



Message from our Chief Executive

The banking sector in the UAE is actively and noticeably growing, while achieving high performance levels based on trust, and aims to achieve even better results as much as provide unprecedented levels of service.

While some believe that results are the only measure, we are always keen on achieving more than results.

Attracting young UAE nationals as well as other expertise to work in the different levels of the banking sector, and proving their abilities in this field, always means that experience is the best proof, and our ambitions have no limits.

Commercial Bank of Dubai gives priority to the training and qualification of its staff, especially UAE nationals, relying on methodical plans which not only aim to increase the number of Emiratis, but to improve quality in order to achieve active Emiratisation levels and help create a national banking generation.

I invite all our employees, and especially UAE nationals, to work on developing their abilities and skills by attending the training courses conducted by the bank in order to prove themselves qualified to handle responsibility and actively participate in the bank's growth.

OMAR LEYAS

Effective participation in national career fairs



As part of the bank's on-going efforts to achieve its objective of attracting national workforce to the banking sector, CBD participated in the 6th National Career Exhibition held at Expo Centre Sharjah from 7-10 March 2004, organised by the Banking Sector Human Resources Development Committee jointly with the Emirates Institute for

Banking & Financial Studies in conjunction with the Sharjah Chamber of Commerce & Industry.

The bank also participated in Careers UAE 2004, held at the Dubai World Trade Centre from 6-8 April 2004, and organised by Dubai World Trade Centre and Higher Colleges of Technology in addition to Tanmia.

Yaqoob Yousuf, General Manager, ▶

“Exhibitions are considered a great opportunity to communicate directly with national cadres”



Above:
HH Sheikh Hamdan Bin Rashid Al Maktoum inaugurates Careers UAE.



Left:
HH Sheikh Mohammed Bin Rashid Al Maktoum visits the CBD stand at the Careers UAE 2004.

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In the presence of HH Sheikh Sultan Bin Mohammed Bin Sultan Al Qasimi, HE Ahmed Humaid Al Tayer handing over the award to Yaqoob Yousuf Hassan.

(continued)

Business Group said: "Such exhibitions are considered a great opportunity to communicate directly with national cadres from universities and HCT graduates, to introduce them to the variety of job opportunities available and to present them with training and qualification programmes organised by the Training & Development Centre. In addition, our aim is to familiarise them with the benefits of joining CBD."

He added: "The Emiratisation of CBD staff is a systematic process; it is not only concerned with increasing the number of national employees as a proportion of the total workforce, but also aims to upgrade their skills in an efficient manner."

CBD launches new ATMs

With its efforts to boost and develop its services to eventually cover the various parts of the UAE, Commercial Bank of Dubai has launched a new ATM at Belhoul Hospital in Dubai and Mina A'Salam.



CBD honoured as an active supporter of Emiratisation

Commercial Bank of Dubai was recently the proud recipient of both the Dubai Human Development Award 2003 and the Sharjah Human Resources Development Award - two prestigious honours within the financial sector.

The recognition came as a result of our commitment to national human resources development.

The bank received the Dubai Human Development Award during a ceremony held at Jumeirah Beach Hotel on February 28th, 2004 under the patronage of HH General Sheikh Mohammed Bin Rashid Al Maktoum, Crown Prince of Dubai, UAE Defence Minister and Chairman of the Dubai Department of Economic Development.

The Sharjah Human Resources Development Award was handed over in the presence of HH Sheikh Sultan Bin Mohammed Bin Sultan Al Qasimi, Crown Prince and Deputy Ruler of Sharjah, by HE Ahmed Humaid Al Tayer, Chairman of the Human Resources Development Committee to Yaqoob Yousuf Hassan, General Manager, Business Group, during a ceremony held at the sixth National Careers Exhibition for the Banking & Financial Sector.

"We are very proud and deeply gratified to be recognised by these awards," said Yousuf, "and we consider it as a motivation to continue our progress towards Emiratisation. National staff now make up 29% of the total number of employees, while in senior management positions the number exceeds 32%."

He added: "Last, but not least, I take this opportunity to thank all the team members for their dedicated and collective efforts culminated for the Submission Document without which the achievement of these awards would not be possible."



Yaqoob Yousuf Hassan receives the Dubai Human Development Award (DHDA) from Majid Al Futtaim.



Customer seminar reflects CBD corporate culture

As part of a regular and ongoing initiative to enhance interaction with customers and the business community,

Commercial Bank of Dubai held its latest customer seminar on April 6, 2004 at the Bank's Headquarters.

The seminar was attended by prominent businessmen and executives from various companies; many topics of interest to the customers were discussed. A specialised team from Credit and Trade Finance made a presentation entitled 'Shared Experience in International Trade, Credit and Business'. The topics included inherent risks in international trade, ways to avoid common errors in letters of credit and collection documents, a synopsis of market conditions and the various performance

"Customer seminars have proved to be an effective and very useful forum whereby CBD shares the benefits of its collective experience on varied subjects with its customers."

indicators of business. To facilitate the learning process, case studies were presented in all topics.

Ibrahim Abdulla, Deputy General Manager, Administration and Finance, in his welcome address lauded the customers for their support without which CBD's progress would not have been possible.

Masood Azhar, Executive Manager, Strategic Planning, added: "Conducting seminars for our valued customers is a regular event at CBD. We believe that there is more than one way we can add value to our customers."



Top: Ibrahim Abdulla addresses the audience of the customer seminar

Customer seminars, being one of them, have proved to be an effective and very useful forum whereby CBD shares the benefits of its collective experience on varied subjects with its customers. This is one of the many initiatives that is indicative of our customer-focused strategy and customer-centric culture."



Managers' quarterly meeting

Regular meetings for the Department Managers and Branch Managers are held every quarter. To the left is a picture of all the Managers who attended the last meeting held at the Al Bustan Rotana Hotel. Head of Retail and Commercial presented a review of the overall business performance of branches and follow up matters.

Ladies gathering at CBD

As part of our regular initiative to enhance interaction with the business community and provide them with the best

banking support, and on the occasion of inaugurating the Ladies Banking Department at our Headquarters, a ladies gathering was held at CBD on the 28th and 29th of April. The event aimed to create awareness among the lady clients in the UAE.

The gathering was attended by high society ladies and bank's customers. The ladies were introduced to Shahrazade program, its features, benefits, fees and related charges.

Subsequently, most of them opened Shahrazade accounts. The ladies were taken

for a tour of the bank. The Department will be managed by Ms. Malika Al Hashemi.



CBD announces the fourth winner of 'Mustaqbali' draw

Sultan Issam El Halabi was the lucky winner of AED 10,000 in the fourth 'Mustaqbali' draw held on 29th April 2004.

Sultan's father, El Halabi, said: "I was interested in Mustaqbali from the beginning as it represented an opportunity to start saving, especially when at every step of our adult life cycle we have to endure financial pressures like children's education, marriage, home ownership or any other life aspirations. For these reasons, I was determined to open a Mustaqbali account for Sultan."

"I would also like to emphasise the

importance of planning our finances to ensure that our children optimise their future in education, hard-earned income and enjoy financial security," added El Halabi.

Faisal Galadari said: "Due to the great success of 'Mustaqbali' Child Savings Plan, the bank increased the number of scholarships to be won by Mustaqbali account holders from 3 to 12 each year."

He added: "This programme's objective is to encourage families to save for children's future financial requirements – whether educational, housing or marriage."

Incentive campaign for Tellers & Secretaries

To encourage all our branch staff to be actively involved in business development activities, the Retail and Commercial

Department recently organised a campaign for tellers and branch secretaries to cross-sell the bank's retail products. The best performers of the three-month campaign were awarded prizes and a letter of appreciation by the Assistant General Manager of Retail and Commercial at a special ceremony held on April 21.





A learning experience

On April 27, CBD organised an educational visit for the English Medium (PVT) School in Dubai. Faisal Galadari and the Retail and Commercial team welcomed the students along with their teachers. They visited CBD Headquarters/Main Branch and learned about various banking operations. The school management was very appreciative of the arrangements made and thanked CBD team for the wonderful learning opportunity provided to the students.



Call Centre in action

Commercial Bank of Dubai has embarked on a strategy to maximize the focus on retail business and offer multiple delivery channels to its customers. CBD Call Centre has now been officially launched.

To enhance the products, process and system knowledge of our front-line staff and to improve our service delivery capability, the Retail & Commercial team conducted a five-day training programme, which commenced February 1st 2004. A total of 21 participants from various branches and the Call Centre attended the programme and certificates were awarded to all attendees.

CBD Call Centre will be a major delivery channel that integrates technology-based services with human interaction.

One of our main objectives will be to improve and maintain customer service and to enhance customer relationship management. Key to this endeavor is providing customers and prospects with fully consistent information about CBD products and services. We also hope to enhance cross-selling opportunities.

Among the Call Centre's advantages will be its ability to relieve the branch network from routine inquiries and transactions that can be handled over voice data channeled into one point of contact. In addition, it will reduce transactional costs and risk by handling all credit and ATM card maintenance activities.

Although the first stage will offer 8 hours/6 days service, our aim is to make customer service available 24 hours 7 days a week.

Call Centre staff are ready to take care of the needs of customers, handle complaints and resolve any problems.

Customer Satisfaction Survey draw

Jamal Al Tamimi was the lucky winner of two return trip tickets to Beirut in Commercial Bank of Dubai's draw initiated on 4 May 2004.

The draw was part of the annual Customer Satisfaction Survey done by the bank to measure its customer satisfaction pertaining to its services and products, where over 1,000 customers who participated in the questionnaire were qualified to enter.



Call Centre will be a major delivery channel that integrates technology-based services with human interaction.

New e-service launched – Electronic Bank Guarantee

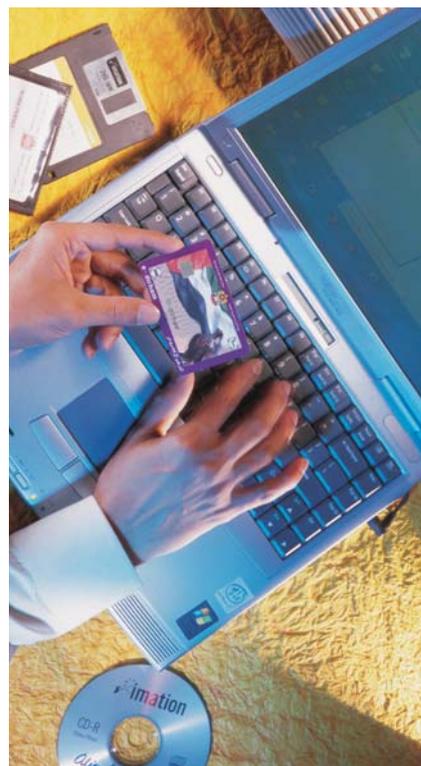
One of our priorities has been the development of electronic services. Reflecting this, CBD recently announced the launching of its labour guarantee electronically, which is distributed at the Ministry of Labour and Social Affairs in cooperation with the Ministry of Finance and Industry to replace the traditional method used now. This step aims to facilitate issuing bank guarantees, as well as to enforce and enhance financial control through electronic records that connect the bank with the Ministry of Labour and the Ministry of Finance and Industry.

Mahmoud Hadi, Assistant General Manager, Systems and Operations, said the bank's aim is to become the first trade partner in all the electronic initiatives launched by the Ministry of Finance and Industry and to provide all the necessary support to ensure their success.

CBD was one of the first banks to launch the Electronic Dirham card in 2001 to facilitate and regulate the payment of governmental services fees.

He added: "The new system has been designed to fulfill many of the clients' needs. These include making transactions faster and easier, which has now become electronically and directly available upon providing the necessary documents; as well as cutting down the costs, which the Ministry of Labour has reduced and unified at AED100 for every guarantee issued, and the flexibility of partial or full refund of the guarantee value, based on the Ministry of Labour's instructions."

The new e-service is currently available at the bank's Main Branch, located in Deira, and will soon be launched in all the other branches of CBD.



E-tijari Web Card – internet payment with no hassles

Commercial Bank of Dubai has unveiled E-tijari Web Card for internet payment, in partnership with Visa International. This card is the safest method for internet



shopping, as it has special features that make internet shopping hassle-free.

This was announced by Mahmoud Hadi, Assistant General Manager, Systems and

Operations, who said: "The e-tijari Web Card has a low credit limit – a maximum of AED 3,000/- unlike other credit cards. This aims to reduce the risks to a bare minimum, and protect the user from internet piracy and theft. The card comes without a magnetic tape, which means it cannot be used in shops and ATMs, making it a safer product."

Card holders get a monthly statement of their internet transactions. The balance can be paid in easy monthly instalments with low interest rates.



ATM Cash Deposit Service for convenience and efficiency

CBD has introduced a new time-saving service - ATM Cash Deposit. The service allows customers to feed cash directly into the ATM and credit their account instantly, giving them a printed proof. In addition, this ATM accepts cheques; an image of which will be provided to the customer as proof of deposit.

The new ATM represents a state-of-the-art technology, cementing our position as a leader in the banking industry.

Mahmoud Hadi, Assistant General Manager,

Systems and Operations, said: "The launching of the new ATM service comes as part of a series of strategies launched to put emphasis on providing quality service to CBD customers."

The facility is currently installed at the ATM in the bank's Main Branch and will soon be available in other branches of CBD.

In related events, new ATMs were installed in different locations throughout Dubai, including Mina A'salam Hotel, Mercato Mall, Al Fattan Centre, Jebel Ali Free Zone Authority Food Court and Belhoul Apollo Hospital to name a few.



Open Day for Managers - a shining success

Learning by doing is so much more effective than learning by reading - which is why the Training and Development Centre for the first time recently arranged and hosted an open day for managers on April 15. Themed “Better Together”, the objective of the event was to develop and enhance the team dynamics and leadership and create bonding among all our managers.

The programme started at 9.30am at the Oasis Beach Hotel, Dubai, and went on for the entire day. Thirty managers hailing from various Headquarters units and branches formed four teams under the colourful banners of red, blue, green and white, with our GM, DGM and AGMs designated as the inspiring team leaders.

Applying a breakthrough style of training by utilising a series of outdoor activities to effectively create change, a couple of hands-on activities and exercises were used to bring team members together as a group.

Designed by the world-class training team ,ABAMI (Mandevco), the programme was adapted to meet CBD’s specific needs and included a collection of group and individual exercises used to boost leadership skills. Learning in an innovative and fun way, it was a powerfully creative and educational experience for all who got involved!

The seemingly simple concept proved to be an “I” opening experience for everyone

who became aware of leadership and the responsibility that comes with it. Stressing that group effort is crucial, the

programme illustrated the need to interact well and the lessons that emerged were effective teambuilding that works!!!



Induction and Basic Banking

What’s it like to work in a financial institution? Induction and Basic Banking is a unique Emiratisation course tailor-made for fresh recruitment to learn the scope of the activities that go on in bank operations. Our training centre has



put together this in-depth introduction to help new employees get off on the right foot. Conducted bi-annually, the bank’s programme is designed and developed for fresh graduates and aims at ensuring an understanding of banking products through classroom training and learning on the job.

The induction philosophy, which has a significant impact on the ongoing Emiratisation drive, aims to attract and train nationals, appointing them in responsible leading positions.

The TDC recently concluded its sixth Induction programme. An average of 20 staff (both females and males) were invited to attend the month-long course.

Each trainee’s career path is governed by his/her inherent talent and ability to learn and apply these skills practically. It is important for new employees to know

that they now represent our organisation, and that the dress, manner, knowledge and professionalism they display will reflect not only on themselves, but on the whole arules (such as confidentiality, punctuality and professional ethics) they must learn and understand.

The presence and support of senior management during the inauguration of the programme as well as its finale reflects the importance CBD places on the recruitment of UAE nationals as one of its priorities.

Our new detailed programme ensures a broad induction focus and classroom training prior to providing the experience of working in short stints in various areas of the bank or being posted in a branch for specific practical on-the-job training. Successful completion of training leads to confirmation on the job.

CBD donates AED 25,000 to Sharjah City for Humanitarian Services

One of the aspects of CBD's mission is to support and encourage charity and humanitarian activities as well as voluntary work in the UAE, thereby enhancing the role of leading, socially-conscious economic establishments in the community. This specially applies to humanitarian work relating to the assistance of the handicapped, who are more than anyone else in need of support.

In keeping with this policy, CBD donated AED 25,000/- to Sharjah City for Humanitarian Services. Yaqoob Yousuf, General Manager, Business Group and Ibrahim Abdullah, Deputy General Manager, Administration and Finance, handed over the cheque to Afaf Hraidi of SCHS.

The foundation hailed the bank's initiative and its generous donation to Sharjah City for Humanitarian Services and other humanitarian and charity centres.



United Foods Co celebrates its 25th anniversary

United Food Co. PSC celebrated its 25th anniversary at Jumeirah Beach Hotel. It was a grand event well attended by prominent businessmen and some of our senior members. This is a public share holding company, majorly owned by Al Owais and Al Mulla families. They have been banking with us since March 1983. The company has a borrowing relationship with CBD, and enjoys a very healthy banking experience with us.

United Food Co. PSC are manufacturers of cooking oil, ghee, butter and margarine, among them are well known products such as ASEEL Ghee and SAFI corn oil.



(R-L) Mr. Yaqoob Yousuf Hassan, Mr. Humaid Ali Al Owais and Mr. Abdul Salam Mohd. Rafi Anwahi

CBD sponsors Dubai International Arabian Horse Championship

As part of our participation in preserving traditions and actively getting involved in sports and youth events in the UAE, CBD sponsored the Dubai International Arabian Horse Championship, which took place on March 29-30 2004 at the World Trade Centre.

The Championship included a show of Arabian horses, the first of its kind in Dubai, and was an awesome display of this animal's beauty.

Yaqoob Yousuf, General Manager, Business Group, said: "We at the Commercial Bank of Dubai are proud to have always participated in the sponsorship of horse races. We would like to thank HH Sheikh Hamdan Bin Rashid Al Maktoum, Deputy Ruler of Dubai, Minister of Finance and Industry, for his keen interest and efforts in developing equestrian sports in the country, which have developed in great leaps, met by praise and appreciation on all levels, and have achieved global status. We would also like to thank the organising committee for giving us this chance."



Shahab Al Murr presents the award to the winner of the International Arabian Horse Championship in the presence of Mirza Al Sayegh, Ziad Abdullah Galadari, Khaled Abdullah Shookah.

The Bank sponsors a study tour for DMC e-commerce students

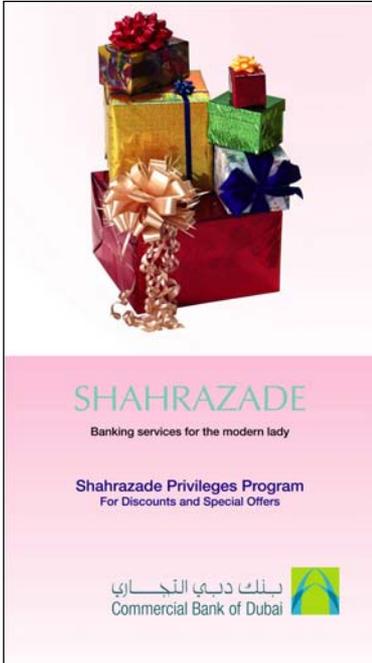
As part of the bank's mission to be socially responsible, the bank participated in sponsoring an international study tour to Malaysia for a group of 11 third year Higher Diploma E-Commerce students from Dubai Men's College.

The tour provided the students with an international dimension to their learning, as well as exposing them and enabling them to interact with international organizations, which will reflect positively on their careers in the future and on their organizations.

Its worth mentioning that the bank also sponsored study tours to London, Singapore and Czech Republic for the students of Higher Colleges of Technology for both Men & Women.



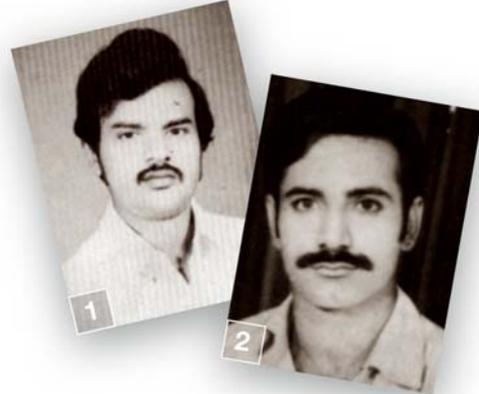
A new brochure of offers and discounts to Shahrazade customers



The Bank printed a new brochure of the stores and establishments that provide discounts and special offers to "Shahrazade" customers. Customers should present their Shahrazade Card to avail of these benefits.

Guess who ?

Some members of staff have been with CBD for more than 20 years, greatly contributing to the bank's growth and success. Can you guess who these CBD employees are?



Find out the answers in the next issue of attijari al youm. If you're too curious, you can always do some research and find out.

And the moral is...



"Sometimes stories can be very valuable learning tools"

by Kannan Shanmugan

Struggle

Trials in life can be tragedies or triumphs, depending on how we handle them. Triumphs don't come without effort.

A biology teacher was explaining to his students how a caterpillar turns into a butterfly. He told the students that in the next couple of hours, the butterfly would struggle to come out of the cocoon, but no one should help the butterfly. Then he left.

The students were waiting and it finally happened. The butterfly began struggling to get out of the cocoon, and one of the students took pity on it and decided to help the butterfly by breaking the cocoon. But

shortly afterwards, the butterfly died.

When the teacher returned, he was told what happened. He explained to this student that by helping the butterfly, he had actually killed it because it is a law of nature that the struggle to come out of the cocoon actually helps develop and strengthen its wings. The boy had deprived the butterfly of its struggle.

Apply this same principle to our lives. Nothing worthwhile in life comes without a struggle. As parents, we tend to hurt the ones we love most when we don't allow them to struggle and thereby gain strength.

Poor self-esteem

A young executive with poor self-esteem was promoted but he couldn't reconcile himself to his new office and position. There was a knock at his door. To show how important and busy he was, he picked up the phone and then asked the visitor to come in. As the man waited for the executive, the executive kept talking on the phone,

nodding and saying, "No problem, I can handle that."

After a few minutes, he hung up and asked the visitor what he could do for him. The man replied, "Sir, I'm here to connect your phone."

Thank you

Dear Colleagues, We thank you all for having taken trouble to send in the articles. It has added readability and attraction value to our Attijari Al Youm. Keep up the spirit!

We invite members of staff to send in their ideas and feedback to make the newsletter a truly employee-centric forum.

Thanks once again.

Committee Members



Life lessons

an interview with Omar Abdel Rahim Leyas our Chief Executive



“Talking with distinguished people is always a great opportunity to gain knowledge. Their experience embodies ambition and success and forms a valuable source for everyone to benefit from. This prompted us to conduct an interview with Omar Abdel Rahim Leyas in order to become more acquainted with his significant journey of success, his ambitions and hopes, and all the features that have formed his outstanding personality.”

Faisal Galadari

“I was born in the city of Derna, Libya in 1936,” begins Leyas. “Life was among the beach, green meadows, high mountains, and water springs, and people’s lives consisted of a homogenised mixture of city and bedouin life. Tradition and development walk hand in hand, where a commitment to tradition is very clear, and every person feels like a member of a big family”.

When asked how students spend their summer holidays, he answers: “Our parents solved the problem by taking us to work with them, at their farms, jobs or workshops. I was one of the children to attend workshops, where I learned seriousness and commitment since I was young. I was eleven years old at the time.”

He adds: “We moved to the capital, Benghazi, and in 1956, I graduated from the University of Fouad I, Cairo, with a degree in Mathematics and Economics.”

“During university, I worked at the banking sector, as the Libyan government sent us on specialised scholarships. But I can honestly say my first interest was in Engineering, as I was always one of the best students in Mathematics. However, I worked in Barclays Bank in 1955. I got my degree in 1956, and joined Barclays Bank in Derna.”

Dreams of leadership

“In the beginning, I worked in the bank as a member of staff, since the management gave me the opportunity to start work whenever I wanted. My intentions were to start after I finished my engineering studies, but after I started working in the banking sector, I realised that I could move forward in my job without any difficulty.”

“It’s not a secret that I had dreams of being a leader since I was young,” he goes on. “I was a leader through performance. I was selected to lead my previous bosses and those who taught me. I then became a Manager through a

management decision. The bank had 1,700 branches all over the world back then.”

Omar continues: “Regular inspection of the branches by the general management of Barclays Bank, London, made the officials aware that I had complete knowledge of all aspects of the banking procedures. The bank trained some of its staff in the UK, and my personal ambition was to receive the same kind of acknowledgement that they got.”

“In response to my role and my ambition, I was selected to travel to the bank’s Head Office in the UK, and attend special courses for the distinguished employees of each department. I got the first rating in my group, and when asked about my requests, I said I wanted to join the branch management course. The President apologised, saying: ‘How can a Department Manager become a Branch Manager?’ There were no vacancies. Six months later, he changed his mind, and I joined the branch manager course at the Banking Institute, London.”

“Later, a new branch was opened in Tobruk, and I was relocated there as Branch In-Charge. That was in 1959, and I felt it was my complete victory in the banking sector. It has since become my method in life.”

Step by step

Later, Mr. Leyas moved to the position of Deputy Manager of the Derna Branch in 1960-1961, then Manager of Al Bayda City Branch in 1966, then Manager of the Main Branch and in-charge of all 11 branches of the Eastern Province. He then became a member of the Board and finally the Deputy General Manager of the bank. His job was legislative and executive all through his tenure until he reached the position of Deputy General Manager.

He added: “After the revolution in Libya in 1969, the bank was nationalized; I then joined the ‘Al Jamahriya Bank’ in Benghazi as Branch Manager and rose to the position of Chairman & General Manager of the bank in 1982. In 1983, I was appointed as a consultant for the bank until mid 1984, when I joined Commercial Bank of Dubai as

General Manager and in 2001, I became the Chief Executive until today.

The essence

After this interesting talk about experience, positions, changes and memories, it is important to look at the essence of all this experience.

Leyas says: “The general rules of success are based on efficiency, hard work, consistency, development and ambition. Destiny is added to that, and the part a person plays in teamwork as well as his contentment. I always keep in mind the wisdom of these words: ‘If your power allows you to be unjust, remember God’s power over you.’ Also: ‘Those who make you equal to themselves are fair.’ But above all, wisdom is self-denial.”

Leyas points out the importance of self-running work, automation and self-criticism. He says the straight line remains the shortest distance between two points and knowledge is the spirit of productive straightness.

About his hobbies he says: “I have many hobbies such as calligraphy, painting, reading and writing poetry, sports, swimming, football, table tennis, hunting and fishing.” Home and the family remain a priority. He says: “I respect the home and family concept, as it is my first school. I was in a banking family and three of my children are in the banking business. I believe you get what you work for.”

About his wisdom in life, he quotes poetry by Abu Firas Al Hamadani, saying: “We don’t accept medium status.. Either we’re leaders or we’re in our graves.” Furthermore: “Wisdom is the believer’s target, wherever he finds it, he must take it.”

“If your power allows you to be unjust, remember God’s power over you.”