

Report On  
**Operational Excellence through CRISIL Rating during COVID-19  
Pandemic of a Foreign Bank in Bangladesh: A case of Commercial Bank  
of Ceylon PLC**

By

**Milisha Ghosh**

ID: 17204103

An internship report submitted to the Brac Business School in partial fulfillment of the requirements for the degree of Bachelor of Business Administration

BRAC Business School  
BRAC University  
Fall 2021

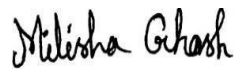
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## **Declaration**

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

**Student's Full Name & Signature:**



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**Milisha Ghosh**  
ID: 17204103

**Supervisor's Full Name & Signature:**

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**Shobrata Kumar Roy**  
Manager, Narayanganj Branch  
Commercial Bank of Ceylon PLC

## **Letter of Transmittal**

Mr. Zaheed Hussein Mohammad Al-Din  
Senior Lecturer, BRAC Business School  
BRAC University  
66 Mohakhali, Dhaka-1212

**Subject: Submission of internship report upon completion of the course BUS400 in Fall 2021**

Dear Sir,

With all due respect and humble submission, I would like to draw your kind attention that I am submitting my internship report on Highlighting the Milestone Attaining Progression of Commercial Bank of Ceylon PLC. It was a remarkable opportunity for me to fulfill my internship from one of the country's best multinational bank, Commercial Bank of Ceylon PLC Bangladesh. I believe this report will contribute in the understanding and knowledge of banking industry. I am gratified and bloated for being able to submit this report on your supervision.

I will be very grateful if you accept my internship report. I have tried my level best to prepare this report with my acquired knowledge. I tried to explore it in this field. If you have any further query, I am always prepared to clarify that.

Sincerely yours,

---

Milisha Ghosh  
BRAC Business School  
BRAC University  
Date: 27<sup>th</sup> January,2022

## **Non-Disclosure Agreement**

This agreement is made and entered into by and between “Commercial Bank of Ceylon PLC” Bangladesh Operations and the undersigned student of BRAC Business School “Milisha Ghosh” at BRAC University. This agreement acknowledges that certain information about clients, trades, profits, internal affairs regarding the company is confidential. The provisions set forth in this agreement delimit on which terms the employee can share this information and when he cannot. Furthermore, it also demarcates the limit of the extensiveness of the information shared.

Sincerely yours,

---

Milisha Ghosh

BRAC Business School

BRAC University

Date: 27<sup>th</sup> January,2022

## **Acknowledgement**

First and foremost, I would like to praise Almighty for blessing me with the strength, patience, and capacity to complete this internship report successfully. After that, I would like to express my gratitude toward our honorable and respected Senior Lecturer of BRAC Business School, Mr. Zaheed Husein Al-Din, my supervisor for this report, for his consistent support and guidance throughout the semester in this rather difficult time where scopes are low on every aspect. I am thankful to him for his valuable insights on the topic which was a great learning opportunity. I would like to thank my co-supervisor, Lecturer of BRAC Business School, Mr. Feihan Ahsan for his time and supervision.

Moreover, I would like to thank Mr. Shobrata Kumar Roy (Head of Branch, CBC, Narayanganj), Mr. Anwarul Haque Kazi (Assistant Manager and Operations In-charge, CBC, Narayanganj), Mr. Masudur Rahman Munshi (In charge of Credit Dept., CBC, Narayanganj) and Mr. Sakhawat Ratul (Officer, Customer Service, CBC, Narayanganj) who heartily welcomed me into their working area and generously supported during the internship. I am also immensely grateful toward the officers such as Mr. Shimul Khan, Mrs. Nasrin Antara, Mrs. Polly Saha, Mr. Ferdose Ahmed, Mr. Manik Lal Datta and all other employees of the CBC Narayanganj Branch who cooperated and helped me learn so much despite their immense workload.

Lastly, I acknowledge the fact that the amicable and inspiring working atmosphere of Commercial Bank of Ceylon PLC, Narayanganj branch has been a great opportunity for me to learn about the banking activities and strategies of CBC and has enabled me to gain insights into a lot more than a simple report. I offer my heartiest thanks to all the officials of Commercial Bank of Ceylon PLC. Finally, I express my heartfelt thanks to my family for their inspiration and constant cooperation.

## ***Executive Summary***

*Commercial Bank of Ceylon PLC is one of Bangladesh's leading foreign banks. This report reflects several aspects of the CBC's operations. The report serves as a partial prerequisite for BRAC University's Bachelor of Business Administration degree. The report's primary objectives are to determine the many sectors and the overall scenario of the successful journey of technological advancement in strategy and profitability over the previous few years, covering goods, services, lending processes, and others. The paper depicts the CBC's foreign exchange operation as well as a statistical comparison between a foreign bank (Commercial Bank of Ceylon PLC) such as letter of credit opening, foreign inward/outward remittances, and other procedures. This comprehensive report looked into the strategic, operational, and financial performance of the Commercial Bank of Ceylon's Bangladesh operations. Applying various key ratios to recognize financial data and performing financial research through CRISIL rating analysis has offered a thorough image of the bank's performance throughout time, with all category indicators ranging from outstanding to satisfactory, with the exception of liability management. The internship report includes more in-depth information on the products and services, as well as the documents necessary to create various accounts and other procedures. The report concluded with recommendations for continuing to increase skilled personnel and rewarding employees, which will lower liability; this comprehensive and detailed analysis looked into the strategic, operational, and financial performance which make a glories journey of Commercial Bank of Ceylon's Bangladesh operations successfully.*

**Keywords: Bank Performance; Bank rating; Commercial Bank of Ceylon; CAMEL Rating; Financial Analysis.**

<b>Table</b>	<b>of</b>	<b>Contents</b>
<b>Declaration .....</b>		<b>2</b>
<b>Letter of Transmittal .....</b>		<b>3</b>
<b>Non-Disclosure Agreement .....</b>		<b>4</b>
<b>Acknowledgement .....</b>		<b>5</b>
<i>Executive Summary .....</i>		<b>6</b>
<b>List of Tables .....</b>		<b>9</b>
<b>List of Figures .....</b>		<b>9</b>
<b>List of Acronyms .....</b>		<b>10</b>
<b>Chapter 01: Overview of Internship.....</b>		<b>11</b>
1.1 Internship Details.....		11
1.2 Internship Information .....		12
1.3 Internship Outcomes .....		13
<b>Chapter 02: Organization Part.....</b>		<b>16</b>
2.1 Introduction .....		16
2.2 Overview of the Company .....		17
2.3 Management Practices .....		21
2.4 Management Strategies .....		22
2.5 Products.....		22
2.6 Financial Performance & Accounting Practices .....		23
2.7 Operations Management & Information System Practices .....		24
2.8 Industry & Competitive Analysis .....		25

2.9 Summary & Conclusion.....	26
2.10 Recommendations.....	27
<b>Chapter 03: Project Analysis: Operational &amp; Progression Strategy during Covid 19... 28</b>	
3.1 Introduction: .....	28
3.2 Methodology .....	30
3.3 Pandemic Challenges .....	30
3.4 Operational Policies:.....	31
3.5 Analysis of CBC’s Performance .....	33
3.6 CRISIL RATING .....	37
3.7 Summary & Conclusion.....	40
3.8 Recommendation .....	41
<b>References .....</b>	<b>43</b>



## **List of Tables**

Table 1: SWOT Analysis .....	26
Table 2: Key Performance Indicators.....	34
Table 3: Key Financial Ratios. ....	36
Table 4: Overview of CRISIL Ratings.....	38

## **List of Figures**

Figure 1: Corporate Management Structure .....	21
Figure 2: Hierarchy of Narayanganj branch. ....	22
Figure 3: Main Deposit Products of CBC .....	22
Figure 4: Other Specialized Products.....	23
Figure 5: Financial Position over the last 5 year. ....	24
Figure 6: Net Profit Movement.....	24
Figure 7: Key Performance Indicators. ....	35
Figure 8: Compound Annual Growth Rate. ....	35
Figure 9: key Financial Ratios.....	36
Figure 10: Trend of Key Financial Ratios.....	37

## **List of Acronyms**

CBC	Commercial Bank of Ceylon
PLC	Private Limited Company
CRISIL	Credit Rating Information Services of India Limited
ROE	Return on Equity
ROA	Return on Asset
CEO/COO	Chief Executive/Operations Officer
DGM/AGM	Deputy General Manager/Assistant General Manager
CRISL	Credit Rating Information & Services Limited
FNS	Financial News Services
DGM	Deputy General Manager

## Chapter 01: Overview of Internship

### 1.1 Internship Details

#### 1.1.1 Student Information

**Name** : **Milisha Ghosh**

**Student ID** : 17204103

**Program** : Bachelor of Business Administration

**School/Department** : BRAC Business School

**Major 1st** : Finance & Banking

**Major 2nd** : Management

**Email** : [milisha.ghosh@g.bracu.ac.bd](mailto:milisha.ghosh@g.bracu.ac.bd)

#### 1.1.2 University Supervisor Information

**Supervisor Name (In University)** : **Mr. Zaheed Husein Al-Din**

**Position** : Senior Lecturer of BRAC Business School

**Contact Email** : [zaheed.husein@bracu.ac.bd](mailto:zaheed.husein@bracu.ac.bd)

**Co-Supervisor Name** : **Mr. Feihan Ahsan**

**Position** : Lecturer of BRAC Business School

**Contact Email** : [fahsan@bracu.ac.bd](mailto:fahsan@bracu.ac.bd)

## 1.2 Internship Information

### 1.2.1 Placement Information

**Organization Name** : Commercial Bank of Ceylon PLC Bangladesh

**Industry** : Banking

**Department/ Branch** : Narayanganj Branch

**Job Type** : Contractual, Full-time

**Duration** : Three (3) Months

**Address** : 79, Mid-Town Shopping Complex (2<sup>nd</sup> Floor), Bangabandhu  
Road, Narayanganj.

### 1.2.2 Placement Information

**Supervisor Name** : Shobrata Kumar Roy

**Position** : Branch Manager

**Contact Email** : [ShobrataKumarRoy@combankbd.com](mailto:ShobrataKumarRoy@combankbd.com)

### 1.2.3 Job Responsibilities

Being a part of a team as an intern at a CBC is a rewarding experience. I have employed with full time to learning about banking methods, creating corporate relationships, and strengthening both hard and soft talents in this field. The main responsibilities of CBC which I have performed are as follows:

- ❖ Assisting to make Mandate for that is used as account opening form including all the required information and documents are preserved in it for different bank accounts.

- ❖ Updating to register captured card delivery, card requisition, cheque book requisition, return card statement.
- ❖ Make ready the charge documents form, G9 form, retail loan application form, borrower's statement, guarantor's statement for the credit department.
- ❖ Working with daily, monthly, or weekly ATM preparations, clearing, and reconciliation of ED, card, and check.
- ❖ Create spreadsheets, datasets, and other computer applications and use them effectively.
- ❖ Monitor and communicate with clients about e-statements and e-passbooks.

### **1.3 Internship Outcomes**

#### ***1.3.1 Student's Contribution to the Company***

With my academic knowledge and fundamental learnings from institutional education, I tried to serve in every way possible to the bank. With my contributions to the firm, I also attempted to raise the standard of BRAC University's educational excellence. Establishing relationships with my manager, coworkers, customers, and clients is what networking entails. To establish a successful career, it will need the backing and support of individuals in positions of power. Building positive client relationships is also beneficial to the company. My supervisor and other members of the team will be able to adequately assess my performances. However, based on my observations, I can reassure that they are satisfied with my abilities and job efficiency. In addition, I would like to share that they offer me an opportunity to stay on with the CBC after my internship period.

### ***1.3.2 Benefits to the student***

This internship has represented me with a commitment to excellence. It has been rather easy to prepare for the potential effort from academic life to professional life.

- ❖ Possibility to utilize academic learnings in a workplace setting.
- ❖ Learning about academic subjects in a relevant and first-hand manner
- ❖ Working experiences and the ability to operate in a cooperative and disciplined manner with others.
- ❖ Understanding the inner workings of the financial business.
- ❖ Observing and learning about many elements of branch banking, such as the accounts department, customer service, and credit, among others.
- ❖ Learn how to engage and cope with a stressful issue in a calm manner.

### ***1.3.3 Problems/Difficulties***

To be honest, I'd never had a situation like that in my office before. Even I was treated with the same degree of respect as other CBC staff. However, I'd want to make a point. Our normal working hours were 10 a.m. to 5 p.m., but we were compelled to stay in the office until 7 p.m. or later. Though my supervisor made it perfectly clear when I was hired, it is difficult to write a paper after a full day at work. Furthermore, I am in the middle of my internship and must submit an internship report. As a result, I won't be able to incorporate the lessons I'll learn later.

### ***1.3.4 Recommendation***

If Commercial Bank of Ceylon recruit interns on a semester basis, we will be able to complete the internship within our university's time frame and create a report based on the entire duration of internship. My BRAC University can also play a significant role if they can reach an arrangement with CBC and other financial organizations.

## **Chapter 02: Organization Part**

### **2.1 Introduction**

Bangladesh's banking industry has been flourishing over the last three decades, as a rising number of private, public, and international commercial banks provide independent and personal banking to the country's people. Banks and other banking institutions, according to Ahmad et al. (2011), are important components of a sound financial system of a country. Due to modernization and technological improvements, banking services such as micro - credit and/or micro financing, investment and business, online or internet banking, and electronic transfers are now accessible to people of all levels (as cited by Anojan & Nimalathan, 2014). According to Bangladesh Bank (2020), the bank or financial institution, Bangladesh Bank, regulates six state-owned commercial banks (SOCBs), three banking institutions (SDBs), 42 private commercial banks (PCBs) (34 traditional and 8 Shariah-based), and nine foreign commercial banks (FCBs). Foreign or international banks has played a major role in this great development with their various affordable and beneficiary products and offers to cater to different market segments. Foreign banks, in particularly, provide a major contribution to the country's GDP by permitting the greatest levels of remittance from outside. After gaining an internship at the Commercial Bank of Ceylon PLC Bangladesh, Narayanganj Branch, to assess the firm via practical experience, the report was prepared. Foreign banks, in especially, provide a major contribution to the country's GDP by permitting the greatest levels of remittances from outside. After getting an internship at the Commercial Bank of Ceylon PLC Bangladesh, Narayanganj Branch, the report was created to recognize and explore the organization using practical knowledge.

The goal of this study is to explore into it and observe the inner workings of the financial system, as well as to assess the knowledge and lessons acquired utilizing a framework and methodology that have been developed. The purpose is to look at many aspects of banking,



such as management, marketing, financial, and operational procedures. This extensive investigation on various topics is expected to result in a full understanding of international bank operations. Its goal is to look into the bank's position in the international market and use a SWOT analysis to assess the bank's condition.

This research gathers the financial assessments of the Commercial Bank of Ceylon (CBC) over the past five years. Information on products and services, major milestones, as well as other operational operations have all been collected and analyzed. Prior research on the bank has also been collated and examined, with a wide range of issues covered. Important information was available on both the bank's and Bangladesh's websites.

The wide ranging operational and functional evaluation of a foreign bank, such as CBC, will satisfy as an actually learning and knowledge resource for future students and academics. This paper's main notions may provide the basis for future study. This investigation focuses primarily on the functional activities of this international bank's Bangladesh operations. The SWOT analysis will provide a comprehensive picture of the bank's position and industry.

## **2.2 Overview of the Company**

### ***2.2.1 History of Commercial Bank of Ceylon PLC***

Commercial Bank of Ceylon PLC is a multinational commercial bank authorized by Bangladesh Bank. It is primarily a public limited company with common shares registered in the Colombo stock Exchange's Main Board. Unique products and services, superior service quality and efficient and customized solutions to the requirements of corporate and personal banking customers are hallmarks of the successful stride of CBC in Bangladesh.

The Commercial Bank of Ceylon began its journey in 1920, about a century ago. In that year, the Eastern Bank (EBL) built a branch in Sri Lanka's Chatham Street. The Chartered Bank purchased EBL's share capital in 1957, and the Commercial Bank of Ceylon was formed with EBL in 1969, with EBL owning 40% of its ownership. Chartered bank acquired EBL in 1971 and Mercantile bank's Galle, Jaffna, and Kandy branches in 1973. In 1979, a foreign currency unit was established, and the Commercial Development Company (CDC) was formed with a 40% ownership stake in the headquarters' development. After four years, the CBC's offices were moved to Commercial House, No. 21, Bristol Street. Then, in 1971, Eastern Bank combined with Chartered Bank, which then united with Standard Bank four years later to become Bank. Standard Chartered liquidated its 40 percent ownership in CBC in 1997. DFCC Bank (previously Development Finance Company of Ceylon) purchased 29.5 percent of the company. In 2004, CBC bought Credit Agricole Indosuez's two Bangladesh branches in Dhaka and Chittagong, making it the first Sri Lankan commercial bank to operate outside the nation. (In 1980, Banque Indosuez built a network in Bangladesh.) In addition, in 2003, the IFC purchased 15% of the bank's ordinary shares from the Sri Lanka Financial Corporation.

The bank began to expand by maximizing the value of its stock and introducing new technology and innovative services. In 1997, Chartered Bank sold its part to the bank. In 2003, Bangladesh operations began with the acquisition of Credit Agricole Indosuez, a French international bank with two branches and two booths. Since then, CBC has made significant contributions to Bangladesh's remittance market.

### ***2.2.2 Current Position in Bangladesh***

Commercial Bank of Ceylon PLC (CBC) is one of the leading commercial banks in Bangladesh. CBC's Bangladesh operation was formed in 2003. With over 20 years in Bangladesh, The CBC has gone a long way in terms of client base, recognition, impeccable service, and trend-setting seamless performance. As of 2022, CBC has 17 branches in Dhaka, four in Chattogram, and one in Sylhet. In addition, the bank operates two specialist off-shore banking units (OBU) in Dhaka (Gulshan) and Chattogram (CEPZ), as well as six SME centers. CBC's main focus is on unique products and services, trendsetting performance, and a customer-oriented mentality. CBC's successful progression in Bangladesh is marked by innovative products and services, exceptional service quality, and reliable and responsive solutions to the demands of corporate and private banking customers.

### ***2.2.3 Vision***

To be the Bank of Excellence in Service and Commitments.

### ***2.2.4 Mission***

To deliver optimum value to Customers, Employees, Shareholders & the Nation while ensuring good Corporate Governance.

### ***2.2.5 Slogan:***

“Our Interest is in You”

### 2.2.6 Logo



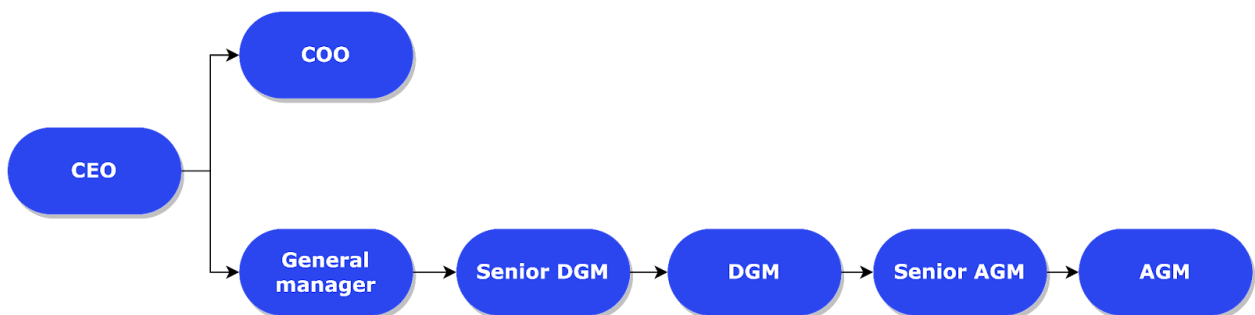
### 2.2.7 Achievements

- Rewarded as ‘Best Foreign Bank in Bangladesh in 2021 by two independent bodies for the largest overseas operation and retained its ‘AAA’ credit rating by CRISIL.
- The ‘Most Sustainable Bank in Bangladesh’ award was presented at the Dubai-based International Business Magazine Awards 2021 that honored best-in-class achievements on international business and finance.
- Awarded “Best Foreign Bank” in Bangladesh in 2020 and “Best Commercial Bank” in Sri Lanka by Global Business Outlook (GBU). Rated “AAA” (Triple A in Long term) and ST-1 (short term) in credit rating for ten (10) consecutive years by CRISL.
- Top 1000 bank in world in 2015. Best Corporate Performance Award in 2014
- FNS Business Award as best performing foreign bank
- Received 12<sup>th</sup> Best Bank Award in 2010 from Global Finance
- Received “CSR Award 2008-2009” from Banker’s Forum.
- Best Business Award 2008 by Arthakantha Publications
- Best Commercial Bank Award by Financial Mirror in China-Bangladesh Friendship Center.

- Received Finance Asia Best Bank Country Awards

### 2.3 Management Practices

The management system of CBC is systematically constructed, with a Board of Directors comprising 12 creative and academic professionals, presently led by Mr. K Sripavan, serving as the bank's autonomous administration in order to fulfill its intended goal. Since its inception, the Commercial Bank of Ceylon PLC has had many boards of directors. The most recent committee was formed in 2014. Later, between 2016 and 2018, additional members of the board were replaced or appointed for the first time. This new executive board implemented several new and creative tactics for the entire bank, independently of its subsidiaries or areas, but has been incredibly effective to the bank's improving performance. The corporate management structure for Bangladesh operation is given below.



*Figure 1: Corporate Management Structure*

As this internship was at Narayanganj Branch, there was a chance to carefully evaluate managerial methods in that branch. The following is the hierarchy of the Narayanganj Branch management:

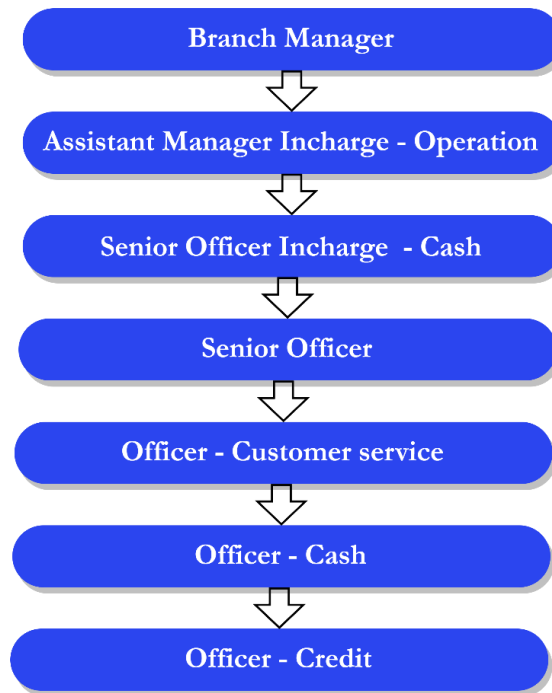


Figure 2: Hierarchy of Narayanganj branch.

## 2.4 Management Strategies

CBC provides exceptional and completely customer-focused services and goods. Their marketing strategies are mostly focused on creating and sustaining consumer relationships. To develop easy and long-lasting connections with customers, freshly recruited staff, interns, or trainees are initially trained.

## 2.5 Products

### 2.5.1 Main Products

CBC primarily provides three different sorts of transaction accounts.



Figure 3: Main Deposit Products of CBC.

## 2.5.2 Other Products

<b>DPS: Dream Planner Savings</b>	<ul style="list-style-type: none"><li>• Various deposit amounts starting from Tk. 1000 for 3-7 years</li><li>• Attractive interest rates</li><li>• Facility of automated deposit collection at fixed date from supporting savings account</li></ul>
<b>FDR</b>	<ul style="list-style-type: none"><li>• Time basis fixed deposit product</li><li>• Floating Interest rate on a monthly, daily and yearly basis</li></ul>
<b>STD: Short term Deposit</b>	<ul style="list-style-type: none"><li>• Fixed deposit product for short term</li><li>• Daily interest and paid early</li><li>• Sweep facility</li></ul>
<b>Ananya</b>	<ul style="list-style-type: none"><li>• Special service for women in general and women entrepreneurs.</li><li>• Attractive interest rate and free debit card and cheque book for first year</li><li>• Discount on Locker service</li></ul>
<b>DOTCOM</b>	<ul style="list-style-type: none"><li>• Special service for minors</li><li>• Free of service charge and free passport endorsements</li><li>• Debit card at the age of 12</li><li>• 0.5% higher interest rate than regular savings</li></ul>
<b>FreeCom</b>	<ul style="list-style-type: none"><li>• Free of service charge and SMS alert charge</li><li>• Free debit card and cheque book</li><li>• Preferential interest on Home loans, Auto loans and personal Loans</li></ul>
<b>Student File</b>	<ul style="list-style-type: none"><li>• Transaction of foreign currencies for education purposes</li><li>• Remittance dealings of studying abroad</li><li>• Authorization of relatives in absence of the student</li><li>• Assistance in the whole process</li></ul>
<b>DollarSmart</b>	<ul style="list-style-type: none"><li>• Service for Foreigners</li></ul>
<b>ATM Card/CBC Shopping Card</b>	<ul style="list-style-type: none"><li>• 24-hour open ATM booth</li><li>• Shopping and Withdrawal at any Visa outlet</li><li>• Draw as low as Tk. 100</li></ul>

Figure 4: Other Specialized Products.

## 2.6 Financial Performance & Accounting Practices

Since its establishment, the Commercial Bank of Ceylon PLC has constantly improved and expanded its region. Their one-of-a-kind services and forward-thinking approach have ensured their continued prosperity, which is evident in their financial results. The Finance Department at CBC Headquarters understood the information from all offices, SMEs, and OBUs to maintain standard banking accounting processes.

### 2.6.1 Financial Position

Financial data from the previous five years shows that the bank's assets and liabilities have been gradually increasing over time, indicating a healthy pace of progress for a foreign bank.

Despite this, the asset level is always higher than the liability level. As a result, the bank has a safe amount of cash on hand to weather any storm.

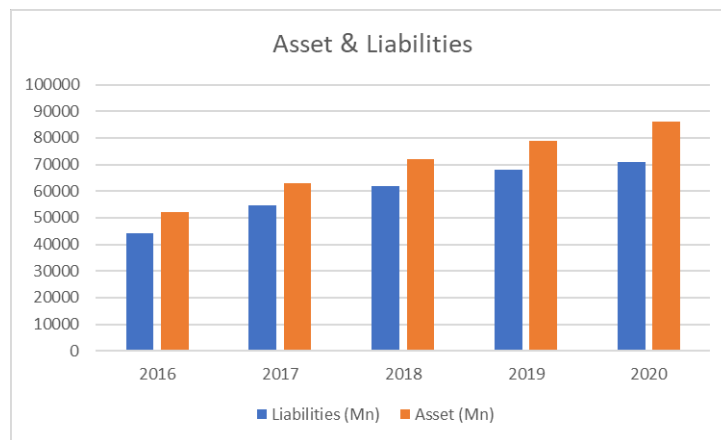


Figure 5: Financial Position over the last 5 year.

### 2.6.2 Net Profit Movement

With the exceptions of a severe decline in 2016, the bank's net income has consistently increased throughout 2017. The bank's financial status and net profit growth suggest that the corporation's financial performance will improve significantly.

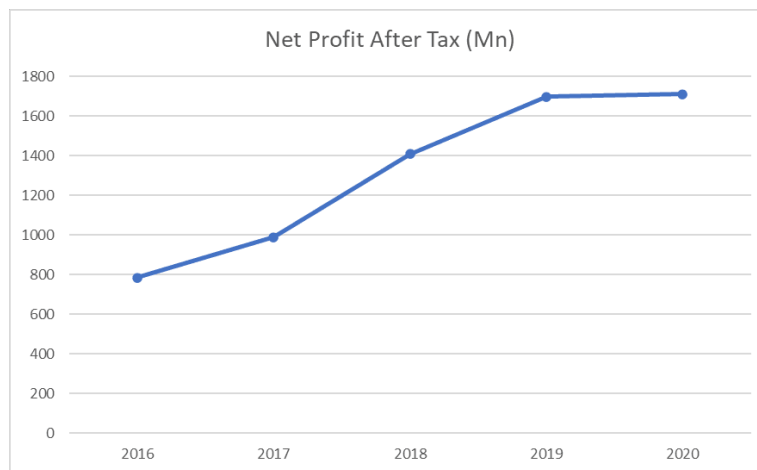


Figure 6: Net Profit Movement.

## 2.7 Operations Management & Information System Practices



### **2.7.1 ICBS**

The major banking activities are managed through an intranet system within the bank, which is effectively regulated by the bank's headquarter in Sri Lanka. International Comprehensive Banking System (ICBS), CBC's basic banking software, was established in 1993. Almost every branch has been linked to the program by 1998. Currently, this software is used for all banking activities, independent of spot, branch, or other standards.

### **2.7.2 ABT**

ABT stands for Alliance Branch Teller, and it is used to store and evaluate sensitive data like as cash transactions, customer signatures, and other similar information. This software is only accessible to In-Charges. Information may be accessible from any branch using this software, making it easier for each branch to service all of the bank's clients.

Other internet services are utilized for internal communication and information flow in addition to these two primary applications. The Flora network system is used by the central bank for electronically financial transfers (EFT) and clearing checks from other banks.

## **2.8 Industry & Competitive Analysis**

Bangladesh's banking business has grown rapidly in recent decades. With their outstanding management systems and spectacular performance, foreign banks have become an important element of the banking industry. Every position or scenario, however, has both positive and adverse aspects. In order to assess CBC in terms of industry and competitiveness, a reputed framework, “SWOT” analysis has been conducted.

### **2.8.1 SWOT Analysis**

<b>Parameters</b>	<b>Focus Points</b>
<b>S= Strength</b>	<ul style="list-style-type: none"> <li>• As a quality attitude and consistency</li> <li>• Growth in productivity that is healthy</li> <li>• Deposits and advancements have been increasing in recent years.</li> <li>• A satisfying atmosphere to work</li> <li>• Services that are one-of-a-kind and long-term relationships with customers</li> </ul>
<b>W= Weakness</b>	<ul style="list-style-type: none"> <li>• As a foreign bank, it is required to follow severe BB regulations.</li> <li>• There aren't enough options for exposure and marketing</li> <li>• A scarcity of skilled labor</li> <li>• Branches and ATM booths are in short supply.</li> </ul>
<b>O= Opportunity</b>	<ul style="list-style-type: none"> <li>• Enhancing public awareness through innovative marketing methods and promotion strategy made possible by technology</li> <li>• Improving internet banking and other forms of remote banking</li> <li>• Automated provisioning of essential services like e-statements</li> <li>• Increase the number of people you have on your payroll.</li> </ul>
<b>T= Threat</b>	<ul style="list-style-type: none"> <li>• Local banks with less rules face strong competition.</li> <li>• Fluctuations in the value of a foreign currency</li> <li>• Policies that are regulated by the government</li> </ul>

*Table 1: SWOT Analysis.*

## **2.9 Summary & Conclusion**

The goal of this report was to examine the Commercial Bank of Ceylon PLC Bangladesh's overall operational activities and procedures in order to assess its standing as an organization and in its industry. In summary, CBC management is fairly excellent, with high-ranking officials and authority groups at all levels, assuring solid corporate governance. They provide a wide range of appealing and consumer services, as well as a customer-focused mindset. It's a key aspect in maintaining long-term client connections. In terms of financial performance, CBC has been doing fairly well, and its interconnected software systems provide a smooth experience for clients across the country. CBC has been performing quite good in terms of financial aspect and their inter-connected software services provide a seamless service for

clients anywhere in the country. Despite such activities, CBC faces some weakness and threats in the industry and system level. Although these efforts, CBC is vulnerable to challenges at both the industry and system level. By identifying them accurately and taking appropriate measures, issues would be solved and CBC will be improving more in near future.

## **2.10 Recommendations**

The basis of findings on the above discussion and SWOT analysis. To begin, technological advancements should be used to boost exposure and marketing. Innovative bank marketing must be used to keep up with the distinctive trendsetting mindset. Then, in order to boost production and efficiency, more human resources must be employed. Participating in the recruiting process helps to spread the word about the procedure among other universities. In order to boost production and efficiency, additional human resources must be employed. After that increasing ATM booths across country is a key necessity for the convenience of customers. It is a crucial element in competing against the local banks. Gradually, branch numbers are to be increased as well in prime areas. Moreover, incentives to customers and employees are to be offered in order to compete successfully against local banks. Furthermore, consumer and staff incentives need to be implemented. Finally, distributing promotional stationery is an excellent strategy to keep customers informed about the company's products and services.

## **Chapter 03: Project Analysis: Operational & Progression Strategy during the Covid 19**

### **3.1 Introduction:**

The COVID-19 outbreak has brought up thousands of new issues for the nation's banking industry. The issue was to strike a balance between the Bank's greater societal responsibilities to provide continuity of service to customers and its commitment to maintain the health and well-being of its employees. According to Chien and Danw (2004), a stable banking industry will be required for a successful recovery as attention is redirected to a future beyond the current crisis. The study of Elizabeth and Elliot in (2020), the banking sector continue to emphasize on client demands while improving efficiency and creating flexibility in a low interest rate, low profitability world, as the first crisis response measures to the COVID-19 epidemic begin to diminish, financial institutions are beginning to review lessons learnt from how they have adjusted their operations effectively (Mahhav,2021).

CRISIL rating, basically defined by the Uniform Financial Institutions Rating System (UFIRS), has shown to be a successful internal supervisory instrument for analyzing the soundness of a financial business, particularly in the banking industry. Focusing on the composite rating of an individual bank's basic financial measures, the approach also identifies the bank's risk and vulnerability to operational, administrative, and market risks (Desta, 2016). The CRISIL model is a popular concept among academics, involved in the process authorities, and regulators for analyzing bank financial performance (Baral, 2005; Dang, 2011, as cited by Desta, 2016). According to Dang (2011), researchers frequently utilize the CRISIL framework to analyze a bank's internal (bank-specific) variables (Desta, 2016).

The operation of Commercial Bank of Ceylon PLC has effectively operated during the COVID-19 crisis' early difficulties. During the pandemic, Commercial Bank of Ceylon Plc was

no exception. Like other financial organizations, it has experienced hundreds of obstacles. Despite the most difficult and unfavorable conditions, which impacted operations, revenue progression, and profitability, the Commercial Bank of Ceylon effectively managed a sound foundation, with considerable deposit growth, increased liquidity, and a relatively strong reserve than most competitors. The Bank's initiatives throughout the year, as indicated by the number of branches that remained open during lockdowns, the number of customers completed, and the number of restrictions and other relief measures modified and distributed, put it ahead of the competition in the banking industry.

The purpose of this report to evaluate the overall success of Commercial Bank of Ceylon PLC's primary operation plan during the COVID epidemic. The objective is to analyze and comprehend the bank's financial situation from various perspectives, organize the criteria into key categories, and identify overall performance using the CRISIL rating analysis. This report will offer a comprehensive perspective of the Commercial Bank of Ceylon PLC Bangladesh's performance across all sectors throughout time. This report briefly describes the challenges faced during the period, challenges, policies taken to overcome those challenges and also analyze the bank's performance. Finally, the chapter concludes with my personal findings and analysis about the overall situation and some of the recommendations.

Through this study, the overall fitness of the CBC will be assessed, as well as the effectiveness of applying the CRISIL rating as an evaluation framework in this scenario. Further study is recommended in order to apply CBC's unique tactics to other financial organizations for academic and practical purposes. This report will offer a comprehensive perspective of the Commercial Bank of Ceylon PLC Bangladesh's overall performance. This research will pave the way for more research into how to adapt this strategy to additional CBC branches and activities in different nations, as well as other state-owned and corporate banks in Bangladesh.

### **3.2 Methodology**

This report was prepared as a result of a three-month internship at the Commercial Bank of Ceylon PLC Bangladesh, Narayanganj Branch. For obtaining relevant knowledge on the bank, including primary and secondary sources were explored. The primary data was obtained through everyday interactions with consumers, corporate clients, employees, and intimate exposure to ordinary bank activities. Many vital relevant information concerning strategic, operational, and findings will contribute were gathered under the supervision of the branch manager and other In-charges.

Then secondary data was acquired, primarily from a commercial bank's main site. Since annual reports are produced as whole by country, the annual statistical reports from some of these five years were acquired for knowledge on strategic and tactical advancements and activities, banking experience, national and global observations of the bank, and so on. For a period of five years, beginning in 2016 and continuing in 2020, financial data from CBC PLC Bangladesh operations were collected and evaluated utilizing a variety of effective principles and practices methods. As secondary sources, previous CBC experiments and stories were obtained. The financial data obtained was evaluated using bank ratios. To monitor and evaluate ratios, the CRISIL rating system, which is widely employed in the banking industry, was applied. To monitor and evaluate ratios, a widely utilized bank rating methodology recognized as the CRISIL rating system was employed. Following that, the link between the financial and operational assessments was analyzed.

### **3.3 Pandemic Challenges:**

The epidemic has completely changed the banking system and has had a significant impact on most organizations. Because it is a major component from an operational perspective, the financial system plays a critical role in this circumstance. In recent times, the banking system has continually rebuilt to meet changing client demands and the need for cost savings. Though

the Commercial Bank of Ceylon PLC successfully overcome the COVID-19 pandemic period, the bank faces lots of challenge to deal with its employees and customer. Some are as follow:

- **Working Pressure:** As all the employees of bank are not allowed to come in the bank in same day, that is why rest of the employees fall under work pressure. As a result, employee face this challenge in the situation of COVID-19 pandemic.
- **Limited Working Time:** Due to COVID condition, sometimes the bank stays open for 2 working hours. With the limited time budget, employees need to handle the customers with limited working hours.
- **Rising Operational Costs:** Daily operating costs are continuing to rise as a result of rising economic conditions. Raising operational cost effects on the bank's overall profitability. Sometimes, new infrastructure may need to set up to overcome the situation which can further increase the operating cost.
- **Maintaining Risk:** In the situation of pandemic, the employee of CBC came to the office by taking risk. By fulfilling the duty in workplace, they present in the workplace with the risky situation.
- **Continuous Customer Service:** For the limited time and human resources, employees face challenges to serve customers in the proper and satisfactory manner which is provided before the pandemic.

### **3.4 Operational Policies:**

#### ***3.4.1 Policies for Employees:***

To cope with the changing conditions of the COVID-19 pandemic, the Commercial Bank of Ceylon PLC emphasized the bank's officials' and customers' health, mental, and financial concerns, and issued thorough instructions for them. During COVID-19, there are several

policies are taken to support the employees along with the customers and to overcome the arise challenges during the COVID-19 pandemic.

- **Implementation of Roster Policy:** It is a policy in which half of the employees stay at work and the other half goes on leave for three days a week, with the remaining half returning to work for three days after the three-day break. This policy has been implemented in the CBC bank in order to minimize the risk of infection and safeguard employees from the Corona Virus.
- **Incentive Facility Provider:** Employees receive a 40 percent to 50 percent bonus on their base income if they serve during the epidemic period, for which the government has set up funds. CBC provides this incentive for their employees from the government for their wellness and financial security.
- **Lay off Employees:** In the case of a pandemic, CBC maintains its policy of not laying off personnel. CBC is constantly supportive of its employees, taking into consideration all aspects and take many initiatives for the welfare of the employees.
- **Provide Medical Equipment:** For the COVID-19 pandemic situation, CBC provide the medical equipment such as PPE, hand sanitizer and others medical items for the protection of the health issues.

#### ***3.4.2 Policies for Customers:***

The Covid-19 epidemic has reached a critical point in our personal, financial, and social life. The CBC's Customer Interest Protection Cell clarified and explained several circulars released in response to the COVID-19 outbreak in order to satisfy customers' responses and settle their concerns. To preserve the customer's interest, there are many policies has been taken as follows,



- **Stimulus Package:** The stimulus package is a unique package that serves as a special facility by government incentives. This fund was established through a commercial bank with a 9.0 percent financial assistance interest rate. Entrepreneurs will pay only 4% of these rates, while commercial banks would receive a 5% subsidy from the government.
- **Moratorium Facility:** A moratorium term in a loan allows a borrower to reschedule their EMI full payment for the duration of the moratorium period during a liquidity crisis, such as the current pandemic. The loan amortization procedure is carried out using the EMI (Equal Monthly Installment) scheme. The EMI includes both the principal and the interest. Borrowers have a special opportunity during the COVID-19 pandemic to pay just the interest of the EMI and not the principal amount of the loan for a certain period of time, after which the remaining amount of fund will be outstanding for an additional 6 months.

### **3.5 Analysis of CBC's Performance:**

The process of carrying out or performing a job, or the accomplishment of particular acts, or the performing out of a responsibility undertaking, is referred to as performance. 'Bank performance' may be identified as the reflection of how a bank's resources are used to fulfill its objectives. Bank performance basically relates to the usages of a set of indicators that show the bank's current situation and the measure to which it is capable of accomplishing the desired goals. Key Performance Indicators (KPIs) and financial ratios are popular measurements used to evaluate a bank's performance. The following charts summarizes the progress of the Bank's Bangladesh activities in core banking sectors during the last five years.

### 3.5.1 KPI

Table 2 shows that the Commercial Bank of Ceylon PLC Bangladesh operation has recorded a profit after tax of BDT 1709.47 Mn for the year, a 0.7 percent increase compared to BDT 1697.40 Mn. in 2019. Deposits experienced the highest-ever single-year rise of BDT 5634.52 Mn., a phenomenal 25.15 percent rise to close the year at BDT. 50,997.50 Mn. as of December 31, 2020. Considering shareholder expectations, the Bank's dividend payout, and the potentially challenging times ahead, the Board of Directors decided to continue dividends per share at the same level as in the past. As a result, a dividend of BDT 2.77 per share has been proposed for approval by shareholders at the Annual Meetings on March 30, 2021. Figure 8 gives a clear picture of the compound annual growth rate over the last five years.

#### Key Performance Indicators

Indicator	2020	2019	2018	2017	2016	5-year
	BDT Mn.	BDT Mn.	BDT Mn.	BDT Mn.	BDT Mn.	CAGR %
<b>Total Deposits</b>	50,997.50	45,362.98	35,221.65	28,808.18	23,124.88	18.38
<b>Gross Advances</b>	55,039.33	47,449.60	38,448.10	32,113.53	24,456.51	19.46
<b>Profit Before Tax</b>	2,898.24	2,744.68	2,440.56	1,758.56	1,381.93	12.72
<b>Profit After Tax</b>	1,709.47	1,697.40	1,407.23	988.40	785.13	13.58

Table 2: Key Performance Indicators.

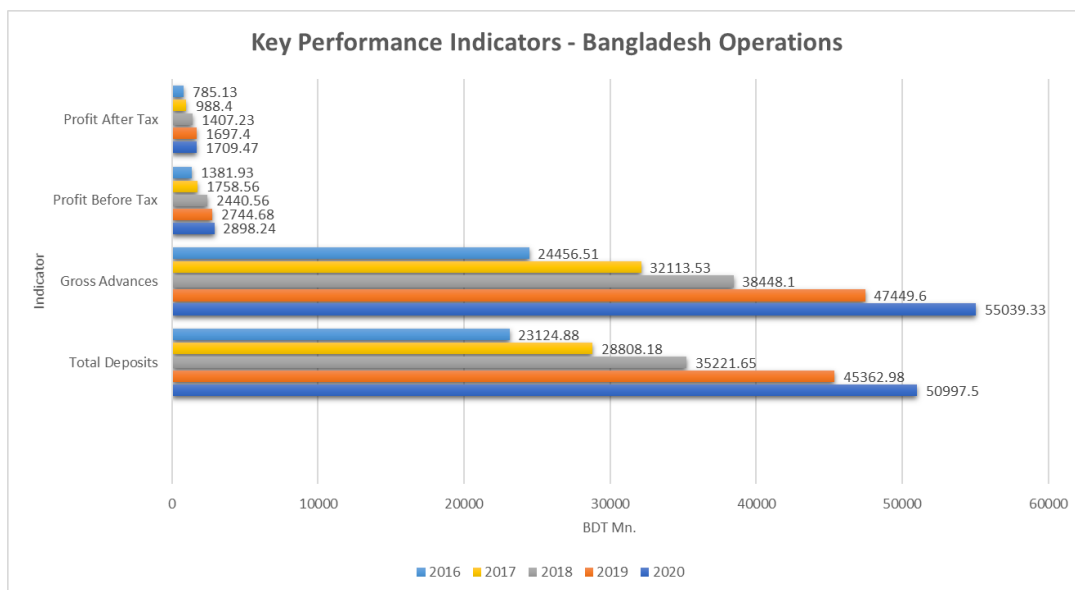


Figure 7: Key Performance Indicators.

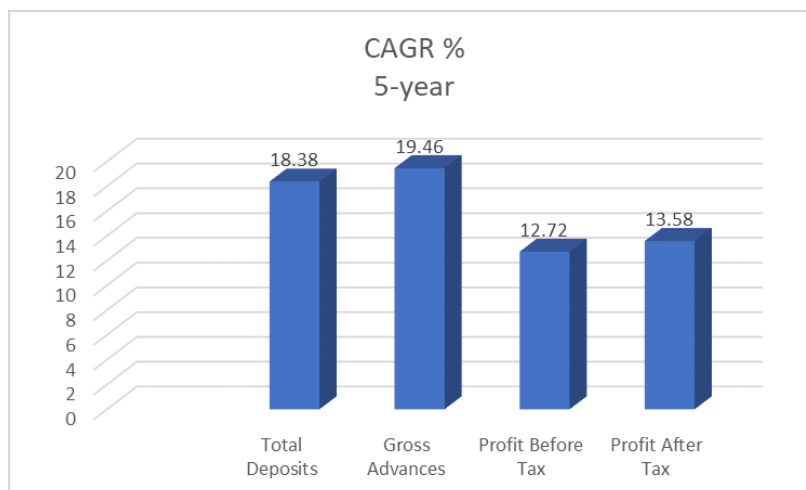


Figure 8: Compound Annual Growth Rate.

### 3.5.2 Financial ratios

Table 3 illustrates the drop in Return on Assets (ROA) and Return on Equity (ROE) reduced to 3.46% (2019: 3.53%) and 13.32% (2019: 14.82%), respectively. Return on assets (ROA) is a financial measure that reflects how profitable a firm is in comparison to its total assets. ROA is one technique to assess a company's success by examining whether the ratio has been rising or falling over time. A growing ROA shows improved efficiency, but a declining ROA shows

that a corporation may be investing more on equipment and other assets in comparison to the profits earned from such expenditures.

On the other hand, Return on equity (ROE) is a performance measure that is determined by dividing net income by stockholders' equity. Because stockholders' equity equals a company's assets without debt, ROE is also known as return on net assets. The return on equity (ROE) ratio is a performance measure that assesses a company's capacity to create returns from its stockholders' investments. In other words, the return on equity ratio demonstrates how much profit is generated by each dollar of common stockholders' equity.

### Key Financial Ratios

Indicator	2020	2019	2018	2017	2016
<b>Cost to Income ratio (%)</b>	24.76	24.74	25.27	28.62	32.76
<b>Net Interest Margin (%)</b>	4.01	4.27	4.53	4.46	5.11
<b>NPL ratio (%)</b>	1.04	0.70	0.96	1.22	2.03
<b>ROA (%)</b>	3.46	3.53	4.31	3.81	3.74
<b>ROE (%)</b>	13.32	14.82	13.97	11.18	9.90

Table 3: Key Financial Ratios.

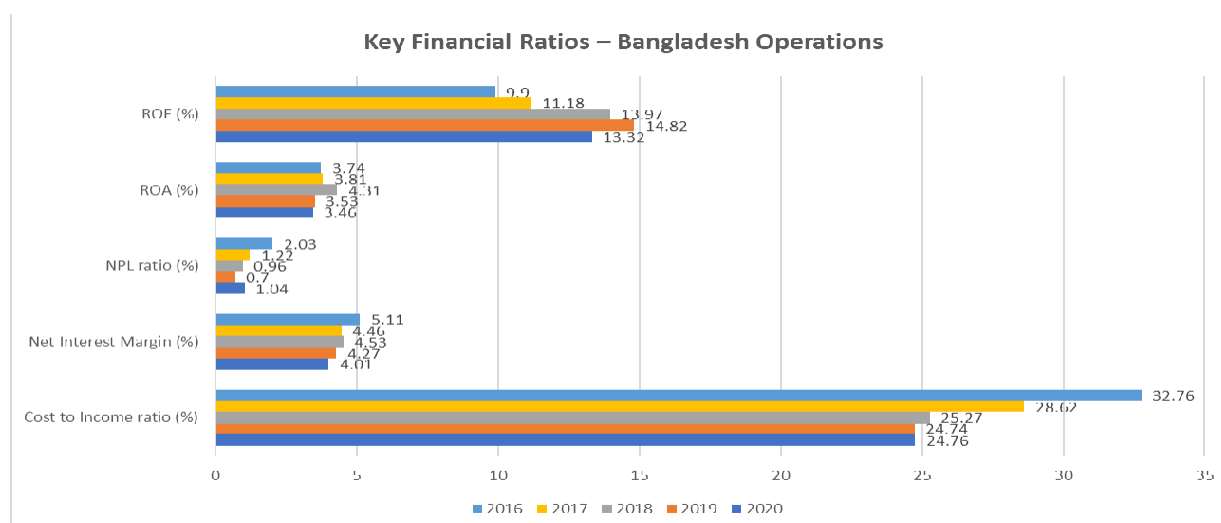


Figure 9: key Financial Ratios.

Chart 10 illustrates the downward trend of another important measure which is “Cost to Income ratio”. The cost-to-income ratio is a critical financial metric that is commonly used to assess the worth of banks. It represents a bank's expenses compared to its revenue. Stable net interest margin and low NPL ratio during pandemic on chart 10 indicates the strong place of the Banks compared to other similar financial institutions. It also indicates that, the operation strategy the Bank has taken to overcome the pandemic situation was fruitful enough.

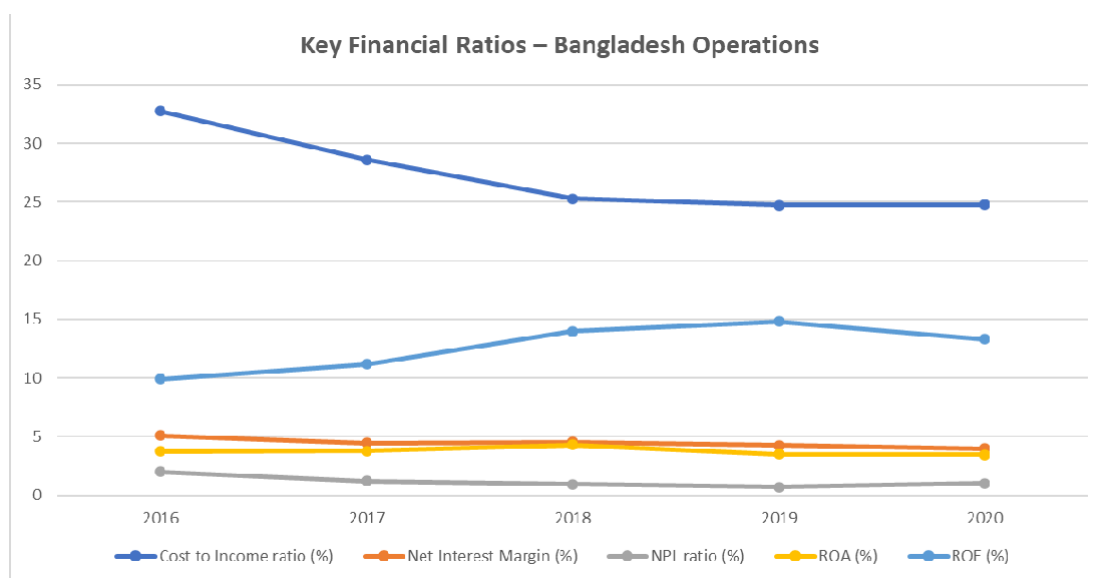


Figure 10: Trend of Key Financial Ratios.

### 3.6 CRISIL RATING

The first credit rating agency in India was CRISIL, which stands for Credit Rating Information Services of India Limited. It's an international analytical firm whose major goal is to improve the efficiency of financial markets. Numerous corporations and financial intermediaries afford ratings, investigation, risk, and assistance services. The CRISIL rating system offers a score to a broad range of debt instruments and financial institutions.

CRISIL's credit rating informs us about an object's or bank's creditworthiness using a variety of analytical methods and financial data. Manufacturing businesses, banks, non-banking finance companies, public universities, financial firms, national governments, urban local

authorities, and mutual funds are examples of these entities. The CRISIL Rating assists issuers and borrowers in enhancing their access to capital by recommending various funding and investment possibilities. The grade also aids the financial organization in lowering its cost of funding. CRISIL's studies, ideas, and solutions assist banking firms all over the world in making better financial strategies and reducing risk.

<b>Rating</b>	<b>Rating Analysis</b>	<b>Details</b>
<b>CRISIL AAA</b>	(Highest Safety)	Instruments having this grade are seen to be the safest in terms of meeting financial commitments on schedule. Credit risk is low with such product and services.
<b>CRISIL AA</b>	(High Safety)	Instruments having this score are seen to be extremely safe in terms of meeting financial responsibilities on routine. Credit risk is very low with such instruments.
<b>CRISIL A</b>	(Adequate Safety)	Instruments with this score are thought to have a sufficient level of safety in terms of timely payment of financial obligations. Credit risk is low with these investment instruments.
<b>CRISIL BBB</b>	(Moderate Safety)	Instruments with this ranking are seen to offer a modest level of safety when it comes to meeting financial commitments on schedule. Credit risk is moderate with these products.
<b>CRISIL BB</b>	(Moderate Risk)	Instruments with this grade are thought to have a moderate risk of default when it comes to meeting financial commitments on time.
<b>CRISIL B</b>	(High Risk)	Instruments with this rank are thought to have a high risk of default when it comes to meeting financial commitments on time
<b>CRISIL C</b>	(Very High Risk)	Instruments with this grade are thought to have a very high risk of default when it comes to meeting financial commitments on time.
<b>CRISIL D</b>	(Default)	This rating indicates that an instrument has defaulted or is about to default.

*Table 4: Overview of CRISIL Ratings.*

***Interpretation:***

Rating outlooks may be assigned by CRISIL for ratings ranging from 'CRISIL AAA' to 'CRISIL B.' Rating Watch scores will not include outlooks. A rating forecast predicts how a

rating will change over the next one to two years. The outcome for a rating might be 'Positive,' 'Stable,' or 'Negative.' A 'Positive' or 'Negative' rating outlook does not always imply a rating change. If the borrower announces a merger, acquisitions, or de-merger of some business that may impair the credit profile of the graded debt instrument, CRISIL may consider placing an outstanding rating on ranking change. Ratings may also be postponed indefinitely if the issuer's credit profile is affected as a result of a regulatory action, or if the influence of a regulatory changes on the issuer's credit profile is consequential. Ratings may also be displayed on hold if the issuer's credit profile is adversely affected as a result of a regulatory action, or when the impact of particular events on the credit profile cannot be accurately reviewed at the time they eventuate, and additional information is required for CRISIL to effectively evaluate the credit ratings of the value of specific. CRISIL may provide a watch rating, which can be positive, negative, or growing. Ratings monitoring does not mean that a rating will change in the future, nor does it indicate that a rating will change in the future.

### ***3.6.1 CRISIL Rating on CBC***

Credit Rating Information & Services Ltd (CRISL) rated CBC Bangladesh operations AAA for the 11th consecutive year in 2020, focusing on the financial performance, for its highest level of safety in terms of effective and timely fulfillment of financial commitments. The Bank's strength in 2021 also is highlighted by Credit Rating Information and Services Ltd's 'AAA' (Triple A) credit rating (CRISL). Commercial Bank Bangladesh received a 'AAA' long-term credit rating for the 11th year in a row, the highest credit rating granted to a financial institution in Bangladesh by CRISL. The most recent rating is the result of a comprehensive review of the Bank's operational and financial performance, as well as an analysis of key qualitative method and qualitative variables. The rating of CBC Bangladesh operation is

assigned to instruments that are considered to be the reliable in terms of satisfying financial commitments on time. With such products or services, credit risk is very low. Ratings may also be displayed on hold if the issuer's credit profile is adversely affected as a result of a regulatory action, or when the influence of particular activities on the credit profile cannot be appropriately reviewed at the time they eventuate, and supplemental information is required for CRISIL to effectively evaluate the credit ratings of the value of specific. CRISIL may provide a watch rating, which can be positive, negative, or growing. Ratings monitoring does not mean that a rating will change in the future, nor does it indicate that a rating will change in the future.

### **3.7 Summary & Conclusion**

The report was established with the objective of analyzing Commercial Bank of Ceylon PLC Bangladesh's performance throughout the last five years using a worldwide grading approach. According to the financial ratios and CRISIL analysis, Commercial Bank of Ceylon PLC is a strong bank in practically every way. Commercial Bank has been a significant driver in comprehensive development activities, collaborating and cooperating with them. In the aftermath of the COVID-19 epidemic, the Bank was effective in pushing private finance banks to offer working capital loans and incentives to afflicted industries. Achieving exceptional in ranging from five out of five sectors is really noteworthy, particularly at a time when the nation's financial industry is experiencing greatly. The primary banking sector issue, the growth of non-performing loans, does not appear to have had a significant impact on CBC. Despite the fact that it was relatively high in 2017. However, beginning in 2016, NPLs began to fall precipitously. That was also the moment when the majority of the bank's financial ratios began to improve. Based on the foregoing research and examination of annual reports, it is possible to infer that 2017 turning point for CBC PLC Bangladesh. It is the year that CBC PLC



Bangladesh operations somewhat adjusted their operation tactics, such as becoming more conservative in loaning out or picking loan clients, growing equity capitals, and so on. Commercial Bank of Ceylon PLC was recognized for creating a national economy's spark connectors by prioritizing support for Small to medium - sized companies, noting that the bank was the contributing creditor for COVID-19 relief among traditional banks and that it launched two major lines of credit for SMEs influenced by the pandemic. As part of its Finance Support Scheme, the Bank has created programs for impacted companies and people in 11 distinct categories, and these rescue measures have been expanded beyond the authorized debt moratorium.

### **3.8 Recommendation**

As a foreign bank operating in Bangladesh, CBC is highly outstanding and successful. Consequently, after reviewing the aforesaid research, the most important recommendation would be to enhance their fundamental flaw, liquidity management. It is very recommended that they increase their deposit collecting. Operating on reducing liabilities, on the other hand, may be a priority for averting this approaching challenge. To improve the bank's solvency, it is advised that operational expenditures be reduced and operations and maintenance and off-balance sheet earnings be generated. This comprehensive report focused into the strategy, operational, and profitability of the Commercial Bank of Ceylon's Bangladesh operations. Financial data was identified using various key ratios, and strategic planning was completed utilizing CRISIL rating analysis, providing a thorough overview of the bank's performance throughout period, with all category characteristics ranging from outstanding to satisfactory, except for access to credit.

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