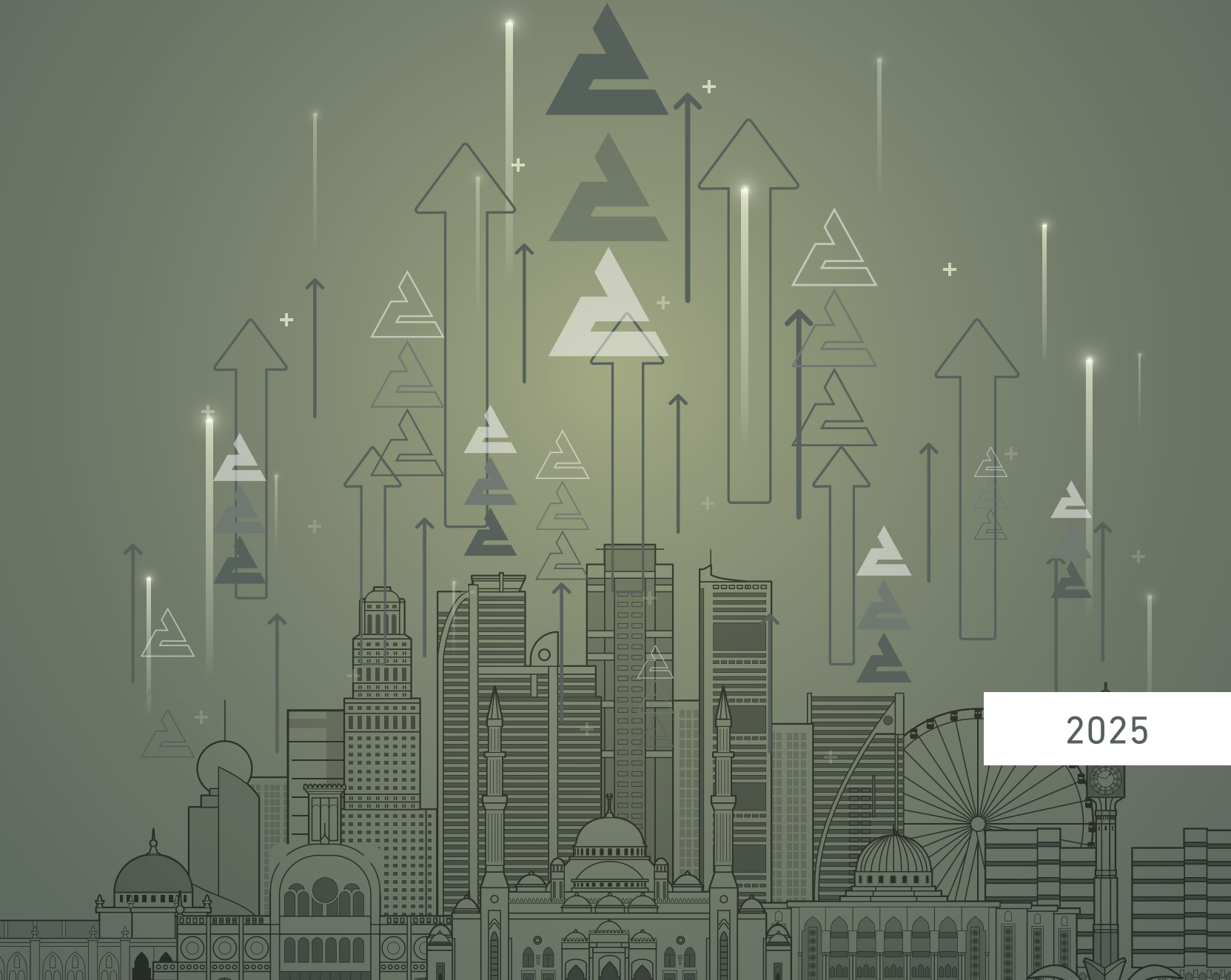




Annual Report

New Launch Towards Sustainable Economy



2025



His Highness Sheikh
Dr. Sultan bin Mohammed Al Qasimi
Member of the Supreme Council
Ruler of Sharjah



His Highness Sheikh

Sultan bin Mohammed bin Sultan Al Qasimi

Crown Prince Deputy Ruler of Sharjah

Chairman of Executive Council



Hamad Ali Abdalla Al Mahmoud
SEDD Chairman

Sharjah's Economy... A Renewed Vision and a Sustainable Future



+ 84,000
Active licences in the Emirate



8,800 Licence
in Sharjah City



In line with the wise vision of HH Sheikh Dr. Sultan bin Mohammed Al Qasimi, Member of the Supreme Council and Ruler of Sharjah, and the wise directives of HH Sheikh Sultan bin Mohammed bin Sultan Al Qasimi, Crown Prince and Deputy Ruler of Sharjah, and Chairman of the Executive Council, the Emirate of Sharjah continues to strengthen its development model of a balanced economy founded on a sustainable knowledge-based approach. This model enhances quality of life and places people at the centre of development and its ultimate objective.

Building on this vision, the Sharjah Economic Development Department (SEDD) continued, throughout 2025, to support economic growth and enhance the Emirate's attractiveness to both local and foreign investment. This has been achieved through the development of an integrated business

environment grounded in innovation, flexibility, and institutional integration, in alignment with the Government of Sharjah's direction towards a more diversified and sustainable economy. The year 2025 reflected a range of qualitative indicators demonstrating the strength and sustainability of the local economy. The number of economic licences exceeded 84,000 licences, achieving growth of 7%, while issued licences recorded exceptional growth of 34%. These figures clearly indicate the accelerating pace of economic activity and the growing confidence of investors in the Emirate's business environment. They also represent a tangible expression of a dynamic economic system capable of adapting to change and generating opportunities.

Sharjah City recorded strong economic activity, with a total of 8,800 business licences in 2025, and remaining the principal

“ **38%**
Growth in foreign investment
within the Emirate ”

“ **330,000**
Digital transactions completed ”

driver of economic momentum in the Emirate. Meanwhile, the Eastern Region recorded the highest growth rate at 69%, with a total of 1,084 licences, followed by the Central Region with growth of 42%. This reflects the expansion of economic development across the Emirate and the success of a balanced approach to the distribution of investment. This growth is also evident in the diversification of economic sectors, particularly those linked to the digital economy. E-commerce licences recorded notable growth of 33%, reaching 637 licences, alongside the expansion of home-based projects under the “Eitimad” licence, which grew by 21%, reaching a total of 1,348 licences. This highlights the expansion of flexible business models and reinforces the role of the digital economy within the Emirate. Within the framework of comprehensive economic empowerment, SEDD continued to support national enterprises and strengthen the role of women in economic activity. Licences issued to businesswomen recorded growth of 7%, reaching 1,286 licences, while Emirati businesswomen maintained a strong presence, topping the list of female investors with a total of 4,725 investors. This clearly reflects Emirati women’s leading role in driving projects and advancing economic development. Foreign investment also

recorded significant growth of 38%, reflecting the confidence of international investors in Sharjah’s business environment, supported by legislative stability and integrated infrastructure. At the level of digital transformation, SEDD continued to implement its ambitious vision of building an integrated system of smart and proactive services. This has been achieved through the adoption of advanced technologies, foremost among them artificial intelligence, and the development of comprehensive digital services that have accelerated procedures, reduced transaction completion times, and enhanced customer satisfaction. This progress is reflected in the increase in digital transactions to more than 330,000 transactions in 2025, representing growth of 1.6%, alongside an increase in “Smart Investor” transactions of 8.1%, reaching 76,711 transactions, and the execution of 635 transactions through artificial intelligence technologies, demonstrating the expanding adoption of smart solutions. This progress is matched by advanced levels of efficiency in service delivery, with 73.8% of transactions completed in under five minutes, and 94.9% completed in under one hour, with an average completion time of 23 minutes. These results support the Government of Sharjah’s direction towards zero bureaucracy and the achievement of high levels of

governmental efficiency.

In parallel, SEDD placed strong emphasis on investing in human capital as the cornerstone of sustainable transformation. More than 310 training programmes were implemented, benefiting 2,277 employees, alongside more than 120 specialised programmes and workshops in the fields of technology, leadership, and innovation. A significant proportion of these programmes focused on digital transformation and advanced technologies, contributing to enhancing employees’ knowledge readiness and strengthening their future capabilities. The achievements realised in 2025 are the result of a clear vision, integrated institutional work, and effective partnerships across various entities. These achievements reinforce confidence in our ability to continue the journey of excellence and to realise further accomplishments aligned with the aspirations and future ambitions of the Emirate of Sharjah. In conclusion, we extend our sincere appreciation and gratitude to all partners, work teams, and everyone who contributed to achieving these accomplishments. We reaffirm our continued commitment to working in a spirit of one team to build on what has been achieved and to realise further successes in the years ahead.



Fahad Ahmed Al Khamiri
SEDD Director

A Qualitative Transformation in Institutional Performance and Digital Services

Developing a flexible and stimulating business environment that supports growth and sustainable investment

Protecting markets and safeguarding consumer rights as a top priority

The year 2025 marked a significant milestone in the journey of SEDD, as it continued to implement its development plans in line with an institutional vision focused on enhancing operational efficiency, improving service quality, and supporting an integrated business environment that contributes to sustainable economic growth. These efforts are guided by the vision of HH Sheikh Dr. Sultan bin Mohammed Al Qasimi, Member of the Supreme Council and Ruler of Sharjah undertook a comprehensive development of its operational framework by simplifying procedures, re-engineering several services, and advancing digital transformation. These efforts contributed to reducing transaction processing times, improving customer satisfaction, and delivering a more flexible and seamless service experience. At the same time, emphasis was placed on strengthening integration across departments, thereby supporting the efficient achievement of strategic objectives.

Performance indicators recorded during the year reflected this direction, with economic licences witnessing notable growth in both number and diversity, alongside a continued increase in issued licences. This demonstrates the vitality of economic activity in the Emirate and the confidence of investors in its business environment. Activities linked to the digital economy and start-ups also emerged as key areas of growth, driven by the expansion of modern business models.

The Emirate also recorded significant growth in foreign investment, supported by a flexible regulatory environment and advanced infrastructure, which have enhanced Sharjah's appeal as a regional and international investment destination. This growth was evident in the diversity of economic licences across commercial, professional, and industrial activities, alongside the expansion of sectors associated with the digital economy. Together, these indicators reflect the broadening base of

the local economy and the diversity of its sectors. In this context, the Department continued to support entrepreneurs and start-ups by providing an integrated ecosystem of services and incentives that stimulate innovation and encourage business establishment. This contributes to strengthening market dynamism and reinforces the Emirate's ability to achieve balanced and sustainable economic growth. As part of enhancing its regulatory and supervisory role, SEDD intensified its efforts in market monitoring and the regulation of commercial practices, ensuring consumer protection and improving compliance levels. At the same time, it developed regulatory mechanisms using advanced technological tools, contributing to improved data accuracy and faster response times. SEDD also placed strong emphasis on developing human capital through the implementation of specialised training programmes, fostering a culture of innovation, and

empowering national talent. These efforts contribute to enhancing institutional readiness and supporting the transition towards an advanced digital economy. In terms of partnerships, SEDD continued to strengthen cooperation with various government and private entities, both locally and internationally, facilitating the exchange of expertise, the development of economic policies, and the enhancement of the Emirate's competitiveness at both regional and global levels. The achievements realised during 2025 are the result of integrated institutional work and effective collaboration among teams and partners. These accomplishments reinforce our commitment to continuously improving performance and advancing services in line with the aspirations of the Emirate of Sharjah towards a more sustainable and innovative economic future.



Sustainable Strategy

The Sharjah Economic Development Department, as a key driver of sustainable economic development in the Emirate, is committed to a strategic planning approach. In this context, it aligns its strategic plan with both local and federal government plans with the aim of realising the leadership's vision of fully supporting the business community in a manner that meets the aspirations of citizens and residents alike.

Mission

To achieve comprehensive economic development and foster a competitive business environment through strengthening institutional capabilities, leading to a competitive, diversified, and sustainable economy that delivers economic prosperity for the business community in cooperation with strategic partners.

Vision

A competitive, diversified, and sustainable economy

Strategic Pillars

- Sustainable economic growth
- Competitive business environment
- Strategic partnerships
- Distinguished institutional capabilities

Institutional Values

SEDD institutional values built on the following foundations :

- Competitiveness
- Sustainability
- Leadership and innovation
- Effective partnerships
- Transparency and flexibility
- Institutional collaboration and teamwork

Organisational Structure

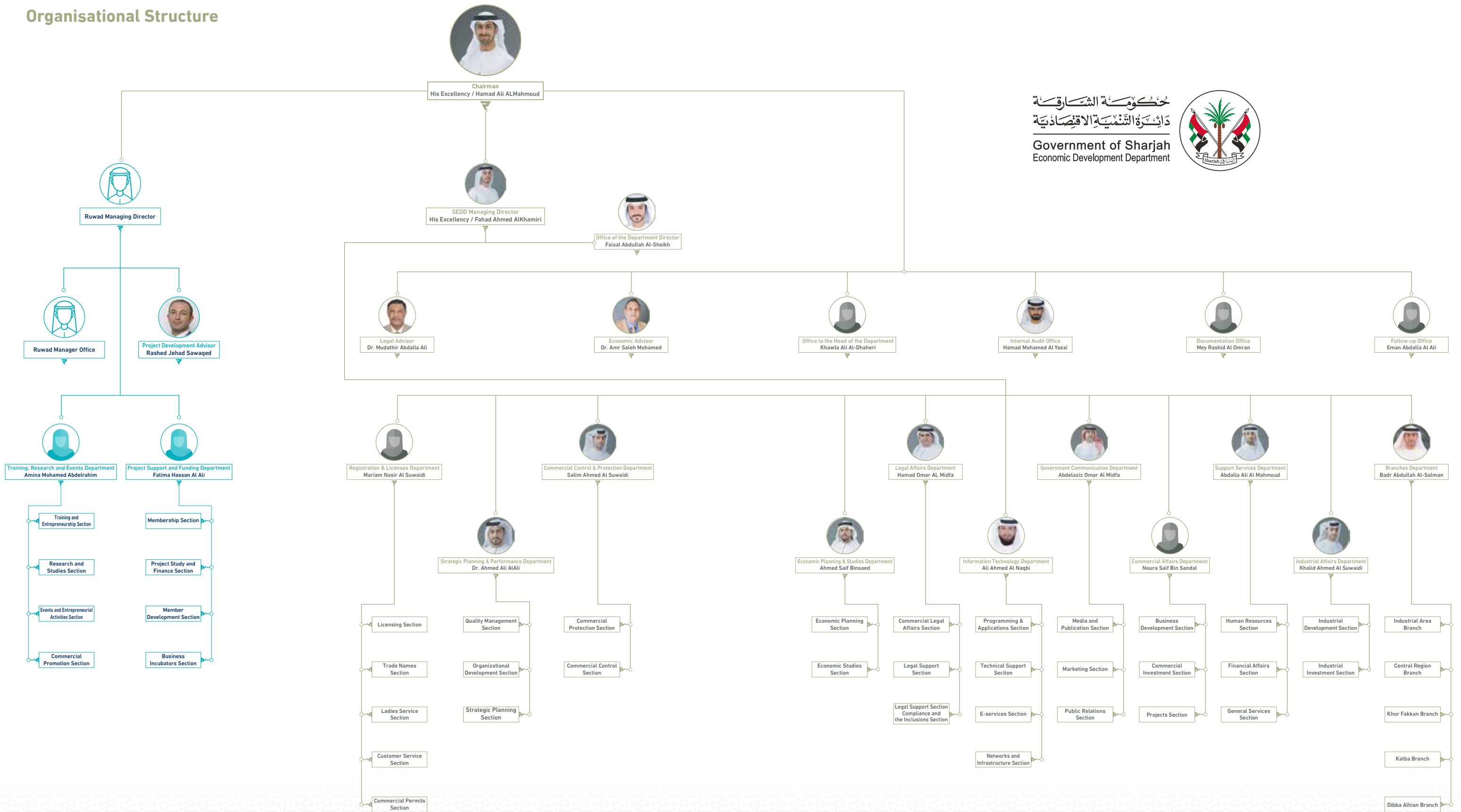


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SharjahEconomic



Fresh Push

Towards Sustainable Economic Development

Under the wise leadership of HH Sheikh Dr. Sultan bin Mohammed Al Qasimi, Member of the Supreme Council and Ruler of Sharjah, and in light of the rapidly evolving global economic landscape, the Emirate of Sharjah stands out as an exceptional model for balancing ambitious economic growth with social sustainability through a comprehensive and sustainable development vision that strengthens its position as a leading economic destination.

In line with its commitment to continuous development as a firmly established strategic approach, SEDD announced the launch of its new institutional identity under the slogan

“**84,443**
Number of Issued
and Renewed Licenses”

“New Prospects for Sustainable Economy”, in keeping with its vision for sustainable economic development. The 2025 annual report serves as a record of a transformative phase in the journey of SEDD. The figures and growth indicators achieved provide an accurate embodiment of the wise leadership’s vision for building a competitive, diversified economy driven by innovation and knowledge. Sharjah’s economy achieved clear and tangible growth in commercial activity, with total issued and renewed licences increasing by 7% to 84,443 licences, while newly issued licences recorded a sharp increase of 34% to 10,953

“**70%**
Reduction in in-person customer visits,
due to the success of Customer Experience
Enhancement Initiatives”

licences. This is an important indicator of the confidence of both the local and international business community in Sharjah’s investment environment. Digital transformation also delivered notable growth rates, with newly issued home-based licences under “Eitimid” growing by 56%, followed by newly issued e-commerce licences at 50%. This confirms the flexibility of the local economy and its ability to absorb both traditional and modern business models, supporting the Emirate’s direction towards diversifying income sources, strengthening the digital economy, and consolidating a competitive and sustainable business environment.



The Emirate also strengthened its share in attracting international investment. Total issued and renewed foreign ownership licences recorded strong growth of 38%, reaching 19,411 licences, while renewed licences in this category increased by 40%, confirming the continuity and expansion of existing foreign investment. In terms of investor nationalities, Indian investors led the list with 5,777 investors, followed by Pakistani investors with 2,096, then Bangladeshi investors with 1,641 and Syrian investors with 1,402.

Growth was not confined to the Emirate's centre but extended across all regions in a manner that reflects balanced development. The Eastern Region achieved an economic surge of 69%, followed by the Central Region at 42% and Sharjah City at 30%. This successful geographical distribution of growth reflects SEDD's plans to distribute development gains and strengthen economic infrastructure across all regions within a comprehensive development vision.

At the level of national human capital, SEDD achieved a high Emiratisation rate of 97%, with 543 Emirati employees

out of a total workforce of 598. At the same time, Emirati women continued to demonstrate an exceptional role, with total women's business licences reaching 5,697 licences. Emirati businesswomen topped the list of female investors with 4,725 investors, clearly reflecting their leadership and confidence in the national business environment, and their pivotal role in driving economic development. This presence demonstrates the capability of Emirati businesswomen to lead projects across various sectors.

In parallel, SEDD intensified efforts to develop its internal capabilities. The most prominent achievement was obtaining ISO/IEC 42001:2023 certification for Artificial Intelligence Management, making SEDD a pioneer at the state level in this field. "Zero Bureaucracy" initiatives also succeeded in reducing on-site visits by customers by more than 70% and eliminating paper requirements in more than 80% of integrated services, marking a clear shift towards a proactive digital service ecosystem that saves time and effort and enhances customer happiness.

SEDD also achieved important progress within the legal



ecosystem, as the total number of documented contracts rose to 27,453 contracts, representing growth of 36%. Contract documentation transactions recorded notable growth, especially articles of incorporation, which reached 9,337 contracts. Total digital transactions also grew by 1.6% to 330,664 transactions.

During 2025, SEDD strengthened its institutional presence through wide participation in specialised exhibitions and events, in addition to holding 89 coordination meetings and receiving delegations from friendly countries to broaden horizons of international cooperation. Its participation included the World Investment Conference 2025, Make it in the Emirates, the World Governments Summit, the AIM Investment Summit, the Global Investors Forum in Georgia, and the Future Economy Forum.

The Planning and Economic Studies Department also issued 587 reports, including 111 periodic reports, 48 quarterly reports and 428 requests prepared at the request of departments. These reports covered different time intervals - monthly, quarterly and annual - to monitor overall

economic performance, achieving a 100% completion rate in responding to study and report requests through internal systems (the Labeyh system).

The Studies Section completed five specialised research papers and studies aimed at developing other vital economic sectors, in addition to routine periodic reporting. SEDD also focused on providing advice and technical support to factories and studying the challenges they face to produce recommendations and decisions that support industrial investment in the Emirate.

SEDD's performance in 2025 confirms that what has been achieved is only one milestone in an ongoing journey towards the summit. The data and statistics contained in this report paint a clear picture of an economy that does not stand still and provide a testimony of success for an Emirate that places innovation and sustainability at the heart of its development strategy. SEDD succeeded in translating its strategic vision into a tangible reality, supported by numerical indicators that reflect investor confidence and the strength of the legislative and technological infrastructure.

Investments

1

- ▶ Development Indicators and Looking Ahead to the Future of Business
- ▶ Accelerated Growth in Business Licences Reflects the Attractiveness of Sharjah's Business Environment
- ▶ Diversity of Business Licences Reinforces Integration of Activities and Enhances Investment Activity
- ▶ National Leadership
- ▶ Empowering Women Entrepreneurs as a Pillar of Economic Growth
- ▶ An Attractive Investment Environment for Foreign Ownership



Development Indicators and Looking Ahead to the Future of Business

Sharjah's economic performance in 2025 reflects the continuation of the development momentum witnessed by the Emirate, driven by an attractive business environment and flexible regulatory policies that support private sector growth and the expansion of investment activities. The total number of issued and renewed economic licences reached 84,443, compared with 79,165 in 2024, representing overall growth of 7%. These indicators confirm the resilience of the

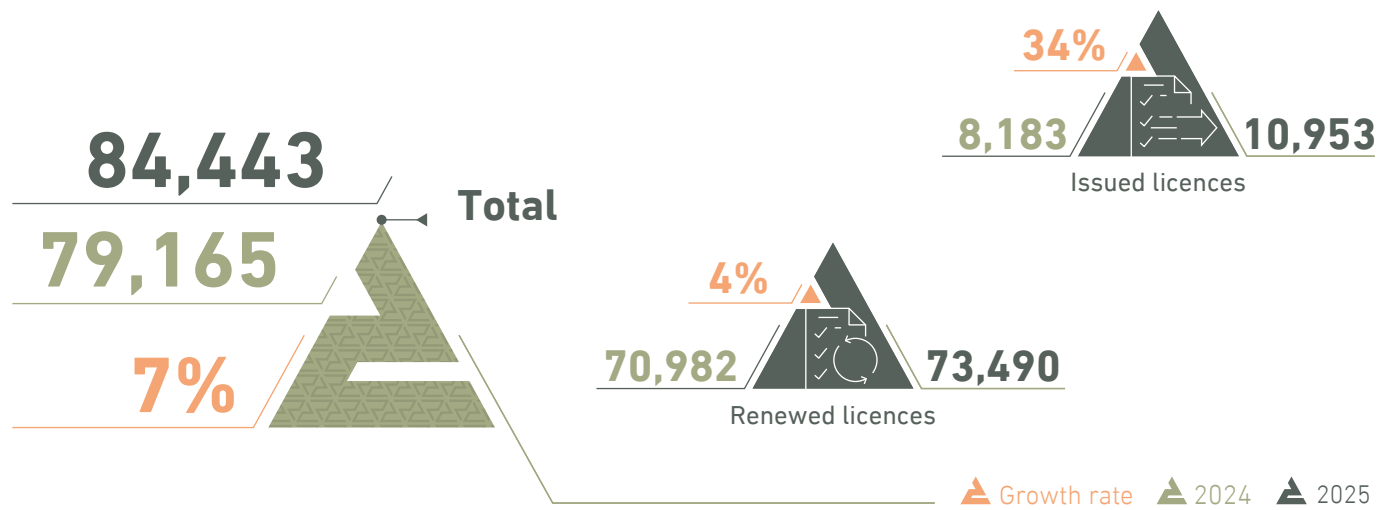
Emirate's economic environment and its ability to attract investment and stimulate both business establishment and continuity.

Qualitative indicators also emerged in 2025 to reflect the diversity and breadth of the economic base. E-commerce licences grew by 33%, home-based "Eitimad" licences rose by 21%, and newly issued national licences increased by 8%, reflecting continued support for national projects and emerging economic initiatives. Geographically, the

Eastern Region recorded the highest growth in granted licences at 69%, followed by the Central Region at 42%, highlighting the success of a balanced development approach and the widening spread of economic activity across the Emirate.

Regarding priority economic segments, licences issued to women entrepreneurs grew by 7%, while Emirati businesswomen continued to top the list of female investors with 4,725 investors, reflecting their

established presence on the economic scene. Foreign ownership licences also recorded strong growth of 38%, reflecting increasing confidence among foreign investors in Sharjah's business environment. This integrated performance confirms the success of the Emirate in consolidating a competitive and sustainable economic model that combines support for national investment, women's empowerment, the attraction of foreign capital, and the promotion of the digital economy.

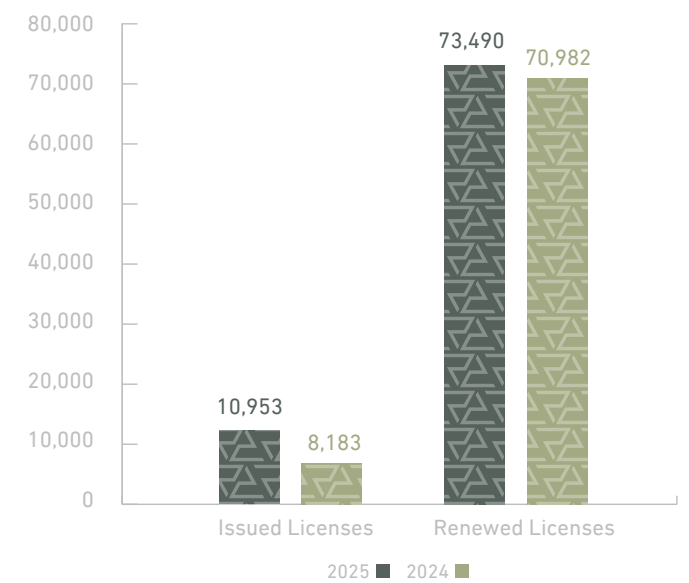


Accelerated Growth in Business Licences Reflects the Attractiveness of Sharjah's Business Environment

The business sector in the Emirate of Sharjah maintained its upward trajectory in 2025, with the total number of issued and renewed licences reaching 84,443 compared with 79,165 in 2024, representing overall growth of 7%.

Issued licences recorded notable growth of 34%, reaching 10,953 licences compared with 8,183 in the previous year, while renewed licences rose by 4% to 73,490 compared with 70,982 in 2024.

This growth reflects continued confidence in the Emirate's investment environment and the increasing attractiveness of Sharjah as an economic centre supportive of entrepreneurship and private sector projects, in line with its strategic direction towards strengthening the competitiveness and sustainability of the local economy.



Diversity of Business Licences Reinforces Integration of Activities and Enhances Investment Activity

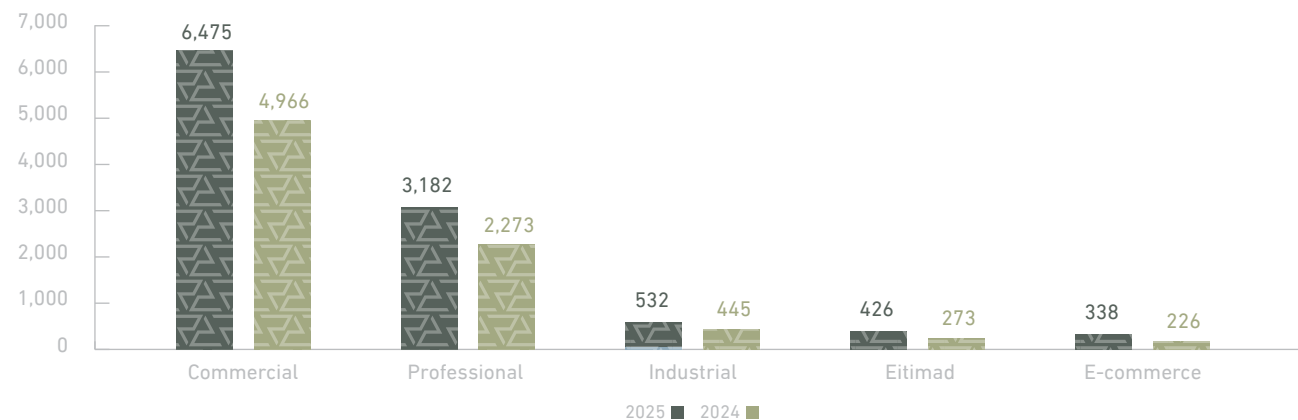
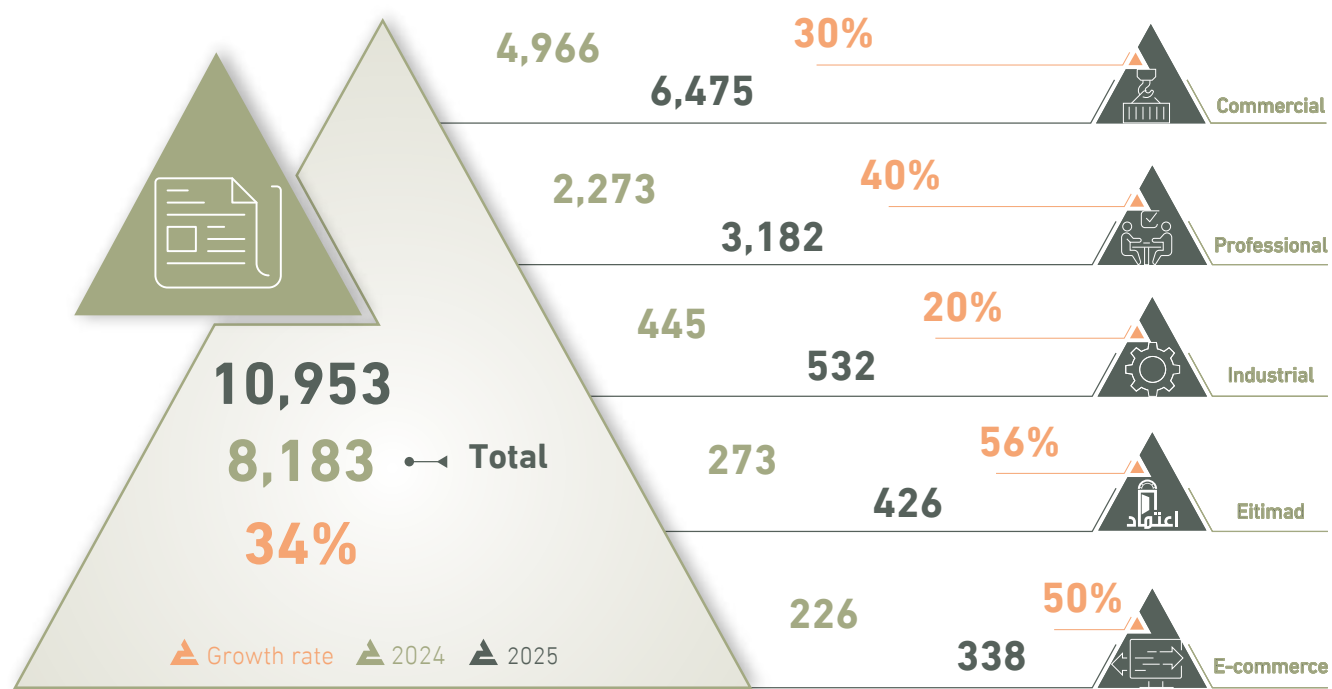
SEDD plays a central regulatory role in supporting the business ecosystem through overseeing company establishment and issuing licences and permits for various economic activities, thereby strengthening an organised investment environment that encourages growth.

Comprehensive Growth in Issued Licences Strengthens the Diversity of Sharjah's Economic Environment

Business licences issued in the Emirate of Sharjah in 2025 recorded notable growth across all types of economic activity. This increase was driven by strong performance across all licence categories,

with commercial licences growing by 30% and professional licences by 40%, reflecting the expansion of service and advisory activities. Industrial licences grew by 20%, Eitimad licences by 56%, and e-commerce licences by 50%. In total, the number of issued licences reached 10,953 in 2025, representing strong growth of 34% compared with 8,183 issued licences in 2024.

This growth across various sectors reflects the flexibility of the local economy and its ability to accommodate both conventional and modern business models, supporting the Emirate's direction towards diversifying income sources, strengthening the digital economy, and consolidating a competitive and sustainable business environment.



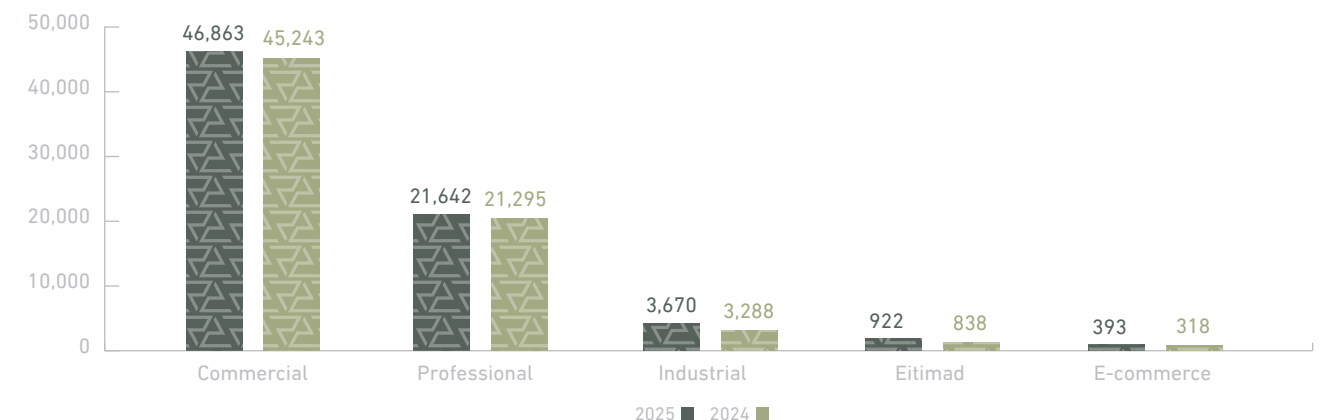
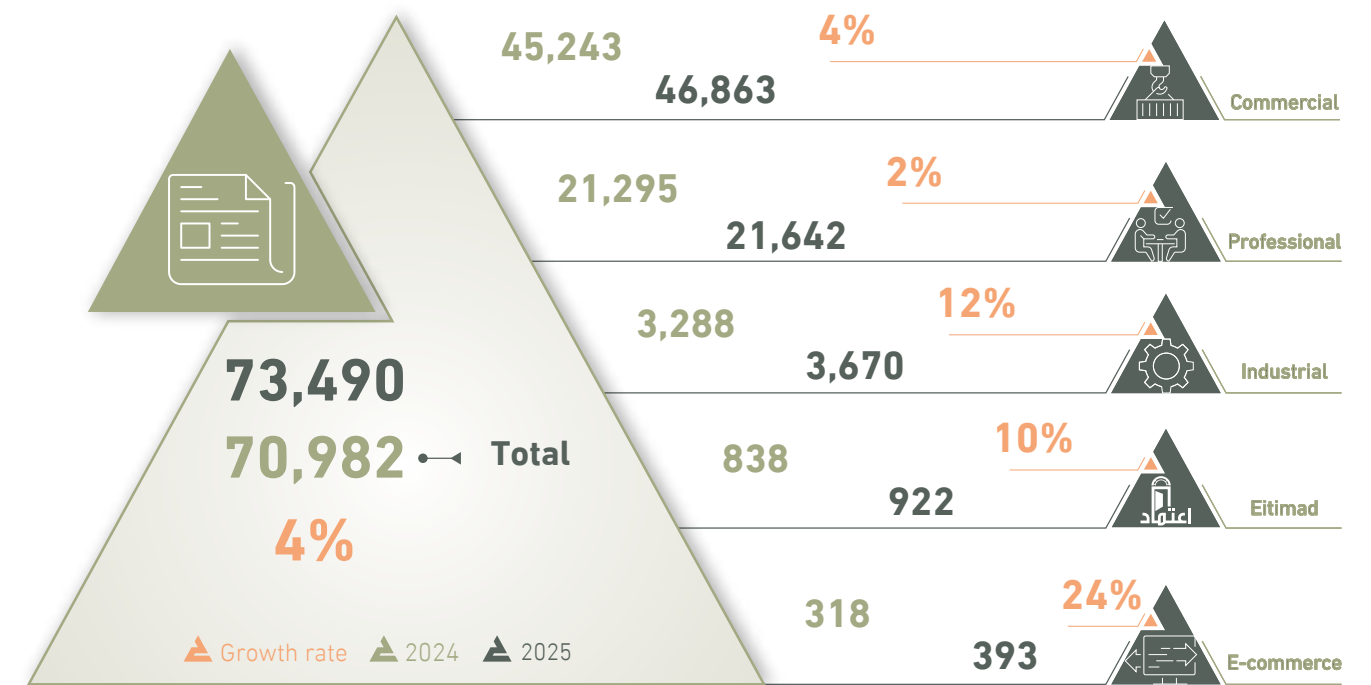
Sustained Growth in Renewed Licences Reflects Business Stability

Renewed licences in the Emirate of Sharjah continued to record healthy growth in 2025 compared with 2024. The total number of renewed licences reached 73,490, compared with 70,982 in the previous year, representing growth of 4%, which reflects the stability and continuity of private sector activity in the Emirate.

Renewed commercial licences grew by 4% to 46,863, while renewed professional licences rose by 2% to

21,642. Renewed industrial licences increased by 12% to 3,670, Eitimad licences rose by 10% to 922, and e-commerce licences recorded the highest growth rate at 24%, reaching 393.

This performance confirms continued investor confidence in the Emirate's economic environment and reflects the strength of productive and service sectors, supporting Sharjah's direction towards enhancing business sustainability and consolidating a stable economic environment that promotes sustainable growth.



Balanced Growth Across the Emirate Strengthens the Geographical Expansion of Investment

All branches across the Emirate of Sharjah recorded growth in 2025, reflected in a tangible increase in the number of licences granted in different regions, indicating the widening reach of economic growth and the increasing attractiveness of the Emirate as a business destination. The Eastern Region led with the highest growth rate of 69%, reaching 1,084 licences, which reflects the acceleration of development there. The Central Region recorded growth of 42% with a total of 1,069 licences,

confirming its expanding presence on the investment map. Sharjah City continued to play its role as the main engine of economic activity, recording growth of 30% to reach 8,800 granted licences.

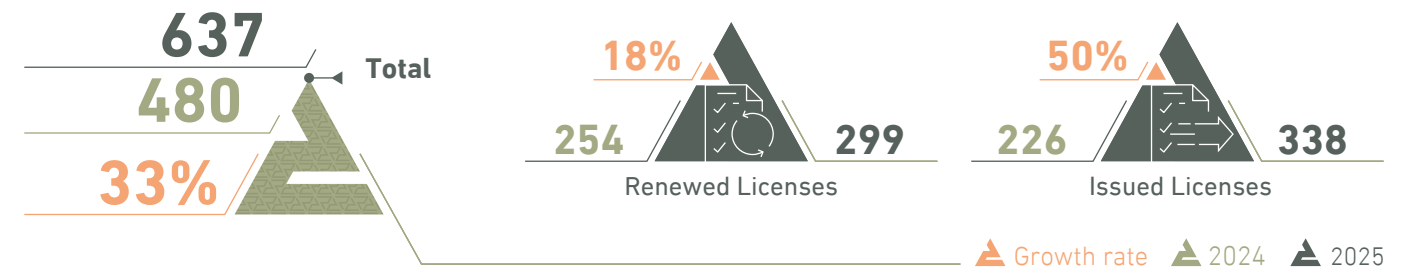
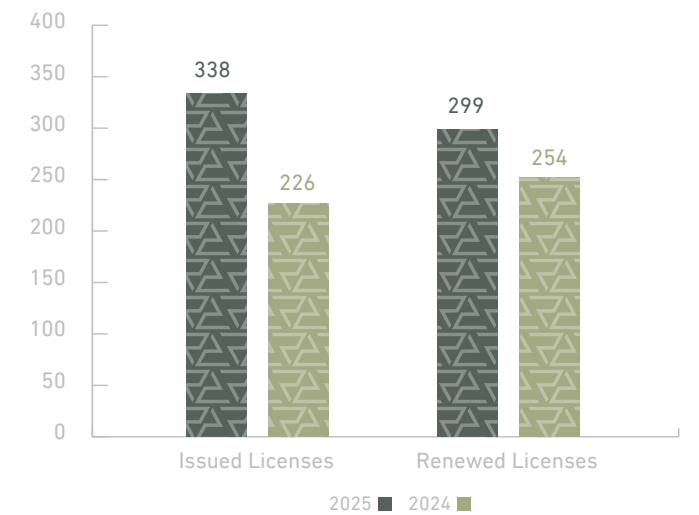
This expanding distribution of economic activity reflects the success of a balanced development approach and the consolidation of an economic model whose impact extends across the Emirate, supporting sustainability and enhancing integration between investment activity and comprehensive development.

National Leadership

Growth in E-commerce Licences Reinforces Sharjah's Digital Leadership

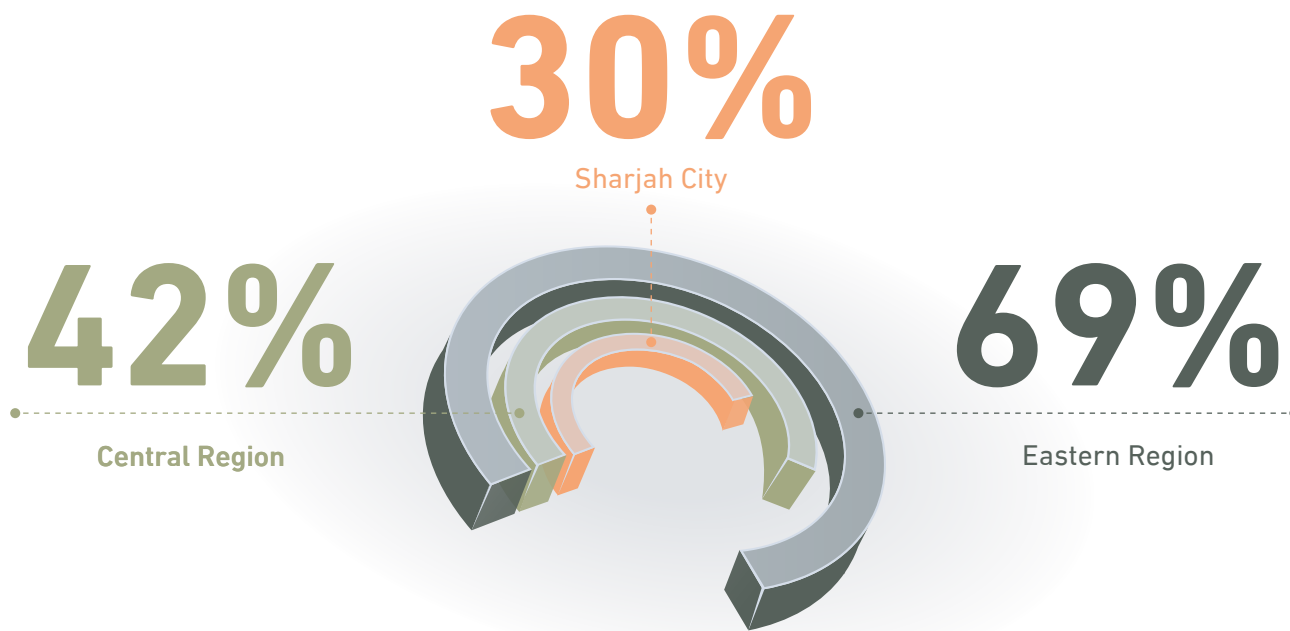
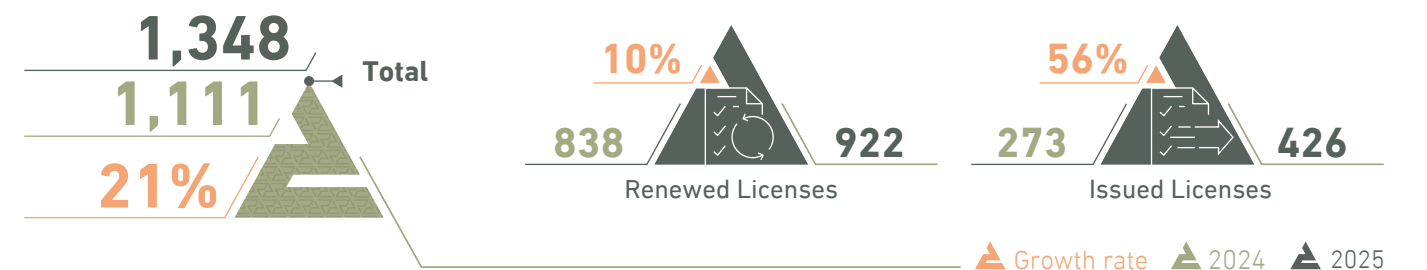
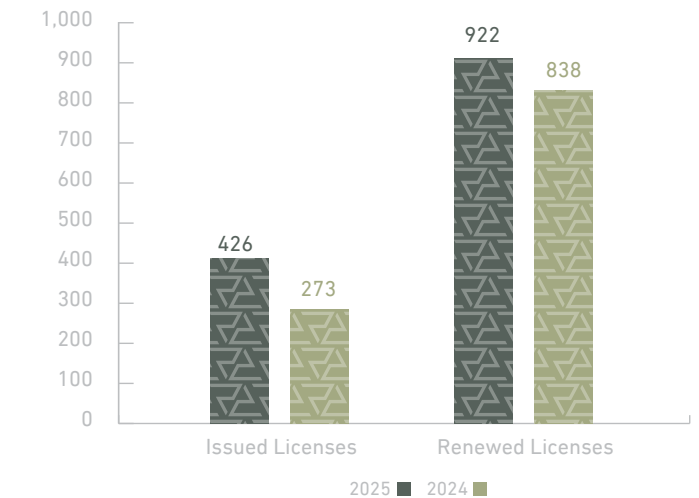
E-commerce licences in the Emirate of Sharjah recorded overall growth of 33% in 2025, with 637 licences issued and renewed compared with 480 in 2024.

Issued licences increased by 50% to 338, while renewed licences grew by 18% to 299, reflecting the growth of the digital economy.



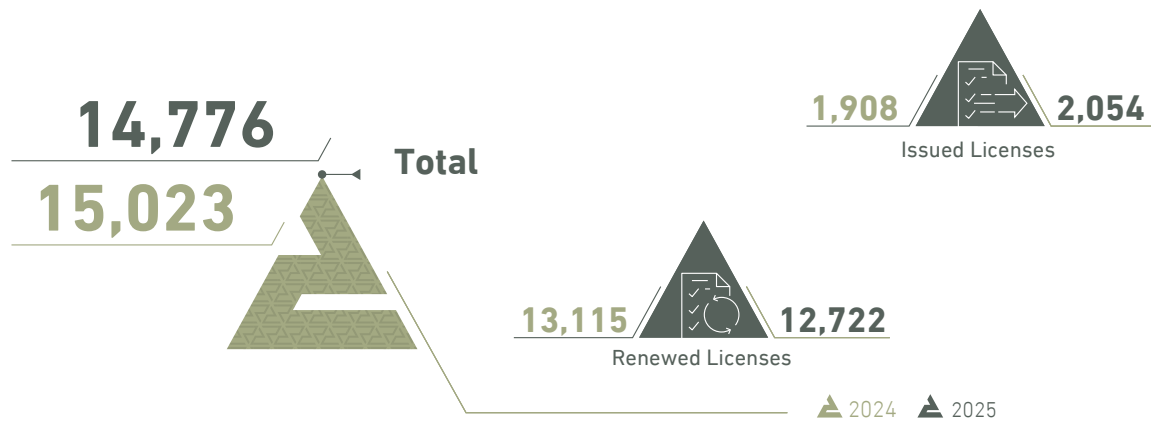
Home-based Licences (Eitimad)

Home-based licences (Eitimad) recorded improved growth rates in 2025, with total growth of 21%. The total number of issued and renewed licences reached 1,348 in 2025, compared with 1,111 in the previous year, indicating increased demand for this type of licence.



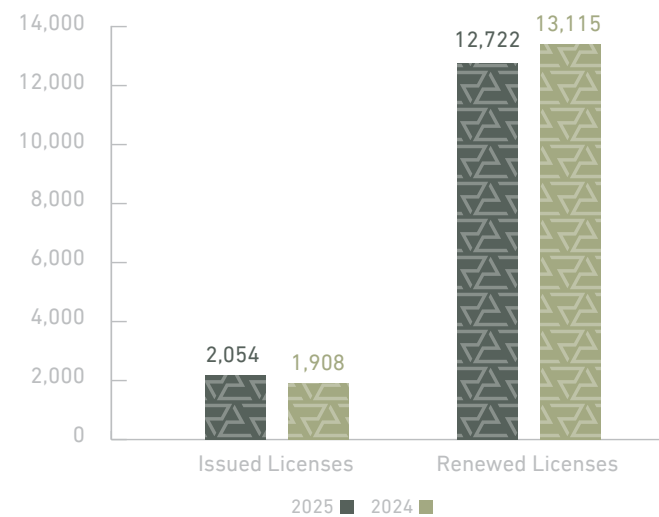
Growth rate of issued business licenses 2024-2025

Branch	2024	2025	Growth rate
Sharjah City	6,787	8,800	30%
Central Region	753	1,069	42%
Eastern Region	643	1,084	69%
Total	8,183	10,953	34%



National Licences

Data on national licences issued in 2025 showed growth of 8%, rising to 2,054 licences compared with 1,908 in 2024, which reflects continued support for and empowerment of Emirati entrepreneurs and enhanced contribution to economic activity. By contrast, renewed national licences reached 12,722 in 2025 compared with 13,115 in the previous year. This performance confirms the importance of national projects and their role in consolidating a sustainable business base.



Empowering Women Entrepreneurs as a Pillar of Economic Growth

SEDD attaches constant importance to empowering women entrepreneurs and strengthening their role across the various economic sectors, based on its belief in the importance of their contribution to developing the investment environment and consolidating sustainable growth. SEDD supports women’s entrepreneurship through continuous follow-up and the issuance of periodic reports and data that monitor their activity in commercial, professional and other fields, in addition to tracking the licences granted to their projects, thereby strengthening their economic presence and consolidating their role as active partners in the Emirate’s comprehensive development journey.



Data on licences issued to women entrepreneurs in 2025 showed growth of 7%, with 1,286 licences issued compared with 1,197 in 2024, reflecting women’s continued direction towards establishing businesses and strengthening their economic presence.



Diversity of Sectors and Licence Types Issued and Renewed for Women Entrepreneurs

The total number of issued and renewed women’s business licences in 2025 reached approximately 5,697, compared with 6,394 in 2024. Eitimid and e-commerce licences emerged as the fastest growing activities, reflecting the growing direction of women-led projects towards modern and flexible sectors.

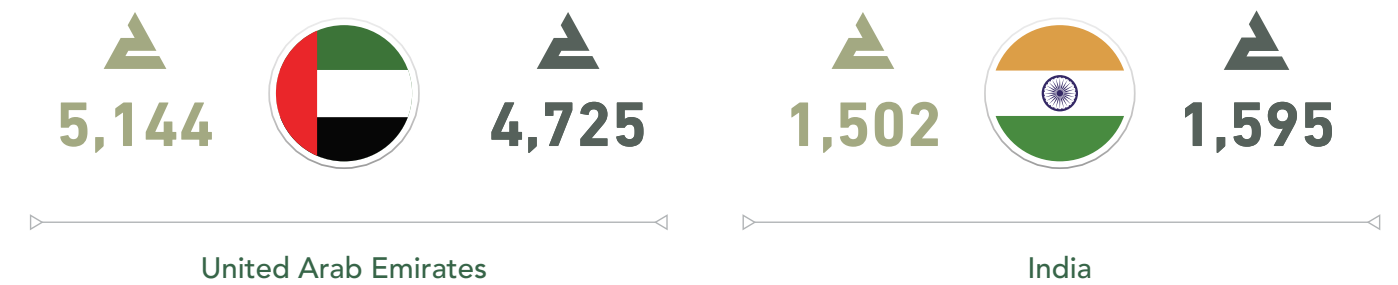
Type of licence	2024	2025
Commercial	3,097	2,732
Industrial	174	147
Professional	2,118	1,567
Eitimid	724	907
E-commerce	281	344
Total	6,394	5,697



Diversity of Investor Nationalities Strengthens the Global Reach of Sharjah's Business Environment

Emirati businesswomen continued to consolidate their position at the forefront of the investment landscape in the Emirate of Sharjah during 2025, topping the list of female investors with 4,725 investors. This clearly reflects their leadership and their confidence in the national business environment, and their pivotal role in driving economic development. This presence demonstrates the capability of Emirati businesswomen to lead projects across different sectors.

Indian women investors ranked second with 1,595 investors, followed by Pakistani women investors with 410, in addition to a broad presence of female investors from more than 20 nationalities, including Syrian, Egyptian, Chinese, Canadian, British and others. This international diversity, alongside national leadership, confirms Sharjah's position as an attractive destination for women's investment and an economic environment that embraces ambition and rewards initiative, thereby reinforcing growth sustainability and the global dimension of the local economy.



Notable Growth in Business Licences Issued for Women

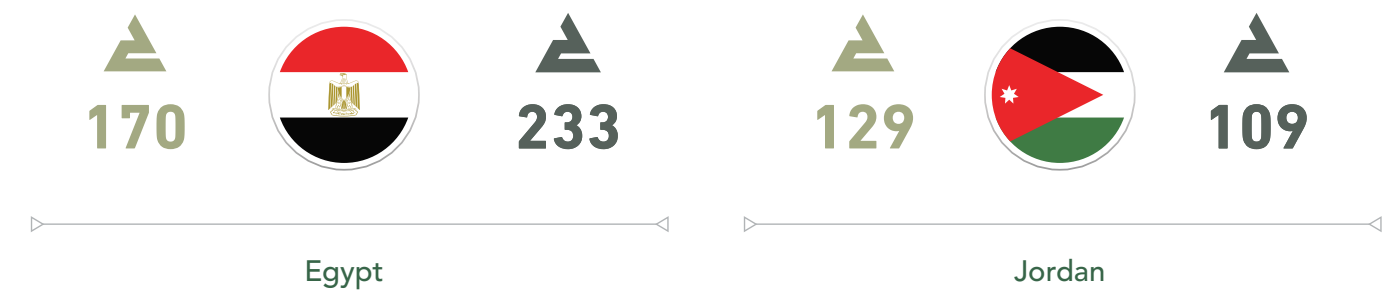
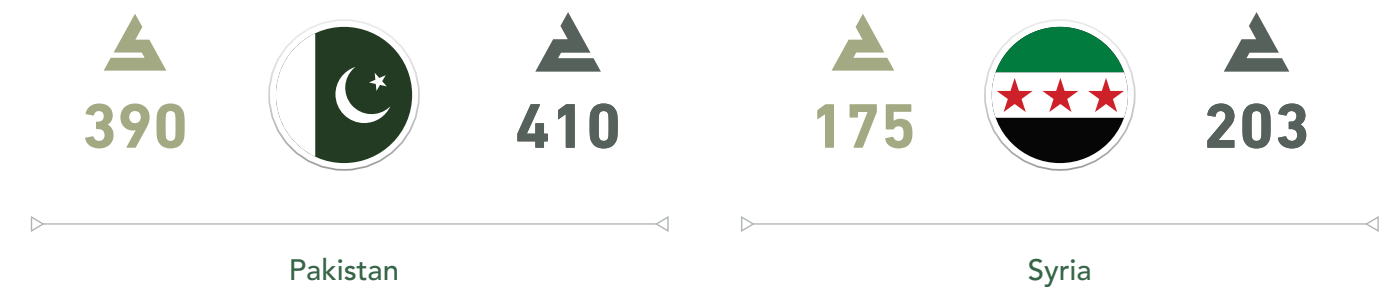
The number of business licences issued for women rose to 1,286 in 2025, compared with 1,197 in the previous year. Eitimad and e-commerce licences recorded clear increases, alongside relative stability in commercial licences, reflecting the continued entry of women entrepreneurs into a variety of activities.

Type of licence	2024	2025
Commercial	529	536
Industrial	31	27
Professional	311	257
Eitimad	205	294
E-commerce	121	172
Total	1,197	1,286

Business Continuity and a Shift Towards Modern Activities in Renewed Licences

The number of renewed women's business licences reached 4,411 in 2025, compared with 5,197 in 2024, while Eitimad and e-commerce licences recorded growth, confirming the continued shift of women entrepreneurs towards service and digital sectors with added value.

Type of licence	2024	2025
Commercial	2,568	2,196
Industrial	143	120
Professional	1,807	1,310
Eitimad	519	613
E-commerce	160	172
Total	5,197	4,411



2024 2025



Morocco



Sudan



Ethiopia



Sri Lanka



Iraq



China



Palestine



Yemen



Bangladesh



Lebanon



Britain



Afghanistan



Philippines



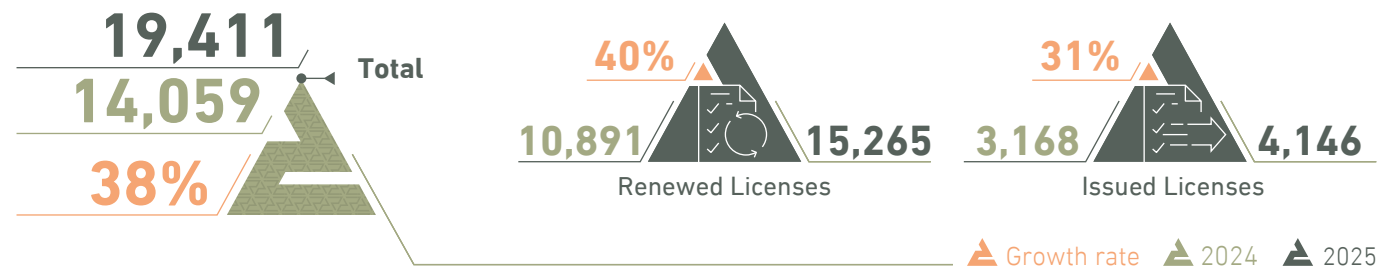
Canada



Others

2024 2025

Foreign ownership licences 2024 - 2025



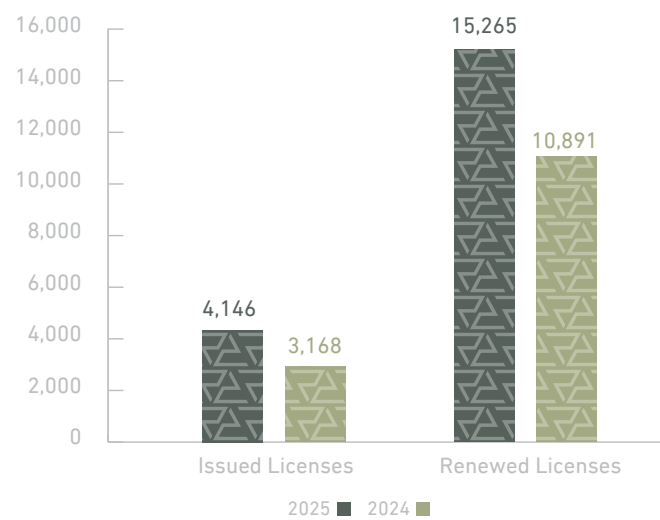
An Attractive Investment Environment for Foreign Ownership

Foreign ownership licences in the Emirate of Sharjah recorded notable growth in 2025, with total issued and renewed licences rising to 19,411 compared with 14,059 in 2024, representing growth of 38%. This reflects increasing confidence among foreign investors in the business environment of the Emirate.

Issued licences increased by 31% to 4,146, while renewed licences recorded growth of 40% to 15,265, confirming the continuity and expansion of existing foreign investments. This performance reflects Sharjah's ability to attract foreign capital in light of the stable regulatory environment, advanced infrastructure, and a development approach that strengthens sustainability and ensures business continuity.

Legal Forms of Foreign Ownership Licences

The legal forms of foreign ownership licences in 2025 showed varying growth rates compared with 2024, with a clear direction towards establishing independent entities. Limited liability companies recorded growth of 47% to 9,927 licences, while one-person limited liability



companies increased by 33% to 8,934 licences. Overall, the number of foreign ownership licences rose to 19,411 in 2025, compared with 14,059 in the previous year, representing growth of 38%, which reflects the continued appeal of the Emirate's investment environment.

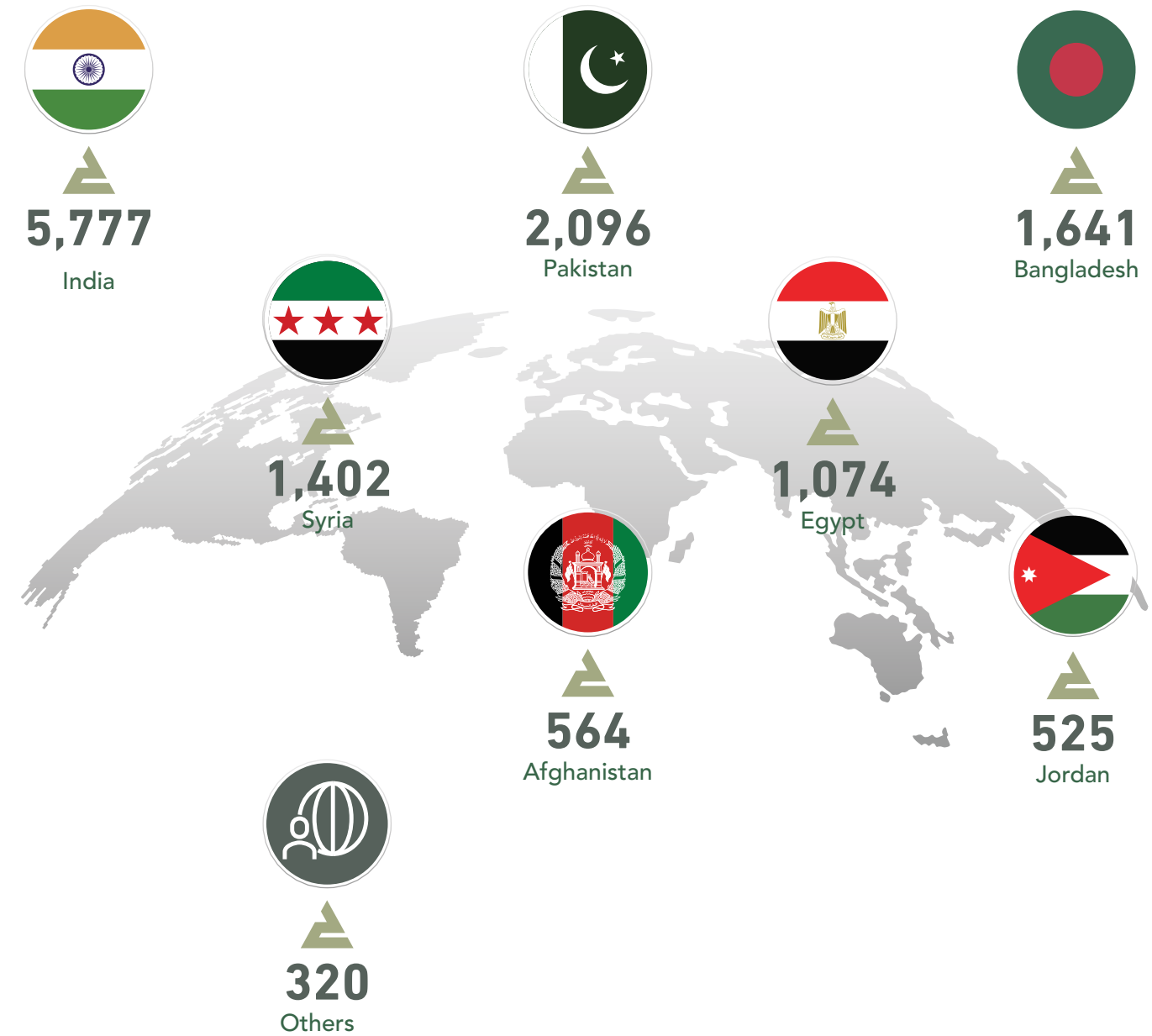
Legal Form	2024	2025	Growth rate
Limited Liability Company	6,735	9,927	47%
One-Person Limited Liability Company	6,718	8,934	33%
Branch of a Local Company	590	536	-9%
Branch of a Foreign Company	16	14	-13%
Total	14,059	19,411	38%

Diversity of Nationalities Strengthens Foreign Ownership in Sharjah

Foreign investments maintained a strong presence in ownership activity during 2025. Indian investors topped the list with 5,777 investors, followed by Pakistani investors with 2,096, then Bangladeshi investors with 1,641, while the number of Syrian investors reached 1,402. The list of leading nationalities also included investors from Egypt with 1,074 investors, Afghanistan with

564, and Jordan with 525, in addition to other diverse nationalities, reflecting a broad international investment base.

This diversity of nationalities confirms the appeal of the business environment in Sharjah and its ability to draw foreign investment due to its flexible legislative framework, advanced infrastructure, and competitive advantages that support the sustainability and growth of investment.





Competitiveness

2

- ▶ Sharjah... the Pulse of Leadership and Innovation
- ▶ Active Participation in Make it in the Emirates 2025 to Strengthen Industrial Competitiveness
- ▶ Support and Encouragement Visits to Industrial Establishments
- ▶ Commercial Stimulation and Driving the Investment Wheel
- ▶ Events to Enhance the Competitiveness of the Commercial Sector
- ▶ Exhibitions and Events
- ▶ Legal Support
- ▶ An Effective Role in General Assembly Meetings
- ▶ Developing Procedures Enhances the Efficiency of Commercial Affairs Performance
- ▶ Enhancing Compliance and Institutional Cooperation Locally and Internationally
- ▶ Combating Money Laundering



Sharjah... the Pulse of Leadership and Innovation

As part of its ongoing efforts to promote the industrial sector, by strengthening the settings for innovation, entrepreneurship and economic diversification, and by highlighting the investment opportunities and competitive advantages of the Emirate of Sharjah in the industrial field, SEDD organised a seminar entitled “Sharjah... the Pulse of Leadership and Innovation”, in cooperation with the Sharjah Chamber of Commerce and Industry and the Sharjah Foreign Direct Investment Office, Invest in Sharjah. The seminar brought together several experts, specialists

and interested parties from the public and private sectors to discuss several key themes, most notably the role of innovation in creating incubating zones for start-ups, local and global entrepreneurship, the challenges facing entrepreneurs, and the shift towards digital services. SEDD also presented its innovative proactive services, including the use of artificial intelligence applications in licensing procedures and electronic linkage to simplify procedures and reduce transactions. Industrial-sector incentives were also presented during the seminar. Within the framework of promoting the industrial sector

in Sharjah, SEDD contributed to the “Young Economist” programme offered to students during the summer to train them and familiarise them with SEDD’s functions and coordinated an educational visit to the AL HANAN Ind company. SEDD also organised the “Future Partners Session” at the Holy Quran Complex in Sharjah with the aim of highlighting opportunities for cooperation and building new partnerships between investors in the commercial and industrial sectors, as part of its efforts to strengthen integration among economic sectors.

Theme	Partners
Sharjah... the Pulse of Leadership and Innovation	Sharjah Chamber of Commerce and Industry “Invest in Sharjah”
Future Partners Session	Holy Quran Academy in Sharjah (HQA)



Active Participation in Make it in the Emirates 2025 to Strengthen Industrial Competitiveness

As part of its efforts to contribute to shaping the future of industry in the UAE, SEDD participated in the "Make it in the Emirates 2025" forum, which is regarded as the leading industrial event in the country. It brings together innovators, investors and policymakers to showcase investment opportunities and strengthen cooperation across 12 key sectors. The forum achieved exceptional results, including the signing of 187 agreements, cumulative purchasing opportunities for national products worth AED 168 billion, and the attraction of new industrial investment worth AED 11 billion. On the sidelines of the participation, the Chairman of SEDD conducted a field tour that included participating entities

and factories, reaffirming Sharjah's support for the industrial sector and strengthening direct engagement with investors. Working teams also promoted the services and incentives offered by SEDD to factories and conducted introductory visits to companies participating in the forum. SEDD's stand witnessed broad engagement from investors and visitors, where SEDD's services - and the services of Sharjah Foundation for Supporting Entrepreneurship (RUWAD) - were presented, and questions relating to industrial opportunities in the Emirate were addressed. SEDD also attracted interested parties through specialised questionnaires designed to monitor their investment inclinations in the industrial sector.

Support and Encouragement Visits to Industrial Establishments

SEDD carried out 195 field visits to industrial establishments during 2025 to monitor the industrial situation in the Emirate, identify their needs, and strengthen direct communication between SEDD and the owners of industrial establishments to understand their aspirations and the main needs and challenges they face. Six promotional visits to industrial establishments were also conducted to promote leading factories in the Emirate, in addition to

responding to 206 calls received through the hotline of the Industrial Affairs Department.

Field visits to industrial establishments	195
Promotional visits to industrial establishments	6
Calls received through the hotline	206

Commercial Stimulation and Driving the Investment Wheel

During 2025, SEDD continued its role in supporting the commercial sector and enhancing the appeal of the Emirate of Sharjah for local and regional investment by implementing a range of events, initiatives and qualitative projects. These efforts contributed to supporting and facilitating procedures in order to achieve strategic objectives related to developing the investment environment and strengthening the Emirate's

competitiveness as a leading economic centre. The Commercial Affairs Department also organised several economic events that serve investors in the Emirate and contribute to developing regulatory frameworks and strengthening partnerships with the private sector, thereby helping to consolidate the Emirate's position as an attractive destination for investment and business practice.

Al Tunaiji Business Offices

As part of its support for Emirati, GCC nationals and sons of Emirati women entrepreneurs, the Sharjah Economic Development Department, in cooperation with Al Tunaiji Business Offices, launched an initiative to provide 100 offices free of rent in order to enable these categories to establish their projects with the lowest operating costs. The initiative contributes to motivating the owners of small and medium-sized enterprises to enter the labour

market and develop within it, thereby enhancing the growth of commercial activities, regulating the business environment and supporting the sustainability of the local economy. The initiative resulted in the issuance of 12 licences within Al Tunaiji offices, while procedures are under way for 8 additional licences in preparation for them to commence activity.

Issued licences	12
Licences under implementation	8

Awn Service

The Commercial Affairs Department launched the community initiative "Awn 60+" to provide the Sharjah Economic Development Department's services to senior citizens in their own locations through a trained field team, ensuring comfort and enabling them to complete their transactions without

the burden of travelling to various offices. The initiative is intended to facilitate access to services for senior citizens in a manner aligned with their health and social needs, enhance quality of life, improve their satisfaction with SEDD's services, and reinforce SEDD's image as an institution that takes account of all segments of society.

Elite Project

The Commercial Affairs Department launched the "Elite" project, a distinguished service for a selected category of leading commercial companies in the Emirate, with the

aim of recognising their role in the local economy and creating an environment of incentive and appreciation for best practices in the private sector.

Events to Enhance the Competitiveness of the Commercial Sector

Future Partners Session

The Commercial Affairs Department organised an innovative session entitled "Future Partners", targeting entrepreneurs and investors in the industrial and commercial sectors, particularly those seeking suppliers or manufacturers to support and expand their projects. The session adopted an interactive approach focused on presenting investment needs and exchanging cooperation opportunities, thereby

contributing to the building of direct and practical partnerships among participants. The session was held at the Holy Quran Complex with the participation of 10 investors and entrepreneurs, and achieved an overall satisfaction level of 80%, reflecting the effectiveness of the model presented in strengthening communication and building quality investment relationships that support the growth of projects in the Emirate.

Future Partners Session	
Venue	Holy Quran Academy in Sharjah (HQA)
Attendance	10
Overall rating and satisfaction	80%

Future Economy Forum

The Commercial Affairs Department organised the Future Economy Forum at the Sharjah Classic Cars Museum under the slogan "Advanced Technologies in Vehicle Maintenance and Repair", with the aim of empowering a new generation of entrepreneurs and innovators to harness the tools of the Fourth Industrial Revolution, foremost among them artificial intelligence, in developing professional and technical activities. The forum targeted investors holding existing commercial and professional licences, university students and recent

graduates, as well as young people interested in launching projects in this field. The forum sought to create start-up business opportunities by connecting young people with smart services in the vehicle maintenance sector, supporting practical skills through specialised workshops, encouraging licensing for activities based on digital tools and artificial intelligence, and highlighting inspiring success stories that reinforce a culture of innovation in the sector.

Attendance	40-50
Target group	<ul style="list-style-type: none"> • Current investors holding commercial and professional licences. • University students and recent graduates. • Young business owners

Introductory Meeting on Support Services for National Projects

SEDD held an introductory meeting on support services for national projects in cooperation and coordination with the Department of Suburbs Affairs. Al Suyoh Suburb was selected to host the meeting, with the aim of enhancing

direct communication and dialogue between SEDD, investors, entrepreneurs and members of the community, introducing the available services and facilities, and linking attendees' needs to the relevant entities within the SEDD, thereby supporting economic activities and facilitating the conduct of business.

Exhibitions and Events

SEDD strengthened its institutional presence during 2025 through wide participation in specialised exhibitions and events, in addition to holding 89 coordination meetings and hosting two official delegations from India and China, thereby broadening the horizons of international cooperation. SEDD also signed a memorandum of understanding with the Ministry of Human Resources and Emiratisation to join efforts through the "single window" system, and a cooperation agreement with the Sharjah Media Council, in a step that strengthens service integration and the development of the business ecosystem. SEDD participated in numerous events and exhibitions,

most notably the World Investment Conference 2025, Make it in the Emirates, the World Governments Summit, the AIM Investment Summit, the Global Investors Forum in Georgia, and the Future Economy Forum. With regards to community and institutional activities, the Marketing Section carried out 47 participations and events and received 403 certificates, covering the annual ceremony, International Women's Day, Emirati Women's Day, Union Day, Prophet's Neighbours Endowment, the introductory meeting on support services for national projects and others, reflecting SEDD's role in consolidating institutional communication and enhancing community partnerships.

Key Exhibitions and Events	
World Investment Conference 2025	Sharjah International Book Fair 2025
Sharjah International Tourism and Travel Forum 2025	Make it in the Emirates
AIM Investment Summit	Training and Employment Exhibition 2025
Dibba Al Hisn Salted Fish and Marine Fishing Festival	World Governments Summit 2025
Global Investors Forum – Georgia	Future Economy Forum

Mini Exhibitions to Support Home-based Projects and E-commerce

SEDD organised two mini exhibitions at its head office in support of holders of home-based "Eitimid" licences and e-commerce

licences, with the aim of empowering emerging projects and enhancing opportunities to promote their products to the public.

Ramadan Preparations Exhibition

An exhibition of products by holders of home-based "Eitimid" licences and e-commerce licences, as well as products of the Intaj Centre, was held at SEDD's head office in support of this category of emerging projects in advance of the month of Ramadan.

Productive Families Exhibition

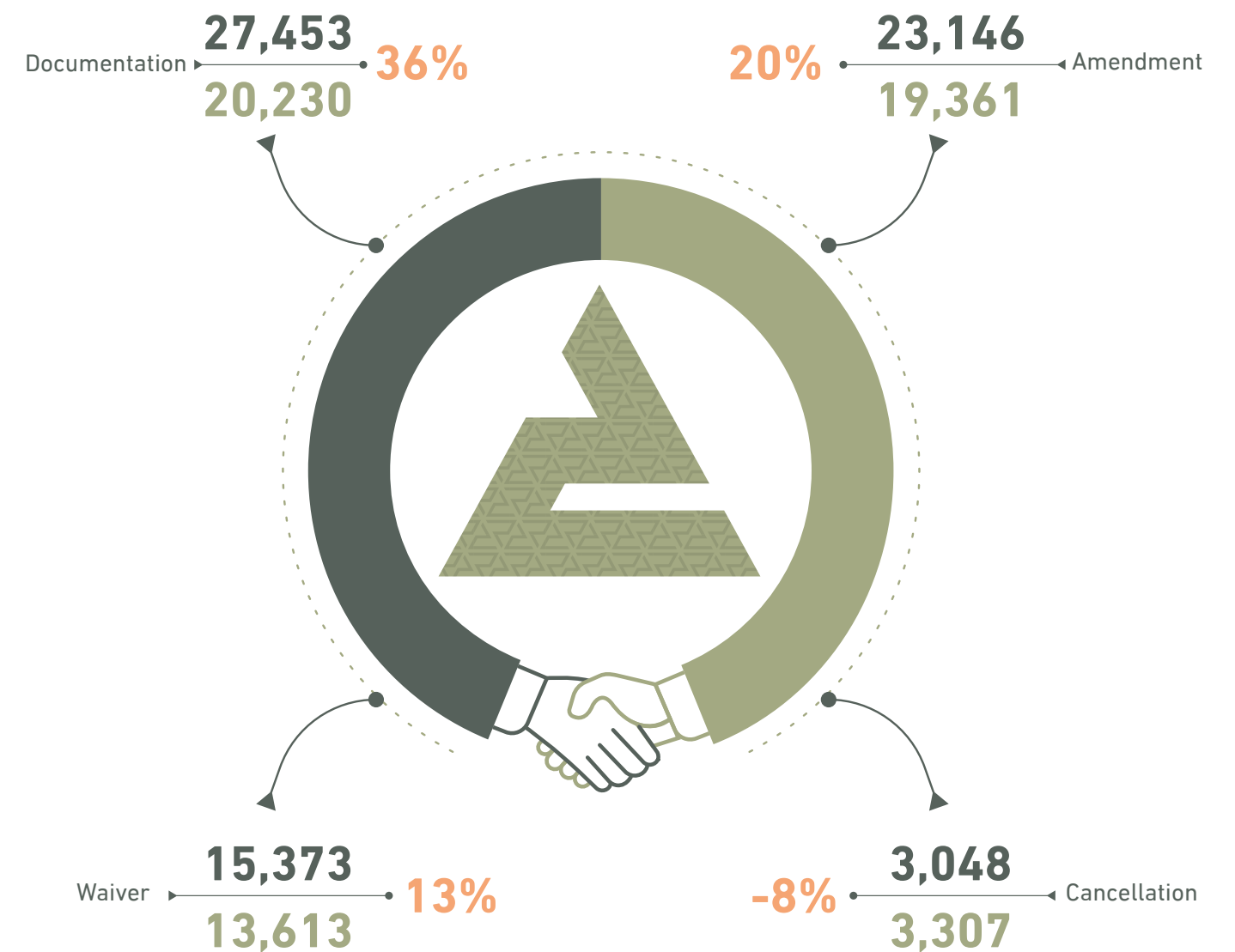
An exhibition of products by holders of home-based "Eitimid" licences, in cooperation with the Intaj Centre, was held at SEDD's head office with the aim of promoting their products.

Participating licences	6
Participating licences	5

Legal Support

As part of its efforts to provide the best legal services, the Legal Affairs Department developed its services and improved implementation mechanisms, achieving growth rates across all services. Transactions handled by the Legal Affairs Department recorded a notable increase in the number of completed transactions in 2025. A

total of 27,453 contract attestation transactions were recorded, representing a 36% increase. A total of 23,146 amendment transactions were carried out, representing a 20% increase compared with 2024. A total of 15,373 waiver transactions were completed, representing an increase of 13%, while 3,048 cancellation transactions were completed.



Contract Attestations: A Strong Legal Pillar for Business Growth

SEDD continued to strengthen the legal framework supporting the business environment, as the total number of attested contracts increased to 27,453 in 2025 compared with 20,230 in 2024, representing growth of 36%.

The increase included notable growth in several vital contracts, most prominently articles of incorporation,

which rose to 9,337 contracts, business partnership contracts, which recorded strong growth to 2,856 contracts, while the number of sale contracts reached 2,692 contracts.

This growth reflects investor confidence in the legal framework regulating business in the Emirate and SEDD's role in consolidating transparency and enhancing the stability of commercial transactions.

Contract Type	2024	2025
Articles of incorporation	6,965	9,337
Service agent contract	5,784	7,256
Sale contract and addendum	2,067	2,370
Contract addendum	1,441	1,816
Sale contract	1,723	2,692
Business partnership contract	1,344	2,856
General assembly meeting minutes	698	803
Contract termination	208	323
Total	20,230	27,453



Improving Efficiency and Communication in Legal Support

Due to e-linkage with local and federal authorities, a total of 9,757 correspondences were received in 2025 with the purpose of exchanging of information through linked systems and acceleration the execution of judicial decisions. This reduced the volume of correspondence

and efforts between institutions compared with 2024, when the number of letters stood at 10,728. The overall number of correspondences therefore declined as a result of electronic linkage with external entities. In addition, 45 weekly legal awareness messages were published under the "Spirit of the Law" initiative.

Disseminating Legal Knowledge

- A workshop, in cooperation with Khor Fakkan University, entitled "SEDD's applications in implementing the Commercial Transactions Law and the Commercial Companies Law".
- A workshop for SEDD employees entitled "The impact of modern technology on regulating e-commerce".
- A workshop entitled "Finance Leasing Law" for SEDD employees.
- An awareness session on consumer protection in Al Suyoh Suburb in Sharjah to raise awareness among residents of their rights and obligations and to explain SEDD's role in protecting those rights.
- A workshop entitled "Commercial Agency" for SEDD employees.
- A workshop entitled "Regulation of Trademarks in the UAE" for SEDD employees.
- Participating in dialogue sessions within the Sharjah International Book Fair and the legal exhibition of the University of Sharjah:

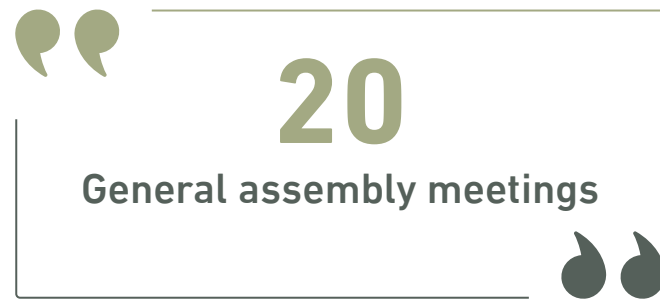


- Introducing the legal role performed by SEDD.
- Local cooperation in combating money laundering.
- A workshop on the economic and security responsibility of members of society in electronic dealings.

SEDD also participated in the 2025 annual meetings of the UAE Government and in internal and external working groups and committees.

An Effective Role in General Assembly Meetings

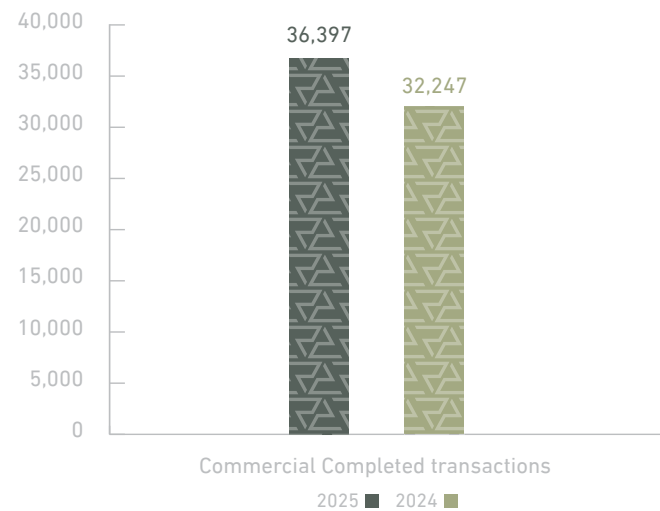
As part of its efforts to follow up governance, strengthen oversight of general assemblies, and ensure that decisions taken are aligned with partnership frameworks, SEDD was keen to participate actively in general assembly meetings in support of the stability of the economic environment for public and private joint-stock companies during 2025. Employees of the Legal Support Section participated in 20 such meetings.



Developing Procedures Enhances the Efficiency of Commercial Affairs Performance

The Commercial Affairs Department recorded a notable increase in completed transactions during 2025, reaching a total of 36,397 compared with 32,247 in 2024, representing growth of approximately 12.9%.

This improvement reflects the effectiveness of initiatives to develop procedures and raise operational efficiency, alongside reducing transaction completion time and enhancing the quality of the service provided to customers. The expansion of digital channels also contributed to this growth through a variety of means for completing transactions across five main channels, including the service delivery centre, UAE PASS, Tasheel/digital identity, electronic services and the personal user channel, thereby improving ease of access to services and enhancing customer experience.



Indicator	2024	2025	Growth Rate
Completed transactions	32,247	36,397	12.9%

Enhancing Compliance and Institutional Cooperation Locally and Internationally

As the government authority responsible for regulating economic activities, and in line with federal requirements of an international dimension, SEDD continued to strengthen the compliance and listing ecosystem in support of adherence to international standards and legislation. This included benchmarking with the Dubai International Financial Centre and the Department of Economy and Tourism in Dubai to review best practices, in addition to updating the Section's policy manual (second edition). The year 2025 also saw strengthened local cooperation with law-enforcement authorities, particularly Sharjah Police and the Sharjah Public Prosecution, through joint training, the exchange of information, and joint field inspection campaigns,

in addition to preparing the self-assessment report and responding to tax information exchange enquiries. At the operational level, five awareness and training workshops were delivered, 3,801 enquiries from the Ministry of Economy and the Financial Intelligence Unit were answered, and 22 enquiries from law-enforcement authorities were addressed. Efforts also included inspection of 60% of high- and medium-risk licences, 258 inspections of designated non-financial business and profession licences, 1,300 field inspection visits and 75,000 desk inspection visits relating to real beneficiary items, with 5,711 violations and 82 grievances recorded, reflecting the efficiency of the supervisory system and the strengthening of transparency and compliance.

Enquiries from the Ministry of Economy and the Financial Intelligence Unit	3,801
Enquiries from law-enforcement authorities	22
Inspection of high- and medium-risk licences	60%
Inspection of DNFBP licences	258
Field inspection visits for real beneficiary articles	1,300
Desk inspection for beneficial ownership articles	75,000

Executed Transactions

Enhanced due diligence transaction	2,966
Security screening transaction	1,157
Periodic security screening transaction	64,769
Real beneficiary transaction / KYC transaction	30,029
Total transactions executed within the scope of work	98,921



Combating Money Laundering

SEDD attaches particular importance to legal seminars and workshops relating to combating money laundering and countering terrorist financing. Additionally, SEDD follows all developments relevant to the business community in the Emirate with the aim of increasing legal awareness, in coordination with strategic partners, to enhance integration among government entities and unify efforts in a manner that reflects Sharjah's commitment to applying laws and legislation across all sectors in line with the guidance of the Emirate's wise leadership. In this context, SEDD updated its website sections on anti-money laundering and counter-terrorist financing procedures

and the submission of beneficial ownership data. It also organised six specialised training workshops in the fields of anti-money laundering and counter-terrorist financing, with the aim of increasing legal awareness among employees and improving work outputs as part of efforts to strengthen their capabilities and equip them with the knowledge required to perform their duties, thereby contributing to a supportive investment environment that ensures the sustainability and development of the business community in the Emirate. Two SEDD employees obtained the "Certified Anti-Money Laundering Specialist" qualification.



Markets

3

- ▶ **Effective Oversight to Ensure Safety and Quality**
- ▶ **Strengthening Commercial Protection and Improving Market Control Efficiency**
- ▶ **Rapid Response**
- ▶ **Interactive Solutions**



Effective Oversight to Ensure Safety and Quality

Market oversight and the auditing of commercial establishments form a fundamental part of SEDD's priorities to maintain a safe marketing environment that meets quality requirements for products and goods traded in the markets, while addressing and limiting negative violations. This is pursued through operating mechanisms based on the deployment of specialised inspection and oversight teams across the cities of the Emirate, the follow-up of commercial complaints, and work to ensure the integrity of all economic and

commercial practices. Indicators for 2025 showed a decline in consumer protection complaint transactions and a fall in service agent complaints, reflecting improved levels of compliance in the markets. This confirms the effectiveness of the mechanism followed by SEDD to ensure the soundness of all economic practices, the increased awareness of consumers, and ease of access to digital channels, all of which indicate the efficiency of the supervisory ecosystem and SEDD's keenness to protect consumer rights and regulate markets.



Market Oversight

Oversight of markets across the various regions of the Emirate represents the backbone of consumer protection measures and the control of the quality of the goods and services provided. This is done by ensuring that establishments comply with applicable laws and regulations, with the aim of reaching a safe and sustainable environment through intensified field inspection tours to protect the local economy from negative violations. Within these efforts, 78,372 inspection visits were carried out across the Emirate's branches, distributed over several regions. The Sharjah City branch ranked first in the number

of field visits with 65,623, followed by the Central Region branch with 7,544, then Khorfakkan with 3,010, followed by Kalba with 1,784, while Dibba Al Hisn recorded 411 visits. During 2025, SEDD also launched a GPS location service to document and update the precise geographical location of commercial and professional establishments. The service is intended to enhance data accuracy, facilitate access to businesses, and accurately link commercial licences to their actual sites, thereby supporting regulation, inspection, delivery services and business searches. The total number of GPS services delivered across SEDD's branches reached 24,939.



Oversight of Weights

Through the inspection tours conducted by SEDD in 2025, the total number of scales subject to oversight reached 4,237, of which 4,179 were compliant, representing

a compliance rate of 98.6%, compared with 58 non-compliant scales, representing 1.4%. These indicators point to a high degree of adherence to the approved standards and specifications in Sharjah's markets.

Scale Type	Compliant	Non-Compliant	Total	Compliance Rate	Non-Compliance Rate
Commercial	3,727	49	3,776	98.7%	1.3%
Gold	452	9	461	98%	2%
Total	4,179	58	4,237	98.6%	1.4%

Strengthening Commercial Protection and Improving Market Control Efficiency

Oversight Transactions by Type of Action

As part of its supervisory role over the markets, SEDD took several measures in the course of its work to reduce violations and enhance confidence between customers and markets. This is reflected in the data recorded up to the end of 2025, when

173,631 actions were taken, representing an increase of 31%. These included 73,871 warning actions, representing an increase of 35%, and 7,321 summons actions, representing an increase of 324%.

Transaction Type	2024	2025	النسبة
GPS addition	61,297	78,787	29%
Warning	54,674	73,871	35%
Action	12,408	11,336	-9%
Summons	1,726	7,321	324%
Closure	2,605	2,316	-11%
Total	132,710	173,631	31%

Promotional Campaigns by Area

As part of the promotional campaigns undertaken by SEDD across the areas of the Emirate of Sharjah, campaigns were implemented in 49 areas during 2025, representing an increase of 4% compared with the number of areas in the previous year. A total of 340 promotional campaigns were carried out.

Indicator	2025
Areas	49
Promotional campaigns	340

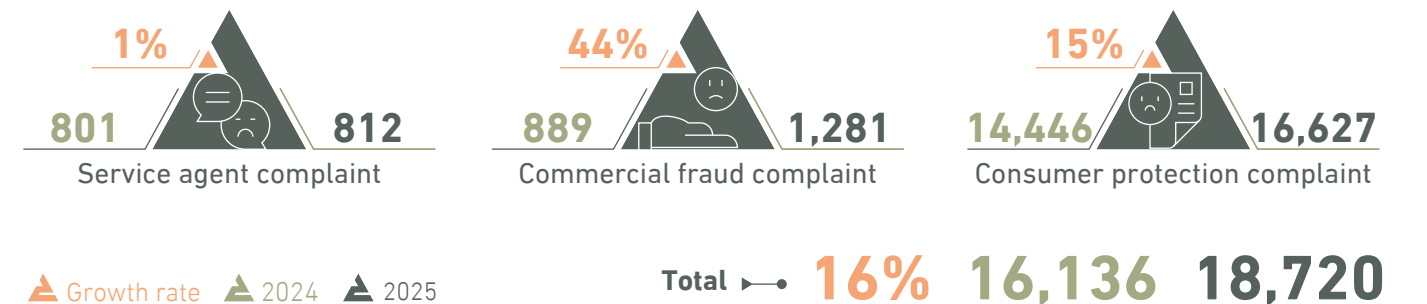


Rapid Response

SEDD works to strengthen consumer awareness and disseminate sound consumer culture through its communication channels, as part of SEDD's plan to build an advanced and sustainable commercial ecosystem in accordance with the highest global

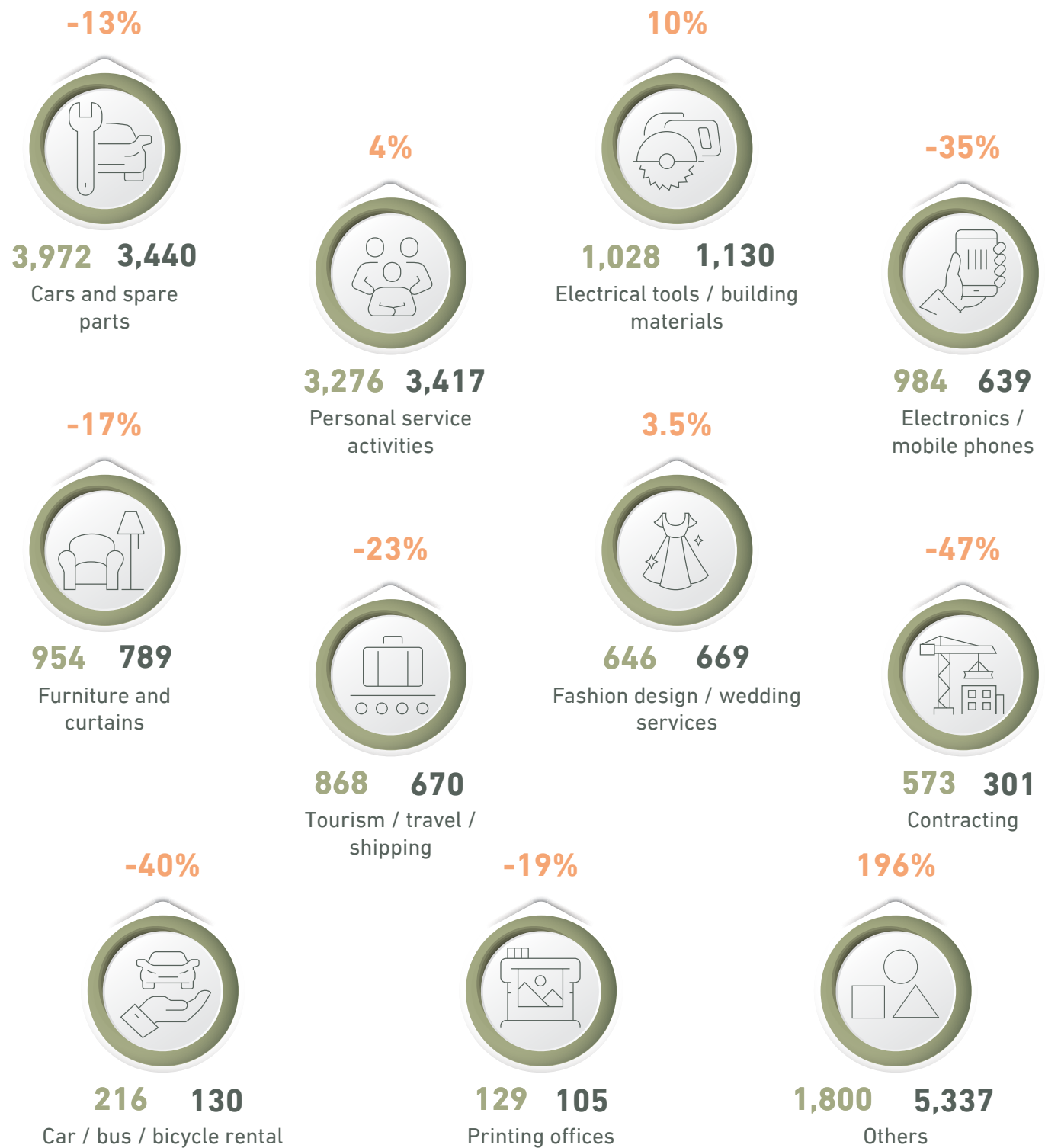
standards. In this context, SEDD ensured that all comments and complaints received were handled quickly and interactively. In 2025, SEDD received 18,720 complaints, representing an increase of 16% compared with 2024.

Distribution of Complaints by Type





Sectoral Indicators for Consumer Complaints



Total **15%** 14,446 16,627

Growth rate ▲ 2024 ▲ 2025

Interactive Solutions

SEDD is pleased to adopt the best means of ensuring that the transactions of investors and entrepreneurs are completed with full efficiency and flexibility, particularly in cases where some traders commit illegal or unlicensed practices in the markets.

To enable the public to communicate directly and effectively in order to register their observations or submit complaints and suggestions, SEDD provided diverse and integrated channels, including the hotline (80080000) and SEDD's official website (www.sedd.ae), which enable

customers to submit their views or complaints with ease through the dedicated electronic complaints system.

These services are also available through SEDD's smart application (SEDD App), which offers an advanced interactive experience. In support of easier access, SEDD has also made available communication through WhatsApp Business (065122222) to receive different transactions and complaints, thereby helping to accelerate response times, improve customer experience, and affirm quality and transparency.

Various Channels for Receiving Complaints and Suggestions



Digital

4

- ✔ Advanced Digital Achievements
- ✔ Data-Supported Institutional Leadership
- ✔ Process Re-engineering and Zero Bureaucracy
- ✔ Institutional Linkage and Integration to Enhance Investor Experience
- ✔ An Advanced Data and Artificial Intelligence Ecosystem Supporting Decision-Making and Innovation
- ✔ Electronic Transactions
- ✔ Advanced Technical Readiness
- ✔ Technical Support
- ✔ Specialised and Digitally Empowered Human Capital
- ✔ Working Teams



“ **32**
 New digital observatory ”

“ **65**
 Improved business report ”

Advanced Digital Achievements

The year 2025 witnessed the achievement of numerous milestones and the implementation of key initiatives, most notably the standardised legal contracts, the development of technical evaluation services, and strengthening of integration with the local economic register, alongside the automation of

many services, the improvement of process efficiency, and speeding up transaction completion. Major initiatives were also implemented in coordination with the Sharjah Digital Department, contributing to an improved customer experience and strengthening the integration of the digital ecosystem.

Key Initiatives	
Institutional digital culture	Advanced cyber protection
Comprehensive digital transformation	Institutional linkage and integration
Institutional automation	Digital sustainability and business continuity
Superior customer experience	Emerging technologies, research and development

Data-Supported Institutional Leadership

SEDD strengthened its data-based institutional leadership through technical development of data analysis and decision-making platforms. It launched 32 new digital observatories for data analysis and improved 65 business reports using the latest technologies, thereby contributing to faster access to information.

- Stronger focus on customer experience, data, and emerging technologies.
- Supporting the Zero Bureaucracy targets and the shift towards proactive services.

A Highly Advanced Governance Ecosystem

During 2025, SEDD focused on building a highly advanced governance ecosystem based on global standards and the integration of operating policies and methodologies, to ensure the quality of digital services, information security, business continuity, and the responsible use of emerging technologies, foremost among them artificial intelligence. In order to align with the Sharjah digital transformation strategy, SEDD’s own digital transformation strategy was updated to ensure consistency between technical initiatives and the government’s direction at Emirate level. The update included:

- Aligning digital objectives with the Emirate’s strategic priorities.
- Linking technical initiatives to clear and measurable performance indicators.

Compliance Service Projects: Digitising Oversight and Reinforcing Trust

Efforts in this area falls within the framework of strengthening the compliance ecosystem and smart oversight by moving from conventional oversight models to advanced digital solutions that raise the level of transparency, support legislative compliance, accelerate processing and improve the accuracy of decision-making. A set of advanced digital solutions was developed to support compliance and governance, including:

- Counter-terrorism and anti-money laundering project through a digital oversight and analysis system.
- A grievances portal as a unified digital channel for processing objections efficiently and transparently.
- Field visits supported by digital solutions.
- The real beneficiary project – the violations package to strengthen transparency and compliance.



Developing the Portals and Foundations of Digital Platforms: A Unified and Modern Digital Experience

This initiative focuses on updating SEDD's core digital channels to provide a unified and modern user experience across different platforms, enhance ease of access to services, and improve the efficiency of digital interaction with customers and employees. In this context, comprehensive development was carried out, including:

- Launching SEDD's new look mobile application.
- Launching SEDD's new look main portal.
- Launching the Ruwad Foundation new look website.
- Launching SEDD's new look employee mobile application.

Developing the Digital Services Platform: Faster and Smarter Services

SEDD sought to enhance digital services in terms of speed, flexibility and reliability by developing key services, improving the digital experience, and unifying the delivery of services within an integrated platform focused on completing the service correctly in one go. The digital services platform was strengthened with high-impact solutions, including:

- Implementation of the instant licence service.
- Substantive improvements to consumer protection.
- Improvements to enquiry services.
- Improvements to communication services.
- Transfer of all SEDD's digital services to the new platform.

Process Re-engineering and Customer Experience Enhancement

During 2025, SEDD focused on designing and delivering innovative, high-quality digital solutions and products that started from re-engineering services from the customer's perspective and sought to deliver sustainable operational and economic value.

A Radical Transformation in Customer Experience

SEDD consolidated its efforts to bring about a radical transformation in customer experience by removing procedural complexity, simplifying services, integrating transactions, and transforming procedures into fully automated, proactive digital models. SEDD launched six key services within Customer Experience Enhancement Initiatives, including:

- Issuing a trade name.

6

Customer Experience Enhancement Initiatives

- Issuing a trade licence.
- Amending a trade licence.
- Technical evaluation service.
- Commercial permit services.
- Ruwad Foundation services.



Institutional Linkage and Integration to Enhance Investor Experience

Based on SEDD's vision of building an interconnected government ecosystem centred on the customer, existing strategic partnerships based on deep integration and the exchange of data and services

were developed in a manner that goes beyond the concept of technical linkage to enable high-impact composite services that simplify procedures, speed up transactions and achieve the objectives of Zero Bureaucracy.

Partnership Projects with the Sharjah Digital Department

The Sharjah Digital Department represented the key strategic partner in implementing linkage and integration

projects. These partnerships contributed to redesigning the customer journey, unifying data sources and enabling automated digital services.

7 Linkage and Integration Operations	Aqari platform
	Nabni platform
	Tarkhees platform
	Local Economic Register platform
	Investment map
	Restaurant licence issuance project
	Trade name issuance service using artificial intelligence

Linkage and Integration Projects at the Federal Level

Within the framework of strengthening integration with

the federal ecosystem, SEDD implemented several linkage projects that contributed to improving verification and compliance efficiency and accelerating procedures.

Linkage and Integration at the Local Level

At the local level, the scope of partnerships with government entities in the Emirate of Sharjah was expanded through the

implementation of 13 linkage and integration operations with the aim of reducing duplication, unifying data sources, and delivering interconnected services.

Institutional Impact of Strategic Partnerships – 2025 Indicators

The strategic partnerships implemented by SEDD in 2025 contributed to moving from conventional technical linkage to advanced institutional integration based on the exchange of data and services. This made it possible to launch automated digital services, accelerate transaction completion, and strengthen governance and compliance in support of digital transformation and Zero Bureaucracy objectives.

- Reducing data verification time from days to minutes or instant verification.
- Reducing physical customer visits by more than 70%.
- Eliminating paper requirements in more than 80% of integrated services.
- Reducing the number of enquiries received by call centres by an estimated 35%.



An Advanced Data and Artificial Intelligence Ecosystem Supporting Decision-Making and Innovation

In 2025, SEDD obtained the international accreditation certificate ISO/IEC 42001:2023 in a unique and unprecedented achievement, making it the first entity in the country to attain this global accreditation in the governance and management of artificial intelligence. This reflects SEDD's leadership in adopting artificial intelligence

and emerging technologies and developing smart services by building an integrated framework for data governance and business intelligence that supports decision-making at both the operational and strategic levels. These efforts resulted in higher data quality, enhanced reliability, and broader use in supporting institutional decisions.

Artificial Intelligence Projects and Initiatives

- AI-based trade name service.
- Interactive chat service.
- Implementation of specialised workshops on data management and governance.
- Formation of a supreme data governance committee.
- Launching data cleansing initiatives.

635



Artificial intelligence transactions

21,471



Calligrapher transactions

2025

Electronic Transactions

Electronic transactions in SEDD recorded healthy growth in 2025, with total digital transactions rising to 330,664 compared with 325,396 in 2024, representing growth of

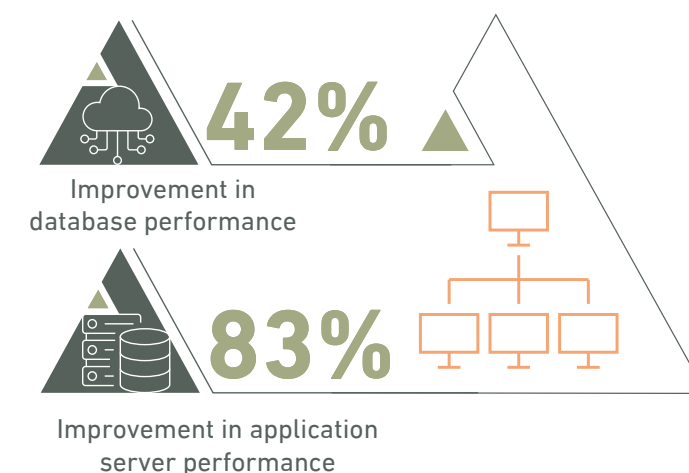
1.6%. Smart Investor transactions recorded notable growth of 8.1%, while artificial intelligence transactions reached 635, reflecting the expansion in the use of digital and smart solutions in service delivery.

Transaction Type	2024	2025	Rate
Service delivery centres	254,436	253,953	-0.2%
Smart Investor	70,960	76,711	8.1%
Total	325,396	330,664	1.6%

Transaction Type	2024	2025
Calligrapher transactions	26,844	21,471
Artificial intelligence transactions	-	635

Advanced Technical Readiness

SEDD consolidated efforts to develop its technical environment to improve service quality and response speed. Technical improvements contributed to a 42% increase in database performance and an 83% improvement in application server performance in terms of response speed and operational stability. A total of 73.8% of transactions were completed in less than five minutes, 94.9% in less than one hour, and 90.3% on the same day, with an average completion time of 23 minutes.

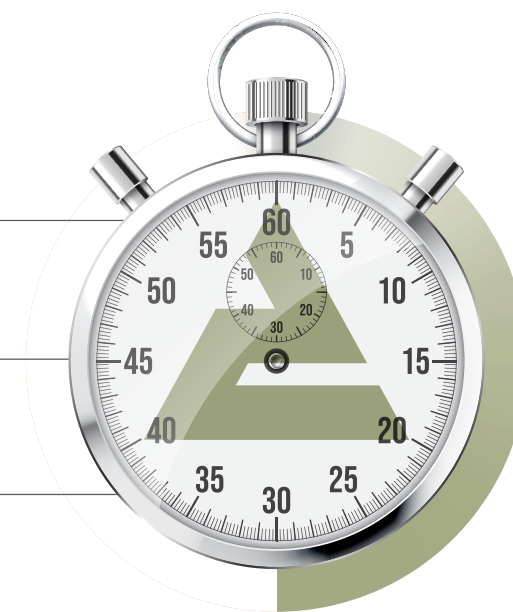


73.8% Transactions responded to in less than 5 minutes

94.9% Transactions handled in less than one hour

90.3% Transactions handled on the same day

23 (minutes) Average overall completion time



Technical Support

In 2025, the Information Technology Department focused on building and operating a flexible and effective digital technical infrastructure capable of supporting the expansion of digital services, ensuring business continuity, and raising performance efficiency, while achieving high levels of operational stability and strengthening cyber security

in line with work requirements and the highest levels of reliability and beneficiary satisfaction. These efforts included developing the technical support system, updating infrastructure and data centres, enhancing cloud and virtualisation capabilities, increasing cyber security maturity, and developing monitoring and automation systems to form a highly ready and integrated technical ecosystem.

Technical Support Tickets (Labeyh System)

The total number of recorded technical support tickets reached 15,407 during 2025, reflecting the high institutional

reliance on digital systems and the efficiency of support teams in handling various types of operational requests.

Fault reports	2,583
Other reports	364
Permission requests	4,288
Report requests	1,652
Service requests	6,247
System checks	272
Total tickets	15,407

Targets and Service Levels

The technical support ecosystem achieved advanced performance indicators that reinforce the reliability of digital services provided to the public.

Closure rate for reports	97.5%
Beneficiary satisfaction	99.9%
Number of beneficiaries	574
Number of technical specialists	49
Number of supported services	54

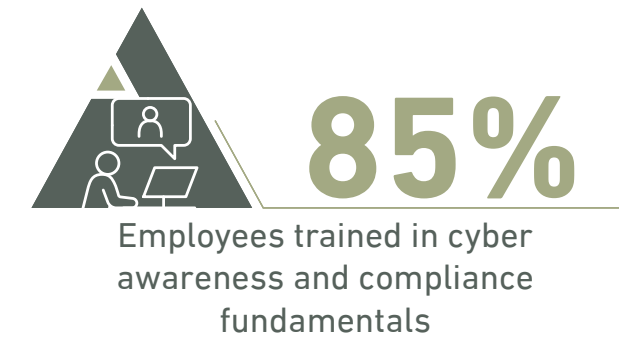
Specialised and Digitally Empowered Human Capital

Systematic investment in the training of human capabilities during 2025 contributed to building a highly prepared technical team capable of leading digital transformation, adopting artificial intelligence, and achieving institutional sustainability with efficiency and flexibility.

An integrated programme was implemented to empower and build the capacities of employees of the Information Technology Department, with more than 120 specialised training programmes and workshops covering technical, leadership and specialist aspects, and training coverage reaching more than 95% of employees. Approximately 60% of the programmes focused on digital transformation and advanced technologies, while employees' knowledge

readiness in artificial intelligence rose by more than 70% compared with 2024, with 35% of the programmes dedicated to AI topics and the use of its tools in the work environment. More than 40% of the technical team were also trained in container technologies and modern infrastructure, in addition to advanced programmes in programming, systems analysis, software project management and databases.

Specialised training programmes	+120
Programmes focused on artificial intelligence	35%



With regards to cyber security and governance, training coverage exceeded 85% of employees in the fundamentals of cyber awareness and compliance, with 20% of programmes allocated to cyber security, network security and IT risk management. Fifteen per cent of programmes also focused on developing leadership skills and building the second line of leadership, with more than 25% of employees trained through effective leadership programmes, and a number of them enrolled in professional trainer (TOT) programmes, thereby strengthening internal knowledge transfer and reducing reliance on external training by an estimated 30%.

Training programmes also supported initiatives to improve the customer experience and achieve Zero Bureaucracy by raising employee competence in analysing and simplifying procedures by more than 60%, and training more than half the team in customer journey design, service design and process engineering. In support of a culture of innovation and continuous learning, the future readiness index of employees increased by more than 50%, with over 30% of employees participating in institutional innovation laboratories, programmes and job rotation, thereby strengthening the ability of national cadres to keep pace with digital transformation requirements.



IT Department Employees Courses

Within the framework of qualifying and training human capital in the Sharjah Economic Development Department,

nine training courses were delivered by employees of the Information Technology Department, targeting 324 employees.

Courses delivered by IT Department employees	9
Targeted employees	324



Working Teams

SEDD was keen to strengthen the work environment and institutional integration by forming five specialised working teams aimed at developing mechanisms of work and supporting digital transformation. These teams include the Information Technology Management Projects Team, the Information Technology Budget Team for linking technical projects to development objectives, the Data-Based Institutional Leadership Team to support decision-

making, the Systems and Digital Services Testing Team to ensure the quality of digital services before launch, and the Construction Maintenance Team to improve facilities management efficiency and the quality of construction works.

1. Information Technology Management Projects Team 2025
2. Information Technology Management Budget Team
3. Data-Based Institutional Leadership Team
4. Systems and Digital Services Testing Team
5. Construction Maintenance Team

A hand in a suit sleeve reaches out from the top left, hovering over a glowing globe. A network of white lines and nodes is overlaid on the globe, with several circular icons containing silhouettes of people. The background is dark with a greenish-yellow glow.

Communication

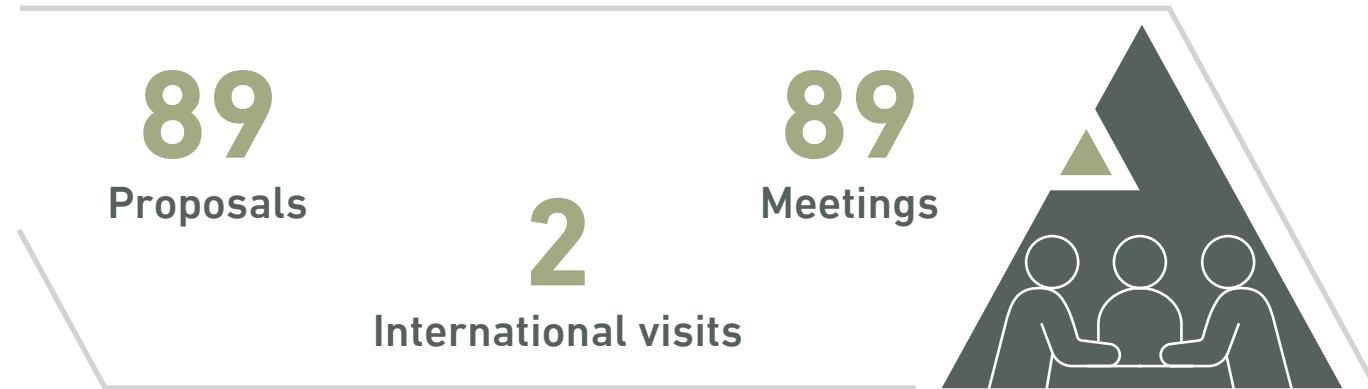
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- Strengthening Institutional Presence
- Strategic Partnerships to Strengthen Development
- Regulation of Economic Activities in Line with the National Classification System (ISIC 4)
- Media Activities
- Effective Promotional Campaigns

Strengthening Institutional Presence

With the aim of strengthening strategic partnerships with different entities and institutions, and within SEDD's vision to develop local, regional and international channels of communication through visits and meetings, 89 meetings

were held and 89 proposals submitted as part of SEDD's plan for effective promotion locally and internationally. External tours were carried out in cooperation with the competent authorities.



International Visits

SEDD received a high-level official delegation from the People's Republic of China – Shandong Province, led by Li Hong, Deputy Director General of the Foreign Affairs Office of the Government of Shandong Province.

It also received a delegation from the Republic of India led by Satish Kumar Sivan, Consul General of the Republic of India in Dubai and the Northern Emirates.

During both meetings, discussions addressed the shared economic relationship and ways to strengthen the role of industrial and

commercial sectors and specialised authorities, along with a review of the investment opportunities and advantages enjoyed by Sharjah through its attractive business environment. The Emirate is of particular interest to investors and foreign investments due to the ease of doing business and its favourable investment climate. SEDD also showcased the innovative services and facilities it offers to investors, the business community and the private sector more generally to help develop their economic activities, expand their investments, and create an enabling environment for the growth and prosperity of their businesses.

World Governments Summit 2025

SEDD participated in the World Governments Summit 2025, which was held in Dubai, gathering nearly 700 leaders and experts from the public and private sectors to explore the foremost challenges facing humanity and to share knowledge, insights and best practices. The agenda included 22 global forums examining key trends and future transformations, more than 200 interactive sessions, and more than 30 ministerial and high-level meetings attended by more than 400 ministers.

Seeking Sustainable Solutions at the AIM Investment Summit

SEDD participated in the 14th edition of the AIM Investment Summit 2025, hosted over three days at the Abu Dhabi National Exhibition Centre, which brought together 181 countries across 431 dialogue sessions and 11 workshops. SEDD's participation took place alongside a distinguished group of leaders, decision-makers and investors at the global investment event under the theme "Mapping the Future of Global Investment: The New Wave of a Globalised Investment Landscape – Towards a Balanced World Structure", to discuss the latest developments in the global investment landscape, review current and future challenges, and unify international efforts to find sustainable solutions that contribute to building a more balanced and stable global economy.

Strengthening the Emirate's Competitiveness at the Sharjah Investment Forum

As part of efforts to highlight the Emirate's attractive investment environment, SEDD participated in the Sharjah Investment Forum 2025, one of the most prominent regional platforms that brings together leading decision-makers, investors and experts in the fields of economy and sustainable development to discuss investment prospects and growth opportunities in the Emirate and the UAE. SEDD's participation in the Annual Investment Meeting 2025 also represented a valuable opportunity to introduce investors to the way in which SEDD operates and the services and facilities it provides to business owners and companies. During its participation, SEDD also presented its most prominent initiatives and projects that support entrepreneurship and innovation, its efforts to empower small and medium-sized enterprises, and its role in disseminating investment awareness and strengthening the culture of self-employment among different segments of society. The participation concluded with an affirmation of SEDD's commitment to continuing cooperation with various public and private entities in order to strengthen the competitiveness of the Emirate of Sharjah and support its sustainable development path.



Strategic Partnerships to Strengthen Development



UNITED ARAB EMIRATES
MINISTRY OF HUMAN RESOURCES
& EMIRATISATION
الإمارات العربية المتحدة
وزارة الموارد البشرية
والتوظيفين

مجلس الشارقة للإعلام
SHARJAH MEDIA COUNCIL

قيادة العامة لشرطة الشارقة
Sharjah Police Headquarters



In pursuit of documenting its relations with government institutions and entities to strengthen integration among sectors, and as part of its efforts to consolidate its developmental role in the Emirate during 2025, SEDD signed several agreements and memoranda of understanding to contribute to the development of investment in the Emirate of Sharjah.

Three memoranda of understanding were activated in 2025 through the signing of the One Window policy agreement for completing transactions related to economic activities in the Emirate of Sharjah with the One Window at the Ministry of Human Resources and Emiratisation, an agreement with the Sharjah Media Council, and a memorandum of understanding with the Sharjah Police General Headquarters.



Regulation of Economic Activities in Line with the National Classification System (ISIC 4)

SEDD continues to strengthen its presence across economic and investment activities in support of its strategic role in building bridges of cooperation with institutions inside and outside the country with the aim of exchanging expertise

and exploring investment opportunities. A total of 1,574 economic activities were organised across 18 sectors from different fields in line with the national classification system for economic activities (ISIC 4).

Total economic activities	1,574
Total number of sectors	18

Illustrative Economic Activities	
Sector	No. of activities
Security sector	157
Education	111
Health	117
Contracting and engineering consultancy	363
Eitimad	199

Media Activities

SEDD worked to strengthen its media role through an integrated action plan based on disseminating SEDD's news through all local and international media outlets in more than

30 countries and in six different languages. The total number of completed media tasks reached 2,540, indicating SEDD's active and influential media presence in media forums.



Visual and Audio Media Digital Media



Effective Promotional Campaigns

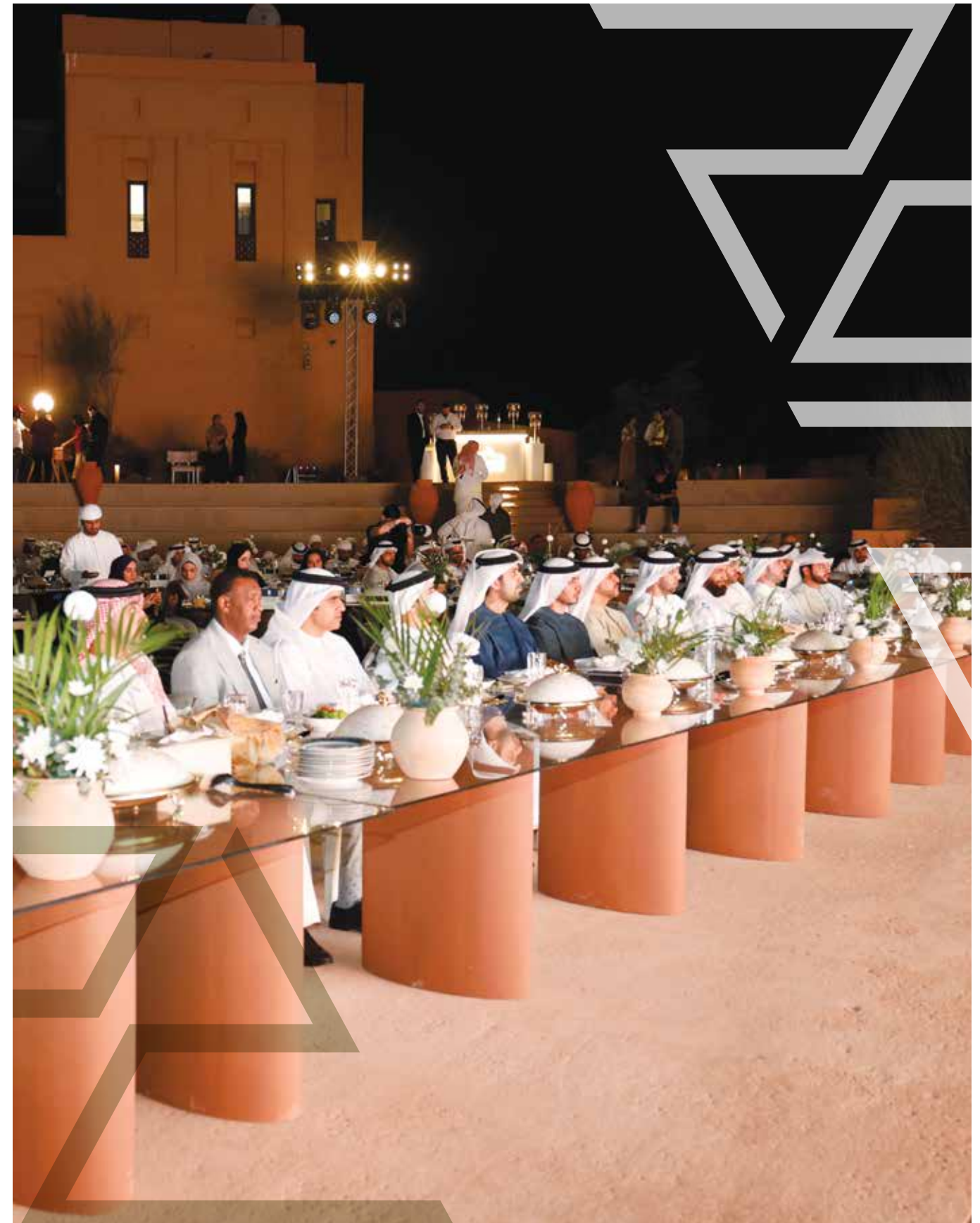
SEDD's promotional campaigns focused on strengthening the investment environment by supporting small and medium-sized enterprises, regulating commercial activities, launching social responsibility events, and participating in promotional exhibitions to attract foreign and local investment.

In 2025, SEDD organised 47 events and exhibitions including: the annual ceremony, International Women's Day, the Prophet's Neighbours' Endowment event, the 54th Union Day celebration, Emirati Women's Day, the knowledge debate, the introductory meeting on support services for national projects, and the Future Partners Session. The campaigns

“ **47** Promotional events and exhibitions ”

also included facilitating licensing procedures and providing financial and technical facilities to strengthen the business environment and encourage investors, in addition to digital promotion and smart services.

Notable Events		
Annual ceremony	International Women's Day	Prophet's Neighbours' Endowment
Emirati Women's Day	Knowledge debate	Eid Al Eithad



Development

6

- Strengthening Institutional Efficiency Through Benchmarking
- Quality Certifications
- Honorary Awards and Recognitions
- Knowledge Management and Exchange of Expertise
- Bridges to the Future
- Knowledge Publications
- Development Reports and Studies
- The Paper Industry as an Important Driver of Industrial Development in the Emirate of Sharjah
- Industrial Office Licensing
- Continuous Analysis to Enhance Customer Experience
- Workshops, Seminars and Events

Strengthening Institutional Efficiency Through Benchmarking

As part of its efforts to improve performance and develop service quality, SEDD carried out 13 benchmarking exercises in cooperation with 11 entities. The tools used varied between 9 field visits, 3 virtual meetings, and one research and opinion survey. Nine improvement procedures derived from benchmarking outputs were

applied, contributing to improving SEDD's performance and developing work mechanisms. In addition, 8 experience-sharing initiatives with external entities were carried out during 2025 in response to requests from those entities, reflecting SEDD's role in transferring knowledge and strengthening institutional integration.



Reference Entities in Benchmarking



Service Efficiency for Customers

As part of SEDD's efforts to increase efficiency and develop the services provided to customers, 12 services were brought to zero-step or zero-touch status within the Customer Services Improvement Programme, through brainstorming sessions with service departments and the submission of proposals to the Information Technology Department for implementation in subsequent

development phases.

SEDD also received 23 proposals from customers to support and develop services and enhance the customer experience. Three customer proposals were implemented, creating a direct and tangible impact on improving the quality of services provided, and the owners of these suggestions were honoured in recognition of their effective contributions to developing the user experience.

Services zeroed	12
Customer proposals received	23

Developing the Institutional Work Environment

During 2025, SEDD continued to develop the institutional work environment by conducting six introductory workshops on institutional development procedures and encouraging employee participation in improving

performance. A total of 859 ideas were submitted to improve procedures and raise operational efficiency, and 16 messages of thanks were issued in appreciation of employees' contributions. Employee satisfaction with benchmarking reached 92%.

Introductory workshops	6
Ideas submitted by employees	859
Employee satisfaction rate	92%



Quality Certifications

SEDD successfully passed the official audit for international standard quality specifications without recording any cases of non-conformity, reflecting the

high maturity of the institutional governance system, the effectiveness of the application of management systems, and the commitment of work teams to

approved international standards. Press releases were published regarding the official audit of ISO standards and the internal audit of all departments,

sections and branches against the relevant standards. This included maintaining accreditation for the following standards:





Obtaining a New International Standard

In a unique and unprecedented achievement, SEDD obtained the international accreditation certificate ISO/IEC 42001:2023 for the Artificial Intelligence Management System. This made SEDD the first at national level to achieve this global accreditation in the field of the governance and management of artificial intelligence. The achievement reflects SEDD's commitment to applying the highest

standards of responsible AI governance and confirms Sharjah's position as a leader in embracing sustainable and secure digital transformation. SEDD also obtained ISO 44001:2017 for Partnering Management after launching the project with Advisum Management Consultancy. The certification for the Human Resource Management System – Employee Engagement (ISO 23326:2022) was also renewed.



Honorary Awards and Recognitions

SEDD received several awards and certificates of thanks in recognition of its pioneering role in serving the community

and its efforts to support sustainable development pathways through its participation in local and international events.

Award	Awarding Body
Gold Category Award for Best Inspiring Workplace	Inspiring Workplaces
Silver Stevie Award for Innovative Use of Technology in Human Resources	Stevie Awards for the Middle East and North Africa 2025
Bronze Stevie Award for Innovation in Human Resources Management, Planning and Practice	Stevie Awards for the Middle East and North Africa 2025
Ranked seventh among the best entrepreneurship ecosystems regionally	Global Startup Ecosystem Report 2025



Knowledge Management and Exchange of Expertise

SEDD received a number of external entities from the Emirate of Sharjah and other Emirates as part of its direction towards exchanging expertise and developing capabilities in different sectors and reviewing best administrative practices in many areas, with the aim of raising service delivery to global levels in a way that is reflected in the state's government work system

and serves ambitious national objectives. Discussions, dialogue, exchange of views and responses to enquiries were conducted, and it was agreed to strengthen direct communication channels among all entities concerned with joint governmental work in a manner that meets Sharjah's aspirations to develop a competitive and attractive investment environment.

Purpose of the Visit	External Entity
Reviewing best practices in handling real beneficial ownership data, oversight procedures and commercial protection mechanisms	Ras Al Khaimah Department of Economic Development
Reviewing best practices in strategic performance planning for economic indicators	Umm Al Quwain Department of Economic Development
Reviewing best practices in applying PAS7070	Dubai Municipality
Reviewing best practices in the General Services Section and approved administrative and operational practices	Department of Social Services
Strengthening institutional coordination and integration in the judicial work system	Judicial Department
Transfer of functions and powers relating to the competent authority for petroleum material circulation to the Energy Council	Energy Council
Learning about the mechanism for following up administrative projects and the systems used to track projects and measure performance indicators	Sharjah University City

Bridges to the Future

"My Book at My Desk" Initiative

SEDD launched the "My Book at My Desk" initiative during the Sharjah International Book Fair with the aim of spreading a knowledge culture and strengthening the role of institutional learning by making 52 books available so that sources of knowledge would be within employees' reach.

Six dialogue sessions were also conducted within the Sharjah International Book Fair, with the participation of 88

attendees in the cultural seminars accompanying the fair, in cooperation with SEDD's administrations and external entities, thereby enriching knowledge dialogue and the exchange of expertise.

Available books	52 books
Dialogue sessions	6 sessions
Participants	88 participants

Knowledge Debate

On Knowledge Day, SEDD organised the "Knowledge Debate" initiative at the Khorfakkan branch under the title "Degree

or Experience?", targeting branch employees to strengthen institutional dialogue on capability development and scientific knowledge building.



Knowledge Publications

SEDD continues to issue a variety of specialised publications covering aspects of the economic sector and its various activities in the Emirate with the aim of providing individuals and institutions with reliable sources of information and approved data on economic indicators in the Emirate of Sharjah, in addition to offering comprehensive information about available facilities. These publications are issued electronically and made available through the official website in support of

environmental sustainability and reduced paper use.

- SEDD's annual report.
- Sharjah Industrial Investment booklet.
- Promotional bulletins (Made in Sharjah bulletin).
- Industrial office licensing guide.
- Monthly bulletins for the Development Lens initiative (12 bulletins in 2025).
- Monthly bulletins for the Milestones and Successful Experiences initiative (12 bulletins in 2025).



Development Reports and Studies

SEDD was keen to provide consultation and technical support to factories and to study all the challenges and difficulties they face, with the aim of producing supportive findings, recommendations and decisions that strengthen these industrial investments in the Emirate of Sharjah. The Emirate has succeeded in preparing a strong and suitable legislative and legal environment that supports the future visions and plans of the industrial sector.

SEDD also contributed to setting the Emirate's economic plans and preparing economic studies, including the report measuring indicators of ease of doing industrial business,

which is prepared on a quarterly basis. It also contributed to the questionnaire for the "Economic Situation" study in cooperation with the Economic Adviser's Office, and implemented a report on developments in Industrial Area 1 and Al Darari Commercial Area through field visits to industrial establishments and the collection of the necessary data, in addition to a comprehensive study on the industrial sector in the Emirate of Sharjah for 2023–2024.

Studies	2
Reports	10

Reports and Statistical Analysis

In line with the strategic plan of the Sharjah Economic Development Department, the Planning and Economic Studies Department carried out the following work during 2025:

The Economic Studies Section played a principal role in executing many requests, including requests through the Labeyh system, in addition to monthly, quarterly and annual reports, with all requests successfully resolved and closed, achieving a completion rate of 100%.

The number of periodic reports reached 111, quarterly reports reached 48, and 428 requests were received

through the Labeyh system, in addition to internal reports and outgoing correspondence. The Economic Studies Section also provided a number of external reports to several entities.

Request completion rate	100%
Periodic reports	111
Quarterly reports	48
Requests through the Labeyh system	428
Total reports	587

Studies and Research to Develop Other Sectors

In addition to the regular monthly and quarterly reports, the Studies Section provided several pieces of research and studies in various fields to develop several sectors, with a total of five studies. Four opinion surveys were also conducted with customers to measure their satisfaction

with new services and other services.

Number of studies	5
Opinion surveys	4

The Paper Industry as an Important Driver of Industrial Development in the Emirate of Sharjah

The Emirate of Sharjah attaches great importance to strengthening the industrial sector as a fundamental pillar within its vision for achieving comprehensive and sustainable economic development, and as part of its strategy aimed at diversifying national sources of income.

Sharjah is today regarded as one of the leading industrial centres in the UAE, hosting a wide range of vital industries that contribute to driving economic growth and creating expanding investment opportunities.

Among the Emirate's prominent industrial sectors, the paper and

paper-products industry stands out as one of the key drivers of industrial development due to its role in supporting supply chains and meeting the needs of local and regional markets. This sector has witnessed notable development in recent years, supported by an enabling investment environment, advanced infrastructure, and policies that encourage innovation and sustainability.

The number of industrial establishments in the paper industry reached 318 establishments, distributed between 287 in industrial areas, 20 in Sharjah City, and 11 in the Central and Eastern Regions.

Geographical Distribution of the Paper Industry

Branch	Number	Rate
Industrial areas	287	90%
Sharjah City	20	6%
Central and Eastern Regions	11	4%
Total	318	100%



Industrial Office Licensing

SEDD provides the industrial office licensing service in the Emirate of Sharjah, which offers investors many advantages and facilities, including:

- Conducting administrative and technical business before the construction and operation of the factory.

- Allowing foreign investors to obtain an industrial office licence in accordance with the foreign ownership law.
- Automatic site approval.
- Exemption of the licence from approvals by official authorities.
- Granting between two and three work permits.

Continuous Analysis to Enhance Customer Experience

Periodic surveys conducted by SEDD reflects its commitment to strengthening the customer experience and upgrading the services ecosystem in accordance with the highest standards of quality and institutional excellence, and with the aim of providing an advanced environment that meets customer expectations and enhances service delivery with high efficiency and quality through the adoption of global best practices and

the highest levels of effectiveness in the institutional work system. These surveys recorded a satisfaction rate of 96.8% with government services provided, while satisfaction among complainants with SEDD's response reached 91%. With regards to consumer protection, satisfaction with the services provided reached 73.6%, while satisfaction with commercial inspection services reached 57%.

Customer satisfaction survey – complainants' satisfaction	91%
Customer satisfaction survey – consumer protection	73.6%
Customer satisfaction survey – commercial inspection	57%
Customer satisfaction survey for government services in the Emirate of Sharjah	96.8%

Workshops, Seminars and Events

The Economic Planning Section launched a range of internal and external initiatives across the Emirate to strengthen continuous cooperation with all administrations and partners, whether governmental or external, with the aim of highlighting

positive transformation and continuous innovation within SEDD. The Section also undertakes diverse studies, organises seminars and workshops, and publishes reports to highlight the vital role played by SEDD in driving progress.

Discussion Sessions

Numerous seminars and workshops were delivered with awareness and mutual benefit objectives in cooperation

with other entities to familiarise all concerned with the latest developments across different sectors.

International Day of Clean Energy

The Economic Planning Section organised a dialogue session with environmentally friendly factories to clarify their role in protecting the environment and converting their licences into green licences, with the participation of Bee'ah, the Government Communication Department, and the Industrial Affairs Department.

The discussion addressed Bee'ah's efforts in renewable energy, particularly the waste-to-energy project and the announcement of the project's second phase, as well as Bee'ah's plan to multiply its business tenfold in the coming years in order to keep pace with developments in the country and strengthen its position in sustainability and digital transformation.

Attendance	15
Satisfaction rate	91%

Innovation and Its Role in Improving the Business Environment in the Emirate of Sharjah

An innovation workshop was delivered on World Creativity and Innovation Day in confirmation that the foundations of a successful and sustainable economy rest on two core pillars: innovation and entrepreneurship. Emphasis was placed on the importance of making innovation and creativity a sophisticated way of life and a work culture

across different fields. Knowledge was exchanged concerning projects and initiatives that support innovation in Sharjah, and discussions covered ways to stimulate the business environment to attract investment and support entrepreneurs, in addition to the digital warehouses project and the role of the Emirate of Sharjah in supporting the local economy by embracing innovation and developing the business environment.

Transparency and Data Governance Programme

The programme aimed to explain the basic principles of data governance and transparency and to clarify the

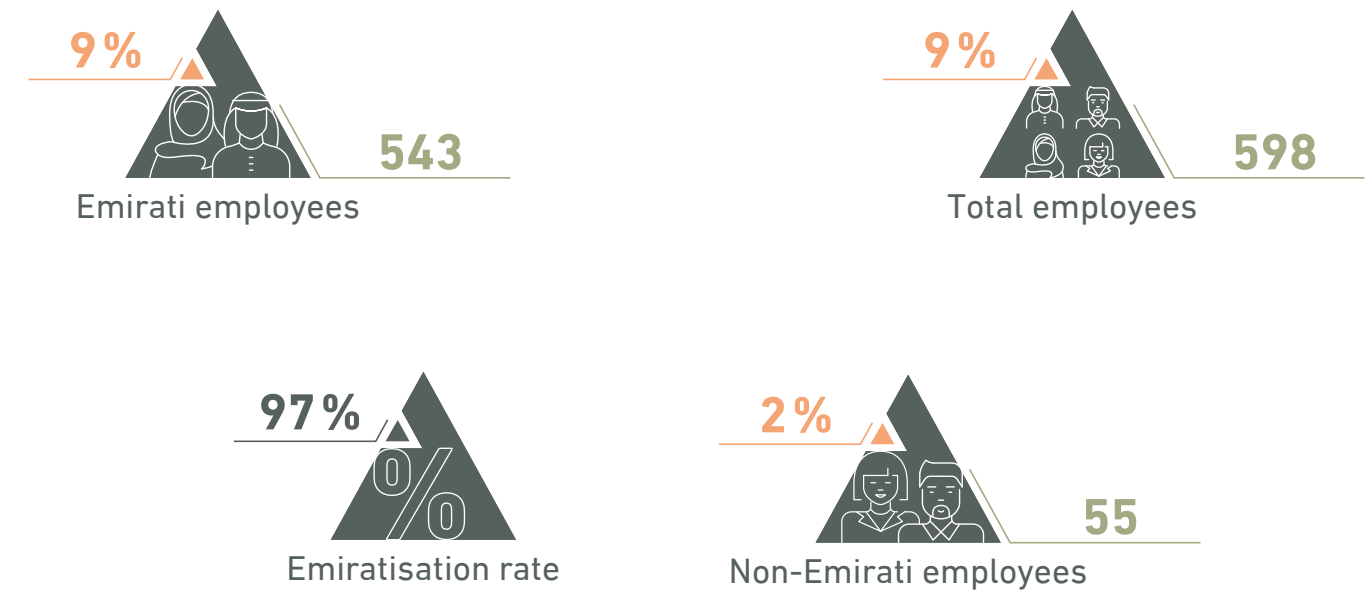
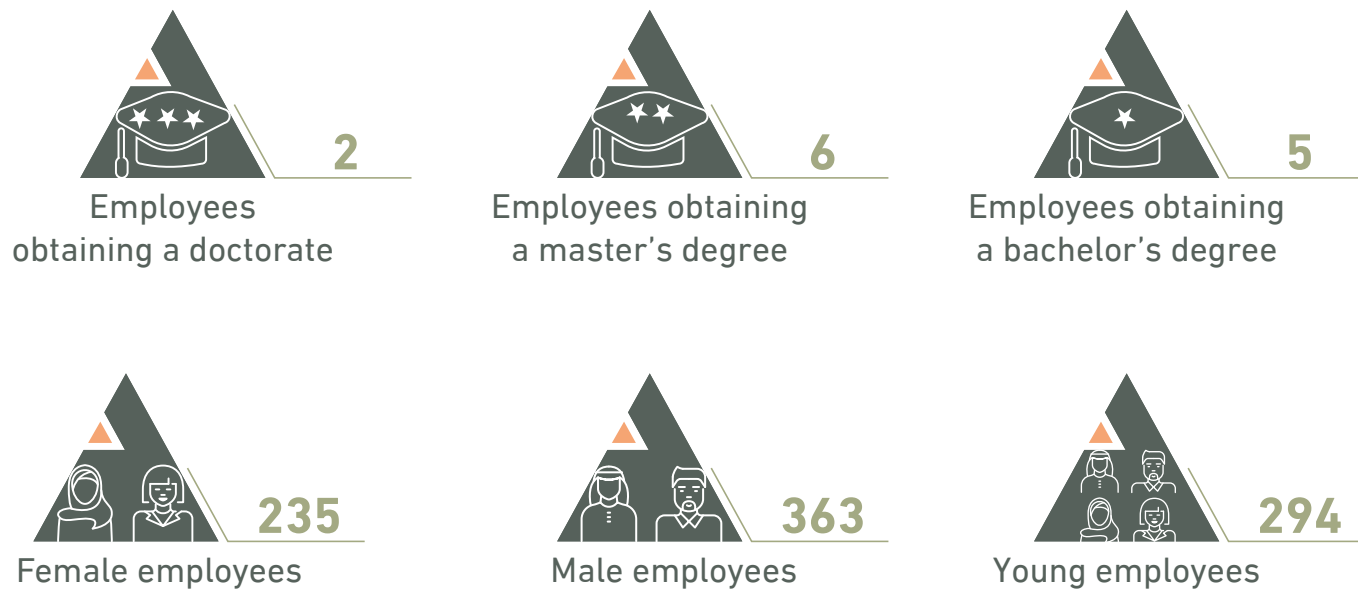
complementary relationship between them for building institutional trust.

Participants	18
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Human Capital

7

- ▶ Human Resources in Numbers
- ▶ A Progressive Young Workforce
- ▶ Professional Incentives
- ▶ Human Capacity Development
- ▶ Developing Community Capabilities and Building Future Skills
- ▶ Achieving Social Security for Employees
- ▶ Performance Evaluation
- ▶ Occupational Health and Safety
- ▶ Logistical Support
- ▶ Leading Community and Humanitarian Initiatives



Growth Rate

Human Resources in Numbers

As part of SEDD's efforts to increase human resource growth and develop human capital, 49 new employees were recruited during 2025, bringing the total workforce to 598 employees, representing growth of 9%. Of these, 543 were Emirati employees, also reflecting growth of 9%, while the number of non-Emirati employees reached 55,

representing 2% growth, indicating that SEDD achieved a high Emiratization rate of 97%.

Regarding job rotation, SEDD recorded 8 job-rotation cases, while 31 newly recruited employees underwent rotation, and 13 employees holding academic qualifications were recruited.

Statement	2025	Growth Rate
Total employees	598	9%
Emirati employees	543	9%
Non-Emirati employees	55	2%
Emiratization rate	97%	

Statement	2025
Employees obtaining a bachelor's degree	5
Employees obtaining a master's degree	6
Employees obtaining a doctorate	2

A Progressive Young Workforce

One of the indicators reflecting the vitality and energy of SEDD is the number of young employees which now stands at 294, representing 49% of the workforce, while the number of male employees reached 363 and female employees 235.

Title	العدد
Young employees	294
Male employees	363
Female employees	235

Advancement Towards Institutional Excellence

SEDD remained committed to strengthening the institutional excellence system, raising operational readiness, ensuring the sustainability of improvement and development, and advancing careers in accordance with

approved international standards, in a manner aligned with the Sharjah Government's direction and vision for achieving leadership and excellence in government work and the objectives of sustainable development.



Stevie Awards – Middle East and North Africa

- SEDD won the Silver Award in the category of Innovative Use of Technology in Human Resources.
- SEDD won the Bronze Award in the category of Innovation in Human Resources Management, Planning and Practices.



ISO Certificate for the Human Resource Management System

In 2025, SEDD retained the ISO 23326:2022 certification for Human Resource Management – Employee Engagement, having been the first local and federal department in the country to achieve this certificate in 2024.

Professional Incentives

Qualification and professional incentive constitute the principal pillars of career and financial promotions upon which SEDD relies to develop the performance of human capital in delivering services to the highest levels of quality. Based on performance evaluation and years of experience, numerous allowances and promotions were granted to motivate employees towards performance development and improvement. A total of 160 incentive allowances, 84 job promotions and 12 salary increments were granted.

Incentive allowances	160
Job promotions	84
Salary increment	12



Employee Excellence Award 2025

SEDD adopts an administrative approach to job excellence through the Employee Excellence Award. The annual ceremony is a high-level initiative aimed at embedding a culture of creativity and innovation and motivating employees towards sustainable performance by honouring distinguished competencies across different fields. Sixty employees were honoured, representing a growth of 40%.

The awards covered several fields, including leadership and supervisory, administrative, technical and field categories, in addition to customer happiness and the new employee category. The award contributed to creating an inspiring working environment within SEDD due to its investment in human capital as part of SEDD's efforts to strengthen institutional excellence.

Number of nominees	60
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Distinguished Employee of the Month Award 2025

SEDD is keen to honour its distinguished employees on a regular basis, in appreciation of their efforts in achieving SEDD's strategic objectives.

Winners are honoured with the Employee of the Month Award in recognition of their role in enhancing the efficiency of government performance through a quarterly ceremony for employees with distinguished performance in the supervisory and executive categories.

This recognition forms part of SEDD's vision for valuing

national talent and supporting job creativity, with the aim of enhancing employee efficiency, developing skills, and achieving sustainable economic development.

During 2025, 116 employees were honoured within the Distinguished Employee of the Month Award, representing growth of 20% over the previous year. Within the Achievement Star category, 48 employees were honoured at a semi-annual ceremony as part of the launch of an incentive programme for employees of service departments and commercial officers.

Number of employees honoured	Category
116	Supervisory and executive
48	Achievement Star



Human Capacity Development

SEDD adopts advanced programmes to qualify its human capital, with a focus on refining employees' skills in dealing with customers, human resources legislation, and administrative and leadership skills in order to ensure sustainable economic development through the improvement of the work environment and the enhancement of performance efficiency. Within this path, the Training Section works on two main axes: community service and human capital development. The employee training efforts saw notable expansion during 2025 in both training programmes and employee participation. A total of 310 training programmes were implemented, benefitting 2,277 employees, with a participation rate reaching 91% of SEDD's workforce, reflecting an institutional commitment to raising efficiency and strengthening professional readiness. Internal trainers also delivered 35 programmes benefitting 570 participants, thereby strengthening internal knowledge transfer.

41 new employees were trained in cooperation with the Human Resources Department under the "Masar" programme, enhancing their readiness to integrate into the work environment. The total number of accredited trainers from among SEDD employees reached 97, reflecting the strength of internal training capabilities and the sustainability of institutional knowledge transfer.

2,277
Beneficiaries
of training programmes

Training programmes	310
Beneficiaries of training programmes	2,277
Programmes delivered by SEDD trainers	35
Employee participation in training programmes	91%
Satisfaction with training services	96%
Trainees in the Masar programme	41

Main Training Programmes

Twenty-five training programmes were implemented based on a training needs analysis, including four programmes in cooperation with the Human Resources Department, two internal programmes, and nineteen programmes delivered through external training providers, reflecting the diversity of training sources and their alignment with institutional needs. The training programmes covered core areas such as economic inspection, software testing (ISTQB), anti-money laundering, updates to implementing regulations, Zero Bureaucracy, institutional innovation, and artificial

intelligence technologies and large language models (LLMs), thereby supporting the development of specialised skills and keeping pace with digital transformation requirements.

1. Foundations of economic inspection
2. ISTQB – professional level
3. Anti-money laundering
4. Changes to the executive regulations
5. Zero Bureaucracy
6. Institutional innovation ecosystem
7. Artificial intelligence technologies and large language models (LLMs)



Developing Community Capabilities and Building Future Skills

The community service axis witnessed notable growth in the number of trainees during 2025, with 107 receiving training, representing growth of 98% compared with 2024, while recording a high satisfaction rate of 99.5%, which reflects the quality of the training programmes and their

impact in strengthening professional readiness among participants.

Furthermore, the "Young Economist" initiative was launched with 12 participants from among employees' children, in conjunction with the Year of Community.

Trainees in 2025	107
Trainee satisfaction rate	99.5%
Student trainees	29



Achieving Social Security for Employees

SEDD provides many social security services for employees as part of its efforts to secure a healthy life for its human capital. Health insurance for parents was provided to 16 employees, health insurance for employees and their families to 131 employees, health insurance was cancelled for 24 employees, and 50 employees joined the Sharjah Social Security Fund.

Health insurance for parents	16
Health insurance for employees and their families	131
Health insurance cancellation	24
Sharjah Social Security Fund	50

Performance Evaluation

As part of SEDD's efforts to develop employee performance, an evaluation of work quality was carried out by the human resources cadres. The results showed that 380 employees achieved a rating of "significantly exceeds expectations", while 135 employees achieved a rating of "exceeds expectations". These indicators point to the development of job performance in a manner that meets SEDD's aspirations for enhancing functional performance in line with the Sharjah Government's vision, while continuing work to achieve further growth in coming years.

Evaluation Result	No. of Employees
Significantly exceeds expectations	380
Exceeds expectations	135
Meets expectations	17
Needs improvement	1
Total	533



Occupational Health and Safety

- The number of safety awareness publications during the year reached 45.
- Appropriate field uniforms were provided to commercial inspectors.
- An emergency button for people with disabilities was installed.

- Personal protective equipment, such as gloves and masks, was provided to commercial inspectors.
- Lighting intensity in all SEDD facilities was assessed in cooperation with Sharjah Municipality, and a device for measuring light intensity was purchased.
- A healthy foods initiative was implemented under the Wazen programme.

Number of awareness publications under the "Salama" initiatives	45
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Logistical Support

SEDD seeks to provide the logistical support required to ensure smooth operations through the implementation of many initiatives and varied programmes. SEDD continues to enhance employee performance and support the team's ability to deliver services in a distinguished manner.

This direction includes multiple aspects such as awareness of occupational safety, vehicle maintenance, and the provision of the tools and supplies required to achieve a safe and healthy work environment, including the installation of an emergency button for people with disabilities as part of health and safety measures.

Number of To Whom It May Concern certificates issued	1,100
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Number of continuous professional development support programmes	>2,200
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Leading Community and Humanitarian Initiatives

As part of building distinguished institutional capabilities, SEDD announced the "Tell Us How We Can Make You Happy" initiative to measure the results of employee satisfaction surveys and harmony in the work environment, and the "Hour of Pride" initiative for national service and reserve service personnel on their final working day before reporting for service.

SEDD also launched "Hour of Excellence" for university graduates upon receiving their graduation certificates, "Hour of Joy" for employees who are about to marry, and "Your Time for Your Children", which grants three hours of permission during the first week of the academic year for employees with children in school.

Entertainment activities and competitions were also organised, remote work was permitted in line with controls and flexible working arrangements, new parking

spaces were provided for employees, and a dedicated room for mothers was made available, alongside qualitative and specialised training programmes.



14
Employee
happiness initiatives



Ramadan 2025 Initiative

A social initiative was launched in 2025 with the aim of strengthening the spirit of affection and fraternity among members of the community. The initiative included the distribution of Ramadan gifts in the form of prayer beads and prayer mats as symbols of spiritual support and encouragement

for worship during the holy month. This initiative stemmed from the values of giving and solidarity. Gifts were distributed to various categories, bringing joy and happiness to the beneficiaries and helping to spread an atmosphere of faith and compassion among all.

Share Your Ideas Initiative

SEDD launched the "Share Your Ideas" initiative with the aim of developing services and quality of performance. A total of 863 suggestions were

received, of which 24 ideas were adopted, with the aim of strengthening cooperation with members of the community and benefitting from ideas available for implementation.



24

Approved ideas



863

Suggested ideas

A New Launch Towards a Sustainable Economy

Sharjah Economic Development Department moves forward with confidence towards the future, guided by an ambitious vision and an integrated approach that places innovation and sustainability at the core of its institutional work. The achievements realised during this year represent a step within a continuous journey towards building a more competitive, resilient, and sustainable economy.

The Department will continue, in cooperation with its strategic partners, to develop its services, support the business environment, and enhance the Emirate's attractiveness as a leading investment and economic destination. In conclusion, we extend our sincere appreciation and gratitude to all those who contributed to documenting the Department's journey of achievements during 2025, and to supporting its efforts in developing services and advancing its institutional performance.

A futuristic cityscape with a glowing path leading to a large, illuminated number 2026. The scene is set in a dark, atmospheric environment with a grid of glowing lines on the ground. The number 2026 is rendered in a large, metallic, 3D font, reflecting on the ground. The path is flanked by stylized, glowing buildings of varying heights, creating a sense of depth and perspective. The overall aesthetic is clean, modern, and high-tech, with a color palette dominated by dark blues, greys, and bright, glowing whites and yellows.

2026