A M H Alshaya**
Member

**Mr. Saad Assim
A Al Janabi**
Member

**Mr. Dietmar Josef
Siersdorfer**
Member

**Mrs. Racha
Makarem**
Member

**Mr. Ashraf Mohamed
Mounir Sami Ahmed**
Member

**Mr. Jerome
Droesch**
Member

**Mr. Raja Fares
Trad**
Member

**Mr. Eugene
Willemsen**
Member

**Mr. Sunil
George John**
Member

**Mr. Nicholas
Peter Maclean**
Member

**Mr. Geoffrey
Paul Dickinson**
Member

**Mr. Michael
Pascal Cleanis**
Member

**Mr. Bernard
Joseph Dunn**
Member

**Mr. Khaled
Salaheddine El Dabag**
Member

**Dr. Saeeda Mahdi
Habib Jaffar**
Member

**Mrs. Shamsa Khalifa
Saeed Binquraish
Alfalasi**
Member

**Mr. Paul Dennis
Griffiths**
Member

**Mr. Hamed Ahmed Ali
Abdulla Moenaei**
Member

**Mr. Mohammed
Nasser Aljanahi**
Member

**Mrs. Alisha
Moopen**
Member

**Mr. Ozgur
Onder**
Member

**Mr. Anthony Patrick
O Sullivan**
Member

**Mrs. Farah
Foustok**
Member

**Mr. Ramesh
Prabhakar
Prabhakaran**
Member

**Mr. Ian Alexander
Johnston**
Member

**Mr. Peter
Hall**
Member

**Mr. Mohsen Ahmed
Nazari**
Member

**Mr. Anthony Pierre
Marcel Nakache**
Member

**Mr. Naeem Rajaa
Yazbeck**
Member

**Mr. David
Stern**
Member

**Mr. Jesus
Lamas**
Member

Advisory Councils

Dubai Chambers' Advisory Councils continued to strengthen private sector engagement by advancing advocacy and supporting a business-friendly environment. Working closely with the Boards of Directors, the Advisory Councils provide a platform for business insights to help shape policies, initiatives, and projects aligned with Dubai Chambers' strategic objectives.



Dubai Chamber of
Commerce Advisory
Council

1
Meeting
held in 2025

Dubai International
Chamber Advisory
Council

1
Meeting
held in 2025

Dubai Chamber of
Digital Economy
Advisory Council

1
Meeting
held in 2025



Chairman's Foreword



Guided by the vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, the emirate continues to reinforce its position as a leading global business hub.

During 2025, Dubai not only built upon its legacy of economic resilience but accelerated its journey towards a future-ready economy, delivering exceptional growth and solidifying its role as a global nexus for trade and investment.

Dubai's economy maintained its strong upward momentum, with GDP growing by an impressive 4.7% to reach AED 355 billion in the first nine months of 2025. This performance is a direct result of strategic initiatives that enhance the emirate's core competitive advantages. Dubai's appeal to entrepreneurs and investors is built on a stable economy, clear regulations, and world-class infrastructure. Reforms such as 100% foreign ownership and streamlined business setup have deepened investor confidence, while our network of specialised free zones and digital-first services continue to attract and nurture innovation.

Together, the three chambers convert strategy into impact – facilitating trade and compliance, opening doors in high-growth markets, and scaling a digital-first enterprise ecosystem.

H.E. Sultan Bin Saeed Mohamed AlMansoori
Chairman, Dubai Chambers

This robust environment has cemented Dubai's status as a leading hub for foreign direct investment (FDI). For the eighth consecutive half-year period, Dubai ranked number one globally for the number of new greenfield FDI projects, attracting a record 643 during the first half of 2025. The emirate attracted AED 40.4 billion in estimated FDI capital, a remarkable 62% increase from the previous year, demonstrating the global community's unwavering trust in Dubai's economic prospects.

As the engine of economic development, Dubai Chambers is proud to have enabled and nurtured this growth through its support for the Dubai Economic Agenda (D33).

In 2025, Dubai Chamber of Commerce recorded the highest-ever annual value for members' exports and re-exports in its history, achieving year-on-year growth of 15.1% to reach AED 356.5 billion compared to AED 309.6 billion in 2024. The chamber also welcomed 71,830 new companies during the year, reflecting the emirate's sustained appeal among investors. This brought the total number of active members to 292,486 companies by the end of 2025, up from 258,318 in 2024, representing annual growth of 13.2%.

On the global front, Dubai International Chamber expanded its reach by opening nine new representative offices, bringing our total number of international offices to 38 across five continents.

Throughout the year, our international outreach was bolstered by strategic initiatives such as the highly successful Dubai Business Forums held in Germany and the United States, as well as the

landmark Dubai-India Business Forum organised in Mumbai, which was honoured by the presence of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, Deputy Prime Minister, Minister of Defence and Chairman of The Executive Council of Dubai.

Meanwhile, Dubai Chamber of Digital Economy continued to cement Dubai's status as a capital of the digital economy. The chamber's flagship event, Expand North Star, once again broke records, attracting over 2,000 startups and 1,200 investors managing assets worth over US\$ 1.1 trillion. The event also featured the founders of 40 unicorn companies with a combined valuation of US\$ 900 billion. Expand North Star's success is a powerful statement of our commitment to fostering a vibrant ecosystem for innovation and digital entrepreneurship.

Together, the three chambers convert strategy into impact – facilitating trade and compliance, opening doors in high-growth markets, and scaling a digital-first enterprise ecosystem. This unified mission is key to advancing the Dubai Economic Agenda (D33) and enabling companies to launch, grow, and go global from Dubai.

Looking ahead, Dubai's strategic location, unrivalled connectivity, and dynamic business environment present limitless opportunities. Our invitation to the world's investors, entrepreneurs, and innovators is to look to the future. In Dubai, we are not just building a world-class economy; we are creating a legacy. We invite you to be part of this story and write your next chapter of success with us.



President & CEO's Foreword



Throughout 2025, Dubai Chambers strengthened its efforts to cement Dubai's position as a preferred global business hub.

We have proudly continued our mission to empower companies to thrive within the emirate's competitive, business-friendly environment. Our unique three-chamber model has been instrumental in delivering tailored support across business growth, trade, global expansion, and the digital economy, further enhancing our members' ability to achieve their ambitions.

Our diverse initiatives contributed to tangible progress towards the strategic objectives of Dubai Chambers and the three chambers operating under its umbrella. This included strengthening the competitiveness of the business community, attracting high-quality investment, supporting the growth and international expansion of local companies, and reinforcing Dubai's position as a leading global hub for trade, business, and the digital economy.

As we look confidently to the future, Dubai Chambers remains steadfast in its commitment to empowering the business community, driving innovation, and strengthening global partnerships.

H.E. Mohammad Ali Rashed Lootah
President and CEO, Dubai Chambers

In 2025, Dubai Chamber of Commerce issued 852,184 certificates of origin, representing annual growth of 7.7%. The chamber also issued and received 5,960 ATA Carnets for goods valued at AED 5.6 billion, recording growth of 11.2% in the number of carnets and 30% in their total value.

As part of its vital contribution to strengthening the legislative frameworks governing diverse sectors, the chamber reviewed 54 laws and draft laws in collaboration with Business Groups during 2025. The private sector's recommendations achieved an adoption rate of 60%, reflecting the impact of the chamber's policy advocacy efforts in shaping a more favourable business environment. The chamber also launched five new Business Councils last year to advance the interests of investors from Bulgaria, Cyprus, Brazil, Slovakia, and Peru, further enhancing the private sector's role in economic growth.

On the global front, Dubai International Chamber intensified its efforts to attract foreign direct investment into Dubai. During 2025, the chamber successfully attracted 373 international companies, including 64 multinational corporations (MNCs) and 309 small and medium-sized enterprises (SMEs). This represents impressive growth of 80.2% compared to the 207 companies attracted in 2024. In addition, the chamber's international offices organised 505 roundtable discussions to promote Dubai as a global destination for business.

With the digital economy continuing to form a key pillar of Dubai's future ambitions, Dubai Chamber of Digital Economy played a pivotal role in accelerating the sector's growth. During 2025, the chamber supported the establishment and expansion of 1,690 digital start-ups in Dubai, achieving annual growth of 39.7%. These results underline our strong commitment to building an advanced digital ecosystem that supports Dubai's future plans and advances the journey towards the goals of the Dubai Economic Agenda (D33).

Supporting the long-term resilience of family businesses remains a key priority. In 2025, the Dubai Centre for Family Businesses, which operates under the umbrella of Dubai Chambers, continued to strengthen the capabilities of family-owned enterprises and enhance their future readiness. The centre saw participants successfully graduate from the second cohort of the Dubai Family Business Management Programme and launched three specialised advisory services to help family enterprises assess their current governance arrangements, develop and formalise family constitutions, and design a clear blueprint for establishing or strengthening family office structures.

As a key enabler of business growth, Dubai Chambers remains committed to developing its programmes and services to meet the evolving needs of the emirate's business community, with a focus on supporting innovation, entrepreneurship, and digital transformation. We will continue to help strengthen companies' readiness to expand internationally by providing access to strategic data, export services, and legal and legislative support, as well as enabling entrepreneurs to access finance and new markets.

We will also deepen our institutional partnerships with organisations around the world and strengthen our presence in priority markets. This will ensure our efforts remain closely aligned as we help companies expand from Dubai to the world and reinforce the emirate's position as a fully integrated global economic hub.

As we look confidently to the future, Dubai Chambers remains steadfast in its commitment to empowering the business community, driving innovation, and strengthening global partnerships. Building on the successes achieved in 2025, we will continue to unlock opportunities for our members to thrive and contribute to delivering the ambitious targets of the Dubai Economic Agenda (D33).

Dubai Chamber of Commerce 2025 Highlights

غرفة دبي
DUBAI CHAMBER
للتجارة COMMERCE

Dubai Chamber of Commerce 2025 Performance

In 2025, Dubai Chamber of Commerce achieved the highest value for members' exports and re-exports in its history, reflecting the expanding global reach of Dubai's trading community. The chamber also built a strong momentum in membership growth, reflecting rising confidence in Dubai as a global business hub.

71,830

New member companies
(1.9% YoY growth)

292,486

Total number of active members
(13.2% YoY growth)

AED 356.5 bn

Value of member exports & re-exports
(15.1% YoY growth)

852,184

Certificates of Origin issued
(7.7% YoY growth)

5,960

ATA Carnets issued and received
(11.2% YoY growth)

AED 5.6 bn

Value of ATA Carnets issued and received
(30% YoY growth)



Supporting International Business Expansion

The chamber continued to strengthen its support for companies seeking to expand into global markets, helping more local businesses take advantage of international growth opportunities.

130

Local companies supported to expand globally
(14% YoY growth)

New Horizons Trade Missions



8

Countries

- Angola
- Mozambique
- Philippines
- Thailand
- Georgia
- Armenia
- Malaysia
- Cambodia

77

Companies from Dubai participated

1,967

B2B meetings arranged

2,563

Attendees during Business Forums in these markets

Shaping Dubai's Business Environment

Throughout the year, Dubai Chamber of Commerce worked closely with Business Groups and Business Councils to strengthen advocacy efforts and support a more competitive business environment. This ongoing engagement helped align private sector priorities with policy discussions and practical improvements in partnership with government stakeholders.

250
Meetings with Business Groups and Councils

15
Meetings bringing Business Groups and Councils together with government entities



54

Laws and draft laws reviewed with Business Groups

60%
Adoption rate for private sector recommendations

5
New Business Councils established

- Bulgaria
- Cyprus
- Brazil
- Slovakia
- Peru

1
New Business Group launched

- Dubai Delivery Business Group

Fostering a Fair and Compliant Business Environment

Dispute Resolution

201

Mediation cases received

(17.5% YoY growth)

AED 241mn+
Combined value of mediation cases

90%
Mediation cases settled

Promoting Legal Compliance

40

Legal awareness workshops organised

2,611
Participants

Business Recognition Initiatives

Service Excellence Programme

Dubai Chambers recorded strong growth in participation in its Service Excellence Programme in 2025, reflecting the private sector's growing focus on delivering high-quality customer experiences.

10,216

Mystery shopper reports issued

(26.4% YoY growth)



برنامج الخدمة المتميزة
Service Excellence Programme

AN INITIATIVE BY مبادرة من

غرفة دبي
DUBAI CHAMBERS

Mohammed Bin Rashid Al Maktoum Business Award

Dubai Chambers opened registration for the second cycle of the Mohammed Bin Rashid Al Maktoum Business Award, which recognises corporate excellence and contributions to Dubai's sustainable economic development.

4

Award categories

- Outstanding Business Award
- Family Business Award
- Global Expansion Award
- Digital Innovation Award



جائزة محمد بن راشد آل مكتوم للأعمال
MOHAMMED BIN RASHID AL MAKTOUM BUSINESS AWARD

Advancing the Interests of Family Businesses

The Dubai Centre for Family Businesses strengthened its support for family-owned companies through new practical advisory services and programmes focused on governance and continuity. The centre plays a vital role in helping family businesses build long-term resilience, manage succession planning effectively, and sustain growth across generations.

78

Family business visits conducted

3
International family business delegations hosted by the centre

3
New specialised advisory services launched

- Current-State Assessment & Family Constitution Review
- Family Constitution Drafting
- Family Office Blueprint

8
Events hosted by the centre
(33.3% YoY growth)

296
Total attendees
(11.3% YoY growth)



Advancing the Interests of Family Businesses

3
Sessions delivered under the Next Generation Family Businesses Training Programme

65
Participants
(6.6% YoY growth)

4
Governance Series sessions organised

177
Participants

29
Graduates from second cohort of the Dubai Family Business Management Programme

21
Advisors achieved family business certification
(16.7% YoY growth)

2
Family Business roundtables organised during World Governments Summit

2
Family Business roundtables organised during Dubai Business Forum USA

Launched first-ever Register of Family Business Advisers in Dubai

Centre for Responsible Business

Dubai Chamber of Commerce's Centre for Responsible Business (CRB) continued to drive progress in corporate social responsibility (CSR) by supporting companies to strengthen sustainability and responsible business practices throughout 2025.



60

Events organised by the centre
(200% YoY growth)

2,328

Attendees
(39.6% YoY growth)

50

Companies awarded Dubai Chamber of Commerce ESG Label



'Sustainability 365' initiative launched in October, building on 10 years of Sustainability Week

1,497

Participants in 'Sustainability 365' events



Dubai International Chamber 2025 Highlights



غرفة دبي
DUBAI CHAMBER
العالمية INTERNATIONAL

Dubai International Chamber 2025 Performance

Dubai International Chamber continued to strengthen Dubai's global trade and investment links during 2025. Through its growing network of international representative offices, the chamber attracted international companies and investors to Dubai, promoted the emirate's competitive advantages worldwide, and facilitated high-impact engagement between global business communities and Dubai's ecosystem.

373

**Companies
attracted to Dubai
(80.2% YoY growth)**

64

**MNCs
(25.5% YoY growth)**

309

**SMEs
(98% YoY growth)**

415

Participants from international companies attended briefing session organised during Gulfood 2025

174

Participants from international companies attended briefing session hosted during Big 5 Global

141

International trade delegations received

673

Participants

235

International roadshows and events to showcase Dubai's advantages as an investment destination

190

Cities

Expanding Dubai's Global Reach

38

International representative offices

9

New international representative offices inaugurated in 2025

505

Investment and trade roundtables organised by international representative offices



Asia & Australia

Dhaka, Bangladesh*

Hong Kong, China

Shanghai, China

Shenzhen, China

Bengaluru, India*

Mumbai, India

Jakarta, Indonesia

Tokyo, Japan

Karachi, Pakistan*

Singapore

Bangkok, Thailand*

Ho Chi Minh, Vietnam

Sydney, Australia

Africa

Addis Ababa, Ethiopia

Accra, Ghana

Nairobi, Kenya

Maputo, Mozambique

Lagos, Nigeria

Cape Town, South Africa*

MEA & CIS

Baku, Azerbaijan

Cairo, Egypt

Erbil, Iraq

Tel Aviv, Israel

Almaty, Kazakhstan

Moscow, Russia

Istanbul, Türkiye

Europe & The Americas

Paris, France

Frankfurt, Germany

Milan, Italy

London, United Kingdom

Stockholm, Sweden*

Warsaw, Poland*

Buenos Aires, Argentina

São Paulo, Brazil

Bogotá, Colombia

Mexico City, Mexico

Toronto, Canada*

New York, USA*

*New international representative offices inaugurated in 2025

International Representative Offices Inaugurations in 2025



The inauguration of Dubai International Chamber's office in Canada



The inauguration of Dubai International Chamber's office in South Africa



The inauguration of Dubai International Chamber's office in Thailand



The inauguration of Dubai International Chamber's office in Pakistan



The inauguration of Dubai International Chamber's office in Sweden



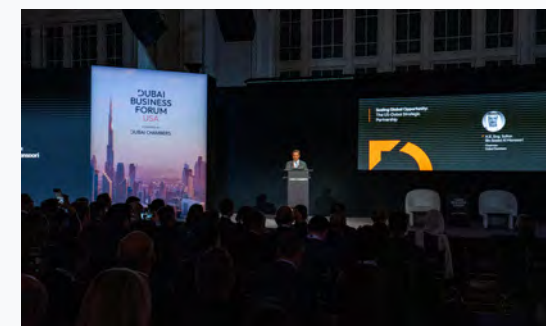
The inauguration of Dubai International Chamber's office in Poland



The inauguration of Dubai International Chamber's office in Bangladesh



The launch of Dubai International Chamber's office in Bengaluru was announced during the Dubai-India Business Forum



The opening of Dubai International Chamber's office in New York was announced during the Dubai Business Forum - USA



Dubai Chamber of Digital Economy 2025 Highlights

غرفة دبي
DUBAI CHAMBER
الرقمية DIGITAL

Dubai Chamber of Digital Economy 2025 Performance

1,690

Digital startups supported to establish and expand in Dubai in 2025
(39.7% YoY growth)

75%
International companies

15%
AI-specialised companies

12%
Fintech companies

20%
Combined share of mobility tech, SaaS, and e-commerce companies

48%
Companies benefited from business set-up services and opportunities to join accelerators and incubators in Dubai

31%
Companies benefited from support services through Business in Dubai platform

Business in Dubai

The chamber's 'Business in Dubai' platform helps digital companies set up and scale in Dubai quickly and efficiently.

The innovative digital portal provides streamlined access to:

- ▶ A range of institutional services
- ▶ Company set-up support
- ▶ Business matchmaking
- ▶ Connections to partners, investors, and growth programmes

Dubai Founders HQ

Dubai Founders HQ was launched in October 2025 as a joint initiative between the Dubai Department of Economy and Tourism and Dubai Chamber of Digital Economy to connect founders to the services and networks they need to start, build, and scale in Dubai.

30

Unicorns to be scaled from Dubai

400

SMEs to be supported to grow

The first-of-its-kind 'phygital' platform:

- Community campus
- Always-on digital ecosystem
- Links entrepreneurs to acceleration programmes, mentorship, investor access, and business set-up support



Expand North Star 2025

Expand North Star, the world's largest event for startups and investors, was hosted by Dubai Chamber of Digital Economy in October 2025. The landmark 10th edition was the largest and most impactful to date, attracting record participation from across the globe.



2,000+
Startups

1,200
Investors

US\$ 1.1 tn
Assets under management

40
Unicorns

US\$ 900 bn
Combined valuation

Create Apps Championship

The Create Apps Championship was launched under the Create Apps in Dubai initiative to empower tech talent by providing a competitive platform to develop innovative applications, with training, mentoring, and funding support to help winning apps launch in the market.

5,800+
Registrations received across first and second editions

55+
Apps supported for development and launch to date

The third edition of the championship was announced in November 2025, with 4 award categories:

- Best Youth App
- Most Innovative App
- Most Impactful App
- Longevity App of the Year (Enhancing Quality of Life)

AED2.5mn+
Total funding packages for winning apps

50
Additional apps targeted for launch through new Participant Support Programme



Global Engagement and Expert Insights

Events and Roadshows

36
Events organised to strengthen partnerships and support digital economy sectors

17
International roadshows
2,500
Digital startups and ecosystem stakeholders engaged

Digital Economy Publications

8
Digital economy reports and startup guides published in 2025



Dubai Business Forum

Dubai Chambers hosted two editions of the Dubai Business Forum in Germany and the United States during 2025, bringing together senior business leaders, investors, and decision-makers to build new partnerships and strengthen investment dialogue. The events highlighted Dubai's competitive advantages as a global business hub and connected international stakeholders with growth opportunities created by the Dubai Economic Agenda (D33).

**DUBAI
BUSINESS
FORUM**

POWERED BY
DUBAI CHAMBERS

Dubai Business Forum USA

(New York, November 2025)

700

Business leaders,
investors, and
officials attended

80+

Public and private sector
leaders from Dubai joined
the largest-ever overseas
delegation led by Dubai
Chambers



14

Panel sessions held

32

Speakers participated



2

Investor roundtables held
(40 investors and business
leaders from Dubai and the
U.S.)

1

Roundtable held
(17 officials representing
U.S. chambers and trade
bodies)

MoU signed with Los
Angeles Area Chamber
of Commerce

Dubai Business Forum Germany

(Hamburg, May 2025)



240

German investors
and business
leaders attended

13

Panel sessions
held

25

Speakers
participated



Bilateral Business Forums



Dubai-India Business Forum

On the sidelines of an official visit to India by H.H. Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, Deputy Prime Minister and Minister of Defence of the UAE, and Chairman of the Executive Council of Dubai, Dubai Chambers organised the Dubai-India Business Forum in Mumbai in March 2025. Held in the presence of His Highness, the event brought together senior government and private sector leaders to deepen economic cooperation, advance investment dialogue, and build new partnerships.

200+
Senior officials, investors, and business leaders from India attended

39
Business leaders from Dubai participated in the forum

8

Strategic MoUs signed to strengthen collaboration in sectors including infrastructure, logistics, maritime services, healthcare, education, and private sector engagement

3

MoUs with leading Indian business organisations signed by Dubai Chambers

- Confederation of Indian Industry (CII)
- Federation of Indian Chambers of Commerce and Industry (FICCI)
- IMC Chamber of Commerce and Industry



High-level Meetings and Delegations



Dubai Chambers welcomed a delegation of 60 companies led by H.E. Andry Rajoelina, President of the Republic of Madagascar, during the Dubai-Madagascar Business Forum



Dubai Chambers organised a high-level roundtable with an EU delegation led by Maroš Šefčovič, European Commissioner for Trade and Economic Security, to strengthen trade and investment ties



Dubai Chambers hosted a delegation from North Macedonia led by H.E. Prof. Hristijan Mickoski, Prime Minister of the Republic of North Macedonia



Dubai Chambers welcomed CEOs and senior executives from 20 companies from Kazakhstan to discuss ways to enhance bilateral cooperation across key sectors

High-Level Delegation to Shenzhen

In February 2025, The Executive Office of H.H. Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, organised a high-level delegation to Shenzhen in partnership with Dubai Chambers to strengthen ties with China and advance strategic cooperation. The delegation featured senior officials from 14 Dubai government entities.



Growth Corridors

Dubai Chambers launched the Growth Corridors initiative in 2025 to open new channels for high-level dialogue with international business communities, advance strategic partnerships, and boost bilateral trade and investments. The initiative also supports Dubai-based companies in accessing global markets with greater confidence and efficiency.



Dubai Chambers explored trade and investment opportunities with the Republic of North Macedonia during a meeting attended by Prime Minister H.E. Prof. Dr. Hristijan Mickoski



Dubai Chambers held a series of meetings with public and private sector leaders in the Republic of Ireland to advance cooperation across priority sectors

Collaboration with ICC



ICC Executive Board Appointment

H.E. Mohammad Ali Rashed Lootah, President and CEO of Dubai Chambers, was elected to the Executive Board of the International Chamber of Commerce (ICC), strengthening Dubai's influence in shaping global trade and deepening cross-border business partnerships. The appointment signals international confidence in Dubai's economic model and further cements the emirate's standing among the world's leading centres for economic decision-making.



Chamber Benchmarking Tool

In September 2025, Dubai Chambers launched the Chamber Benchmarking Tool in collaboration with the International Chamber of Commerce (ICC) and the World Chambers Federation (WCF). Unveiled during the 14th World Chambers Congress in Melbourne, this data-driven digital platform benchmarks operational excellence and core chamber roles, helping identify performance gaps, improve efficiency, and support informed decision-making.

The tool is designed to enhance the performance of global chambers in 7 key areas:

- ▴ **Economic Research & Business Intelligence**
- ▴ **Advocacy & Policy Representation**
- ▴ **International Trade & Investment Attraction**
- ▴ **Training, Skills Development & Workforce Support**
- ▴ **Networking & Business Collaboration**
- ▴ **Advisory & Support Services**
- ▴ **Legal & Dispute Resolution**

2025 Photo Gallery



H.H. Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum attended the Create Apps Championship award ceremony



Dubai Chambers organised the annual Diplomatic Circle to connect with the diplomatic community



During the fourth quarterly gathering of Business Groups and Councils for 2025



Dubai Chambers signed an MoU with e& to deliver value-added communications services for the business community



Dubai Chamber of Commerce hosted a business forum in Kuala Lumpur as part of its New Horizons trade mission in Malaysia



Dubai International Chamber inaugurated a new representative office in Warsaw, Poland



The annual general meeting of the Serbian Business Council was hosted at Dubai Chambers' headquarters



Dubai International Chamber organised a dedicated industry briefing session on the sidelines of Gulfood 2025



Dubai Chambers led a trade mission to the Republic of Ireland as part of the Growth Corridors initiative



Dubai Chambers welcomed a delegation of 60 companies from Madagascar during the Dubai-Madagascar Business Forum



Members of the 2nd cohort of the Dubai Family Business Management Programme visited the IMD Institute in Lausanne, Switzerland



During the first quarterly roundtable meeting of Business Groups and Business Councils for 2025



The annual general meeting of the Real Estate Brokerage Business Group was held at Dubai Chambers' headquarters



Dubai Chamber of Digital Economy showcased the competitive advantages of Dubai's business ecosystem during Expand North Star 2025



Dubai Chambers explored new opportunities with 200 business leaders during Dubai-India Business Forum in Mumbai



Dubai International Chamber inaugurated a new representative office in Karachi, Pakistan



Dubai International Chamber organised a briefing session for the construction industry on the sidelines of The Big 5 Global 2025



H.E. Eng. Sultan bin Saeed Al Mansoori addressed the audience during the Dubai Business Forum - USA in New York



Dubai Chambers co-hosted a roundtable during the World Governments Summit exploring best practices in governance for family businesses



Dubai Chamber of Commerce arranged 301 B2B meetings as part of its New Horizons trade mission in Armenia



288 B2B meetings took place in Bangkok during Dubai Chamber of Commerce's New Horizons trade mission to Thailand



Dubai Chamber of Commerce supported the establishment of the Cyprus Business Council



Dubai International Chamber held a ribbon-cutting ceremony to mark the launch of its new representative office in Stockholm, Sweden



More than 2,000 startups from across the globe participated in Expand North Star 2025



Dubai Chambers hosted the first annual general meeting of the Hungarian Business Council



The Centre for Responsible Business held a series of awareness sessions and activities as part of its annual Sustainability 365 initiative



Dubai International Chamber opened a new representative office in Bangkok, Thailand



Dubai Chamber of Commerce organised 294 bilateral business meetings as part of its New Horizons trade mission in Georgia



The UAE Pharma Business Group's annual general meeting was hosted at Dubai Chambers' headquarters



During the inauguration ceremony for Dubai International Chamber's new representative office in Bangladesh



Visitors to Dubai Chamber of Digital Economy's pavilion at Expand North Star learned more about Dubai's thriving digital ecosystem



Participants in the Dubai Family Business Management Programme benefited from insightful interactive training sessions

غرف دبی
DUBAI CHAMBERS

60
ستون عاماً
SIXTY YEARS



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