



# Strategic Plan

Dubai Financial Market

**2017 - 2021**

The World Class Regional Marketplace

## Contact Us:

T: +971 4 305 5555  
E: customerservice@dfm.ae  
P.O. Box: 9700 Dubai, UAE  
www.dfm.ae



@DFMAlerts



@dubaifinancialmarket



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**His Highness Sheikh Khalifa bin Zayed Al Nahyan**

President of the United Arab Emirates and Ruler of the Emirate of Abu Dhabi





**His Highness Sheikh Mohammed bin Rashid Al Maktoum**

Vice President and Prime Minister of the United Arab Emirates, and Ruler of the Emirate of Dubai





**His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum**

Crown Prince of Dubai, and Chairman of the Executive Council of Dubai







**His Highness Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum**

Deputy Ruler of Dubai and First Deputy Chairman of the Executive Council of Dubai



## DFM Strategy 2017-2021 at a Glance

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The Dubai Financial Market (DFM) has succeeded rapidly in positioning itself as a powerful capital market regionally, acting on its vision to become “The World Class Regional Marketplace”. Strengthening its strategic endeavors has allowed DFM to place the Emirate of Dubai as a leading example in the financial market sector by implementing international best practices and meeting investor needs, both local and worldwide.

The DFM strategy for the coming 5 years (2017 – 2021) has been revised and approved after studying and analyzing the market, taking into account management and independent third party perspectives. By adopting new key strategic initiatives and being aligned with the Dubai Government's Strategy 2017 – 2021, DFM aims to drive market growth, increase revenue, and greater value for its stakeholder.

Dubai Financial Market strives to boost its efforts not only to maintain its continual success and achievements throughout the past years, but also to eagerly pursue its goal in implementing strategic initiatives. These aim to develop further DFM's infrastructure, market regulations, and services. Focusing DFM's efforts in diversifying its products, services and employing innovative technology that falls under the strategic objective of “Smart Borse”, as which aims to meet its customers' expectations and needs.

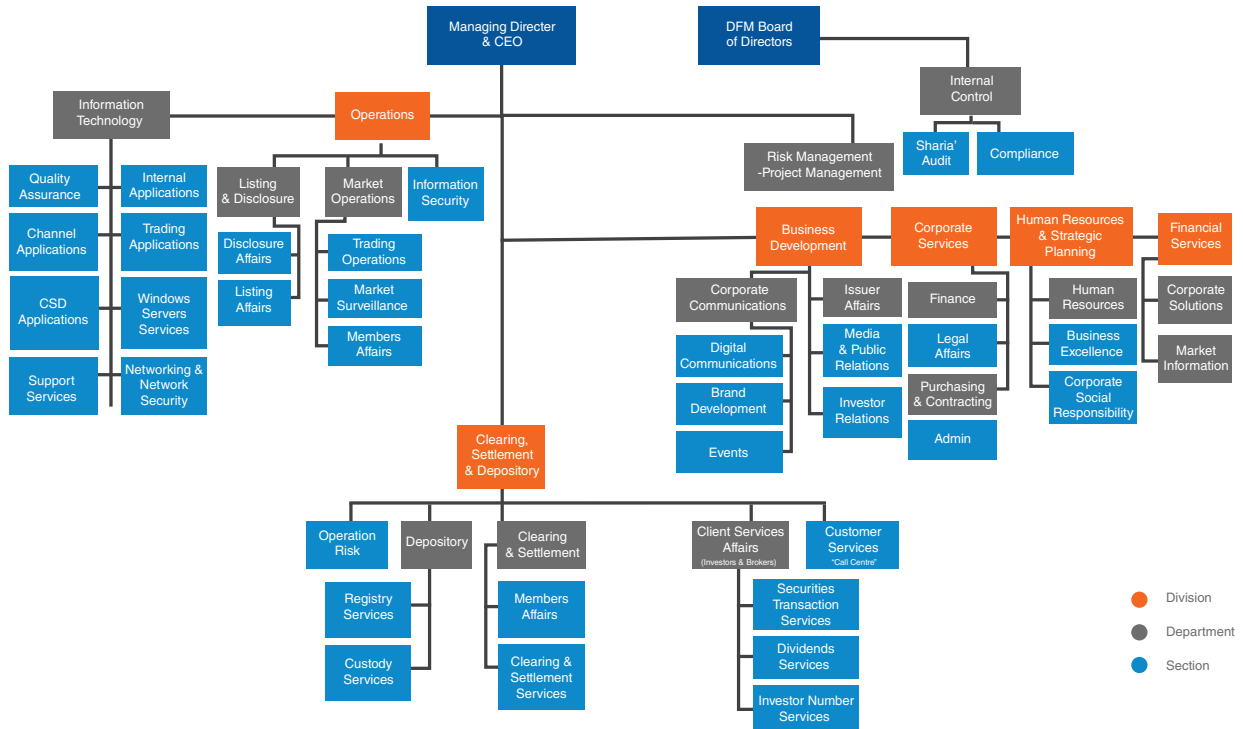
The determination of seeking ways for continuous growth, is an inspirational vision of our great leader His Highness Sheikh Mohammed Bin Rashid Al Maktoum, emphasizing to never be satisfied with just one accomplishment, but instead to look towards the next best achievement, as he once said “In the race of excellence, there is no finish line.”

**H.E. Essa Abdulfattah Kazim**

Chairman  
Dubai Financial Market



# DFM Organizational Hierarchy



## Our Vision

The World Class Regional Marketplace.



## Our Mission

To provide stakeholders with innovative services in conducting trading, settlement and depository of securities, in an efficient, transparent and liquid environment.



## Our Values

The following five core values govern our dealings with customers both internally and externally:



### Confidentiality

We accord the utmost confidentiality to our clients and their interests.



### Integrity

We conduct ourselves with unconditional integrity and ethics.



### Transparency

We prioritise transparency across all our actions and decisions.



### Efficiency

We focus on building efficiency into every aspect of our operations.



### Innovation

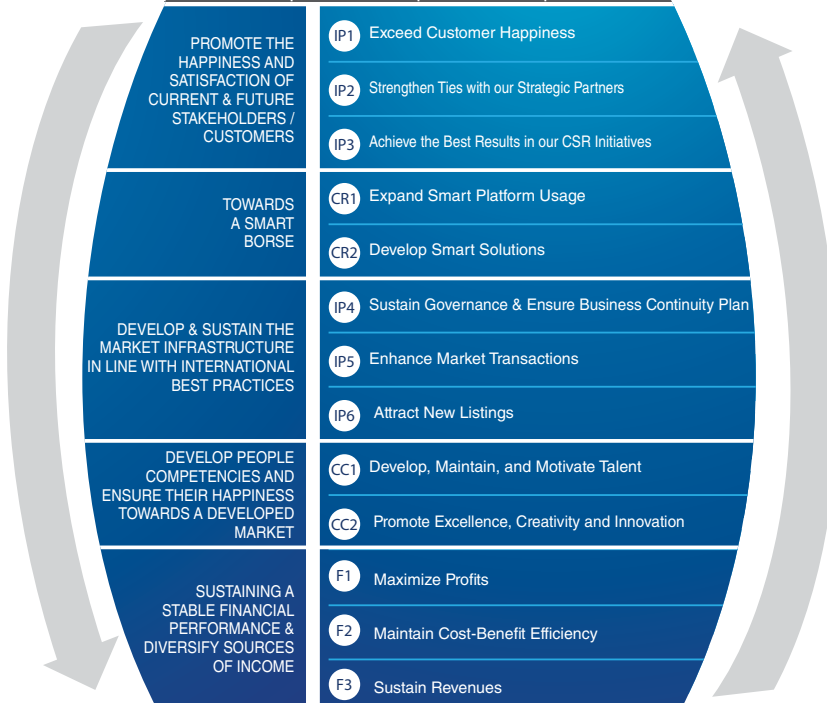
We believe the future depends on the innovation we empower today.



To provide stakeholders with innovative services in conducting trading, settlement and depository of securities, in an efficient, transparent and liquid environment.

**The World Class Regional Marketplace**

Transparency	Efficiency	Confidentiality	Integrity	Innovation
Financial Performance	Client Relations	Internal Processes	Corporate Capability	



**Divisional and Departmental KPIs and Goals**

**Individual Performance Indicators**





# Strategic Plan

Dubai Financial Market 2017 - 2021



## Strategic Goals and Objectives

### 1 PROMOTE THE HAPPINESS AND SATISFACTION OF CURRENT & FUTURE STAKEHOLDERS / CUSTOMERS



- Exceed Customer Happiness
- Strengthen Ties with our Strategic Partners
- Achieve the Best Results in our CSR Initiatives

### 2 TOWARDS A SMART BORSE



- Expand Smart Platform Usage
- Develop Smart Solutions

### 3



DEVELOP & SUSTAIN THE MARKET INFRASTRUCTURE IN LINE WITH INTERNATIONAL BEST PRACTICES

- Sustain Governance & Ensure Business Continuity Plan
- Enhance Market Transactions
- Attract New Listings

### 4

DEVELOP PEOPLE COMPETENCIES AND ENSURE THEIR HAPPINESS TOWARDS A DEVELOPED MARKET



- Develop, Maintain, and Motivate Talent
- Promote Excellence, Creativity and Innovation



### 5 SUSTAINING A STABLE FINANCIAL PERFORMANCE & DIVERSIFY SOURCES OF INCOME

- Maximize Profits
- Maintain Cost-Benefit Efficiency
- Sustain Revenues



Strategic Goal

Strategic Objectives

Strategic Initiatives

1

PROMOTE THE HAPPINESS AND SATISFACTION OF CURRENT & FUTURE STAKEHOLDERS / CUSTOMERS

1-1  
Exceed Customer Happiness

1-2  
Strengthen Ties with our Strategic Partners

1-3  
Achieve the Best Results in our CSR Initiatives

- Dividends Distribution System
- Smart Services
- Enhancing IPO Listings Procedures and Rules
- Developing New Services
- Central Counterparties Clearing System (CCP)
- Investment Funds, including Closed and Real Estate Funds
- Corporate Social Responsibility Initiatives

## Strategic Plan 2017 - 2021

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Strategic Goal

Strategic Objectives

Strategic Initiatives

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# 2

TOWARDS A SMART  
BORSE

2-1

Expand Smart Platform Usage

2-2

Developing Smart Solutions

- Improve Trading System
- Dividends Distribution System
- Smart Services
- Automation of all Investor Services
- Developing Audit System
- Artificial Intelligence Initiatives and Natural Language Processing
- Applying Smart Robots for Call Center



Strategic Goal

Strategic Objectives

Strategic Initiatives

**3**  
DEVELOP &  
SUSTAIN THE  
MARKET  
INFRASTRUCTURE  
IN LINE WITH  
INTERNATIONAL  
BEST PRACTICES

3-1  
Sustain Governance & Ensure Business  
Continuity Plan

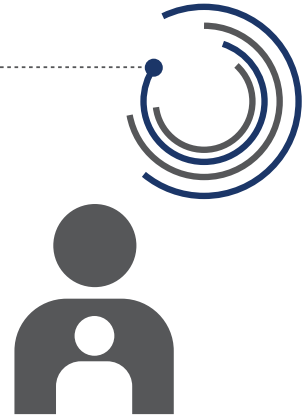
3-2  
Enhance Market Transactions

3-3  
Attract New Listings

- Developing Trading System
- Central Counterparties Clearing System (CCP)
- Blockchain eServices
- Developing Shari'a Standards
- Registering Private Companies

## Strategic Plan 2017 - 2021

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### Strategic Goal

### Strategic Objectives

### Strategic Initiatives

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# 4

DEVELOP PEOPLE  
COMPETENCIES  
AND ENSURE  
THEIR HAPPINESS  
TOWARDS A  
DEVELOPED  
MARKET

4-1

Develop, Maintain, and Motivate Talent

4-2

Promoting Excellence, Creativity and  
Innovation

- Career Happiness Initiatives & includes the following:
  - Career Satisfaction Initiatives
  - Job Loyalty Initiatives
  - Promoting Excellence among Employees
  - Encouraging Creativity and Innovation



Strategic Goal

Strategic Objectives

Strategic Initiatives

5

SUSTAINING A  
STABLE FINANCIAL  
PERFORMANCE &  
DIVERSIFY  
SOURCES OF  
INCOME

5-1

Maximize Profits

5-2

Maintaining Cost-Benefit Efficiency

5-3

Sustaining Revenues

- Derivatives
- Market Maker
- Regulated Short-Selling (RSS)
- Allocation Accounts
- Central Counterparties Clearing System (CCP)
- Securities Lending and Borrowing (SLB)
- Margin Trading
- Repo and Islamic Murabaha
- Increasing Number of Listed Companies
- Registering Private Companies
- iVESTOR Card Services
- Sukuk and Bonds
- Investment Funds, including Closed and Real Estate Funds
- Indices Trading