

## PRELIMINARY AGENDA

### DAY ONE - TUESDAY 13 DECEMBER 2016

**08:30 Registration, Welcome Coffee & Networking**

**09:30 Keynote Opening Address: His Highness Sheikh Saud bin Saqr al Qasimi**, Supreme Council Member and Ruler of Ras Al Khaimah

**09:50 Address from: His Excellency Juma Mohammed Al Kait**, UAE Assistant Undersecretary for Foreign Trade, **UAE Ministry of Economy**

**10:00 Opening presentation: Doing Business in RAK - The macroeconomic picture**

- Positioning and resilience of UAE's economy within the new oil order
- Short to medium term growth prospects for UAE and RAK
- Key opportunities within the UAE economy and specific to RAK
- Equity market representation of opportunities in RAK and medium term opportunities

**Waleed Mohsin**, Executive Director, Global Investment Research, **Goldman Sachs**

**Moderator: Paul Godfrey**, CEO, **PG International**

**10:30 Recognition Awards – Recognition and thanks to all event sponsors**

**10:35 Networking Coffee Break**

### PLENARY SESSIONS

**11:05 Session 1: Panel Discussion: Gaining exposure to investments in RAK – Outlook for investment**

Setting the context for the day's discussion:

- How strong is RAK's investment case in these turbulent times? What are the immediate and long-term prospects for growth?
- What is underpinning the recent growth in investment? How and why is it sustainable?
- What industries and sectors offer scope for attractive returns over the medium-term?
- To what extent do leading sectors offer diversification to investors

**Panelists:**

- **Ramy Jallad**, CEO, **RAK FTZ**
- **Dr Abdulrahman Mohammed Al Shayeb**, General Director, **RAK Department for Economic Development**
- **Agost Benard**, Director of Ratings & Investor Relations, **RAK Investment & Development Office**

**Moderator: Stuart Anderson**, Managing Director & Regional Head Middle East, **S&P Global Ratings**

**12:05 Session 2: The RAK Experience**

Investor friendly and home to a variety of businesses across several sectors, discover why RAK is fast becoming the investment destination of choice for some of the world's leading corporations. Join the discussion with the CEO's of international companies as they share their knowledge and experience of investing in RAK.

**Panelists:**

- **Richard Menezes**, CEO, **UTICO**
- **Moritz Kerler**, Managing Director, **Quarry Mining LLC**

**Moderator: Paul Godfrey**, CEO, **PG International**

**12:45 Networking Lunch**

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### 14:00 **Session 3: In today's world of accelerated change, what do investors look for?**

The world is changing faster than ever before. In an increasingly global supply chain, accelerated technological advancement, shorter product development and launch cycles, and unforgiving markets, companies are in constant search for unique advantages. What can RAK do to help international companies win in this new world?

**Amit Zutshi**, MENA Strategy Leader and Advisory Partner, **Ernst & Young**

### 14:30 **Session 4: Financing Your Project / Investment in RAK**

Garner information in this panel discussion session on available financing options including public-private partnerships, project financing, cross-border financing options and private equity investment landscape. Hear perspectives of local banks, international banks, and regional private equity firms on providing debt and equity financing to investment opportunities in RAK. Discussion will include the levers necessary for financings to be successful as well as the types of structures and maturities which are available.

#### **Panelists:**

- **Peter England**, CEO, **RAK Bank**
- **Wasim Moukahal**, Senior Vice President, **Samena Capital Investments**
- **Manav Futnani** - Managing Director, Head of Export & Specialised Finance, MENA, Infrastructure & Real Estate Group, Global Banking, **HSBC**

**Moderator: Zaid Khaldi**, Head of EMEA Structured Finance, **Goldman Sachs International**

### 15:30 **Networking Coffee Break**

### 16:00 **Session 5: Opportunities for SME Involvement - Encouraging Creativity and Innovation**

RAK is home to a large number of SMEs and growing. Seen as a key driver of the Emirate's economic growth and development this panel will discuss the importance of SME's to the economic activity in the Emirate, highlighting what kind of support and encouragement to the sector is available in RAK to foster further growth, how to capitalize on the opportunities and compete effectively as an SME using RAK as a springboard, as well as assessing the financing needs of SME's and what types of lenders are filling the gaps.

#### **Panelists:**

- **Ramy Jallad**, CEO, **RAK FTZ & RAKIA**
- **Rashed Sawaqed**, Feasibility Studies & Business Development Consultant, **RAK SME**
- **Dr. Peter Goepfrich**, Vice Chairman, **German Centre RAK**
- **Dhiraj Kunwar**, Director of Business Banking, **RAK Bank**

**Moderator: Paul Godfrey**, CEO, **PG International**

### 17:00 **Session 6: Driving Growth through Innovation - RAK's Homegrown Multinationals**

Join this enlightening conversation with these companies that started in RAK to become multinationals and global brands.

#### **Panelists:**

- **Abdallah Masaad**, CEO, **RAK Ceramics**
- **Michael Gutowski**, CEO, **Falcon Technologies International**

**Moderator: Paul Godfrey**, CEO, **PG International**

### 17:45 **Closing remarks and end of Day One**

### 18:00 **Evening Networking Reception**

## PRELIMINARY AGENDA

### DAY TWO - WEDNESDAY 14 DECEMBER 2016 PROGRAMME AT A GLANCE

**08:30** Welcome coffee & networking

Forum breaks into parallel industry sector specific programmes:

**09:00**

**Track I:  
Outlook for investment in  
RAK tourism, hospitality and  
real estate sectors**

This programme will provide an outlook for tourism, hospitality and real estate investment in Ras al Khaimah, a look at products and concepts being explored in the region, as well as case examples of firms operating within the sector in the region. It aims at understanding the global requirements, opportunities and challenges and providing a platform for developers, operators, investors and financiers to capitalise and build partnership models that are well understood and are of mutual interest

**Track II:  
Enhancing Ras Al Khaimah's  
manufacturing & production  
value chain**

In today's competitive environment, companies are compelled to find innovative approaches to supply chain challenges. With national brand equity, competitive cost advantages and the enhancement of Ras al Khaimah's logistics, the emirate presents an attractive alternative in the manufacturing value chain for regional and international markets. Join this session to understand and explore the opportunities here for your business.

**Track III:  
Accelerating infrastructure  
development - investing in  
longer-term assets**

Working to enhance its logistics capabilities to advance the entire economy and with modernised infrastructure being implemented, Ras al Khaimah presents a myriad of opportunities available for investment. This session with leading companies and fund groups will examine the environment for investing in infrastructure as well as building a logistics- centred economy and how these can be efficiently accessed.

**11:00**

**Refreshments & networking**

Parallel industry sector specific programmes cont'd...

**11:30**

**Track I:  
Outlook for investment in  
RAK tourism, hospitality and  
real estate sectors**

**Track II:  
Enhancing Ras Al Khaimah's  
manufacturing & production  
value chain**

**Track III:  
Accelerating infrastructure  
development - investing in  
longer-term Assets**

**13:00**

**Lunch**

**14:30**

**Site visits** - Gain an even greater perspective of all that Ras Al Khaimah has to offer by participating in site visits to selected locations/facilities:

- Al Marjan Island Development
- RAK Ceramics Manufacturing Facility
- RAK International Airport
- RAK Ports
- RAK FTZ Technology Park & RAKIA Al Hamra Industrial Park

**16.00**

**Close of Forum**

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### PARALLEL TRACK PROGRAMME I: EXPANDING RAS AL KHAIMAH'S TOURISM FOOTPRINT – OUTLOOK FOR INVESTMENT IN RAK TOURISM, HOSPITALITY AND REAL ESTATE SECTORS

**09:00** Welcome remarks and session overview

**09:03** **Opening Keynote: Ras al Khaimah's Tourism & Hospitality Sector: Why the interest and what are the opportunities?**  
**Haitham Mattar**, Chief Executive Officer, Ras al Khaimah Tourism Development Authority

**09:30** **Session 1: Al Marjan Island – An International Investment Destination**  
Showcasing the unique offerings and investment opportunities within, whilst highlighting important topics such as available sites, adequate infrastructure, environmental concerns including water, power, waste water and more  
This presentation will be followed by a panel discussion on investors perspectives in Al Marjan Island  
**Abdullah Al Abdooli**, Managing Director, Al Marjan Island Company

**Panel Discussion Session:**

**Filippo Sona**, Director - Head of Hotels (MENA Region), **Colliers International** in discussion with:  
**Ali Tamince**, Board Member, **Rixos**

**10:10** **Session 2: Global macro-economic trends and the outlook for the sector in RAK**

- How are international developments impacting the attractiveness of RAK as an investment hub?
- What do the experts say about the future for RAK tourism, hospitality and real estate?
- How attractive is the market in RAK currently? How can you create the optimal asset allocation strategy?

- What is driving the demand for RAK vacations? Are these trends sustainable?
- What are the new trends driving the hospitality sector?
- Outlook for the real estate landscape in RAK

**Martin Berlin**, Partner, PricewaterhouseCoopers

**10:30** **Session 3: Hospitality Leaders Outlook**

A panel of investors, owners and operators discuss opportunities, challenges and growth prospects in the sector. What are the hurdles that still need to be surpassed? What are some of the big success stories that may be emerging? Hear from senior-level investors, representing both foreign and domestic capital, discuss their current investment strategies within Ras al Khaimah  
**Nehme Imad Darwiche**, CEO, Jannah Hotels & Resorts  
**Toufic Tamim**, Vice President Sales & Marketing, Mövenpick Hotels & Resorts

**Moderator: Crystal Chesters**, Hospitality Group Editor, BNC Publishing

**11:00** **Networking coffee break**

**11:30** **Session 4: Assessing Financing Options for Investors Seeking Financing for Hotel Projects in the Region**

A panel with members who have actively financed hotel investments in the region. What is their secret? How have they managed to overcome the challenges that exist? What do current capital structures look like? How have they gained sufficient confidence in the anticipated risk/return

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ratio on the projects they are financing?

**Oliver Ebner**, Executive Director, Global Project and Structured Finance,

**National Bank of Abu Dhabi (NBAD)**

**Alison Grinnell**, Chief Financial Officer,

**RAK Hospitality Holding**

**Moderator: Grant Salter**, Director - Head of Travel, Hospitality and Leisure Advisory, Middle East Region, **Deloitte Corporate Finance**

### 12:00 **Session 5: Key Legal Issues Arising in Hotel Deals**

This session will look at some of the key legal issues arising in Hotel deals. From structuring of the deal (be it a business and assets sale or a share sale), due diligence, common issues that arise in deals and obtaining contractual protections to ensure a successful conclusion to the deal.

**Mohammed Majid**, Partner, **Nabarro LLP**

### 12:20 **Session 6: Mid-Market Hospitality Opportunities in Ras al Khaimah**

What are some of the challenges and benefits associated with mid-market hotels in the region? How do we overcome these challenges to maximise the benefit of the sun, sand, sea and location? Panellists will discuss government support and incentives, duty reductions and waivers, fast track entitlements and so on. In addition construction concerns pertaining to both labor and materials will be addressed as well as insurance costs, local laws, and any restrictions to development

**Rami A. Moukarzel**, Vice President Development & Acquisitions, Middle East & North Africa, **Louvre Hotels Group**

**Carlos Khneisser**, Vice President of

Development MENA, **Hilton Worldwide**

**Daniel Dennis**, Director of Development - Middle East, **Premier Inn Hotels LLC**

**Moderator: Martin Berlin**, Partner, **PricewaterhouseCoopers**

### 13:00 **Session 7: Developing a tourism destination beyond hotels and resorts**

The importance for a sustainable and stable development of a holiday destination stretches further than building hotels and resorts. Sophisticated visitors expect more than nice beaches or high mountains. With the spectacular Multimedia installation 'The Light of Sheba' founder Holger Walter, tells the story of this great emirate, showing its history and future perspectives in a theatrical style show that every guest must experience.

**Holger Walter**, CEO & Founder, **MEEN**

### 13:10 **Session 8: The importance of International Standards in creating confidence in Ras al Khaimah's real estate market**

- Economic, Social and Environment challenges of the real estate industry
- Why do we need Consistency and Transparency?
- Benefits of adopting International Standards to the RAK market

**Robert Jackson**, Regional Director, **RICS**

### 13:25 **End of session and closing remarks**

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### PARALLEL TRACK PROGRAMME II: ENHANCING RAS AL KHAIMAH'S MANUFACTURING & PRODUCTION VALUE CHAIN

**09:00** Welcome remarks and session overview

**09:05** Opening presentation: 'Make in RAK' – the case for RAK as a manufacturing hub in the region

Conditions for investment in manufacturing in Ras al Khaimah – a look at trends and challenges, public infrastructure initiatives, labour force, business models for adding value, and others, highlighting the different policies and initiatives designed to support manufacturing in Ras al Khaimah

**09:45** **Session 1: Global trends and the outlook for the manufacturing sector in RAK – Manufacturing 4.0**

Accelerated advancement in technology is creating unprecedented opportunity in new-age manufacturing. Robotics, IoT, clean tech, power storage, 3D printing, and driverless cars are some examples of this opportunity. What does this mean for RAK?

**Amit Zutshi**,  
MENA Strategy Leader and Advisory Partner, **Ernst & Young Middle East**

**10:25** **Session 2: Opportunities for advanced manufacturing partnerships for innovation and value addition**

FTI is a world class manufacturer of high quality optical media for the professional B2B and archival data storage market space, certified to ISO9001:2015, 14001:2015 and CE. As the organisation seeks to diversify its business portfolio, FTI is seeking new business partners and market segments moving forward. This presentation outlines who FTI are, what FTI offers as an advanced manufacturing operations site, and some of the new

business segments FTI is looking to move into

**Dr Sean Farnan**, Head of Research & Development, **Falcon Technologies International**

**11:00** **Networking Coffee Break**

**11:30** **Session 3: Localization as a cost factor for increasing competitiveness**

Case examples of successful setup of manufacturing firms in Ras al Khaimah and/or utilising Ras al Khaimah as a trading hub, highlighting what differs Ras al Khaimah from other places for manufacturing, challenges and applied business models

- Why Ras al Khaimah, as a location choice?
- Market benefits and the opportunities that these present
- Increasing competitiveness by localization

**Christian Drewes**, Technical Manager, **Quarry Mining LLC**

**12:00** **Session 4: Emerging and growing sectors for manufacturing and opportunities**

- Presentation of the Streit RAK Manufacturing facility
- Global projections with the Armouring Sector
- Potential opportunities with the Supply Chain.

**Mark Dickinson**, Director of RAK Facility, **Streit Group**

**12:40** **End of session & closing remarks**

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### PARALLEL TRACK PROGRAMME III: ACCELERATING INFRASTRUCTURE DEVELOPMENT – INVESTING IN LONGER-TERM ASSETS

09:00 Welcome remarks and session overview

09:03 **Session 1: Opening presentation: An overview of the infrastructure sector in RAK**

- A look at the infrastructure development landscape in Ras al Khaimah
- Long-term Infrastructure Plan (Master plan / Initiatives)
- What opportunities and projects are in the pipeline, in what sectors?

**Mohamed Abdel Rahman Al-Amasi**, Head Of Studies and Master Planning Section, **RAK Municipality**

09:30 **Opening Keynote: Eng. Sheikh Salem bin Sultan Al Qasimi, Chairman RAK Civil Aviation Department**

09:40 **Session 2: Panel Discussion: Airport Infrastructure**

- Development plans and Investment Opportunities
- Procurement method

**Panellists: Mohammed Qazi**, CEO, **RAK International Airport**  
**Mr. Khalid Jassem**, Commercial Manager, **GCAA IACT**  
**Nicolas Deviller**, Head of Business Development, Middle East Region, **ADPI**  
**Paul Simmons**, Group Chief Commercial Officer, **Air Arabia**

**Moderator: Nigel Mayes**, Senior Vice President Consulting and Product Development, **ASM**

11:00 **Networking Coffee Break**

11:30 **Session 3: Port Infrastructure: Unlocking sector opportunities**

- An overview of RAK Ports strategy and implementation
- Updates on latest infrastructural developments & technological capabilities (port dredging, etc.)
- It's role in the development and prosperity of economic and commercial traffic in the region

**Panellists: Capt Cliff Brand**, Group General Manager, **Ras al Khaimah Ports Group**  
**Alan Pollard**, Business Development Manager, **RAK Maritime City**  
**Andy Tsoi**, Managing Director – Middle East & Africa, **Hutchison Ports**  
**Collin Emmitt**, Projects Director – Ports and Maritime Team, **CH2M**

**Moderator: Jason O'Connell**, Editor, **Construction Business News ME**

12:20 **Session 4: Panel Discussion: Utilities & Renewable Energy Infrastructure**

- Waste to Energy projects and opportunities
- Solar projects and opportunities
- Financing / Procurement

**Panellists: Richard Menezes**, CEO, **UTICO**  
**Alan Turner**, Technical Director, **RAK Wastewater Authority**  
**Eryl Edward**, Commercial Manager, **BESIX**  
**Khaild Talaat**, Principal Civil Engineer, **MWH, now part of Stantec**  
**Sonia Nasser**, Technical Director, **Waste Management Authority, RAK**

**Moderator: Nick Kramer**, Partner, **Nabarro LLP**

13:10 **End of session & closing remarks**