Active Participation by CBD in the 8th National Career Exhibition

CBD launches the exclusive World MasterCard

Opening of the new Fujairah Branch

CBD sponsors the Arabian Horse Championship
World-class benefits with
CBD’s World MasterCard!

The CBD World MasterCard is designed for special individuals like yourself. It not only provides an exclusive range of benefits and services, but also acknowledges your importance and the recognition you truly deserve. Moreover, it will enable you with enhancing promotions and offers on related travel expenses.

CBD World MasterCard provides a wide array of features and benefits tailor-made especially for you. No Pre-set Spending Limit! No CVC, No Fraud Protection Program - Complimentary - Free Priority Pass to VIP Airlines Lounges - Free Travel Insurance - Free Baggage Insurance - 24/7 Hour Customer Service

For more information, call toll-free 800 CBD (232) or visit www.cbd.ae.

Commercial Bank of Dubai
Chairman’s Message

The year 2005 was an exceptional year in all aspects. The UAE and the region witnessed record economic growth rates, represented in all service sectors. All these developments reflected positively on the performance of the banking and finance sectors in general. Banks in the UAE had the most profitable year ever, in terms of operations in the financing of the Initial Public Offering issues and investment in stocks and shares. It is anticipated that the sector will continue its performance in the following years.

The Bank’s profits grew 57% in 2005 compared to the previous year reaching AED 551 million, after deducting all expenses and provisions. The Bank continued to yearn the strengthening of its capital base as its top priority. In this regard, the Board of Directors increased the Bank’s share capital by the distribution of bonus shares dividends by 30% and by availing 50% of the share capital for the shareholders to subscribe at a share premium of AED 3, raising the share capital to AED 1,129 million.

The Bank continued to implement its ambitious expansions that incorporated the development of the branches network, modernizing buildings and its fixed assets in correlation with the growth in its activities and operations. The Bank has always supported sports, social and humanitarian associations.

The Bank’s success in achieving highest quality standards is reflected in the winning of Mohammed bin Rashid Al Maktoum Business Award and the ISO 9001:2000 Certification for the entire bank.

We, at Commercial Bank of Dubai don’t stop at this point by being satisfied with our achievements, but look forward to continue our journey, and I take this opportunity to thank the Management and staff for their outstanding efforts, loyalty and dedication wishing them all the best and success.

Ahmed Humaid Al Tayer
Chairman
CBD issues its Annual Report

The Bank has published its Annual Report for the year 2005, which covers the Chairman’s Message, the Auditor’s Report, the activities of various departments and its Financial Statements. To get your copy of the Annual Report, please call the Marketing Department.

CBD’s capital to increase 50% AGM recommends the distribution of 30% bonus shares

The Annual General Meeting (AGM), which was held on February 15th, 2006, approved the Board of Directors’ recommendation to increase the capital by 50% through a rights issue. The Shareholders’ meeting also approved the Board’s proposal to pay 30% cash dividend totaling AED 188.75 million and the distribution of 30% bonus shares on the share capital as of December 31, 2005.

CBD posted a net profit of AED 551 million for the year 2005, indicating a rise of 57 percent over the previous year. The major captions of the Balance Sheet

Major Indicators

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Assets (AED Million)</th>
<th>Net Profit (AED Million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>7,354</td>
<td>216</td>
</tr>
<tr>
<td>2002</td>
<td>7,869</td>
<td>233</td>
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<tr>
<td>2003</td>
<td>8,664</td>
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<tr>
<td>2004</td>
<td>10,888</td>
<td>351</td>
</tr>
<tr>
<td>2005</td>
<td>15,284</td>
<td>551</td>
</tr>
</tbody>
</table>
continued their growth in 2005. The total of the Balance Sheet at the end of the year was AED 15,284 million, an increase of 40 percent from the previous year. Net loans and advances also achieved a significant growth and touched AED 9,342 million recording an increase of 24 percent. As for the liabilities, the total deposits have witnessed an increase of 42 percent touching AED 10,636 million which reflects the bank’s continuous activity in attracting savings, deposits and depositors’ trust.

CBD hosted the Annual General Meeting of Emirates Banks Association on March 29th 2006 at its Head Office. The meeting was chaired by Mr. Abdulla bin Ahmed Al Ghurair, Chairman of EBA and was attended by its Board of Directors and representatives from the member banks of EBA.
The Al Shindagha Sprint (Gr.3) worth a total of US$200,000, one of the races sponsored by the Commercial Bank of Dubai was the highlight on 26th January 2006 at the Dubai International Racing Carnival held at the Nad Al Sheba. A host of elite customers of the bank were invited for the race.

Mr. Saeed H. Al-Tayer, Chairman of the Dubai Racing Club thanked Commercial Bank of Dubai for supporting Dubai International Racing Carnival, which helps to showcase Dubai to the world through sport. He also considered this as a start of a very successful partnership between the Commercial Bank of Dubai and the Dubai Racing Club.

Mr. Yaqoob Yousuf Hassan, Deputy Chief Executive of CBD said, “We at Commercial Bank of Dubai are proud of our commitment to participate in sponsoring horse races at Nad Al Sheba. This participation comes within the framework of Commercial Bank of Dubai’s social responsibility in taking part in the restoration of the ancestor’s heritage and contribution to sports and youth activities in the UAE. We would like to take this opportunity to thank Mr. Saeed H. Al Tayer, Chairman of the Dubai Racing Club and the organizing committee for welcoming us to partner the Dubai Racing Club. Finally, we hope all race fans and families present here enjoy the evening.”

Mr. Frank Gabriel Jr, CEO of the Dubai Racing Club, also welcomed Commercial Bank of Dubai as the sponsor of the second meeting of the 2006 Dubai International Racing Carnival, Thursday night’s meeting at Nad Al Sheba Racecourse which saw the fastest horses stabled here in Dubai competing for the Al Shindagha Sprint (Gr.3), which is run over the straight 1,200 metre track.

In all, we sponsored 9 races that evening using our product names for the 1st 8 races and the bank name for the last one:

Race 1 – Mustaqbali Cup
Race 2 – Shahrazade Trophy
Race 3 – Zawaj Stakes
Race 4 – Attijari Phone Cup
Race 5 – Tasaheel Cup
Race 6 – Najah – Al Shindagha Sprint
Race 7 – Aman Trophy
Race 8 – Tam-wheel Plate
Race 9 – Commercial Bank of Dubai Cup

The guests thoroughly enjoyed the evening and thanked the Management of CBD for the courtesy and hospitality extended to them.
Active participation by CBD in the 8th National Career Exhibition

In its bid to attract national workforce to join the banking sector, CBD participated in the 8th National Career Exhibition held at the Expo Centre in Sharjah from March 5 – 8, 2006. The Banking Sector Human Resources Development Committee organized the exhibition jointly with the Emirates Institute for Banking & Financial Studies in conjunction with the Sharjah Chamber of Commerce & Industry. Yaqoob Yousuf Hassan, Deputy Chief Executive said: “Career Exhibitions offer us a great opportunity to communicate directly with national graduates from local and international universities as well as graduates from Higher Colleges of Technology when we can inform them of the various job opportunities available in the Bank, as well as the benefits of joining CBD. In addition, we can also update them of the training programs available held at our Training and Development Centre”. He added: “Emiratisation has been one of the Bank’s priorities for the past 20 years. We have always aimed to attract and train nationals, appointing them to shoulder the responsibilities and contribute efficiently to the Bank’s growth and prosperity.” He also said that Emiratisation is a systematic process and is not only concerned with increasing the number of national employees as a proportion of the total workforce, but also aims to advance their skills in an effective manner.

As part of the 8th National Career Exhibition, the Ruler of Sharjah awarded the UAE Nationals who have been working in the banking sector for over 20 years. From our bank, Mahmoud Hadi, General Manager, Systems & Operations, Rehana A Hussain Dawood, Saadeya Ali Al Barwani and Thuraiya Sulaiman Al Jahddami received the awards for their long and dedicated service.
CBD organises Operational Risk Management seminar

As part of its ongoing high-level strategy to attend to all risks within the Bank and its Operational Risk Management Plan, Commercial Bank of Dubai conducted on 26 and 27 February 2006 an Operational Risk Management awareness campaign for all Managers at Head Office and Branches.

Commercial Bank of Dubai is presently attending to cover all risks within the Bank following international best practices and Basel II standards. Day 1 of the campaign included words by Mr. Yaqoob Yousuf, CBD’s Deputy Chief Executive, Mr. Mark Markani, UAE Central Bank, and Mr. Jamal Saleh, Manager (Head of Risk Management).

The campaign commenced with a welcoming note from Mr. Yaqoob Yousuf, who indicated to participants that the management of Operational Risks within each and every function of the Bank would become an integral part of the day-to-day activities of staff.

Representing UAE Central Bank’s views, Mr. Markani explained to the audience the need for every bank to develop and implement an Operational Risk Management Plan, and elaborated on the expectations of Central Bank in relation to CBD’s Plan.

Mr. Markani’s words were followed by a detailed presentation by Mr. Jamal Saleh, who explained to participants the nature of operational risk, and explained to all the approach that will be implemented at Commercial Bank of Dubai, which will go hand in hand with an internationally-renowned external consultant.

As part of the Plan, the Operational Risk Management awareness presentation will be further trickled down by way of converting the same to a training course that will be given to CBD staff.

Payment Technologies of the Future – AVENUE 2010

CBD staff attended “The Avenue 2010” Payment Technologies of the Future, a conference presented by Visa held on 7th March 2006 at the Royal Mirage Hotel in Dubai. The conference dealt with different technologies of payment combined with versatile communication channels to provide convenient, flexible, up-to-date lifestyle that consumers will want.

Visa is promoting a sophisticated, cashless society, which will contribute to the global economic growth and provide numerous opportunities to explore the untapped markets. Avenue 2010 is a realistically crafted neighbourhood with a cosmopolitan flavour, designed to give you a glimpse of what it could be like to go shopping in just four years time! Indeed a unique shopping experience featuring smart phones, personalized contactless payment cards, smart billboards, virtual keyboards and many other innovative applications of the Global Platform is not far.

Visa Electron “Shop For Free” Winner reaps AED 10,000/-

An Iraqi national, Saba H Jabori, a customer of Commercial Bank of Dubai was one of the lucky winners in the weekly draw of “Shop For Free” promotion run by Visa International. Mr. Jabori won this prize of AED 10,000/- for using his CBD Visa Electron Card to pay for his groceries, petrol as well as dining out. The draw was held under the supervision of the Department of the Economic Development in Dubai.
How to avoid credit card fraud

Today, Credit Cards are a part of every day life. The Cards market is growing rapidly and the growth rate in UAE is among the highest in the world. The UAE also ranks high in terms of card usage. Credit cards are a simple, reliable, cost-effective way offering credit. They are being used in a big way when it comes to buying anything – from clothing and utilities, to airline tickets, hotel bookings or even books. However, the very simplicity of this financial tool makes it an easy target for fraudsters and counterfeiters. The former find innovative ways to break the law and steal cardholders' money, while the latter steal cards and create duplicates through use of sophisticated technology. As issuers, we have an obligation for making a cardholders shopping experience a safe and memorable one. It is therefore very crucial that cardholders are aware of some of the simple ways to safeguard their cards.

To help prevent fraudulent use of your card, here are a few steps to take:

- Sign new cards as soon you receive them.
- Keep your card account numbers in a confidential place.
- Check cards regularly (make sure none are missing).
- Destroy and dispose receipts of, shopping, airline tickets, and travel schedule that display card number.
- Ensure you get your card back after every purchase. If possible, do not let your card out of your sight.
- Always check your billing statement, especially after a trip. Check the amounts of your purchases against your sales vouchers and receipts—especially for transactions, which are not yours.
- Know who has access to your cards even if your credit card is borrowed by a family member (spouse, children, parent).
- After completing a transaction, remember to take your card and your transaction record.
- Always memorize your PIN and never write it down anywhere.
- Never disclose your PIN to anyone. No one from a financial institution, the police, or a merchant should ask you for your PIN. You are the only person who should know it.
- When selecting a PIN, avoid the obvious—your name, telephone number, or date of birth, or any combination.
- When your card gets stuck inside the ATM machine, be suspicious of people offering their help, even if they appear to be bank security officers.
- Be careful when giving your credit card number over the telephone. Ask for information in writing from the company making the offer.
- Do not provide information to online sellers, whom you are not comfortable with.
- Never give anyone the password that you use to log on to your online account on Internet service provider.
- Do not provide financial account information, unless you are paying for purchase using that account.

Malika Al Hashimi
Retail Banking
Product & Development Team
CBD opens Fujairah Branch

Commercial Bank of Dubai has opened a new branch in Fujairah, increasing its branch network to 24 branches spread across the UAE. The new branch is characterized by its strategic location in the heart of Fujairah, its architectural design and the usage of hi-tech systems to enhance the level of services so as to exceed customer expectations.

Adnan Omar, Executive Manager, Branches Management said: “The opening of the new branch comes in line with a plan adopted by the bank to expand its network in different parts of UAE and provide a variety of banking services to its customers”. He added: “Our aim is to further boost and provide our services to as many customers as possible and to eventually cover all the Emirates of the UAE”.

Adnan emphasized that Fujairah Branch will reflect the bank’s mission, which is to be recognized as a quality focused, customer driven, financially sound and socially responsible bank.

Abdulla Al Sowaidy, Manager, Fujairah Branch said: “We’ll strive to provide our customers with the best banking services that meets their requirements, in a pleasant and friendly environment”.

The new branch will offer complete banking service i.e. Current and Savings Accounts, Personal and Car Loans, Credit Cards and Safe Deposit Lockers. In addition, the Branch is provided with 24 hours ATM.

It is worth mentioning that the Bank has recently been ISO 9001:2000 certified and has also received the “Mohammed bin Rashid Al Maktoum Business Award”.

Abdulla Al Sowaidy, Fujairah Branch Manager

Staff of Fujairah Branch
The Bank launches new ATMs

The Bank has launched new ATMs at The Mall of the Emirates and Spinneys in Uptown Mirdiff in Dubai and Top Foam Center in Al Ain. The launching of additional ATMs comes as a part of a plan being executed by the Bank to provide quality accompanied with convenience to its customers. The new ATMs represent modern and state-of-the-art technology providing many banking services to visitors of those commercial districts.

The Bank's ATM network now includes more than 78 machines spread all over UAE. The Bank has ambitious plans to increase the number of ATMs in the coming years.

New look of Dubai Branch

The Bank continued to implement its ambitious plans about renovation and modernization of various branches. The renovated Dubai Branch now has the sophistication and elegance which is in line with the Bank's image.
Following the 2 months competition and challenge, our Al Ain Branch shone among all other branches by winning the title of ‘The Golden Branch’ for 2005. Deira Branch won the Silver Trophy and Sheikh Zayed Road Branch was the winner of the Bronze Trophy.

The best branches and the participants were recognized and awarded by Mr. Ibrahim Abdulla, General Manager, Administration & Finance at a function held on 19th January 2006 at Al Bustan Rotana Hotel.

We, at the Training Center, strongly recommend that the branches begin their preparation for the 3rd Inter-branch competition from NOW itself, by eagerly nominating their staff in the Training Programmes being conducted, attending them with sincerity and enthusiasm, learning and educating themselves more, so as to be able to give a tougher competition to others.

### Inter-branch competition 2005:

- **Winner (Gold Trophy)**
  - Al Ain Branch

- **1st Runner-up (Silver Trophy)**
  - Deira Branch

- **2nd Runner-up (Bronze Trophy)**
  - Sheikh Zayed Road Branch

Detailed below are two lists of the best participants selected from the four rounds of competition.

#### Gold Medalists:

<table>
<thead>
<tr>
<th>Name</th>
<th>Branch</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms. Michelle Andy Kassab</td>
<td>Al-Maktoum Branch</td>
</tr>
<tr>
<td>Mr. Moh’d Ahmed Moh’d Al Jarrah</td>
<td>Al Khaimah Branch</td>
</tr>
<tr>
<td>Ms. Fatin M. Hassan Elsayed Helil Ras</td>
<td>Jumeirah Branch</td>
</tr>
<tr>
<td>Mr. Ryan Trevor Joseph D’souza</td>
<td>Al-Maktoum Branch</td>
</tr>
<tr>
<td>Ms. Mozghan Ibrahim Parham</td>
<td>Al Ain Branch</td>
</tr>
<tr>
<td>Ms. Yara Fathi Mahmood Abdel Ghaffar Wahba</td>
<td>Sheikh Zayed Road Branch</td>
</tr>
<tr>
<td>Ms. Zahra Abdul Rahman Mohd Abdul Rahman Al Hammadi</td>
<td>Abu Dhabi Branch</td>
</tr>
<tr>
<td>Mr. Luai Mohamed El Sheikh El Fazari</td>
<td>Sheikh Zayed Road Branch</td>
</tr>
<tr>
<td>Mr. Girish Venugopal Subramoniam</td>
<td>Al Ain Branch</td>
</tr>
<tr>
<td>Mr. Mohammad Nihad Rashad</td>
<td>Sheikh Zayed Road Branch</td>
</tr>
<tr>
<td>Mr. Muhammad Weesem Muhammad Saleem</td>
<td>Al Ain Branch</td>
</tr>
<tr>
<td>Mr. Santhosh Naveen Mathias</td>
<td>Dubai Branch</td>
</tr>
<tr>
<td>Mr. Sankaranarayanan Namboodiri Palayoor Mana</td>
<td>Deira Branch</td>
</tr>
<tr>
<td>Mr. Zawahir Thayyil Kakkat</td>
<td>Al Ain Branch</td>
</tr>
<tr>
<td>Ms. Savita Muthukrishnan</td>
<td>Al Ain Branch</td>
</tr>
<tr>
<td>Mr. Rani Fawzi Mohd Ayyad</td>
<td>Al Ain Branch</td>
</tr>
</tbody>
</table>

#### Silver Medalists:

<table>
<thead>
<tr>
<th>Name</th>
<th>Branch</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Bernard Hasan Haddad</td>
<td>Dubai Branch</td>
</tr>
<tr>
<td>Ms. Amal Azmi Mohamed H. Awwad</td>
<td>Ras Al Khaimah Branch</td>
</tr>
<tr>
<td>Ms. Cecilia Dominic</td>
<td>Sheikh Zayed Road Branch</td>
</tr>
<tr>
<td>Ms. Jasline Lobo</td>
<td>Ajman Branch</td>
</tr>
<tr>
<td>Mr. Ijbarah Murshed Ibrahim</td>
<td>Ras Al Khaimah Branch</td>
</tr>
<tr>
<td>Ms. Nahid Sulaiman S. Sawakid</td>
<td>Deira Branch</td>
</tr>
<tr>
<td>Mr. Ponnanchi Mohamed Riyaz</td>
<td>Sharjah Branch</td>
</tr>
<tr>
<td>Mr. Ali Salem Saif Abdulla Salem</td>
<td>Dubai Branch</td>
</tr>
<tr>
<td>Mr. Nestor Joseph Francis</td>
<td>Deira Branch</td>
</tr>
<tr>
<td>Ms. Souhila Mohammad Noor Faghihi</td>
<td>Deira Branch</td>
</tr>
<tr>
<td>Mr. Devendra Kumar Arya</td>
<td>Dubai Branch</td>
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<tr>
<td>Mr. Alex Jacob Omarren</td>
<td>Jabel Ali Branch</td>
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<tr>
<td>Ms. Rania Ibrahim Abdulla Ali</td>
<td>Ajman Branch</td>
</tr>
<tr>
<td>Mr. Ahmed Essam Fahmy Mostafa Fahmy</td>
<td>Abu Dhabi Branch</td>
</tr>
<tr>
<td>Mr. Islam Said Mohamed Farag</td>
<td>Sheikh Zayed Road Branch</td>
</tr>
<tr>
<td>Mr. Habibullah Usman Shaikh</td>
<td>Deira Branch</td>
</tr>
</tbody>
</table>
In-house courses:

The Training & Development Centre conducted 12 In-house courses from January to February 2006. The response from branches for nominating staff for the In-house courses after the 2nd Inter-branch Competition was excellent. Our internal trainers trained a total of 166 staff. We sincerely appreciate the efforts of the Department Heads and Branch Managers for their co-operation and giving more opportunities to the staff for attending the training programs, which would help them to develop their competencies.

The following courses were conducted at Training & Development Centre from January to February 2006:

- Team Building
- Accounting & Credit - I
- Time Management
- Anti-Money Laundering
- Teller Certification
- CSR Certification
- Quality Concepts
- Induction To Expatriates
- Assertiveness Skills
- Microsoft Excel - I

Education: A Prescription for Excellence

With so much focus put on the Training and Development Department in recent issues of Attijari al Youm, it gives me great pleasure to convey that as a bank, we are concerned about personal improvement as well as professional improvement - the recognition that comes from knowing that an organization is only as strong as the people in it.

Where does this improvement begin? And once it begins, where will it take us? Without being able to predict the future, I can certainly say that the future is in favor of those who see the opportunities before they become obvious.

It has become clear in all walks of life - politically, economically, and socially, that education is a fundamental tool for opening the mind, strengthening communication, adopting problem solving techniques, and stimulating the ability to think logically by seeing the bigger picture in any situation. It is extremely crucial in a growing economy, that our vision of improvement as individuals and as a company as a whole - stay consistent, and that the tools for success offered by the organization or sought individually are effectively used by each individual to increase knowledge and productivity at every level.

To my great pleasure, I’m beginning to see a shift in mind frames take place. Individuals that seek to be trained, not only because the training class offered is relevant to their job function, but also because they question their strengths, and their abilities, and are sincere with themselves about the things they would like to improve on, whether its managing their time more effectively, or developing the confidence and skill they require to give a presentation to a large group. In doing so, they do not just enrich their own character and skill-set by reducing their stress or increasing their productivity, but also add value to their environments. Consequently, excellence becomes a habit - not just an achievement.

With the recent publication of the 2006 Training Calendar, the training center's mandate to develop our staff continues with even more drive to keep this year's courses as informative and enjoyable as possible. Now it’s up to you to participate.

As a trainer, you might be surprised to know that my job isn’t focused around just teaching. In fact, it’s quite the opposite. I probably learn as much as I teach, just being exposed to different personalities, and viewpoints. Pursuing this career was my ticket to a good front row seat in the classroom, where minds open up and do phenomenal transformations before they go back to their daily routines on the job. Taking the initiative to develop your potential might seem like a big leap, but you’ll thank yourself for it. And once you’ve developed the skills and techniques that make your life and work easier, share that knowledge to improve others - for your knowledge is the one thing that can never be taken away from you, no-matter how much you try to impart it to others.
Join us in welcoming the new members of the CBD family

MOHAMED OBAID HAMAD
Head Office
[Operations - Trade Finance]

SHADIA MOHAMMED KAMYAB
Head Office
[Information Technology]

AHMED MAHMOUD ABDUL MOHSEEN
Head Office
[Information Technology]

NAMRATA MANOHAR SAMTANI
Head Office
[Strategic Planning]

O.K. ALZAABI
Head Office
[Operations - Trade Finance]

IMAN NAZIH KAFAVINI
Head Office
[Retail & Commercial - Call Center]

MOHAMED SALY MARIKKAR
KALEEKUR RAHMAN
Head Office
[Information Technology]

SRINIVASA CHAKRANARTHI TURAGA SUBRAHMANYA
Head Office
[Strategic Planning]

MOHAMED TAYCEER MOUSTAFA
Hasheem ELSARAG
Abu Dhabi Branch

SHAIMA MOHAMMED KAMY AB
Head Office
[Information Technology]

JULIET DSOUZA
Dubai Branch

TARIQ EBRAHIM MOHAMED BAGLAR HAJI
Al-Maktoum Branch

ADNAN KHALIL HASSAN YOUSEF HASSAN
Main Branch

ABDULLAH SALEH HAMEED
Ajman Branch

MOHAMAD GHASSAN ZAYOUR
Sheikh Zayed Road Branch

RAMAN SRIYATAN
Ras Al Khaimah Branch

LEVIN CHANDY
Baniyas Square Branch

SUNDAS TAHIR WASSEM
Al Ain Branch

HADHEEL ALI DAHMAH AL RAMAHI
Al Jassar Branch

CAROL SEVILLA VARAS
Al Garhoud Branch

NAZIMA MOHAMMAD HAMMOURI
Fujairah Branch

MOHAMAD TANCER MOUNTATA
HASHEM ESABARG
Abu Dhabi Branch

Your comments are important to us!

We would greatly appreciate if you could spare a few minutes of your time and fill in the feedback form available on our website www.cbd.ae/newsletter/newsletter.asp with your suggestions / comments if any and send it back to us.

Thanks!
Editorial Team
A strong commitment to Nationalization

The aim of Nationalization in the plans and development programs of CBD is to create a strong base of potential nationals with high caliber to have promising leadership roles in the Bank in the near future that is not limited only towards the achievement of required quota by Govt. CBD being a recognized local Bank, our responsibility is to contribute effectively towards Nationalization goal. Therefore for us to meet this objective we need strong support and dedicated managers at Branches and Head Office Depts. They should be committed to the Nationalization plans and work with us towards executing it practically by providing continuous support for the development of the newly recruited nationals. We also need the support of the Senior Management in our initiatives and efforts to assist in achieving the objective of attracting, developing and retaining the potential nationals through constructive plans.

In this opportunity we would like to highlight the importance of placing the Nationalization plans in implementing our objectives. As one of the leading banks in Nationalization plans in the market we wish to support this direction by having more ownership and support from all the teams in the Bank as well as our Senior Management.

For the last 10 years, meeting the Nationalization targets has been extremely challenging in terms of recruitment, development and retention. Therefore in equal to exerted efforts we put forward following enhanced plans that would assist us and the Bank in achieving our objectives smoothly and effectively:

- To link Nationalization percentages to the branches/departments annual core objectives.
- To focus more on the development of nationals by providing them the necessary training plans and monitoring the process regularly until all trained nationals fit efficiently in their new roles (job knowledge contents, technicalities of the job and skills as well as the "How"; competencies).

The training and development needs of the nationals should be assessed closely and they should be nominated for relevant training courses at the Training and Development Center and other local institutes if the training is not available in-house. They should also be encouraged to use the OLL Training, which they could benefit from. This would enable them to fit into their jobs and effectively create a motivating environment for their development. Last but not least, more understanding from the Seniors at the Branches and Head Office Departments for the local culture, issues and problems if any, will eliminate all the hindrance that impede them from performing to the expectation of their seniors.

Our appreciation and gratitude to our Senior Management for their cooperation & commitment that greatly contributed in making us achieve the Nationalization percentage yearly and rank the 4th among all banks in UAE.

Below are the statistics of our existing Nationalization % at some of our Head Office Departments and Branches as at 31/12/05:

We recommend rewarding the Branches/HO Departments that play an effective role in enhancing the Nationalization % as a token of appreciation.

We shall be providing further statistics this year on Nationalization as to retained percentage to resignations and the targeted groups under resignations so as to keep more awareness of our movement in the process to get the support from everybody.

### Nationalization % - Head Office Departments

<table>
<thead>
<tr>
<th>Department</th>
<th>Nat. % to Total Staff in Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRA</td>
<td>59</td>
</tr>
<tr>
<td>User Support</td>
<td>56</td>
</tr>
<tr>
<td>Marketing</td>
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<tr>
<td>Call Center</td>
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<tr>
<td>Invest. Stock Exch.</td>
<td>40</td>
</tr>
</tbody>
</table>

### Nationalization % - Branches

<table>
<thead>
<tr>
<th>Branches</th>
<th>NAT. % to Total Staff in Branches</th>
</tr>
</thead>
<tbody>
<tr>
<td>CBD Fin Serv.</td>
<td>80</td>
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<tr>
<td>Al Aweer</td>
<td>64</td>
</tr>
<tr>
<td>Immigration</td>
<td>63</td>
</tr>
<tr>
<td>Al Garhoud</td>
<td>59</td>
</tr>
<tr>
<td>Jumeirah</td>
<td>58</td>
</tr>
<tr>
<td>Baniyas Sq</td>
<td>55</td>
</tr>
<tr>
<td>Rak</td>
<td>50</td>
</tr>
<tr>
<td>Main</td>
<td>48</td>
</tr>
<tr>
<td>Al Qusais</td>
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<td>Jebel Ali</td>
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Nadya A. Raheem
CBD sponsors Dubai International Arabian Horse Championship

CBD once again was among the key sponsors for the Dubai International Arabian Horse Championship which took place at the Dubai International Exhibition Centre for 4 days from March 26th to March 29th 2006. This championship is a yearly event held under the patronage of H.H. Sheikh Hamdan bin Rashid Al Maktoum, Deputy Ruler of Dubai, UAE Minister of Finance and Industry.

Yaqoob Yousuf, Deputy Chief Executive, mentioned: “We, at Commercial Bank of Dubai feel proud and happy to sponsor sports events and especially horse races. We feel elated to sponsor this most prestigious competition, one of its kind in the world, for the third consecutive year. This competition has attracted the best Arabian horses in the world and displayed this amazing animal’s magnificence, dexterity and heritage.”

He added: “We would like to thank H.H. Sheikh Hamdan bin Rashid Al Maktoum, Deputy Ruler of Dubai, UAE Minister of Finance and Industry, for his keen interest and efforts in developing equestrian sports in the country, which has developed in great leaps, and has accomplished global recognition. We thank the organising committee for giving us this opportunity.”

Ziad Galadari, Chairman of the Higher Organizing Committee of the Dubai International Arabian Horse Championship, applauded the bank for its generous and active support towards making this event a grand success. He remarked: “This championship has been successful in promoting Dubai as an equestrian city especially following the grand success of the Dubai World Cup year after year.”

This year, the bank also sponsored the Gala Dinner, which was held on the last day of the Championship and was well attended by horse fans in Dubai.

Ajman Arabian Horse Championship

As part of our participation in preserving and active involvement in sports and youth events in the UAE, CBD sponsored the Ajman Arabian Horse Championship, held at the Ajman Equestrian and Racing Club from 1st to 2nd February 2006. The competition attracted 108 horses from different stables and studs around the world competing in eight different categories.

The festival was held under the patronage of His Highness Sheikh Humaid bin Rashid Al Nuaimi, Member of the Supreme Council and Ruler of Ajman in collaboration with the Emirates Arabian Horse Society.

The organizers expressed their gratitude to horse owners and trainers for their overwhelming support to the competition and also to the associations, sponsors and media, all of whom have played a major part in making the championship a great success.

At the end of the show, prizes were distributed to the horses owners.

The Bank sponsors horse races at Jebel Ali Equestrian Track

In continuation of its annual tradition, the Bank has been participating in sponsoring horse races at Jebel Ali Equestrian Track. This participation comes within the framework of Commercial Bank of Dubai’s interest in taking part in the restoration of the ancestor’s heritage and the contribution to sports and youth activities in UAE. The latest horserace was sponsored on Friday 17th March 2006 and was well attended by horserace fans.
CBD delegation visits Dubai Autism Center

As part of CBD’s commitment to supporting humanitarian and community services, a delegation from the Bank visited Dubai Autism Center where they handed over a donation of AED 25,000 to Mr. Mohammed Al Emadi, General Manager of the center. Dr. Mohd Sedaiha, Speech Specialist, gave a brief to the delegates about the symptoms and effects of Autism Spectrum Disorders. He then elaborated on the services and programs offered by the center to alleviate the suffering of children with the disorder. The delegates were then taken around the center that included the Assessment and Diagnosis Centers and the classrooms. At the end of the tour, the delegates discussed the future of the Centre and the ways of mutual cooperation. Arefa Al Hashimi, Acting Manager, Jumeirah Branch expressed the Bank’s willingness to support Dubai Autism Center, a center working for such a noble cause by providing care, finance and social support to these children. This initiative comes as per the directives of the Chairman and the Board of Directors of the Bank who have always stressed on the significance of supporting and helping humanitarian and service institutions. The management of the center expressed their gratitude and appreciation to the Bank for the humane touch and graciousness towards the center.

Students of Al-Ibdaa Model School visit CBD

As a part of our regular initiatives to enhance our social responsibility, we organized an educational visit for the students of Al-Ibdaa Model School in Dubai on March 12th, 2006. Mohamed Sajwani, Manager Training and Development Center welcomed the students along with their teachers and briefly explained to them about the functions of a bank, responsibilities of the staff of the bank as well as the various products offered to our customers. The children were then taken on a small tour of the Main Branch. The students and the accompanying staff of the school were very impressed with the bank and thanked the CBD team for the wonderful learning opportunity provided to the students.

CBD sponsors Insight Dubai conference

Commercial Bank of Dubai sponsored the second annual international conference, Insight Dubai that was organized by Dubai Women’s College (DWC) in collaboration with Civic Concepts International, a well-established organization dedicated to increasing global awareness and leadership skills in the leaders of the future, from 11-15 February 2006. Insight Dubai brought 50 international students to Dubai to interact with 50 students from DWC to discuss critical world issues. The students developed an appreciation of world leadership, global politics, cross-cultural communication and international relations which are the keys to successful leadership in Dubai’s dynamic economy through a 5-day interactive leadership conference. The conference was unique since it had a distinctive Arabic and Islamic theme. Activities included participation as a foreign diplomat in a simulated United Nations Security Council crisis, role-playing a Sharia Court case, and acting as a participant in a Majlis discussing an important global issue. Panel discussions regarding local issues such as employment of women in the Middle East as well as site visits to the Dubai Museum, the Jumeirah Mosque, and the Heritage Village added to the participants’ understanding of the local environment.
PHD Dissertation on GCC

Mirza Hussain Al Sayegh

- I advise the young generation to focus on learning and seek advice before taking any decisions.
- The experience of the GCC and Maghrib Union surpasses the Arab league experience.

Revisiting in some details the childhood experiences of the older generation often demonstrates how they subsequently made it in the future. The early stages of any cycle tell a great deal about subsequent results. A straight line is always the shortest distance between two points, and the one thousand mile march begins with one step. The healthy atmosphere provides a clean environment that contributes to building great men and advance society stature through generations who managed to achieve success and attain a high measure of excellence and creativity. This provides excellent lessons about life and towering aspirations.

University studies

Mr. Al Sayegh further relates the history of his academic studies saying that he pursued his higher studies at the Jordan University in Amman, where he obtained a Bachelor Degree in Business Administration. He then did his Masters Degree in International Relations from the University of South California. Currently, he is preparing a PhD dissertation about the ‘GCC and Economic Integration.’ His study reveals that the experience of the GCC is more successful than the Arab League experience. It has been proven that the GCC is capable of protecting its members and is able to work towards economic development and achieve integration due to the potentials and the common interests of GCC countries.

Carefully considered decisions

In his dissertation, Mr. Al Sayegh emphatically maintains that the prime ministers or heads of states of the GCC countries meet and take objective decisions that are previously considered carefully by specialized committees and not by way of improvisation or random selection. Therefore, GCC countries were successful in many of their significant pursuits.

In my dissertation, I wanted to emphasize that GCC countries are able to achieve integration in various fields. This refutes a political theory adhered to by the western political thought. European and American politicians in their dealings also adopt it with the Arab countries due to the failure of the Arab League experience. In my view, regional integration structures are by far a superior alternative as evidenced by the success of the GCC and the Union of the Maghrib States.

Mr. Al Sayegh reiterated that meetings help to find solutions whereas negative thinking sits in with unfriendly relations. Through meetings and dialogue we can provide an economic structure based on a positive and integrated atmosphere. There is a valuable lesson to be learnt from Europe where we find no matter how serious the obstacles are; this will not prevent meetings and discussions. Truly, the right decisions produce benefits to the better interest of all.

Advice to the young generation

Mr. Mirza advises the young generation to seriously focus on their academic pursuits and take advantage of the healthy incentives offered by the UAE government. He also urges them to seek the advice of specialists in line with the wise Arabic saying ‘He who seeks advice will never regret it.’ He urges the young generation to benefit from Sheikh Mohammad Bin Rashid Al Maktoum Youth Projects establishment, which provides the youth with free, and useful advice and save them relying on some loans.

He also urges the young generation that there should be no limit to their academic ambitions. They must always seek more advanced learning, because now a days PhD degree has become a common qualification and our youth must aspire for more qualifications.

Mr. Al Sayegh added: “in 1971 after having graduated form the university, I joined a specialized diplomatic course in Abu Dhabi. At that time, we were only 25 Bachelor Degree graduates, in addition to a few ministers, ambassadors, and physicians who joined us in this course.” This group constituted the core of the diplomatic cadre of UAE Ministry of Foreign Affairs. In 35 years this number has increased to more than 300,000 specialized graduates in all fields. This is a record achievement in the march of progress of the UAE.

Mr. Al Sayegh concluded ‘there should be no limits to our aspirations at this time and age. Incentives are unlimited in our emerging country. I sincerely wish that our diligence and hard work would bring about fruitful and productive results. Integrity and perseverance are necessary ingredients to achieve success. I do pray to Almighty Allah that all will achieve excellence.”