

UAE 2031: Where strategy becomes opportunity



Executive Summary: What the report means for UAE companies

The UAE's growth plans are more than national ambitions – they can help businesses decide where to compete, what to invest in and when to act.

This report explains how companies can turn the UAE's economic priorities into commercial opportunities. It connects three levels: **national strategies** that set the direction, **emirate-level plans** that shape where investment happens, and **sector programmes** that provide practical routes into contracts, partnerships and funding. Its purpose is to help businesses distinguish a promising government announcement from an opportunity they can actually pursue.

How UAE companies can benefit

1 FIND OPPORTUNITIES TO WIN BUSINESS

The report highlights how local manufacturing, hiring and capability development can strengthen a company's position in procurement. In particular, the 'National In-Country Value' programme links local economic contribution to access and competitiveness in the purchasing programmes of participating government entities and major national companies.

2 MAKE BETTER INVESTMENT AND EXPANSION DECISIONS

Not every opportunity is equally ready, and not every emirate offers the same advantages. The report helps businesses assess where their activities fit best and distinguish opportunities worth resourcing now from those requiring longer-term preparation.

3 IDENTIFY SUPPORT AND ROUTES TO NEW MARKETS

It points companies towards relevant institutions and mechanisms, including industrial financing, manufacturing expansion support, technology licensing and regulatory programmes, and preferential trade arrangements under 'Comprehensive Economic Partnership Agreements'. This provides a starting point for identifying whom to approach and how to participate, not a guarantee of eligibility or access.

4 STRENGTHEN RELATIONSHIPS AND COMMERCIAL POSITIONING

The report explains why companies need a clear, credible account of how they contribute to UAE priorities. Combined with identifying the right government and industry stakeholders, this helps turn a general ambition to grow into a focused engagement plan.

Where the report sees opportunities



Now: *pursue commercially accessible opportunities*

Advanced manufacturing and industrial localisation, applied artificial intelligence and the digital economy, and global connectivity and trade platforms form the immediate-opportunity tier. The report places them here because funding, access mechanisms and evidence of execution are already present.



Next: *build your position while markets develop*

Talent and lifestyle ecosystems -including healthcare, education and skills- and energy transition and deep decarbonisation offer opportunities, but supporting services, markets and regulatory frameworks are still developing.



Longer term: *develop capabilities and partnerships*

Deep science, space, frontier technologies, and food and agricultural security require longer planning horizons. Importantly, the report identifies near-term procurement openings within food security, despite its longer-term national objectives.



What: *business leaders should do next*

The recommended approach is to define where your business fits, assess its capabilities and gaps, prioritise opportunities by timing and commercial value, and build an action plan with named owners, resources and deadlines. Understanding the UAE's direction is useful; being organised and ready to act on it is the competitive advantage.

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complete report*

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