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

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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

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
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

Financial Performance
Client Relations
Internal Processes
Corporate Capability

Transparency
Efficiency
Confidentiality
Integrity
Innovation

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

TOWARDS A SMART BORSE

- Expand Smart Platform Usage
- Develop Smart Solutions

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

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

DEVELOP PEOPLE COMPETENCIES AND ENSURE THEIR HAPPINESS TOWARDS A DEVELOPED MARKET

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

SUSTAINING A STABLE FINANCIAL PERFORMANCE & DIVERSIFY SOURCES OF INCOME

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

Divisional and Departmental KPIs and Goals

Individual Performance Indicators
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
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<td>PROMOTE THE HAPPINESS AND SATISFACTION OF CURRENT &amp; FUTURE STAKEHOLDERS / CUSTOMERS</td>
<td>Dividends Distribution System</td>
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<td>1-1 Exceed Customer Happiness</td>
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<td>Attract New Listings</td>
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DEVELOP & SUSTAIN THE MARKET INFRASTRUCTURE IN LINE WITH INTERNATIONAL BEST PRACTICES
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<td>4</td>
<td>4-1 Develop, Maintain, and Motivate Talent</td>
<td>Career Happiness Initiatives &amp; includes the following:</td>
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<td>DEVELOP PEOPLE COMPETENCIES AND</td>
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<td>ENSURE THEIR HAPPINESS TOWARDS A</td>
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<td>DEVELOPED MARKET</td>
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<td>- Promoting Excellence among Employees</td>
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<td>- Encouraging Creativity and Innovation</td>
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| 5             | SUSTAINING A STABLE FINANCIAL PERFORMANCE & DIVERSIFY SOURCES OF INCOME | ● 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 |
| 5-1           | Maximize Profits                         | ● 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 |
| 5-2           | Maintaining Cost-Benefit Efficiency      | ● 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 |
| 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  
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