



Annual General Meeting 2026

9 June 2026



➤ Introduction



Agnès LOPEZ CRUZ
Managing Director
CCI France UAE



➤ Agenda

17h50
18h00



Governance and
Strategy

Operating Review
2025

18h00
18h20



Presentation of the
accounts

Auditor's opinion

18h35
18h50



Ambitions and
upcoming projects
2026-2027

18h50
19h00

Conclusion

Announcement of
the Appointed
Members of the
Board of Directors
2026-2028



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9 June 2026





Governance and Strategy : Highlights of 2025

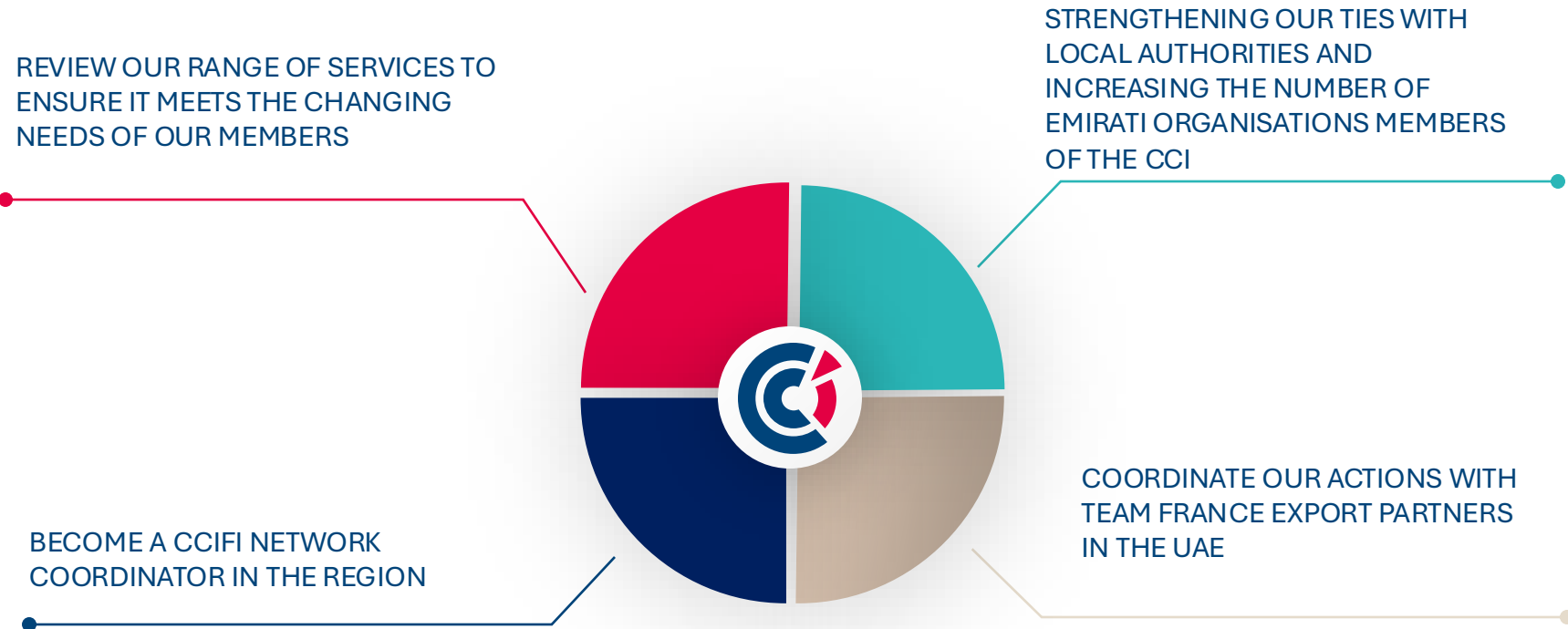




Thierry DEZENCLOS
President
CCI France UAE



Strategic Pillars





Key transformation and optimisation measures implemented in 2025

Business Center

Closure of the Silicon Oasis Business Centre and relocation of V.I.E. accommodation to our offices.

Service Recrutement

Temporary suspension of the Recruitment service to overhaul our services, working methods and partnerships.

Organisational Transformation

An organisational transformation carried out over a period of more than a year with the support of two HR experts, aimed at enhancing the Chamber's efficiency and performance.

Board of Directors 2024-2026



Thierry
DEZENCLOS



Nathalie
AMIEL FERRAULT



Geoffroy
BUNETEL



Christine
RIZZATO



Joseph
MOUSSALLEM



Caroline
THEVENOT



Valérie
HAWLEY



Kevin
CHALHOUB



Aurélien
DELAHAYE



Marie-Agnès
DESCROZAILLE



Gaëlle
DORE



Frederic
MARCHAND



Tarek
SOLIMANE



Thomas
VIGNERON



Amel
CHALDI



2025 Operational Review





Agnès LOPEZ CRUZ
Managing Director
CCI France UAE

Le Réseau CCIFI à Fin 2025

1^{er}

Réseau d'affaires privé français,
francophone et francophile au
monde.

37 300+

entreprises adhérentes

125 CCIFI
dans **98** pays



84

centres d'affaires



630

comités thématiques ou
sectoriels

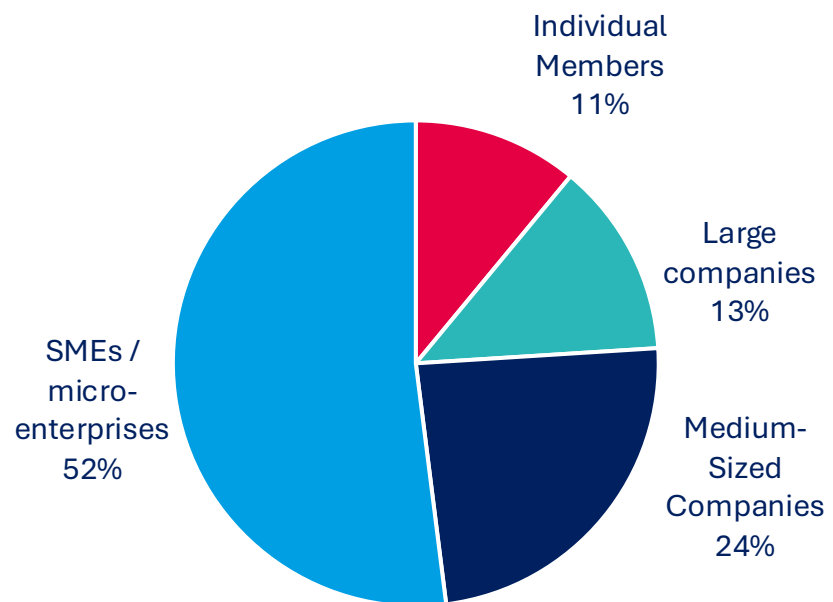


5200+

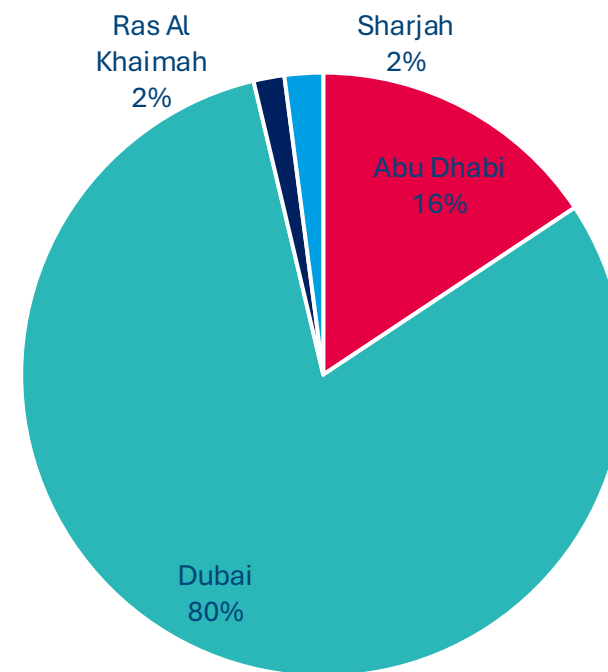
événements

Our Business Community

Breakdown of Members by Company Size

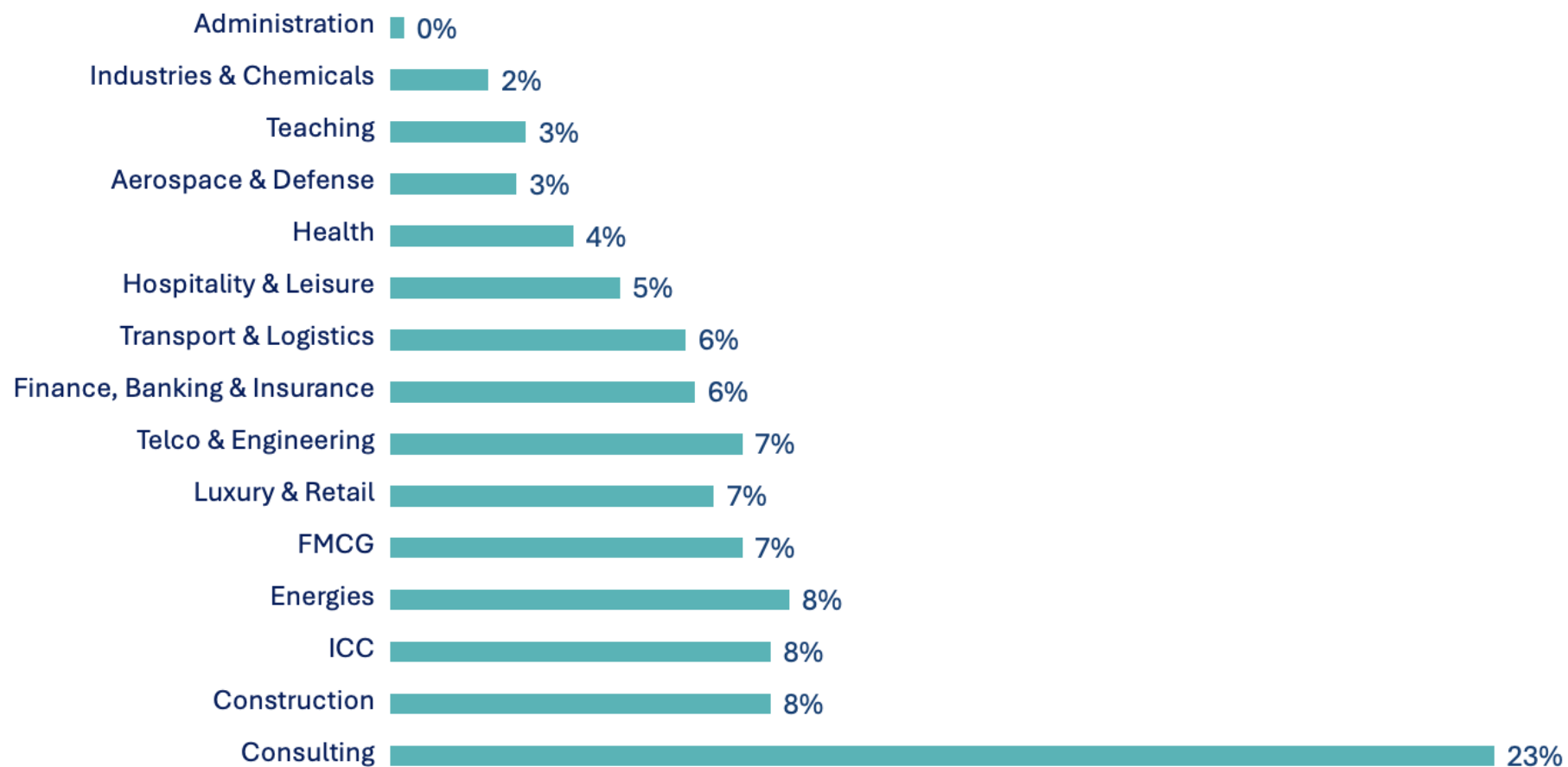


Breakdown of Members Geographically



568
Members
on 31/12/25

➤ Distribution of Members by Sector of Activity



➤ Our system

SECTORAL COMMITTEES

- Construction & Real Estate
- Energies
- Consumer Goods (including Agro)
- Hospitality, Tourism & Culture
- Luxury & Retail
- Transport & Logistics
- Health

FUNCTIONAL WORKING GROUPS

- Finance
- Event Communication Marketing
- Human Resources
- ESG

CLUBS

- CEOs Club
- Synergy Club
- French-Emirati Women Committee

MENTORSHIP PROGRAM



➤ 120 Events and Meetings in 2025

16

Sectoral Committee Meetings

12

B2B Matching Meetings

6

Working Group Meetings

36

Networking Meetings

37

Club Meetings

13

Experience Sharing Sessions

➤ A connected and unifying Chamber: a strengthened ecosystem



Team France Export

Voice of AI Business Forum

First collaborative event organized by the CCI in partnership with the actors of Team France Export.



CCIFI and GCC Business Networks

GCC France Business Forum

Strengthened partnerships with the CCIFIs in the region, as well as with the French business communities in Saudi Arabia and Oman.



APM

(Association Progrès du Management)

Signing of a partnership aimed at strengthening the development offer of managers.

➤ A Chamber mobilized over the last few months



Weekly Briefing



Ad-Hoc Meetings with
Local Authorities



Sectoral, functional and
club committee
meetings

LE Bridge

Platform dedicated to
supporting companies
during the crisis.



Presentation of the Financial Statements and Auditor's Opinion





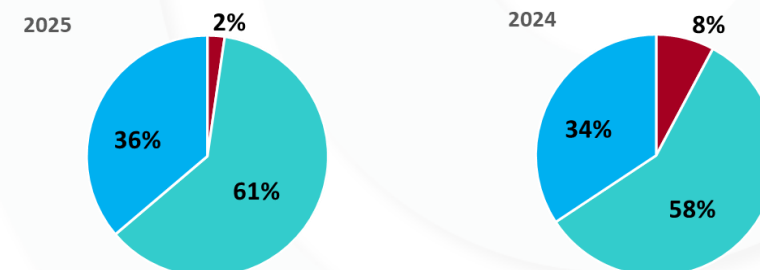
Caroline THEVENOT
Treasurer
CCI France UAE

INCOME STATEMENT 2025

	<u>2025</u>	<u>2024</u>
	(K aed)	(K aed)
MEMBERSHIPS	2,557	2,409
BUSINESS SERVICES	1,505	1,427
MEMBERS SERVICES	96	325
GROSS MARGIN	4,157	4,161
STAFF COSTS	(3,736)	(3,618)
GENERAL & ADMINISTRATIVE COSTS	(584)	(545)
DEPRECIATION	(25)	(16)
BAD DEBT		
SURPLUS FROM OPERATIONS	(187)	(18)
FINANCIAL INCOME & EXPENSES	17	113
NET SURPLUS	(170)	95

- **Gross Margin:**

Memberships
Business Services
Members Services



The share of Memberships (+3pts) & Business Services (+2pts) in the generation of the gross margin increased in 2025 vs. 2024, while sponsorship fundraising difficulties weighed on the contribution from Members Services.

- **Operating expenses:**

Operating expenses rose 4% in 2025, driven by a full year of staffing costs compared to vacancies in 2024 and compounded by one-off restructuring charges.

- **Financial income & Expenses:**

one-off financial reinvestment transaction cost that will yield higher annual interest income going forward.

- **Net Loss for 2025**

The loss is largely structural (full staffing) and transitional (restructuring + reinvestment costs), rather than a deterioration of the core business.

- **Accounts audited** by Forvis Mazars

BALANCE SHEET AS OF 31.12.2025

	<u>2025</u>	<u>2024</u>
	(Kaed)	(Kaed)
PROPERTY & EQUIPMENT	159	118
INTANGIBLES	3	4
FINANCIAL ASSETS	3,040	1,859
RECEIVABLES	769	1,425
CASH & EQUIVALENTS	1,473	2,801
TOTAL ASSETS	5,444	6,207
EQUITY	2,389	2,559
EOS PROVISION	1,308	1,169
GRANTS	-	-
ACCRUALS & OTHER LIABILITIES	1,747	2,479
TOTAL LIABILITIES & EQUITY	5,444	6,207

- Healthy balance sheet
- Lower cash balance impacted by the shift of the membership renewal campaign from November in 2024 to December in 2025
- 64% increase in financial assets reflecting the strategic reinvestment of treasury reserves into higher yielding bond.
- Financial independence & strength:
 - ✓ AED 2.4MM equity
 - ✓ No bank debt

PROPOSED RESOLUTIONS

1. The ordinary general meeting of the members of the CCI France UAE, after having read and heard the presentation of the financial statements, approves the 2025 accounts
2. The ordinary general meeting of members of the CCI France UAE decided to renew the mandate of Forvis Mazars for the audit of the 2026 accounts



Forecasts S2 2026 - S1 2027





Agnès LOPEZ CRUZ
Managing Director
CCI France UAE



Current and Future Major Issues

1

To perpetuate our structure by making the most of the new organization put in place.

2

To become the reference platform for companies wishing to develop in the Emirates and the region.

3

Enrich and better address our offer, particularly in the SME and mid-cap sector.

4

Ramp up our digital tools and strengthen our use of AI in our processes and content productions.



➤ Our new organization validated in December 2025

Organization around 5 departments

Business
Development &
Growth

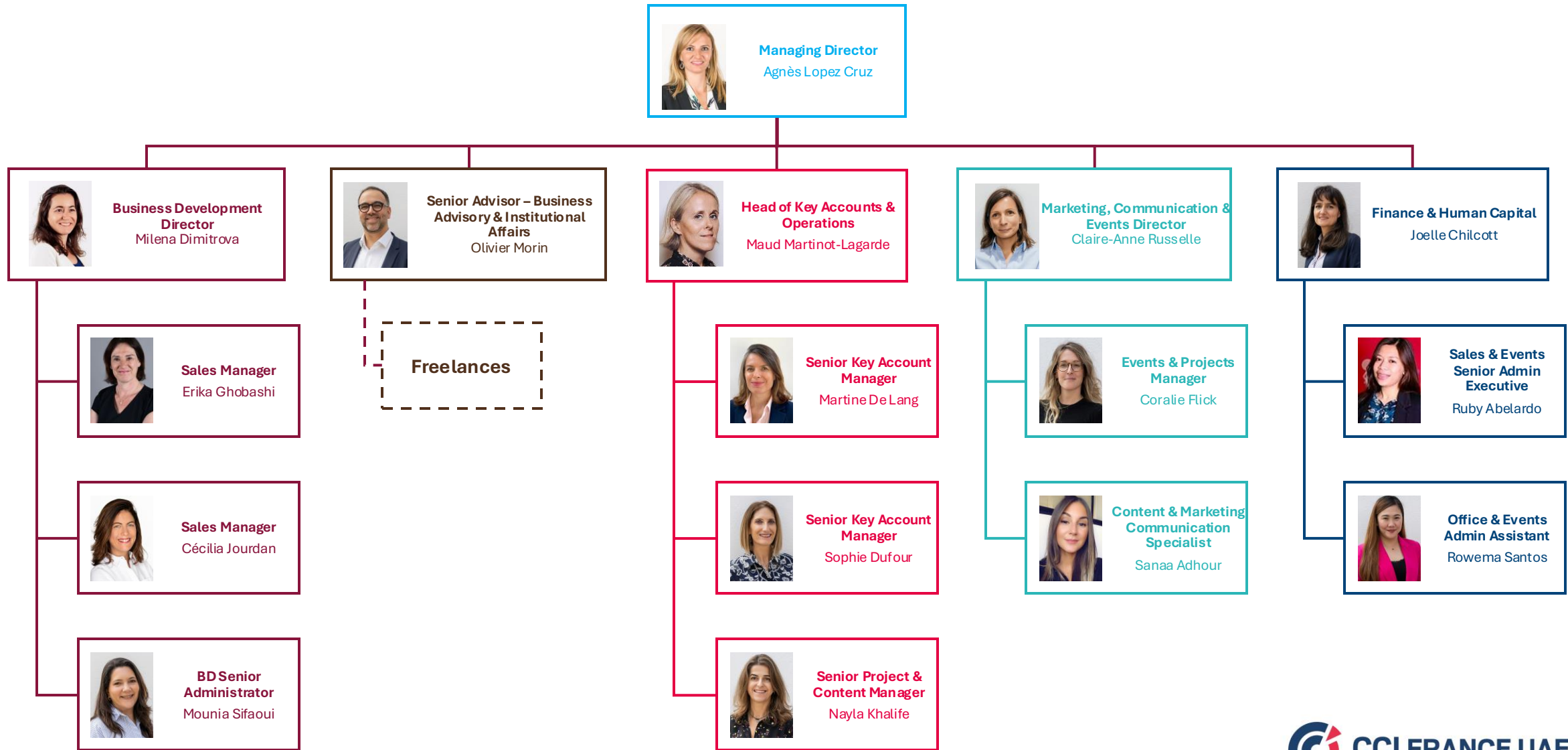
Business Advisory
& Institutional
Affairs

Key Account &
Operations

Marketing,
Communication &
Events

Finance & Human
Capital

Our new organization





Milena DIMITROVA

Business Development Director
CCI France UAE

Business Development and Growth

A close relationship to better address our members in their commercial development

- Business support services less known to members
- Targeted Appointment Program,
- Market study and research
- Timeshare Salesperson

Enriching our business community with more diverse company profiles

- Recruiting more Emirati profiles
- Active prospecting: French entities from the SBF 120 and others
- International entities wishing to develop their network with the French business community
- Emirati groups and companies in connection with the Advocacy department

Developping partnerships to support members in their development

- Partnerships with Members
- Partnerships with local authorities



Olivier MORIN

Director of Business Consulting and
Institutional Affairs
CCI France UAE



Strengthening our role as a platform for influence and creation of opportunities France-UAE

Strengthening bridges between the business community and the authorities

Increasing the visibility of members in the UAE ecosystem and vice versa

Making the CCI a platform for economic intelligence and influence


Developing impact initiatives for the future

Business Missions & Ecosystem Development



Maud MARTINOT LAGARDE

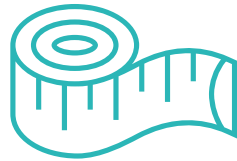
Head of Key Account and Operations
CCI France UAE



Vision 2026 – proximity, usefulness, agility for our members in a constantly accelerating environment



More proximity, usefulness and agility for our members in an environment of continuous acceleration.



Tailor-made solutions with high added value to transform needs into concrete results (prospecting, studies, business acceleration).



Content with impact to understand the region and transform complexity into actionable opportunities.



Qualified connections and strengthened collective intelligence at the service of members and sectors.



Claire-Anne RUSSELLE

Marketing, Communication and Events

Director

CCI France UAE

➤ A constantly improved offer

Listening to your needs and satisfaction

Qualitative study on the knowledge of our services in 2025.

Broader **satisfaction study** project in 2026.

Surveys on the content you would like to cover at our events in 2026 and 2027.

Systematic evaluation of satisfaction at our events.

Raising awareness of our services and our organization

A more advanced and broad **communication** to make all of our services better known to a wider audience.

Who are we? Review our mission and the value proposition of our organization.

Improving our communication platforms

Increasing KPIs on the various visibility media made available to our members (emailing, LinkedIn and website).

15 to 20 members articles published on our site per month – as many on newsletters.

Adapting our offer

Sponsorship packages for all budgets and richer.

A more comprehensive membership with the launch of New Joiners Breakfasts and the Connectors' Club, to facilitate the development of your network from the beginning of your membership.

An event offer that meets current challenges, in particular the **Reboost Program**



Agnès LOPEZ CRUZ
Managing Director
CCI France UAE

➤ "Reboost" program: from resilience to recovery





Conclusion

9 June 2026





Siham TEFTAL

Partner at Forvis Mazars and Head of
Audit and Assurance for the Emirates and
Oman



Announcement of the elected members of the 2026-2028 Board of Directors

9 June 2026



AUBERT Sidonie

BINOIT Cedric

BUNETEL Geoffroy

CARRE Julia

CHADLI Amel

CHALHOUB Kevin

CHAUDRI Zineb

DELAHAYE Aurelien

DEZENCLOS Thierry

DUMOND Pierre

MARCHAND Frederic

MOUSSALLEM Joseph

PLIEGO ROSICH Ingrid

RIZZATO Christine

SOLIMANE Tarek



Dubai Chapter

Sidonie AUBERT

Cedric BINOIT

Geoffroy BUNETEL

Julia CARRE

Amel CHADLI

Kevin CHALHOUB

Thierry DEZENCLOS

Joseph MOUSSALLEM

Tarek SOLIMANE