REPORT OF THE VISIT OF THE RT. HON THE LORD MAYOR OF THE CITY OF LONDON (ALDERMAN NICHOLAS ANSTEE) TO THE UNITED ARAB EMIRATES AND QATAR

Saturday 6th February – Thursday 11th February 2010

1. This was the Lord Mayor's first visit to the Gulf this year and follows the one made by Alderman Ian Luder to Saudi Arabia in February 2009 and by Alderman Sir David Lewis to Bahrain in 2008. Since then, much has happened to the Financial Services Sector, globally, regionally, and within the UK. With the exception, perhaps, of Dubai, the Gulf remains relatively unaffected by the crisis due mainly to its indispensible energy sector. Countries in the region continue to take remedial action as a result of the global consequences but, as has been noted, a number of sensible preventative measures were already in place and ensured that the damage was less in the Gulf than in other regions. These measures, and others currently being considered globally, were at the heart of many of the Lord Mayor's discussions.

2. To the many who asked, the Lord Mayor explained the on-going effects of the global downturn on the City and more broadly the UK financial sector. He did not seek to minimise the problems or the mistakes the City had made; rather, he emphasised that everything possible was being done to stabilise markets and resume normal business. The UK had strength in depth and the City still played a pivotal role. Regulation would need to be reformed and, within the UK, the process had started. In an ideal world these would need to be global; but in today's climate, it was recognised that reform would vary from country to country leading to a degree of arbitrage, a point which resonated with all those that he met. Interlocutors were well briefed on the causes of the crisis. They had had a year to see how countries and regions had reacted to the vagaries of the markets and the efforts of the G20 and others to improve the structures that currently underwrite business in the Financial Services Sector. As a result, the discussions were generally more focussed and worthwhile than in the past.

3. A key factor when engaged in any business in the Gulf or other Arabic countries was to recognise the cultural importance of regular meetings. The private sector knows this well and those who adhere to the practice, more often than not, have long and successful partnerships. Those in the public sector, who mimic the private sector in demanding instantaneous results from infrequent visits, effective as it might be elsewhere, will be disappointed. It is important, therefore, not to underrate the value of the Lord Mayor visiting these countries on a regular basis and accepting that outcomes for those who accompany him may take longer to bear fruit – particularly if an expected outcome is delayed or postponed. The value of these visits is as much in the continuum of 'The Office' calling on heads of state, senior ministers, and key businessmen as it is in the occasional breakthrough for business and professional bodies during one of the visits.

4. **Follow-up action is summarised at paragraph 57.** The Aims and Objectives of the visit are at Annex A. A list of those who accompanied the Lord Mayor as part of his Business Delegation is at Annex B and the detailed programme is at Annex C.

The UAE - Dubai

5. The visit to Dubai was timely. The Emirate had been going through a particularly difficult time and the ripples had extended far beyond the Gulf. The city landscape had changed, gone were the traffic jams, the cranes were motionless and the building sites were silent. Hundreds of construction projects had been cancelled and many more put on hold. The manifestation of these observations was less traffic on the road and a more focused approach to business in this extraordinary metropolis. Against this backdrop, the value of the Lord Mayor's calls on key players in Government and business was greater than in the past, when Dubai was expanding and money plentiful. Despite debt problems and the lack of liquidity, Dubai had a highly diversified economy (only 3-5% of GNP comes from oil wealth) dependent on international trade. Problems were further compounded by unsustainable property prices and the highly leveraged nature of many of the investments made by quasi-governmental companies. The city would probably survive and continue to thrive on its existing strengths: business; sport; tourism; a major logistic hub; and the Dubai International Financial Centre (DIFC). Meetings inevitably focused on Dubai's debt and how it might be serviced. The underlying concern, domestic and international, was the position of the many creditors involved. Deloitte were in the process of establishing exactly where the debt lay and how the creditors might be paid.

6. From the outset of the global economic crises, the UAE Central Bank, based in Abu Dhabi, had guaranteed UAE financial institutions and had injected around US $16Bn of capital to keep the economy afloat - but not enough to let it prosper. In late November the financial world watched as Nakheel, a major property developer, nearly defaulted on its repayments. It did not – and was bailed out, yet again, by Abu Dhabi with another US $10Bn assistance package bringing the total close to US$ 26Bn. But this has not solved Dubai's problems, merely bought it time and, according to the Central Bank Governor, future loans could not be guaranteed. Despite this statement, there remained a presumption that Dubai would not be allowed to default and as such, all creditors would eventually be paid.

7. Despite this, Dubai had its strengths; it remained the pre-eminent centre for Financial Services in the Middle East. Major banks based their Middle East operations in the city and some, such as Standard Chartered, based their African operations there. The tax-free DIFC had a clear advantage, but was not unique in the region. There was a large pool of talent and the life style was outstanding. The British Business Group in Dubai had 1,800 members making it one of the biggest in the world. 80,000 of the 180,000 British Citizens in the Gulf lived in Dubai and 1 million British visited every year. In terms of infrastructure and logistics, Dubai had a ten year head start on most of the competing centres. And it had unrivalled critical mass. But the real competitive advantage that Dubai, and in particular the DIFC, had to offer was its regulatory regime combined with access to common law. Large numbers of British lawyers, accountants, and consultants were doing good business and the downturn had created unexpected opportunities in terms of restructuring and dispute resolution.

8. As part of reinventing itself, Dubai had fallen back on its historical position as a regional trading hub – over 170 shipping lines used Dubai's ports and 112 airlines flew into Dubai International Airport carrying 22m passengers a year. The airport had been one of only three airports globally last year to show a significant increase in revenue. Dubai continued to attract large numbers of tourists and remained the trade fair and convention centre of the region. Public finances were tight but investment in major infrastructure projects, such as the new Al Maktoum International Airport and the new Metro system, continued.

9. Dubai continued to invest in the UK. In November Emirates Airlines bought a large groundhandling operation in the UK. In January, DP World announced that it would proceed with its investment in the London Gateway project. This £1.5 billion development was on track to be Europe's largest combined deep-sea port and logistics park. In addition, Dubai entities owned or controlled a number of major British Companies: Travelodge; Highland Springs; Hamptons International; Alliance Medical; and the Merlin Entertainments Group. Dubai retained a 28% stake in the London Stock Exchange. The Jumeriah Group owned and operated hotels in the UK and was building more. Disposals were inevitable as part of the restructuring process, but Dubai was likely to maintain a significant stake in the UK Economy.

Dubai Programme

10. The Civic and business teams were given an excellent and wide-ranging briefing by the Consul-General Guy Warrington, dealing with the recent financial and economic problems and the prospects for recovery. In the calls that followed, the Lord Mayor discussed PPP with the Head of Dubai's Department of Finance, called on the Governor of the DIFC, had an audience with HH Sheikh Maktoum Al Maktoum, called on the Dubai Financial Services Authority (DFSA), presented diplomas at an ICAEW Graduation Ceremony in the company of this year's President, Martin Hagen, gave a keynote address at an International Dispute Resolution seminar, spoke at a joint Cass Business School/British Business Group Reception, and met with a number of the banking fraternity over Dinner.

11. In parallel with the Lord Mayor's Programme, the Business Delegation was briefed by the Dubai Chamber of Commerce and Industry on the prospects for Dubai as the Gulf economy and international trade recovered. The DCCI believed that the economy was highly geared to regional and world trade and that it would probably benefit from the relative success of the GCC economy.

Dubai's Debt

12. Dubai's debt was a central theme to both Gulf visits by the Lord Mayor. A great deal has been written about the scale of the debt and the steps needed to reduce it. Discussions with Ministers and those with considerable executive powers did not elicit much more than what is read in the wellinformed press. It is generally accepted that, if and when the debt is paid, few outside the inner-most

circle will know the final cost.

13. Central to Dubai sorting out its problems would be the restructuring of Dubai World and in particular Nakheel which lies at the core of the debt problem. Dubai World has estimated debts of US$59 billion - two thirds of Dubai's publicly acknowledged debt of around US$90 billion - of which they are trying to restructure US$26 billion. A team from Deloittes had been appointed to lead on the restructuring with a view to reaching a settlement with the banks by late May 2010. The outcome of that process remained unclear, but the restructuring team would probably look at Dubai World as two separate restructuring propositions: Nakheel and the rest of Dubai World Group. In the process, it was possible that the majority of creditors (over 50% of the total) would be paid off, leaving the few global players to negotiate the larger sums involved.

14. Of the two, the restructuring of Dubai World Group, that included DP World and Dubai Dry Docks, looked possible provided agreement could be reached with the banks to forgo interest repayments over a set period of time in return for guaranteed capital repayment. This would be combined with a programme of asset disposal. Nakheel was different. It had AED73Bn worth of debts, no economic justification, and would, under normal circumstances, be a candidate for bankruptcy. But non-financial considerations had to be taken into account. Nakheel was central to the Dubai property market and could be seen as being 'too big to fail'. If so, then a further significant Federal injection of capital would be needed and that, as already suggested, was by no means guaranteed. Such a settlement would require delicate negotiations with banks and other creditors. But the alternatives were stark; if Nakheel went bankrupt, there would be nothing to recover.

15. Dubai World was not the only Government Related Enterprises (GRE) with problems. Restructuring and consolidation of other government entities with exposure to the property market, such as Dubai Holdings, would probably be required along with further asset sales. But if Dubai World were to be placed on a sustainable footing, then Dubai PLC would have taken a major step forward. Further funding of the debt would remain a last minute issue, with the attendant risk of further damage to Dubai's reputation – but without the global reaction to the first incident in

November 2009. To date, the Federal authorities and Abu Dhabi had judged that the reputational risk to the UAE, and their own financial interests in Dubai, was such that Dubai could not be allowed to fail. The quid pro quo might include the transfer of assets, such as DUBAL and Emirates airlines, but the real price was likely to be greater transparency and greater Federalism. The role of SMEs in the Dubai survival plan was also recognised; their existence would be crucial for generating income from export and domestic business. It was imperative that money owed to them should be paid and that banks should be prepared to lend to those with sound business plans. Where necessary, local banks expected to be treated as 'senior debtors' and bailed out by the Government; but there were concerns all round that commercial debt might be transferred to sovereign debt – to the detriment of the Emirate.

Private Public Partnerships (PPP)

16. The priority for the Dubai Government up to 2012 was to deliver the rail projects, followed by Healthcare, Power and Water. After a 42% increase in public spending for 2009, spending was set to fall by 6% in 2010 while revenues were expected to fall by 12%. Fiscal tightening meant that for the first time Dubai was looking at alternative forms of financing such as PPP. This was discussed in some detail at the Department of Finance and on the call on HH Sheikh Maktoum Al Maktoum. The global economic slowdown, limited liquidity, and relative scarcity of credit have led many regional governments to consider PPP as a serious means of financing public sector projects. Unfortunately, local knowledge about PPP was often patchy and with no sense of ownership. Post had, therefore, proposed in its business plan, a phased approach to engage and educate local stakeholders.

17. With both parties, the Lord Mayor underlined the City's support for Dubai and discussed PPP assistance – based on experience accumulated over years of domestic and international collaborations. The UK would be happy to help Dubai find a model suitable for the local environment. The fundamental issue was to identify problems that could be solved by PPP and ensure that subsequent contracts were thorough. Edward Farquharson, Partnerships UK (PUK), who had had high level talks in 2009 with Post and a number of Government Departments, iterated his offer, working with UKTI support where necessary, to work with the Department of Finance to identify the project pipeline and assist in establishing a strategic PPP delivery unit. Such a project would include:

- An introduction to the PPP concept, its definitions and flexibility and the need for senior level

commitment.
- Formal seminars in Dubai (and Abu Dhabi) targeting senior government interlocutors and economic development agencies, focussing on the UK experience, PPP variants produced for different markets, and capacity building.

18. Initial discussions between Edward Farquharson, UKTI, and local stakeholders suggested enthusiastic buy-in to this model. There was now a requirement to identify in more detail ways of engaging PUK support which would include training and sharing public sector experience. The activities would be designed to introduce local interlocutors to the PPP concept. Private sector involvement would follow, once the groundwork had been completed. **Follow-up action –** Post and PUK would work together to develop a long-term working relationship with Government departments in Dubai notably: Transport, Power and Water, Department of Finance for project quality control, and Department for Economic Development for advice on a proposed strategy paper.

Dubai Financial Market (DFM)

19. The DFM shared its facilities and common trading platforms with NASDAQ Dubai which it would soon acquire. DFM lists 88 securities, including its own shares, 21 of which are from elsewhere in the GCC. The consolidation of a number of Exchanges was expected to accelerate across the Gulf; the region was over-provided with competing platforms and the future lay in a smaller number of larger exchanges, ideally all commercial (demutualised) entities. Meanwhile DFM's major challenge was liquidity. Users included international hedge funds and emerging market investors as well as local traders, and while trading in some issues was healthy, others were tightly held. To counter this, the exchange encouraged flotations and secondary issues, as well as wider institutional participation. DFM's immediate regulator, the DFSA, laid down a 25% free float but the Market would soon demand 55% - the level laid down by the Emirates Securities and Commodities Authority. There was growing pressure on all regional markets and listed companies to adopt international standards of transparency and disclosure.

Dubai Financial Services Authority

20. Over a lunch hosted by the Deputy Chief Executive, Ian Johnston, and senior colleagues, the DFSA team set out the Authority's mandate, which extended to all regulated forms and individuals operating within the Dubai International Financial Centre. As on previous visits, much was made of the DFSA's British roots and operating principles. While the Authority and the DIFC courts were developing a corpus of local rules and local precedent, the default law was that of England. The DFSA presentation was complemented by that of Misha Patel (Business Delegation) of the International Centre for Financial Regulation (ICFR). ICFR worked with the DFSA and with regulatory authorities at a pan-UAE level to advise on and implement new structures that reflected the changing conditions in the financial markets. There was considerable discussion on the development of skills in regulation and supervision among young Emiratis. **Follow-up action** Post, ICFR, and other London stakeholders will continue to develop the existing relationship.

Dispute Resolution Seminar, DIFC Conference Centre

21. This well-attended event was a joint venture between the DIFC, HM Consulate-General and various law firms based in London and in Dubai. Opened by the Lord Mayor, a comprehensive range of speakers set out the various structures available to those seeking resolution to commercial disputes, without recourse to litigation. Delegates included British-based lawyers practicing in the UAE, representatives of commercial firms based within and outside the DIFC, local lawyers and officials of business groups. The Seminar attracted favourable media coverage and it was clear that it also provided significant opportunities for networking and the development of business contacts. **Follow-up action –** Post would keep in touch with the four organisations to see if their initiative in setting up the seminar had borne fruit.

UAE - Abu Dhabi

22. The move from Dubai to Abu Dhabi was seamless with the Ambassador, HE Mr Edward Oakden CMG, providing a briefing on the country during the bus journey. The wider UAE economy was fundamentally sound and was likely to see strong growth in the medium term. Abu Dhabi's oil and gas-driven wealth, which included proven oil reserves of around 100 years, underpinned economic development throughout the UAE. GDP growth averaged 18% over the past few years, but was forecast to be closer to 0.5% for 2009 and 2010. Abu Dhabi's GDP per capita stood at around US$54,000. GNP had been flat in 2009 and was expected to grow in 2010. The UAE was the UK's

14th biggest export market, up by 30% in 2008, and by a further 13% in the first part of 2009, making it by far the UK's largest export market in the MENA Region. 80% of that went through Dubai and the Northern Emirates. As a result, the majority of British companies, not just banks, continue to base themselves in Dubai. The UK and the City are still regarded as the partner of choice for financial and professional education.

23. Abu Dhabi was seeking to play a more dynamic role in global financial services through its investments. Ranked No 5 in the list of top 5 financial centres, its various Sovereign Wealth Funds (SWFs) were estimated to have in excess of US$1 trillion invested globally. There were 52 banks in the UAE, of which 24 were national and 28 foreign banks, including Lloyds, Standard Chartered, Barclays, HSBC, and RBS. 22% of the total market was from overseas, of which HSBC and Standard Chartered account for 50% of total assets. In May 2008, the Emirates Insurance Association had 51 members, of which 24 were local and 27 foreign; the top three control 40% of the market. The non-life market led the insurance industry with local companies dominating the market. This includes motor, real estate, and construction. The life insurance segment remained underdeveloped (16% of total annual premiums) and Takaful accounted for a small share of the business, but was seen as the driver for future growth.

Abu Dhabi Programme

24. The first day saw the Lord Mayor calling on: the Department of Transport; Department of Economic Development (DED); the Governor of the Central Bank; and Mubadala, Abu Dhabi's domestic investment arm. That evening, he addressed the British Business Group (BBG) Reception and dined at the Residence with a cross section of the business community. The following day he was briefed at the Abu Dhabi Investment Authority (ADIA), had an unplanned audience with the Chairman of the Department of Finance, HH Sheikh Mohammed bin Khalifa Al Nahyan, who the Lord Mayor invited to the Banker's Dinner, visited the Zayed University College of Business, and called on the Minister of the Economy. **Follow-up –** Mansion House to invite HH Sheikh Mohammed Al Nahyan to the Bankers' Dinner.

Public Private Partnerships (PPP)

25. Unlike Dubai, Abu Dhabi had had a long-term interest in PPP that waxed and waned over the years. Given the problems resulting from the global crisis and Dubai's debt provision, PPP had once more become an attractive method of funding their ambitious infrastructure plans - not least those of the Departments of Transport and Economic Development.

26. At the DED, the Lord Mayor and Business Delegation were briefed on Vision 2030, – a national strategy aimed at diversifying from dependence on oil and gas, and focusing on renewable energy, pharmaceuticals, biotech, tourism, aviation, and aerospace. It assumed that Abu Dhabi's population would increase to 3.2m, with a new central district housing 370,000 and substantial commuting and leisure travel between different areas. It was anticipated that well-designed, modern and accessible transport systems would attract new customers. The plans were based on integrated routes and ticketing, incorporating a metro railway, buses, trams and water-buses, with 'park and ride' hubs in the residential districts. Outside the city, a fast rail link with Dubai was planned, together with freight routes as part of the renaissance of a railway network throughout the Arabian peninsular. In particular, a 327km highway into Saudi Arabia would be built as a PPP project and was already in procurement.

27. It was quite clear that the AD Dept of Finance would be playing a pivotal role in developing PPP further and Post would also follow up with them. It was again emphasised that UK involvement in structuring the projects and mobilising finance was welcome, as was contracting and civil engineering engagement. These ambitious and expensive plans generated several questions from the City side and agreement on common approaches towards privatisation and the promotion of exports and investment. They also enabled Edward Farquharson, once again, to set out the advantages of a PPP approach to funding and operating them. The Abu Dhabi side responded enthusiastically and invited those interested to have further discussions. **Follow-up action -** Post and PUK would work together to develop a long-term working relationship with Government Departments notably Finance, Economic Development, and Transport in Abu Dhabi. PUK/UKTI would invite AD Dept of Transport to London for a PPP workshop/project visits.

Financial Services

UAE Markets and Regulation

28. Financial services issues were also covered at the DED. There was a short discussion on the four main markets: The DFM consisting of Borse Dubai and Nasdaq Dubai; Dubai Mercantile Exchange; Dubai Gold & Commodities Exchange; and the Abu Dhabi Exchange (ADX). It was confirmed that stock exchange mergers were on the agenda at an AD and pan-UAE level and that the development of long-term savings vehicles – both 'conventional' and Sharia-compliant – was a priority. There was a continuing dialogue between the ADX and the London Stock Exchange but until the future of the UAE entities were known, those discussions were likely to remain on hold.

29. It was suggested by the Business Delegation that asset management vehicles should be a priority, opening up equity investment and encouraging the issue of shares in local companies. Market access remained an issue and discussions centred on: evolving regulations; insurance licensing; transparency; corporate governance; reciprocity, and Emiratisation which, with the exception of Banks, had yet to be made compulsory.

30. The Emirates Securities and Commodities Authority (ESCA) regulated and monitored the licensing of securities in the market. It also regulated stock companies, financial consultancies and some exchanges, including DFM, ADX and DCGX. Insurance services were also regulated at federal level under the authority of the Ministry of Economy. Banking and financial intermediation services were regulated at federal level by the Central Bank of the UAE and legal activities were regulated by the Ministry of Justice.

31. It was confirmed that AD intended to open a marketing office in London. The Lord Mayor offered the assistance of City of London Corporation in finding a location and setting this up and it was agreed to take this further. **Follow-up action –** Post would keep Jeremy Fern, in the EDO, apprised of the situation. The LSE would continue its dialogue with the ADX.

Central Bank of the UAE

32. The civic and business teams were warmly received by HE Sultan bin Nasser Al Suweidi, a past visitor to Mansion House. He and his colleagues set out the UAE approach to both the global situation and the Dubai loan crisis, gave optimistic forecasts on growth and inflation and looked forward to gradual and negotiated settlements of the outstanding Dubai loans. Discussions revolved around the banking stability and the level of provisions Emirati banks had made against bad debts. The governor was adamant that banks in the UAE were conservatively run and that a rigorous supervisory regime provided reassurance. Nevertheless, the Non Performing Loans (NPLs) within the UAE would probably increase fro 4.4%in 2009 to 6.4% in 2010.

33. The UAE Dirham would continue to be pegged to the US Dollar. He confirmed that there was much scope for developing ETQ links in banking, regulation and supervision and he encouraged British training providers and professional institutions to make contact with their Emirate counterparts. He thanked Cass Business School again for running a week's course in Jul 09 in London for him and senior Central Bank staff and thanked Mansion House for having hosted a lunch for them. On departure, the Lord Mayor invited the Governor to the Bankers' Dinner at Mansion House on Wed 16th June. **Afternote –** Cass had also started work with the Emirates Institute for Banking and Financial Studies (EIBFS) regarding a leadership development programme for senior UAE bankers. David Mellor and Prof Steve Thomas had met with the Deputy GM of EIBFS, Fri 19 Mar to discuss the project. **Follow-up –** Mansion House to invite the Governor to the Bankers' Dinner.

Mubadala – Ministry of Finance

34. Mubadala, Abu Dhabi's domestic investment arm specialising in venture capital, technology, privatisations and 'unconventional' routes, had assets exceeded $20bn. An initial briefing by Matthew Hurn, Head of Treasury provided an insight to its aims and objectives, highlighting some noteworthy projects including the manufacture of aerospace components, regional gas networks, aluminium smelting, and retail financial services. The long-term aim of 'delivering strong commercial and social returns' was emphasised, although this posed problems in benchmarking the agency – whether against sovereign wealth funds, holding companies, or venture capital firms. The majority was invested directly but some through Carlyle, of which it owned 7.5%. The agency was responsible for developing an education hub on Saadiyat Island, and said that a British university would be very

welcome to open a campus there.

35. During discussions it became known that Mathew Hurn would take over as President of the Association of Corporate Treasurers (ACT) from April this year. ACT was the leading professional body for international treasury providing the widest scope of benchmark qualifications for those working in treasury, risk, and corporate finance. They defined standards, promoted best practice, and supported continuing professional development. In answer to a question from the delegation, he said that Mubadala was open to the use of Islamic finance structures for long-term projects but was conscious that they could be both complex and expensive. After the meeting there was an opportunity to network with members of the Mubadala team and to discuss areas for joint ventures and other forms of co-operation. **Afternote –** In early March, Moody's Investor Service downgraded seven Abu Dhabi government-related-and-owned companies. This was the first serious and concrete sign of contagion from the Dubai position that government-owned-and-related entities were stand alone commercial companies. Costs of projects, including infrastructure projects, would have to be revised upwards and their feasibility reviewed. The development of PPP and a functioning debt capital market would become even more of a priority than has hitherto been the case. The reason for the downgrade was likely to be the lack of an explicit written and legally binding guarantee by the Abu Dhabi government. Moody's did say that Mubadala and two other 100%-owned companies would still get unconditional support from the government for the repayment of debt.

<u>Abu Dhabi Investment Authority (ADIA)</u>

36. The following morning the Lord Mayor and the delegation were entertained to breakfast at ADIA's new HQ. In 2008 ADIA and GIC, one of Singapore's SWFs, participated in the US Department of the Treasury-led development of 'principles for international investments'. ADIA was subsequently appointed co-chair, with the IMF, of the International Working Group of SWFs. In line with the Santiago Principles and after 40 years of absolute discretion, the hosts, a mixed group of Emirati, British and US nationals, led by their Global Head of Corporate Communications, Euart Glendinning, gave a comprehensive briefing on ADIA's conservative strategy, emphasising its preference for longterm investment and its policy of greater transparency regarding holdings and longer term strategic aims. This new approach, that included the breakdown of their investment strategy by asset class and region, but not, understandably, the sums involved, was much appreciated by all present and especially those involved with fund management.

37. Fundamentally, ADIA's investments were similar to pension funds, combining strong focus on long-term capital returns with a clear benefit for the greater good of its people. It was predominantly a passive investor, in that the overwhelming share of its portfolio consisted of minority stakes in companies in which it had no control rights, no board responsibilities, and no involvement in the management. The strategic allocation was unlikely to change, but the targets had yet to be reached. In the subsequent discussion, ADIA emphasised the important role of London as an investment hub and answered questions on the role of venture capital investments, the use of derivatives, and the global spread of real estate exposure. The role of ETQ within the overall structure of ADIA, not least in the analysis of global markets, was discussed and there was a positive reaction to working with the Cass Business School with a view to producing tailor-made MBAs and Executive Diplomas. The Lord Mayor extended an invitation to Euart Glendinning, to attend the City Banquet Tue 21 Sep 10. **Follow-up action –** Bashir Siman (Business Delegation and in-country UKTI Champion) would put David Mellor and Prof Steve Thomas from Cass BS in touch with Larry Kacher, Head of Training and Careers. Mansion House would invite Euart Glendinning to the City Banquet.

<u>Zayed University Business School</u>

38. After the Lord Mayor had addressed the faculty and a large group of female undergraduates studying a range of financial services topics, the Business Delegation divided into sector 'teams' and met groups of students, presenting the benefits and challenges of working in a particular area. They answered a wide range of sometimes incisive questions on the global business climate, the welcome accorded to Arab women in London, and the prospects for career advancement. This was followed by a successful media conference. The event was a new departure for a Lord Mayoral visit, but a very successful one. It provided proof that the future for the Gulf economies lay as much in the determination and high education of young women as their brothers, and that there was real interest in London's offering for ETQ and for professional experience.

<u>UAE-UK Financial Services Working Group (FSWG) Meeting with Ministry of Economy</u>

39. The final event of the UAE phase was a meeting of the joint FSWG at the Emirates Palace Hotel,

preceded by a private meeting between the Lord Mayor and HE Sultan bin Saeed Al Mansouri, the Minister for Economy, after which the latter left. During this time, members of the Business Delegation joined the roundtable discussions and were able to make promotional and policy points in support of various areas of financial services activity. On joining the meeting, the Lord Mayor delivered a keynote address emphasising the close links between the UK and Abu Dhabi. With 5 minutes warning, the BBG Chairman, Peter Michelmore, was charged with summarising the meeting. This he ably did, building on the BBG discussions that took place in London in October 2009, at which he was also present. Outcomes included:

A commitment on the UK side to present a summary paper detailing barriers to trade and investment in UAE at the next meeting, particularly in regard to company law and the existing licensing regime.

Agreement by the UK to support the UAE in the development of debt capital markets, with the UAE side offering to share their working paper on debt capital market development.

Agreement by both sides to progress education and training in financial and professional services. Exploration

by the UAE of a PUK-type organization for PPP.

A commitment by both sides to bring the EU-GCC FTA talks to a speedy and successful conclusion.

Follow-up action – Post and BBG would circulate the minutes of the meeting and encourage UK participation, such as PUK and IFSL, where appropriate.

Media contact

40. In Dubai, the Lord Mayor undertook one structured press conference and responded to a number of *ad hoc* media approaches. He was persistently questioned on issues including the negotiations between British banks and the Dubai authorities over the repayment or restructuring of loans and maintained the line that a mutually agreed settlement was the aim of both sides. The resulting media coverage was positive and set the scene for the rest of the visit.

41. In Abu Dhabi, the press briefing at Sheikh Zayed University provided the main media opportunity during the Abu Dhabi phase although the Lord Mayor was also asked press questions *ad hoc* on several occasions. Coverage was positive and was helped by the publication on the day of arrival of an authored piece by the Lord Mayor focusing on the scope for UAE-UK co-operation on education, training, qualifications and professional development.

Qatar

Background

42. After a delayed flight from Abu Dhabi, the civic and business teams went straight to the Embassy for a comprehensive briefing delivered by the Ambassador, HE Mr John Hawkins, his trade team, and local British businessmen. HMA started by outlining the importance the Emir, his influential wife, Sheikha Mozah, and the Prime Minister placed on personal relationships at the highest level. Whilst the UK had, in the past, underestimated this nice point, the opening of the South Hook Terminal by the Emir and HM The Queen, together with the recent spate of Ministerial visits had been hugely appreciated by the Emir and the Government. This increased flow of high level visits had concluded a number of important bilateral treaties on Double Taxation and Investment Promotion and Protection. The Lord Mayor's visit, so soon after the last, was a manifestation of this improving dialogue.

43. HMA went on to underline Qatar's growing importance as a global economic player and as a trading partner for the UK, supplying up to 20% of the UK's domestic gas requirements. Gas production itself, the foundation of Qatar's growing wealth, was likely to peak in 2013 and then stabilise for around 30 years. Forward contracts with a number of consumer countries guaranteed a steady income flow and as a result attention was turning to infrastructure development, international portfolio investment, healthcare, education, and downstream petrochemicals. The Qatari budget for 2010 was based on a level of $40 / bbl of crude oil equivalent and a significant surplus was therefore likely to be generated. Despite the global economic problems of the last year, Qatar's economy had continued to grow. Nominal GDP increased by around 11% in 2009 and anticipated growth for 2010 hovered around 15-20%. Qatar now had the highest *per capita* GDP in the world. The population was growing at around 10% a year and currently included 11,500 Britons.

44. Whilst not immune from the global slow-down, Qatar had been less affected than most. They had

continued to move ahead with their major pipeline of infrastructure projects and International investment had resumed. The Qatar Investment Authority (QIA) was relatively new and growing fast. It had already made a number of high profile UK investments – Barclays, the Shard of Glass, and increased interest in Canary Wharf. Exports had more than doubled in the last 5 years and increased 42% by Oct 2009. Investment was increasing even faster. Shell had led the way with the 'Pearl Gas to Liquids' facility at Ras Laffan, the centre of their Energy Sector - their largest investment ever - and Vodafone had won Qatar's second mobile and fixed licences. There were further opportunities in construction and for UK banks, lawyers and professional advisers.

Programme

45. The Lord Mayor and the Governor of the Qatar Central Bank addressed a Financial Services Seminar focussing on regulatory repair co-sponsored by the QCB and UKTI. The Lord Mayor then called on Minister of Finance, The Amir, HH Sheikh Hamad Bin Khalifa Al Thani, and the Prime Minister, HE Sheikh Hamad Bin Jassem Al Thani. A briefing at the Qatar Financial Centre (QFC) was followed by a visit to the Faculty of Islamic Studies at the Qatar Foundation (QF), an interview with Al Jazeera's Arabic Television and Diner hosted by the Qatar British Business Forum. The ratio of increasingly important high level calls - and the access they provide – compared to other events inevitably led to the somewhat limited follow-up

Calls on the Amir, Prime Minister and Finance Minister

46. It was clear from the start of all three audiences that the UK was considered a major strategic partner, underlined by the 15 year LNG contract, as well as a long-standing friend. As with many other Qataris, they had a number of major investments in the UK and considered Britain their second home. The Lord Mayor updated them on the City, outlining in some detail the challenges it faced not only as a result of the financial crisis but also the perceived threats from Asia and the East. The latter, in reality, was still some way off, but the fallout from the crisis was proving more difficult to manage. London, along with other major FS centres, recognised the need for sweeping changes, but not ones that needlessly allowed the competition opportunities to eclipse the City. Better regulation was required, but it needed to be as universal as possible – whilst remaining relevant. If the new regulation adopted by countries and regions was too diverse, it provided a degree of arbitrage which would favour those countries with a more lax regime. The present UK Government had taken a number of sensible measures at the start of the crisis, but had since introduced others that were seen to prejudice the city's prime position. The jury remains out - even though some of the practitioners had left London for cities with a more benevolent regulatory regime.

47. The Lord Mayor was reminded of the importance that Qatar attributed to inward visits and how pleased they were that more senior ministers had recently passed through Doha. The dialogue between the two Prime Ministers since Gordon Brown's visit in November 2008 had been significant, as was the opening of the Qatargas 2 link in May 2009. The Emir was keen to see links between Doha and the City strengthened further and wished to be kept in touch with the latest developments in the UK. Qatar "did not want to miss any good opportunities". The Prime Minister repeated these messages. He remained open to new investment and commented on two major UK projects that he hoped would be completed soon. He was confident of London's future but noted the Lord Mayor's concerns, saying that it was vital that London remained competitive.

48. The Finance Minister, Yousef Kamal, was upbeat about the prospects for the Qatari economy. He expected growth of 16% this year if the oil price remained at around US$70. The 2010 budget was likely to be 20% higher than the current year and based on an oil price of around US$55. The key priorities in the new budget would be education, health and infrastructure. Asked about regulation, the Minister confirmed that they were still on course for a unitary system under the aegis of the QCB. The Minister was also the Chairman of the Qatar Financial Centre (QFC) and had oversight of the QFC Authority. He saw considerable potential for asset management and insurance/re-insurance in Qatar and the wider region and would be seeking to develop these as core areas of business in 2010 including Joint Ventures with global companies – including Lloyds. UKTI had signed an MoU with the QFCA in 2008 establishing a financial services working group to look at ways of supporting reach other's objectives. The Lord Mayor concluded by re-emphasised London's welcome for investment from Qatar.

<u>Financial Services</u>

<u>Call on the Governor of the Central Bank</u>

49. The civic team and business delegation were received by the Governor prior to the seminar on regulatory repair and Islamic Finance. A number of issues were raised by both sides, including the future of the 'Shard of Glass' – the iconic building on the South Bank facing the City – to which Qatar remains fully committed; the project was making good progress and he hoped that it would open in 2012. The need for greater transparency in financial services and international convergence on accounting rules and standards was also discussed. The Governor expressed his confidence in the essential stability of London as a financial centre and its role as a focus for Qatari activity in real estate and other forms of investment. He said that the London operation of Qatar National Bank was growing in size and importance, but the UK should think twice about over-regulating international banks. The Lord Mayor agreed that proportionality was essential. Richard Thomas of Gatehouse Bank praised the role of Qatar in developing London's Islamic Banking sector and in helping to set agreed international standards. The Governor confirmed Qatar's support for London as the leading centre outside the Islamic world. His major concern was the need for more liquidity in the Sukuk markets. **Follow-up action –** Mansion House to invite the Governor to the Bankers' Dinner. Post would investigate the new regulatory system in search of ETQ opportunities.

Seminar on Regulatory Repair and Islamic Finance

50. The Lord Mayor gave the opening speech at this well-attended seminar, co-sponsored by the Central Bank and the British Embassy. It was chaired by Roy Leighton, a regular member of Mayoral business parties and Misha Patel of ICFR, a member of the delegation, was a leading presenter. Feedback from those taking part was very positive and it was especially clear that there was further scope for co-operation on regulatory development and on training and professional standards for regulator and financial practitioners.

The Qatar Financial Centre (QFC)

51. The QFC was a financial and business centre established by the Government and had been designed to attract international financial institutions and major corporations. The complimentary legal regulatory regime was made up of the QFC Regulatory Authority, the QFC Regulatory Tribunal and the QFC Civil and Commercial Court. To underpin the attractiveness of this regime the Government had appointed leading international judges, including Lord Woolf from the UK, of outstanding quality to resolve disputes in accordance with the law and the needs of Qatar and the international business community. Lord Woolf was President of the QFC Civil and Commercial Court and Sir William Blair was Chairman of the QFC Regulatory Tribunal.

52. The call on the QFC was timely given their recent announcement of a revised strategy and a number of key staff changes. They would now focus on asset management, reinsurance and captive insurance. Clearly the next big challenge for them would be the move to a single regulator and how that is communicated to their clients and the International Financial Community. Over a working lunch the Acting CEO of the QFC Authority, Mr Shashank Srivastava and the Deputy CE of the QFC Regulatory Authority, Mr Michael Ryan, together with senior colleagues, set out the role of the agencies and the place of the QFC in Qatar's economic development plans. It was emphasised that, unlike the DIFC, the QFC was a 'concept' rather than a free zone and a separate geographical area. Its aim was to attract international firms to do business in Qatar with high standards of regulation and transparency and a stable and predictable legal, fiscal and regulatory environment.

53. ETQ was a central theme and programmes were provided by a range of institutions, aimed at existing and aspiring practitioners. A key current priority was the development of an asset management hub, attracting mutual funds, wealth managers and family offices. It was acknowledged that the skills base to support this needed broadening. It was hoped that the owners of family companies could be encouraged to consider partial IPOs and to consider diversifying their business interests and their investment portfolios. **Follow-up –** Post, in conjunction with the CII, would focus on the insurance and re-insurance agenda during their next Working Group, once the changes in the QFC have been finalised.

The Qatar Foundation

54. At the impressive QF campus, the delegation was received by Dr Hatem Al Karanshawy, Dean of the Faculty of Islamic Studies. He described the faculty's growth since its foundation in 2006. 110 students from 390 nations were currently enrolled on three separate post-grad degree programmes. The Dean emphasised that the Faculty's aim was "to engage, not separate, from the world" and that it regarded Islamic finance as a full part of the international system. Co-operation with British institutions was a priority; agreements were in place with the Universities of Oxford and Durham, and

talks in progress with Chatham House. Professional development for members of Shariah advisory boards was a key focus and the Dean invited City institutions establishing such boards to contact him.

55. The Lord Mayor emphasised how important development of Islamic Finance was for the City and he and his team identified with the Faculty a number of good opportunities for building collaboration. The Lord Mayor offered to host a presentation or other event in London in order to bring the Faculty together with alumni, possible future students, Islamic finance practitioners, and academic or professional bodies with which it could work. **Follow-up -** Post would follow up with the QF on the Lord Mayor's suggestion of a City event in London and with specific institutions as part of the QFcommercial agenda. Post would revisit the suggestion of a Mansion House Scholar.

Media contact

56. Like his immediate predecessor, the Lord Mayor was interviewed on Al Jazeera's evening business news programme, broadcast by satellite to an extensive audience across the Mediterranean, North Africa, the Arabian Peninsular, and South Asia. He responded to a number of questions on his visit, the role of the City in trade with the Middle East, and current issues including the Dubai crisis and the future of banking. The Press coverage throughout had been excellent.

57. Follow up Action.

Country	Follow-up Action	Org/Dept
UAE Dubai	**(Para 18)** PPP - Post and PUK would work together to develop a long-term working relationship with Government departments in Dubai notably: Transport, Power and Water, Department of Finance for project quality control, and Department for Economic Development for advice on a proposed strategy paper.	Post / PUK / IFSL
Country	**Follow-up Action**	**Org/Dept**
UAE Dubai	**(Para 20)** DFSA - Post, ICFR, and other London stakeholders will continue to develop the existing relationship. **(Para 21)** Dispute Resolution - Post would keep in touch with the four organisations to see if their initiative in setting up the seminar had borne fruit.	Post / ICFR Post
UAE Abu Dhabi	**(Para 24)** Mansion House to invite HH Sheikh Mohammed Al Nahyan to the Bankers' Dinner. **(Para 27)** PPP - Post and PUK would work together to develop a long-term working relationship with Government Departments notably Finance, Economic Development, and Transport in Abu Dhabi. PUK/UKTI would invite AD Dept of Transport to London for a PPP workshop/project visits. **(Para 31)** Department of Economic Development, Abu Dhabi, to open a FS Marketing Office in London - Post would keep Jeremy Fern in the EDO apprised of the situation. The LSE would continue its dialogue with the ADX. **(Para 33)** Mansion House to invite the Governor of the Central Bank to the Bankers' Dinner Wed 16 Jun10. **(Para 37)** ADIA - Bashir Siman would put David Mellor and Prof Steve Thomas from Cass BS in touch with Larry Kacher, Head of Training and Careers. Mansion House would invite Euart Glendinning to the City Banquet. **(Para 39)** UAE-UK FSWG Meeting - Post and BBG would circulate the minutes of the meeting and encourage UK participation, such as PUK and IFSL, where appropriate.	Mansion House Post / PUK / IFSL Post / EDO / LSE Mansion House Bashir Siman/ Post Mansion House

		BBG / Post / PUK / IFSL
Qatar	**(Para 49)** Mansion House to invite the Governor of the Qatar Central Bank to the Bankers' Dinner. Post would investigate the new regulatory system in search of ETQ opportunities.	Mansion House
Qatar	**(Para 53)** Post, in conjunction with the CII, would focus on the insurance and re-insurance agenda during their next Working Group, once the changes in the QFC have been finalised. **(Para 55)** Post would follow up with the QF on the Lord Mayor's suggestion of a City event in London and with specific institutions as part of the QF-commercial agenda. Post would revisit the suggestion of a Mansion House Scholar.	Post / CII Post

58. The Lord Mayor wishes to thank the Consul-General in Dubai and the Ambassadors in Abu Dhabi and Qatar for their kind hospitality and invaluable advice throughout the visit. He would also wish to thank their staff for the considerable amount of hard work in preparing and providing such good programmes – not least in the light of the other VIPs and delegations that have recently transited the Gulf. The many instances of hospitality on and off duty were much appreciated, as was the presence of senior government officials and representatives of the business community on those occasions. Finally, he would like to acknowledge the support of the Business Delegation organised by the IFSL, and for the input from the EDO and UKT&I.

Annex A to
Programme Manager's Report
Dated 31 March 2010

Aims and Objectives for Lord Mayor's Visit to the UAE and Qatar: 6-11 February 2010 UAE

- Obtain access for the Business Delegation when meeting key players and decision makers in the market.

- Raise the City of London profile as a leading global financial services centre and the single most internationally focused financial market place.

- Follow-up Lord Mayors' recent visits with regard to ETQ, PPP, Risk Management and Islamic Finance.

- Highlight investment opportunities into the UK.

- Underpin the UK's commitment to the country and the region.

Qatar

Remind Qataris that the UK remains a sound investment destination and that the City of London remains the leading financial centre.

Strengthen our engagement with the QIA, as a major investor in the UK and the City, and to demonstrate our broad support for Qatari investments into the UK.

Explore the potential for education and training links within and beyond the QFC, including the Qatar Central Bank.

Promote the development of insurance business through the Joint Financial Services Working Group under the chairmanship of Stuart Pearce and Robert Gray.

Continue to press ministries for better market access through an improved investment environment thus making it easier and more attractive for foreign companies to set up and operate within Qatar.

Follow up with the Central Bank on the FOA Financial Risk Management Seminar run by the FOA 27 Apr 09.

Annex B to
Programme Manager's Report
Dated 31 March 2010

Business Delegation for Lord Mayor's Visit to UAE and Qatar: 6-11 February 2010

Serial	Participant	Company	UAE		Qatar
			Dubai	Abu Dhabi	
1	**Jeremy Fern**	**EDO (BisDel Leader)**	~	~	~
2 3	Richard Thomas Leina Kattan	Gatehouse Bank plc - CEO Gatehouse Bank	~ ~	~ ~	~ ~
4	Simon Havers	Baird Capital Partners - CE	~	~	~
5	Simon Vere Nicoll	Clyde & Co Corporate - Partner	~	~	~
6	Nicholas Hacking	ERI Banking Software Ltd - Director	~	~	~
7	Florence Eid	Passport Capital - MD for MENA	~	~	~
8	Michael Hodges	HSBC - MENA Business Development Director	~	~	~
9	Nick Tolchard	Invesco – MD International Development Division	~	~	~
10 11	Martin Hagen Amanda Line	ICAEW – President ICAEW – Director Middle East	~ ~	~ ~	
12	Misha Patel	ICFR Legal - Legal Council (Clifford Chance LLP)	~	~	~
13	Campbell Steedman	Norton Rose - Senior Partner, Hd of Corporate Finance	~	~	~
14	Edward Farquharson	Partnerships UK - Project Dir - Head of International	~	~	~
15	Simon Brickles	PLUS Markets Group plc - CEO	~	~	~
16	Martin Amision	Partner Trowers & Hamlins	~	~	~
17	Paul Ratman	DDCAP Limited - COO	~	~	
18	John Nichols	CISI	~	~	
19 20	Benjamin Aller Tim Taylor	SJ Berwin SJ Berwin	~ ~	~ ~	
21 22	Nick Parden Stephen York	Lovells Lovells	~ ~		
23	Deepak Chainani	ACCA - Country Manager UAE & Qatar	~		
24	Alex Fraser		~		
25	Ehsan Razavizadeh	Cass Business School Representative	~		
26	Per Larsson	UBS	~		
27	Andrew Clare	Cass Business School Representative		~	
28	Jaffer Mazaal	CII - Regional Manager GCC Markets		~	~

29	Lord Denman	V President MEA Al Farida consultant		~	~
30	Paul Lee	Hermes Equity Ownership - Service Director		~	~
31	Roy Leighton				~
32	Mahmood Faruqui				~
	Total		**26**	**24**	**19**

Annex C to
Programme Manager's Report
Dated 31 March 2010

LORD MAYOR'S VISIT TO UNITED ARAB EMIRATES and QATAR 6th – 11th February 2010

TIME	ENGAGEMENT
09.30	**The Lord Mayor, Alderman Nick Anstee,** leaves Mansion House accompanied by Senior Programme Manager (SPM), **Billy King-Harman.** Head of City Affairs, **Mr Jeremy Fern,** to join on aircraft.
12.35	Depart LHR Terminal 5 on flight for UAE / Dubai.
23.25	Arrive Dubai; met by Consul-General **Mr Guy Warrington.**

Sunday 7 Feb – Dubai

TIME	ENGAGEMENT
08.00	Programme Briefing for LM only over Breakfast with CG and DHM **Mr Dave Wells**
09.00	Economic Briefing on Dubai and the Financial Services Sector by C-G and DHM for LM and BisDel.
09.30	Depart Hotel for Department of Finance Ruler's Court [BisDel to visit – DIFC]
10.00	With Alderman Sheriff David Wootton (Allen & Overy) and Mr Ed Farquharson (PUK), call on Director General, Department of Finance, Ruler's Court, **HE Abdul Rahman Al Saleh.** Also in attendance Deputy DG, **Mr Mohamed Al Shihi, and** Director of Funds Management & CEO of Dubai Financial Support Fund, **Mr Marawan Abddin.**
10.45	Call on Senior Maktoum
11.45	Call on DIFC Governor, **HE Ahmed Humaid Al Tayer.** Also present: - CEO DIFC **- Mr. Abdulla Mohammed Al Awar** **-** Chief Economist, DIFC Authority **- Dr. Nasser Saidi** **-** Executive Director, Strategy **- Mr. Chirag Shah** Before joining BisDel for….
12.30	Regulation roundtable – working sandwich lunch hosted by Deputy CEO & MD DFSA, **Mr Ian Johnston.** Also present: - MD Supervision **- Mr. Michael Zamorski** **-** Dir Policy & Hd of Islamic Finance **- Mr. Peter Casey** **-** Dir International Relations **Mr. Mark McGinness**
14.00	Arrive Capital Club, Met by Regional Director, ICAEW Middle East, **Ms Amanda Line,** and President **Mr Martin Hagen.** Lord Mayor officiates at a

	graduation ceremony for new chartered accountants in the Region.
15.00	Arrive DIFC for Dispute Resolution Seminar; met by host **Mark Beer,** Registrar, DIFC Courts. Speakers: **- Lord Mayor; Alderman & Sheriff David Wootton** Allan & Overy **Dr Ahmed Bin Hezeem,** Director, Dubai Courts; **Essam Al Tamimi,** Al Tamimi & Co; **Sir Anthony Evans,** DIFC Courts; **Adrian Winstanley,** DIFC LCIA Arbitration Centre VIPs: **Mr Mark Beer,** DIFC Courts; **Ms Jehad Kazim,** DCCI; **Ms Lubna Qassim,** BBG **HE Justice Ali Al Madhani,** DIFC Courts; **Dr Jamal Al Sumaiti,** Dubai Judicial Institute **HE Justice Omar Al Muhairi,** DIFC Courts; **Dr Hussam Talhuni,** DIAC **Mr Joseph Huse,** DIFC-LCIA; **Mr Karim Nassif,** Habib Al Mulla & Co.
TIME	**ENGAGEMENT**
16.00	Media interviews – Executive Club Meeting Room, Level 43.
18.00	British Business Group Reception hosted by Chairman, **Mr Mark Beer.** Cass Business School Alumni also present; representative – **Mr Ehsan Razavizadeh**
20.15	Dinner with UK bankers hosted by C-G at Vu's Restaurant, Emirates Towers Hotel; to include the Civic Party.

Monday 8 Feb – Dubai/Abu Dhabi

TIME	ENGAGEMENT
07.45	Leave Dubai for Abu Dhabi (AD) by car – HMA to give verbal brief en route.
10.15	Call on Chairman of the Abu Dhabi Department of Transport, **HE Abdulla Rashid Al Otaiba.** Short presentation followed by roundtable discussions on potential for PPP.
11.45 12.00 to 12:45	Arrive AD Department of Economic Development; call on Chairman, **HE Nasser Ahmed Al Sowaidi.** Introductions by **Lord Mayor** and **HE Nasser Ahmed Al Sowaidi.** Presentation about Abu-Dhabi by T&I Promotion Advisor, **Mr. Sebastien B. Delasnerie.** Roundtable discussions: 1. UK-Abu Dhabi PPP cooperation – taking forward the PPP agreement. 2. Abu Dhabi as a financial services centre. 3. 2-way secondments e.g. Inward Investment and Trade Promotion; AD economic research institute; Abu Dhabi Office in the City of London.
13.15	Arrive Central Bank; call on Governor, **HE Sultan Bin Nasser Al Suweidi** for discussions on Regulation prior to…..
13.30	Networking lunch. Attendees from Central Bank: HE The Governor **Mr Saeed Al Hamiz,** Senior Executive Director of Banking Supervision and Examination Department (BSED) **Mr. Saif Al Shamsi,** Senior Executive Director of Treasury Department **Mr Abdulrahim Al Awadi,** Assistant Executive Director In-Charge of Anti Money Laundry and Suspicious Cases Unit; **Mr Saleh Allaw,** Senior Manger at BSED; **Mr Ahmed Al Qamzi,** Manager of Strategy Unit

15.15	Arrive Department of Finance; met by Director Treasury, Mubadala, **Mr Matthew Hurn,** for Investment presentation.
19.00	LM attends British Business Group reception hosted by Chairman, **Mr Peter Michelmore.**
21.00	Financial Services dinner hosted by HMA.

Tuesday 9 Feb – Abu Dhabi/Qatar

TIME	ENGAGEMENT
07.45	Arrive AD Investment Authority (ADIA) for breakfast briefing on SWF by: **Euart Glendinning,** Corporate Communications; **Yousif Khouri,** Strategy Unit **Larry Kacher,** Training & Careers; **Andrew Peterson,** Internal Equities Department **Chris Koski,** Infrastructure
09.00	Arrive ZUBS met by the Provost, Chief Academic and Operating Officer of Zayed University, **Mr Dan Johnson** for Address and roundtable discussions. - Welcome by the Dean and Keynote address - LM - Roundtable discussions led by section heads with students: Accountancy; Investment; Banking; Legal; Regulation/Insurance (tbc)Financial Services
TIME	**ENGAGEMENT**
11.30	LM and BisDel call on Minister for Ministry of Economy, **HE Sultan bin Saeed Al Mansouri,** for Financial Services Working Group Meeting. Joined by Chairman BBG – **Mr Peter Michelmore** and **Jeremy Parrish,** SCB - Introductory remarks from the Minister and LM (agenda attached separately). - Financial Services Working Group Meeting; Bi-Lateral between the Minister and LM. - Special Reps from each group to report back; Minister and LM rejoin the WG for closing comments. Networking lunch.
15.10	Depart for Doha on flight.

Tuesday 9th Feb - Qatar

TIME	ENGAGEMENT
15.00	Arrive Qatar – met by **HMA, HE John Hawkins** and Director of T&I, **Mark Ellam.**
17.00	Briefing with **HMA** and CEO HSBC Qatar, **Abdul Hakeem Mostafawi,** Managing Partner, Middle East, Eversheds LLP, **Christopher Jobson,** and Partner Advisory Services PwC, **Stephen Anderson.**
17.45	Local newspaper interviews in the Embassy Glass Room - Al Sharq Newspaper (Arabic) with **Walid Dorai** and The Peninsula (English) with **Nasser Al Harthy**
18.30	Welcome reception hosted at residence by HMA, supported by Clyde & Co LLP.

Wednesday 10 Feb – Qatar

TIME	ENGAGEMENT
08.30	Attend opening of financial services seminar on regulatory repair and Islamic finance co-hosted by Qatar Central Bank. Opening remarks by Governor of the Qatar Central Bank, **HE Sheikh Abdullah Saoud Al Thani** and The Lord Mayor followed by private meeting with the Governor.
10.00	Call on the Minister of Economy & Finance, **HE Yousuf Hussein Kamal.**
11.00	Courtesy call on **The Amir, HH Shaikh Hamad bin Khalifa Al Thani**
12.00	Call on the Prime Minister, **HE Sheikh Hamad bin Jassem.**
13.15	Arrive at the Qatar Financial Centre; Briefing from Acting CEO of QFC Authority, **Mr Shashank Srivastava,** and Acting Chief Executive of the QFC Regulatory Authority **Mr Michael Ryan.** Light lunch hosted by QFC
15.10	Arrive at the Qatar Foundation for call on the Dean of the Faculty of Islamic Studies, **Professor Prof Dr Hatem El Karanshawy;** followed by roundtable discussion with staff and students from the Faculty.
18.00	Arrive at Al Jazeera Arabic Television for live interview for the business programme.
19.30	Arrive Hotel for Qatar BBG Dinner hosted by their Chairman, **Mr Robert Muir OBE**
23.55	Depart Qatar for LHR (via Bahrain)

Thursday 11 Feb – London

07.45 Lord Mayor arrives Mansion House.