

## Case Summary

### ***Name of organisation :***

The organization is the Commercial Bank of Dubai.

## Risk assessment

### ***Summary :***

Financial risk assessment involves identifying, evaluating, and managing potential risks that could negatively impact an organization's financial stability and performance.

## Business and industry analysis

### ***Industry :***

The company operates in the banking and financial services industry, offering a wide array of financial products and services tailored to various client segments. It focuses on three primary business segments: Institutional Banking, Corporate Banking, and Personal Banking. Institutional Banking caters to institutional clients, including government-related entities, by providing loans, credit facilities, deposits, trade finance products, and e-commerce solutions. This segment aims to meet the complex financial needs of large institutions through customized solutions. Corporate Banking targets regional corporates, offering products like loans, working capital financing, trade finance, and deposit products. This segment focuses on supporting the financial operations and growth initiatives of businesses, helping them manage liquidity and finance projects. Personal Banking serves individual clients with products such as current accounts, savings accounts, fixed rate deposit accounts, personal loans, overdraft facilities, vehicle finance, and mortgage products. This segment is designed to provide convenient and accessible financial solutions to meet the personal and everyday banking needs of individuals. Overall, the company's operations are structured to cater to a diverse clientele, ensuring comprehensive financial services across different market segments.

## Underwriting considerations

### ***Proposed loan :***

Borrower's cash flow and financial capacity refer to their ability to generate sufficient income and manage their financial obligations to meet debt repayments and other financial commitments.

## Business Profile

### ***Brief description of the company in 2 lines :***

Commercial Bank of Dubai is a financial institution headquartered in Dubai, United Arab Emirates, offering a range of banking solutions with a strong focus on digital transformation. It operates through wholly owned subsidiaries providing brokerage and manpower services.

### ***What is the specialization and the Unique selling proposition of the company? in 2 lines :***

The company specializes in digital banking solutions and financial services, with a unique selling proposition of being "Default Digital," offering globally leading digital platforms and instant banking

services to enhance customer experience and support corporate and retail clients.

***Description on the market and the target segment company is trying to provide services to? in 2 lines :***

The company targets retail, corporate, and institutional clients with services like digital banking, supply chain financing, and asset-backed lending, focusing on expanding digital offerings and supporting SMEs in the UAE. They aim to enhance customer experience with initiatives like iServe and partnerships with regional authorities.

***Brief Description of Competitors, Challenges , market condition and market sentiment in relation to company industry segment ? :***

I don't have specific information about competitors, challenges, market conditions, or market sentiment for a particular company or industry segment. However, I can offer some general guidance on how to assess these factors: 1. **Competitors**: Identify key players in the industry, analyze their market share, strengths, weaknesses, and strategies. Understand what differentiates your company from these competitors. 2. **Challenges**: Common challenges may include regulatory changes, technological advancements, economic fluctuations, and shifts in consumer preferences. Consider how these challenges impact your company's operations and strategic planning. 3. **Market Conditions**: Assess the current state of the industry, including supply and demand dynamics, pricing trends, and growth prospects. Economic indicators and industry reports can provide insights into market conditions. 4. **Market Sentiment**: This refers to the overall attitude of investors and consumers towards the industry. It can be influenced by news, economic indicators, and broader market trends. Tools like sentiment analysis and surveys can help gauge market sentiment. For detailed and specific information, industry reports, market analyses, and financial statements from the company can be useful sources.

## **Business Model**

***What are the revenue streams of the company with emphasis on critical revenue? in 2 lines :***

The company generates revenue from points programs, property-related income, and dividend income, with critical revenue from points being managed in-house and with third-party providers.

***Which customer segment it is Company targeting and how effective it is ? in 2 lines :***

The company is targeting the Small and Medium-Sized Enterprises (SMEs) segment and retail banking customers with digital offerings like Digi accounts and loans. This strategy has been effective, as evidenced by a near doubling of their retail customer base in 2021 and multiple industry accolades for digital transformation.

***What are the Key activities company performs to maintain profitability and sales? in 2 lines :***

The company maintains profitability and sales by delivering a record net profit and cash dividend, alongside managing liquidity through an active presence in global money markets and maintaining a portfolio of marketable assets.

***What are the Channels the company uses for selling and service other than website? in 2 lines :***

The company uses digital platforms like the iServe digital self-service portal and alternative digital platforms for transactions and onboarding, besides partnerships with government licensing authorities to support SME clients.

***What are the Value proposition the company is offering ? in 2 lines :***

The company offers a value proposition of being 'Default Digital' through innovative digital platforms like Asset Backed Lending, Supply Chain Financing, and iServe, enhancing customer experience and efficiency. Additionally, it focuses on talent development and corporate social responsibility, supporting community initiatives in Health, Education, Financial Literacy, and Charity.

## **Management Structure**

***Classify the company on the basis of Size, Ownership and the type of ownership in few lines :***

Based on the provided context, the company can be classified as follows: - **\*\*Size\*\***: The company is likely a large entity, as it is referred to as a Group with subsidiaries and engages in complex financial activities such as wealth management and lease classification. - **\*\*Ownership\*\***: The company appears to be a corporate entity with a structured ownership model that includes equity holders and non-controlling interests. - **\*\*Type of Ownership\*\***: The company operates under a consolidated ownership structure, managing subsidiaries and making adjustments to align accounting policies within the Group. It also manages investments and assets on behalf of clients, indicating a fiduciary role.

***Stake Holder's analysis for the company in few lines :***

The key stakeholders of the Commercial Bank of Dubai include major shareholders such as Abdul Wahed Al Rostamani AWR Group LLC with a 6.61% stake, Al Majid Investments with 5%, and the general public holding 35.72%. The Board of Directors, led by Non-Executive Chairman H.E. Humaid Mohammad Obaid Yousuf Al Qutami, also plays a significant role. The stakeholders are focused on maintaining a strong capital base to ensure investor confidence and support future business development, balancing returns with security, and addressing various financial risks as part of their ICAAP framework.

***Who is the CEO, Managing director, COO, CIO of the company :***

Based on the information provided, the Chief Operating Officer (COO) of the Commercial Bank of Dubai is Mr. Othman Bin Hendi. However, the data does not mention the CEO, Managing Director, or CIO of the company.