Report On

"Digital Banking Efficiency: Analyzing the Impact of Paperless Systems on EBL's Financial Performance "

By

S. M SAZID KAYSER

21304036

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
October , 2025

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/We have acknowledged all main sources of help.

Student's Full Name & Signature:

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Student ID: 21304036

Supervisor's Full Name & Signature:

Supervisor Full Name : Suman Paul Chowdhury , Phd

Associate Professor , Brac Business School

Letter of Transmittal

Suman Paul Chowdhury , Phd

Designation,
Associate Professor

BRAC University
Kha - 224 Merul Badda , Dhaka-1212

Subject: Internship Report on **"Digital Banking Efficiency: Analyzing the Impact of Paperless Systems on EBL's Financial Performance "**
Dear Sir , ,
I would like to present my internship report on **Digital Banking Efficiency: Analyzing the Impact of Paperless Systems on EBL's Financial Performance**t; as a course of my three-month internship placement in Eastern Bank PLC, Jashim Uddin Road Branch under the Retail and SME Banking Division.

I have been very fortunate to work under your supervision and I want to thank you earnestly that you have shown me your constant guidance and support throughout this experience. I have tried my best to make the report accurate, relevant and carefully compiled. In case of unintended mistakes, I would like to ask you to excuse me.

Although there are few resources and time limits, I have tried the best to work on the report with care and diligence. It has been an enriching and insightful experience and I am grateful to have learned and grown.

Sincerely yours,

S. M SAZID KAYSER
Student ID 21304036
BRAC Business School
BRAC University
Date: 10.02.2025

Non-Disclosure Agreement

This agrrement is made between Eastern Bank Plc and undersigned student S. M SAZID KAYSER at brac university that the report does not contain any confidential information from the organization .

S. M SAZID KAYSER
ID: 21304036
Brac Business School
Brac University

Sagor Das Jony
Branch Manger
Retail & SME Banking
Jashim Uddin Road Branch

Executive Summary

The present report investigates the effect of digital and paperless banking on the financial performance of Eastern Bank PLC (EBL), with a specific focus on the Retail and SME Banking Division of the Jashim Uddin Road Branch. The study will be conducted as a three-month internship research aimed at analyzing the impact (or lack thereof) of the adoption of EBL to digital platforms on the efficiency of operations, customer satisfaction, and cost reduction. The main conclusions show that paperless systems have been able to make the transactions process significantly more efficient, minimize the number of manual errors, and faster service delivery. Increases in the resource allocation and data management are also noted in the report and help to strengthen the financial performance. Despite the fact that some of the problems, like integrating systems and adapting it to the customers, remain, the general movement towards the digital form of banking has placed EBL in a position of sustainable growth and competitive edge. The discussion highlights the need to keep on innovating and investing in technology in order to maintain the pace in the changing financial environment.

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Chapter 1 : Overview of Internship

1.1 Student Information

I , S. M Sazid Kayser , student of BRAC Business School completed all the courses of the department following the regulations and policies of Brac university with dedication and prosperity . I pursued accounting as my major concentration as I was always fascinated about the contents and knowledge of the financial world . I would like to thank all the faculty members of BRAC business school and other departments as well for providing me such an amazing learning opportunity and helping me to learn so much about the academics .

1.2 Internship Information

1.2.1 Period Company name

On July 16, 2025 , I was appointed by Eastern Bank Plc , one of the leading and successful banks in the banking industry as an intern . I was appointed in Reatil and SME branch located in Jahimudding road , uttara , dhaka . I've been here for 3 months , since July 16 2025 .

1.2.2 Internship Company Supervisor Information

I'm very grateful to have Mr Sagor das Jony as my organizational supervisor . He is the Branch Manager of Eastern bank Plc jashim uddin road branch Retail and SME banking . Mr sagor is working wit EBL for more than , years . He has also worked with HSBC and city bank in previous days , starting his banking career back in 2010 .

1.2.3 Job Scope – Job Description/Duties/Responsibilities

Eastern Bank PLC, Jashim Uddin Road Branch, has provided me with a definite plan of my duties in the Retail and SME Banking Division, which has been my handling since the very start of the internship. I soon realized that a branch office is not merely a building but it is the face of the bank. The initial customers get to know the people who work there and they are significant to creating and maintaining customer trust through good service delivery.My primary duty as an intern was to ensure customer satisfaction. I assisted customers by guiding them in what the various services offered and assisted them in solving their issues when necessary and linking them to the appropriate officers. I also assisted in the processing of files on opening new accounts, individual, joint accounts, and minor and business accounts. This involved scrutinizing customer documents and ensuring that all the information complied with the bank.Once a file was completed, I performed Customer Due Diligence (CDD) also known as KYC (Know Your Customer). I checked the risk of the customer based on other factors such as occupation and nationality of the customer and drafted a note on the account status of high or low risk. Once I was finished, the file was submitted to the Relationship Officer to be approved .I was also employed in credit card applications. I did the identical things, which were to collect the documentation, review it, and then hand it over to the Relationship Officer. I was assigned to work between 10am and 4pm as part of the customer service team, attended to clients, answered their queries and ensured that they had the necessary support. My 4.00 PM I spent on behind-the-scenes work including adjusting the registers, Fixed Deposit Receipts (FDRs) and Savings Certificates. This experience as an intern in a bank offered me the practical understanding of the way a bank functions and the lesson of the importance of accuracy, professionalism, and compassion in customer service.

1.3 Internship outcomes

1.3.1 Students contribution

Firstly , my task is to assist the branch relatotionship officers with their tasks lik paperworks and crosschecking . EBL has a website portal where relation officers can open an account instantly in front of the customers . I assist Relationship officers by using the website portal and creating the account with the help of their instructions . While opening the account I also share EBL's all products and its benefits . Account type and benefits along with each type of card . offering the eligible customers to have a credit card or secured or unsecured loan.

1.3.2 Benefits to students

As an undergraduate student of brac university , internship was a part of my academics . Rorking as an intern in EBL Reatail and sme branch allowed me gain realistic working experience of banking sector . Over the period of my internship I got a practical overview of all the banking products and how it works which will help me not only in my upcoming carrer but also in my personal life . Understanding the loan process and guidelines . Also as a branch intern it is crucial for me to understand the customer and communicate with them . Effective communication is the key to client satisfaction . IT teaches me professional culture . communication , discipline and building networks .

1.3.3 Problem

Working at ebl gives me overall a good experience , but sometimes I faced issues with lack of effective communication . As a branch is the face of any bank , all customers come with their issues in the branch and want immediate support but sometimes the issues need to be resolved by other departments . By learning through ebl gap policies i understan the concept of how to handle this type of situation .

Chapter 2 : **EBL-at a Glance**

2.1 Introduction

Bangladesh banking is experiencing a significant transformation. As people increasingly place their money in the banks and as businesses rely on borrowing to expand, the people are demanding faster, smarter services. In order to keep pace, banks such as Eastern Bank Limited (EBL) are adopting digital platforms and paperlessness not only to enhance convenience, but also to encourage sustainability and better customer experience.

My internship with the Retail & SME Banking Division, Jashim Uddin Road Branch, EBL, enabled me to witness this transformation first hand. My work was part of the daily operations such as opening of accounts, loan applications and customer support which are gradually being done using digital tools. It is also evident that the shift towards paperless banking is transforming the way banks run but the less obvious is the impact it is having on their financial performance.

The report is devoted to the analysis of the consequences of the transition to the digital, paperless systems at EBL. I would like to understand how these alterations have enhanced the efficiency of operations, impacted financial measures, and added to the total performance. I will also examine the issues encountered by EBL on this shift and the positives that have come to both the bank and its clients.

With the increased digitization of banking, it is critical to know the practical consequences of the changes. In this research, I would like to point out that paperless systems are not a fad, but a tactical step toward more intelligent and sustainable banking.

2.2 Overview Of The Company

2.2.1 History Of EBL

Eastern Bank Limited (EBL) entered the private banking business in Bangladesh when the industry was on its knees--yet with daring hopes and a clear vision. EBL was founded on August 8, 1992, as a public limited company as a spin-off of the failed worldwide Bank of

Credit and Commerce International (BCCI). In 1991, as BCCI went bankrupt, depositors and employees were left in insolvent limbo in Bangladesh after its operations ceased in 1991. However, instead of leaving that chapter without any conclusion, the Bangladesh Bank supported the establishment of EBL in such a way that interests of the depositors and the staff were respected.

EBL officially started its operations on 16 August 1992 and assumed the assets, liabilities and branches of the BCCI. It began small, with only four branches: Principal and Motijheel in Dhaka, Agrabad in Chittagong and one in Khulna. Its ambitions were no mean ones, however. Since its inception, EBL has worked to reinvent banking in Bangladesh with a special emphasis on custom service, financial innovation and overall excellence.

The jump up to date and EBL has become one of the most reputable and vibrant financial institutions in the country. It operates millions of retail, corporate, SME and Islamic banking customers with more than 87 branches and 214 ATMs throughout the country. EBL has also gone global, with a subsidiary in Hong Kong, representative offices in Myanmar and China and its first full-fledged overseas branch soon to open in Kolkata, India.

EBL is reputed based on other than numbers. It has a reputation of being an innovator of digital banking solutions, championing sustainability and being supportive of women entrepreneurs and SMEs. EBL is known to be winning several international awards, among them is the Fastest Growing Digital Bank in Bangladesh; it is still a leader by example.

2.2.2 Vission & Mission statement

Vision (What they would wish to become)

Eastern Bank is determined to be more than a bank. They aspire to be one of the most reputable and valuable brands in the financial world of Bangladesh. However, it is not only about profits but also about establishing a long-term value of all the people they reach: customers, employees, shareholders, and a broader community. They think differently in doing business- smarter, sustainable, and long term in their minds.They are trying to become a game-changer in banking, not only by becoming big, but by becoming meaningfully big.

Mission (How they plan to get there)

The mission of Eastern Bank is excellence. They desire all their customers (in and out of the company) to feel honored and well served. They are dedicated to paying off its shareholders, always enhancing their systems and having a team that is professional, passionate, and empowered.They are concerned with providing high quality services, establishing a culture of teamwork and ensuring that those who win are the customers and the investors.

2.2.3 EBL Core services

EBL has multiple services to offer its customers based on their needs , mainly four areas which includes Retail and SMEBanking , trersury and investments , card and digital banking , sme and trade finance and Islamic Banking . I will also discuss the product type of each service in this report .

2.2.4 Retail and SME Banking

EBL'S one of the large products service is their retail and sme products they have a large variety of product lines in this segment including deposit products , retail loan products and sme loan products .

Deposit products

EBL Classic Savings account- For reliable daily banking. It offers a combination of both convenience and returns, interest charged on the lowest monthly balance and paid biannually. To earn interest, customers have to keep a minimum balance of BDT 50, 000 and the account is fully accessible to ATM withdrawals, online banking by EBL SKYBANKING, and a VISA debit card. To open this account, regular paperwork, such as a valid national ID or passport, a recent utility bill, and income evidence is required.

EBL Power Savings - The EBL Power Savings account is a good choice for those who prefer more frequent returns . It provides interest payments on a monthly basis and is suitable to those customers holding large balances. This account is aimed at rewarding regular depositors with regular income as well as enjoying the flexibility of the contemporary banking services.

EBL Max Saver - This account serves those people who would like to have freedom of using their transactions and attractive interest rates. It acts as a combination of both savings and current account where very many transactions can be made without compromising the gains in terms of interests. The higher the savings, the higher the earnings and is thus a wise option to those who are active account holders.

EBL Premium savings

Customers with high income seeking high-end banking services have an option to select the EBL Premium Savings account which has a minimum requirement of BDT 500,000. The account comes with superior services, such as priority banking and special treatment. Account holders will be provided a premium debit card and all the services of the account holder will be free.

EBL Platinum plus savings - EBL Platinum Plus Savings account offers a superior customer experience. In addition to the various benefits that come with having a quarterly average balance of BDT 1 million or above, these customers will get the luxury benefits of access to free lounge access, meet-and-greet services at the airport, and discounts at partner merchants.
EBL 50+ -Savings account is proposed to the elderly citizens of 50 years and older, with preferential interest rates and priority service in the branch.

EBL Women Savings -Women who want to be empowered financially may select the EBL Womens Savings account that comes with personalized advantages and features to help women on their financial path. Account holders will get a customized debit card particularly designed for women .

EBL RFCD account - The EBL RFCD account will enable the deposit of foreign currency and will be designed to follow the Bangladesh Bank regulations, especially in foreign currency, to the returning residents who had earned foreign currency abroad. The account comes in handy especially to the non-resident Bangladeshis who are returning to the country and do not wish to lose their foreign income to insecurity.

EBL Insta Savings

EBL Insta Savings account is suitable in the case of first-time bankers or when the need is to open an account in a hurry. Being easy to use with very little paperwork and immediate registration, it offers a hassle free entry into the banking system which appeals especially to students, freelancers as well as young professionals.

DPS Accounts

EBL Confidence

EBL Confidence is an adaptable DPS, which is geared towards general savings. It enables the customer to make a deposit of a fixed amount per month in a specified tenure, which is normally between 3 and 10 years. The minimum amount of the deposit is BDT 500 and the clients have the option of increasing the sums in multiples of 500. Interest is paid and compounded at the maturity date and is a good discipline to make wealth. A missed installation of three consecutive installments may lead to the closing of the account. The customers can also enjoy a loan facility up to 90 per cent of the amount deposited and hence this is a good alternative of saving and emergency liquidity.

EBL Millionaire Scheme

This DPS is designed to meet the needs of those who seek to be millionaires within a set savings duration. The customers make monthly commitments to the deposit depending on the amount of maturity they would want, usually targeting BDT 1 million and above. The term is between 5 and 10 years and the monthly installment will also be different based on the chosen maturity objective. The plan is perfect in situations where long-term planners desire to achieve a certain target in terms of financial status. The interest is charged at favorable rates and there is also an option of early encashment to the plan, but the full interest is realized at the end of the tenure.

EBL Millionaire Women DPS

It is a gender adaptation of the Millionaire Scheme, in which women will have a structured savings plan. It has the same benefits as the standard Millionaire DPS but also has other benefits like financial literacy support and priority service. The lowest amount required as minimum monthly deposit is BDT 1,000 and the duration of tenure is between 5 to 10 years. It is an excellent option to those women who want to be financially independent and generate wealth over the long run.

EBL Kotipoti

The Kotipoti DPS is a high savings plan that has the benefits of time value and targets a customer who desires to save BDT 10 million (1 crore) so that he can retire. It has a monthly deposit which is usually BDT 8,000-15,000, according to the tenure chosen. The plan is most appropriate to people or business owners who have long-term financial objectives and are already registered as having high-income. The term of tenure is between 7 and 10 years and the account has attractive interest rates. Similar to other DPS products, Kotipoti also has a loan facility and early encashment option but the full maturity benefits will be attained only upon completion of the plan.

EBL Multiplier is made to suit the disciplined savers who desire to earn compounding interest. It enables the customers to open a fixed monthly-based deposit, beginning with BDT 500, and receive an interest, which increases with the time. The more the tenure, the more the compounding. The range of the tenure options is usually between 3 and 10 years and the account has such requirements as automatic installment deduction, loan facility and early encashment terms. It is best suited to those people who wish to expand their savings gradually without exposure to the risk of investment.

FDR Account

Eastern Bank PLC (EBL) has a strong portfolio of Fixed Deposit (FD) products that are all aimed at offering guaranteed returns that are predictable to the customers who may be interested in having low-risk investment. These are the accounts which are the best suited among the people who desire to build their savings within a constant time and also have the luxury of a guaranteed interest.

EBL Fixed Deposit - is the standard term deposit product that is offered by the bank. It enables customers to make a lump sum investment, which will be on a tenure of between 1 month up to three years; the interest will be paid at the maturity. The minimum deposit is BDT 50,000 with deposits being made in multiples. This account may be opened in any of the EBL branches or online and it has the option of auto-renewal with or without interest reinvestment. The customers are also given the flexibility to open various FD accounts and can also enjoy loan or overdraft facilities till 90 percent of the deposit value.

EBL Repeat FD - To individuals who do not want to get involved in reinvestment, the EBL Repeat FD will renew automatically at maturity, thus guaranteeing continuous growth. This is particularly beneficial to long term savers where they would like their funds to keep generating an income without tending to it themselves. The terms and conditions are replicated in the normal FD in terms of the minimum deposit and the tenure choices.
EBL 50 + The EBL 50+ FD is designed to meet the needs of elderly citizens between 50 years and above. It has better interest rates and can be paid using flexible terms, understanding that a person would need to be financially stable and have frequent income throughout the years of retirement. Similar to other FD products, it is minimum deposited at BDT 50, 000 and tenured between 1 month and 3 years.

Extra Value Fixed Deposit -To the customers who want to earn more returns on longer-term commitments, the Extra Value Fixed Deposit provides high interest rates on longer tenures. The product fits best when the target market can commit their money over a longer duration and desire to experience the power of compounding returns. The more time duration one has the rate, the better--so it is a good decision to accumulate wealth.

EBL Earn First FD The EBL Earn First FD is unique as it provides the interest to the depositor at the time of deposit. This implies that the customers will earn their income instantly and not wait until they become of age. It is very good when there is a need to liquidate or the interest would be reinvested. Minimum deposit has been kept at BDT 50, 000, and tenure is comparable to other FD products.

EBL Super FD and Super FD Repeat are fixed deposit models of superior features and flexibility of terms. These target individuals with large net-worths or those who want to have personalized investment plans. They provide competitive interest rate, auto-renewal and provision of exclusive banking privileges.

EBL Bussiness accounts and products

Eastern Bank PLC (EBL) provides a complete set of business accounts tailored to the financial requirements of SMEs, corporate, and exporters. Their Current Account facilities are the regular Current Deposit account, where they carry out their daily day to day transactions, the Foreign Currency (FCY) account where they can conduct their international transactions using USD, GBP or EUR and the Export Retention Quota account where the exporters are allowed to save part of their income in the currency. EBL also provides Ovilashi account which is a customized current account solution to businesses that require to have custom features and benefits.

To the businesses willing to earn interests although still liquid, EBL offers Short Notice Deposit (SND) Accounts, such as EBL Shubidha and EBL Super HPA. These are competitive in terms of interest rates and are suited in the management of short term excess funds without committing them over a long period.

The Deposit Pension Scheme (DPS) of EBL business that includes the EBL Equity Builder is a scheme that promotes disciplined savings by depositing certain fixed amounts monthly. It is a long term capital accumulation strategy and financial planning.

EBL has a broad range of Fixed Deposit under the Fixed Deposit category such as the standard Fixed Deposit, Extra Value FD with better returns in longer periods, and premium ones such as EBL Alo, Diamond and Super FD. These products feature secure and predictable returns with flexible terms. Repeat FD has automatic renewal and Earn First SME FD pays upfront interest, which provides instant liquidity.

EBL Loan products

Eastern Bank PLC (EBL) provides retail loan products with a broad selection of loan services which satisfy the financial requirements of people in various stages of life and achievements. These loans are designed so as to be flexible, easy to access and customized to specific use with the option of secured and unsecured borrowing.

EBL Executive Loan is a personal, unsecured EMI-based loan, that targets salary earning professionals who require financial support to be used in any valid purpose of their choice- be it a travel, medical, or renovation of their homes. You need to be a full-time employee whose monthly salary is stable (usually 25,000 or more BDT or more), preferably aged between 21 and 60 years, and a Bangladeshi citizen. You will have to give in your NID/passport, pay certificate, latest bank statements, and employment evidence. It is another best alternative to getting a fast loan without collateral.

EBL Women Loan is a special loan that targets female professionals and entrepreneurs. The loan is non securitized based on EMI and you will have the liberty of need as long as you need money to use as a business startup loan, as an investment in yourself, and even to handle such a household need. The required criteria of the applicants are women between 21 and 60 years of age who have stable income. One will require ID, income documents, and business documents in case of self-employment. It is how EBL helps women to get financially empowered.

EBL Assure loan is a secured lifestyle loan with a life insurance cover which is built-in. It suits those customers who wish to borrow against their fixed deposits or any other acceptable security. The loan may be utilized on any reputable personal cause, and it will be qualified based on your capacity to provide security as well as income legalities. This product is a guarantee of peace of mind in that you have no worries about losing your loan and you have no worries about losing your savings.

EBL Home Loan is the way to own a home. It is an EMI based loan that assists you in making your dream come true whether you are buying, building or renovating. The applicants are required to be between the ages of 25 and 65 years with a stable income record and credit record. You will be required to provide property documentation, income evidence, NID/passport and a valuation report. Homeownership is now more affordable due to EBL spending a large part of the real estate property.

EBL Home Credit is made to address individuals who already possess a house and would wish to renovate, expand or even upgrade their houses. Similar to the Home Loan, it is EMI and it needs to be proven by showing ownership to a property, income and renovation plan. It is ideal when the homeowners desire a better living place without having to raid their savings.

EBL Mortgage Loan Payment Protection is optional coverage, which guarantees your loan payments on your mortgage would keep going on even upon your death or irreversible disability. It is offered to EBL Home Loan customers and should be registered in the process of home loan application. You will have to fill out a health declaration and the coverage provides your family with financial security in the case of unknown events.

EBL Auto Loan assists you to finance the car of your dream and pay it in instalments. This is an EMI based loan that is offered to salaried or self-employed people between the ages of 25 to 65 earning a minimum of BDT 30,000 per month whether you are purchasing a new or a used car. The documents that are required are a car quotation, income proof and valid ID. The application process to ownership is a smooth ride.

EBL Two Wheeler Loan suits exactly the customers intending to buy a motorcycle. It is an unsecured EMI based loan, which offers life insurance cover. The candidates should be aged between 21-60 years, and have a fixed income. You will require giving a bike quote, NID/passport and incomes. It is a clever means of making the road without the financial burden.

EBL Shohojogita is an emergency loan that supports the current EBL clients with good credit history. It is meant to enable you to take care of unplanned costs in a swift and convenient way. The paperwork is made easy and the eligibility is determined by his/her association with the bank and ability to repay. When life deals you a curveball it is a lifeline.

EBL Fast Loan is a 100% secured EMI loan of any purpose. You are allowed to borrow against your fixed deposits at EBL or any other banks/NBFIs. It is perfect for those customers that want to get money without having to liquidate their savings. Documentation will be required (FD certificates, NID/passport, and income proof). It is quick, safe and effective.

EBL Fast Cash is a revolving credit that enables the borrower to borrow based on their fixed deposit without having to encash it. You are allowed to withdraw at will and pay repayments in a flexible way. It is the best to use to handle the short run cash flow and retain your investments. There must be active FD and good repayment history to be eligible.

EBL Education Finance Pack covers the cost of higher education including tuition, books, and travelling. Students having a co-applicant tend to be parents with a fixed income are eligible to receive the loan. You would have to provide an admission letter, income documentation of the co-applicant and legitimacy of ID. It is a smart way of investing in your future without having financial pressure.

SME Loan products

Eastern Bank PLC (EBL) has a variety of loan products aimed at the SMEs, providing business solutions to entrepreneurs, small businesses, and startups in Bangladesh. The loans are customized to individual business requirements with lax terms and low collateral requirements.

EBL Business Wonder is a small business loan that does not require any collateral when it comes to working capital or purchasing of assets. It is offered to business owners that are between the ages of 25-60 and have businesses that are not new (at least 2 years old). The applicants would be required to offer the trade licenses, bank statements, and two personal guarantors. The loan values are between 1 BDT and 50 lakh and duration is 24 to 48 months.

EBL Business Solution has organized financing of marginally bigger SMEs. It assists in the growth of business, acquisition of equipment, or the expenses of the business. Qualification will involve business age of 3 years or more, valid documents and clean banking background. Depending on the size of the loan, the collateral might be needed.

EBL Cash Credit is a credit facility that is on a revolving credit facility, which is used by businesses that require flexible access to credit. It is best to use it in controlling the inventory or receivables. The requirement is that the applicant has a current account with EBL and at least 3 years of business experience as well as audited financials.
Stimulus Fund CMSMEs belongs to the government COVID recovery initiative. It can be offered to cottage, micro, small, and medium enterprises that had been impacted by the pandemic. The qualification is according to the CMSME classification, and the interest rates are subsidized and simplified.
EBL Mukti is a loan of women entrepreneurs without collaterals. Those eligible to apply are the applicants who are between 21-65 years, and have a business that is at least 2 years old. The loan amounts vary between BDT 1 and 100 lakh, and there is no bank transaction history that is needed to obtain loans up to BDT 20 lakh. Two individual guarantors and simple business papers are required.

EBL Uddipon will assist in buying, constructing, or refurbishing a business or residential property to be rented or run a commercial business. The applicants are 21-60 years old, and their businesses are less than 6 months old. The loan starts with BDT 10 lakh to 25 crore with registered property mortgage and one personal guarantor.
EBL Utkorsho is an unsecured debt to purchase fixed assets or working capital. It is offered to businesses of age 4-5 years, and the owners of the business are 25-60. BDT 20 lakh to 1.5 crore is the range of loan amount. No security is required, however, two personal guarantors as well as bank transaction documentation are necessary.
EBL Udoy is a startup-oriented venture. It facilitates asset acquisition and working capital. The age of applicants should be between 21-45, but there is no minimum age of doing business. The loans start at BDT 2 lakh up to 1 crore and require no collateral plus no history of transactions with the bank.
EBL Asha is a small business loan program to small entrepreneurs, particularly in the countryside. It is not focused, and there is little documentation and repayment flexibility. Basic business documents and income demonstration will be eligible.
EBL Krishi gives assistance to agricultural enterprises such as agriculture, fisheries and agro-processing. It is open to rural entrepreneurs who have 1 year of business operation. The applicants have to submit land documentations, business licenses and income evidence.

Startup Explorer is a product of the flagship of the innovative startups, which deals with development of products, technology, or services. It has an open founder age requirement of 21-45 years and no minimum age of business. The loan is between BDT 2 lakh and 1 crore and it is not secured. It must have two personal guarantors and a feasible business plan.
EBL E-Loan/Cash is a complete digital product in the form of a loan that SME requires to get within a short period. The applications are handled online, and the criteria of eligibility are determined by the history of digital transactions and KYC compliance. It suits techno entrepreneurship.
EBL Fleet Financing assists companies in the acquisition of vehicles or ships to do their logistics or rentals. Loans will be between BDT 5 lakh and 10 crore. There should be no collateral to the loan less than BDT 5 crore. The applicants between the ages of 21-65 years who have a business in operation of 3-4 years should submit vehicle quotes, business documentation and two personal guarantors.

EBL Shomonnoy is an equal opportunity financing product for low-income business people and underserved populations. It provides microlending in the form of small-ticket loans with less complicated documentation and loose terms. Basic ID, business proof and local references are eligible.

All these loans indicate the interest of EBL in assisting Bangladesh SME sector with intelligent, available and demand based financial services. Call me in case you want assistance in making interest rate comparisons or writing an application check list.

Priority Banking

Eastern Bank PLC (EBL) provides Priority Banking experience through Power Banking that is divided into levels tailored to satisfy the needs of customers seeking an individualized experience with exclusive benefits and financial solutions. The General Priority, Priority Plus and Priority Infinity tiers are designed to give the customers a reward depending on the type of their banking relationship and levels of deposits, with each tier being accompanied by an enhanced set of benefits.

General Priority is the lowest level of the EBL Priority Banking program. The qualifications to be met are that the customer has to have a minimum monthly average balance of BDT 5 million in current or savings accounts or a total deposit relationship of BDT 7.5million, which can be in both BDT and foreign currency. Upon enrolment, the customers are guaranteed relationship managers, quicker service at the branch, preferential pricing of our select loan products and exclusive banking lounges. It fits well with people that desire the extra attention and efficiency in their banking experience.

Priority Plus is an extension of the General Priority level, which provides even more preferences to those customers who have a stronger financial relationship. Although the deposits required might be different, in most cases, it is a larger cumulative balance compared to General Priority. Besides all the advantages of General Priority, Priority Plus clients have the privilege of being accorded priority to all the premium banking products, lifestyle offers, and preferred rates to foreign exchange and investment services. The level is suitable to professionals and people in business who have constant demands of the bank.

Priority Infinity - The most exclusive of the banking services offered by EBL is Priority Infinity which is offered to the high net worth client who deposits large sums of money and has extended relationships with the bank. The customers targeted in the segment have customized financial options, invitations-only events, international concierge services, and individualized wealth management. The qualification depends on the judgment of EBL and it may include multi-million BDT relations between different products. Priority Infinity is not a mere banking but a lifestyle experience designed to provide the feeling of exclusivity and quality to those who appreciate it.

At all levels, EBL Priority Banking members enjoy such benefits as preferential pricing, special service, and admission to exclusive services, such as the EBL Skylounge and partner access to luxury hotels and retailers. These services will ensure that banking is not only efficient, but is indeed rewarding.

EBL Student banking products and services

Eastern Bank PLC (EBL) provides a considerate bundle of student banking products that help young savers, students and parents in planning their children's future. These services and accounts are a combination of financial literacy, discipline in savings and practical support on education- at home and overseas.

EBL Junior is a savings account designed to suit the school going children under the age of 18. It is a wonderful opportunity to teach children about banking early in life and change them to make smart saving habits. The basic requirements of opening the account are the birth certificate or student ID of the child, NID and income document of the guardian, and a parent or a guardian can open the account on behalf of the child. The account provides competitive interest rates, a debit card (when applicable), and access to the digital banking resources of EBL, which makes it highly informative and useful.

EBL Campus Account is also meant to serve students of colleges and universities, who wish to do their own money management. It is a zero maintenance savings account with free internet banking, mobile banking, and a debit card. Students over 18 years old will be able to apply with their student ID, NID/passport and evidence of enrolment. It is ideal when it comes to taking care of tuition, allowances, and daily expenses as a means of establishing financial freedom.

EBL Child Future Plan is a recurring deposit plan which can assist the parents to save in a planned manner on behalf of the child who may be studying, getting married or otherwise achieving some milestones. The scheme will involve monthly deposits over a set period and provide life insurance cover to the guardian. It is open to children below 18 years and a parent or a guardian whose monthly earnings make him or her eligible. It is a strict approach to establishing a financial cushion in the future.

EBL Aspire is a mid-term recurring deposits scheme which is a variation of the Child Future Plan only with a higher rate and a more flexible term. It is best suited to parents with medium term objectives such as school fees or extracurricular growth. The account involves insurance cover and monthly payments. The applicants should be citizens of Bangladesh who have a child aged below 18 and with a consistent income.

EBL Student File Services is a banking solution services to students intending to study in foreign countries. It assists in remittances, tuition, as well as regulatory enforcement. In order to apply, students are required to submit an admission letter in a foreign institution, passport, visa documents, as well as a financial report of a sponsor. EBL helps in opening student accounts, transacting foreign currency and maintaining a smooth flow of finances through the academic path.

EBL CREDIT CARDS

Eastern bank PLC (EBL) presents a wide range of credit cards that are geared towards lifestyle, spending habits, and financial needs of various classes of customers. Starting with the entry-level cards that are up to ultra-premium, each card has its benefits, eligibility, and application requirements.

EBL Visa Classic Credit Card will suit those who are utilizing credit cards for the first time. It provides up to 45 days of no interest credit and no renewal fee, as well as a number of exclusive merchant discounts. In order to apply, you must normally earn a minimum of BDT 25,000 every month, have a valid NID or passport, and a bank statement or salary certificate.

EBL Visa Gold Credit Card is slightly above the first one such that it comes with higher credit limits and other facilities such as zero fee for renewing it and interest free. It is best suited to the middle-level employees who earn at least BDT 40,000/month. Some of the documents that are required are NID/passport, income proof, and recent tax returns.

EBL Visa Platinum Credit Card opens high end benefits such as free access to EBL SKYLOUNGE and the Priority Pass airport lounge program. The applicants must possess a good credit history and monthly income should be BDT 60,000 and above. Other documents such as e-TIN, nominee details are required.

EBL Visa Women Platinum Credit Card is also a credit card tailored to the needs of women who have the benefit of using the currency worldwide, enjoy lifestyle discounts and free status after 24 transactions annually. Females aged 21-60 that earn a stable income and possess a valid ID are able to apply with little documentation.

EBL Visa Signature Lite Credit Card targets people who travel frequently and spend a lot of money at work. It comes with free access to international airport lounges, meet and greet services and no renewal fee. The monthly income of the applicants must be BDT 100,000+ and must have a clean financial profile.

EBL Visa Signature Acci-Shield Credit Card offers accidental death insurance of up to BDT 1 crore. It also has access to a lounge, and international travel benefits. The qualification is a good income profile and other health statements.

EBL Visa Infinite Credit Card The most exclusive product is EBL Visa Infinite Credit Card, which is offered to people with high net worth. It offers customized privileges, personalized services, and premier travel incentives. Applicants should have high deposit or income requirements and pass through an elaborate financial examination.

EBL Mastercard Titanium Credit Card has the same advantages as Visa Platinum such as lounge facilities and 45 days of interest-free credit. It is appropriate to those professionals earning BDT 50,000 and more monthly, and whose KYCs are standard ones.

EBL Mastercard World credit card is a luxury card that provides round the world privileges, SKYLOUNGE membership and lifestyle benefits. The monthly income of the applicants is to be BDT 100,000+, and they should present tax returns, income evidence, and ID papers.

EBL Diners Club International Credit Card - The global acceptance, travel benefits, and special offers of merchants makes EBL Diners Club International Credit Card open the doors to the world of luxury. It is suited to those people who travel internationally frequently and have a good financial profile and questionnaires.

EBL UnionPay International Platinum Credit Card is an international, contactless card, which has lounge access, and no renewal fee. It is appropriate to people who have a regular income and are employed and have the necessary identification.

EBL Islmic Banking

On September 5, 2024, Eastern Bank PLC (EBL) officially opened its Islamic Banking services, which is a significant milestone in its quest to become an ethical and inclusive financial player. This project was initiated due to an increasing customer demand that required Shariah compliant banking services that would meet the Islamic requirements, that is, no interest based transactions and would enhance transparency, fairness and social responsibility. Islamic Banking EBL practices its banking business via specific windows in 20 branches in Bangladesh and is backed by a Shariah Supervisory Committee and Islamic Banking Division, which is composed of reputable scholars. Starting with savings accounts and home financing through to SME and trade offerings, each product is well designed in order to adhere to the Islamic law. Having its own core banking software specifically designed to operate Islamic business and a separate accounting system to ensure fund segregation, EBL has already positioned itself as a modern, reliable provider of Shariah-based financial services.

2.3 Managment Practices

Decision making in the Eastern Bank PLC is done in a well-ordered hierarchy order- just as in most other well-organized organizations. The top is the Board of Directors which influences the long term vision and policies of the bank. Although they do not participate in the day-to-day running of the banking business, their contribution is very important in determining the strategic direction and governance standards.

On day-to-day execution, the Management Committee (MANCOM) takes over the reins. This team is composed of the Managing Director and CEO and a number of Deputy and Additional Managing Directors and heads of major business and support units. They hold weekly meetings to discuss performance, risk management and guide the bank in the right direction.

2.3.1 Key Leadership Roles At EBL

Ali Reza Iftekhar - CEO and managing director.

Ali Reza Iftekhar is the leader who has led EBL for more than a decadeand has helped the bank to evolve digitally, sustainably and gain international fame. He joined EBL back in 2007 . EBL has been recognized as a fast-growing digital bank, the best retail bank in Bangladesh, and many others under his leadership. He is a visionary leader who has an inclusive style of leadership and is passionate about customer-focused innovation and ethical banking.

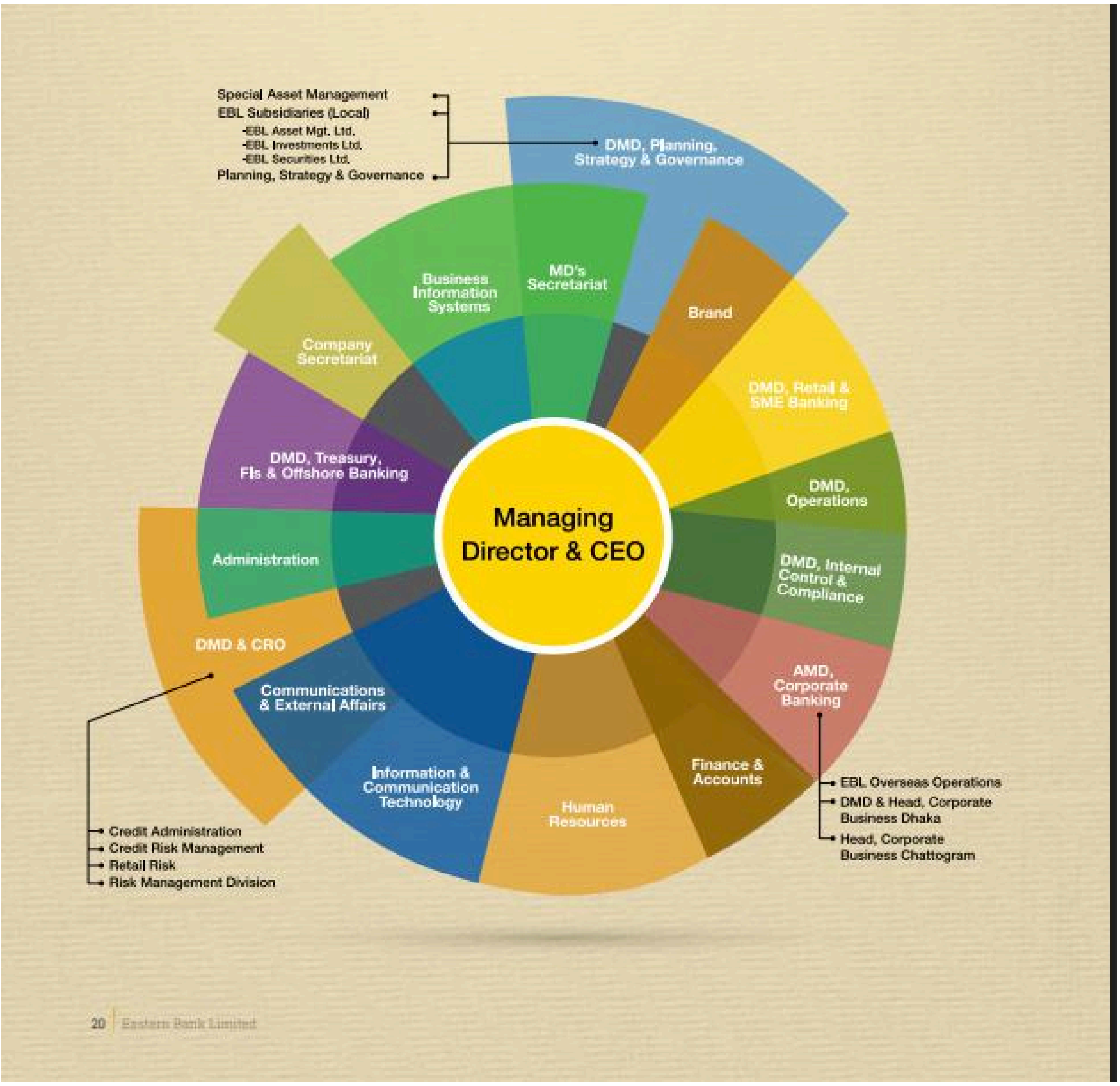


Figure : EBL organizational structer

Ahmed Shaheen - Additional Managing Director

Ahmed Shaheen is a key figure of strategic planning and corporate banking in EBL. Having decades of experience in the financial industry, he is reputed to have critical analytical power and customer relationship-building capabilities in the long-term. The leadership of the firm aids EBL to retain its top position in corporate banking.

Osman Ershad Faiz - Chief Operating Officer (COO) and Additional Managing Director.

Osman Ershad Faiz is the head of the backbone of the operation of EBL, where systems, process, and service delivery are smooth and efficient. As the COO, he is expected to ensure that the daily activity is synchronized with the strategic objectives of the bank. His skills in operational excellence and risk management has proved to be the key to the steady performance of EBL.

Masudul Hoque Sardar - Chief Financial Officer (CFO)

Masudul Hoque Sardar is the head of the finance department and he is precise and foresight. His role is to budget, report on finances, and also make sure that regulations are observed. Through his stewardship, EBL has been able to be very financially healthy with large numbers in profitability, capital adequacy and asset quality.

Zahidul Haque - Chief Technology Officer (CTO)

Zahidul Haque is the brainchild of digital transformation in EBL. He is the head of the IT infrastructure of the bank, its cybersecurity programs, and digital banking solutions such as EBL SKYBANKing. With his work, EBL can be competitive in the fast-changing environment of fintech.

Monjurul Alam as Head of HR

Monjurul Alam supports the people-first culture at EBL. He ensures the areas of recruitment, talent development, and employee engagement. His human resource practices are geared towards creating a high performing, inclusive, and future ready employee base. EBL is now a job employer of choice in the banking industry under his leadership.

Ziaul Karim - External Affairs & Head of Communications.

Ziaul Karim is the brand and voice owner of EBL. He is in charge of corporate communications, PR, and stakeholder interactions. His work makes sure that the values and successes of EBL are delivered successfully to the population, the regulators and investors. He also has significant input in CSR and sustainability endeavors.

2.3.2 EBL Recruiment Process

The Eastern Bank PLC (EBL) has not only established a reputation because of its financial services, but also because of developing a performance-focused, exciting workplace. Hiring is a breath of fresh air, and the modern process in case you wish to be part of their team.
Starting with their e-recruitment portal, the candidates have an opportunity to register and submit their applications to the existing vacancies through completion of online application form. You will have to include some personal details, education history, and attach some applicable papers such as your resume, academic qualifications, and a photograph of yourself. EBL is also an equal employment company that is actively promoting the application by women and new graduates. They are recruited in different capacities; Trainee Assistant Officers in Agent Banking, and the Contact Center Executive with a certain qualification. An example of this is that the majority of employees at the entry-level must have an undergraduate degree in business or similar area, a high level of communication skills and enthusiasm to deal with customers.

After applying, shortlisted candidates are usually invited to participate in written examinations, and thereafter interviews, which test their knowledge of the technical knowledge and their cultural fit. In some positions and in particular in the customer facing departments, EBL seeks young and vibrant people who are able to uphold the service, integrity and creativity values of the bank.

Individuals who are successful in the written examination proceed to the first interview session, mainly with the HR team and departmental heads. This level evaluates the level of communication, attitude, and adherence to the values of EBL.

This is where it becomes more intense because those who pass the initial interview period are invited to a final viva session, normally by top executives, such as the Assistant Managing Directors (AMD) and even the Managing Director (MD). It is not a mere formality but an immersion into the personality of the candidate, his or her leadership qualities, ethical nature and willingness to accept responsibility. The top management presence explains the seriousness with which EBL takes the people it has invested in and even at the entry level. The AMD or MD might be a nerve-rackingly task in the face of a viva but it is also a good chance to make a long lasting impression. The ability of a candidate to be confident and clear with a great sense of purpose is what can be noticed. After the selection, they are boarded and trained according to their role.

2.4 Marketing Practices

Eastern Bank PLC (EBL) has developed an innovative and progressive marketing approach that captures its vision of becoming a market leader in the financial industry in Bangladesh, by embracing innovation, customer focus, and digitalisation. In essence, the marketing strategy of EBL is constructed on three platforms, which are brand positioning, strategic partnerships, and digital interaction.

2.4.1 EBL branding

EBL branding is a high-tech, forward-thinking bank, which comprehends the changing demands of its clients. This is seen in its branding programs such as EBL Women Banking, EBL Freelancer Ambassador Program and Skybanking that are customized to suit a particular customer group and are aimed at empowering and creating a sense of inclusion. It is not simply a functional set of services but it is being promoted as a lifestyle solution, which will allow EBL to cut through a very competitive banking environment.

2.4.2 Promotion Strategy

EBL does not only market its services, it glorifies its customers. An excellent example is the Skybanking Ramadan Campaign in which users of the EBL Skybanking app were given luxurious prizes such as iPhones, MacBooks and smart TVs depending on their transaction volumes. Such campaigns will be more than a giveaway, as they are tactical reminders and encouragement towards digital acceptance and customer engagement. EBL also has events and ceremonies that feature the winners to become brand ambassadors.

2.4.3 Partnership

The strategic partnerships are important in the marketing mix of EBL. The bank works with world leaders such as Visa, Mastercard, and IFC, and with local innovators such as Sheba.XYZ and Grameen Digital Healthcare Solutions. Such partnerships enable EBL to provide unique value, introduce innovative products such as biometric metal credit cards, and give back to society in the form of digital healthcare services to Hajj pilgrims, which is supported by specific campaigns that reaffirm the brand values.

2.4.4 Digital Marketing

EBL is best at digital marketing. In 2025, the bank initiated its Digitech campaign in partnership with Melonades, a digital advertising agency to take its online presence and customer interactions to the next level. This program is based on customized content, influencer relationships, and targeted outreach on social media and search engines. Another feature of EBL that makes banking interesting and accessible, particularly to younger, digitally native customers, is through gamified promotions and interactive storytelling.

2.5 EBL Financial Performance

Eastern Bank PLC (EBL) has shown a solid financial performance in the last three years, with consistent resilience, strategic growth and efficiency in their operations. The bank has remained at healthy liquidity levels, and as such, it is able to meet the short term obligations without any strain and the solvency position is high at capital adequacy ratios that are far above the regulatory requirements. The trend of profitability has been increasing steadily with diversified sources of income and controlled cost which has yielded strong returns on the number of assets and equity. The efficiency gains have been observed in the form of better use of assets and lower operating costs and this has been made possible by the digital transformation efforts of EBL.

The leverage ratios, despite being high as is normal in the banking industry have been handled with a lot of care with the base of equity being stable, and the investor confidence is seen in the way earnings per share and the dividend paid out are stable. This is indicated by the indicators of market value, which propose EBL as a credible and growth-oriented institution. All in all, the company has a strong financial position and a strategic orientation toward innovation, customer-centred service and digital banking has made it the future-looking leader of the Bangladesh financial environment.

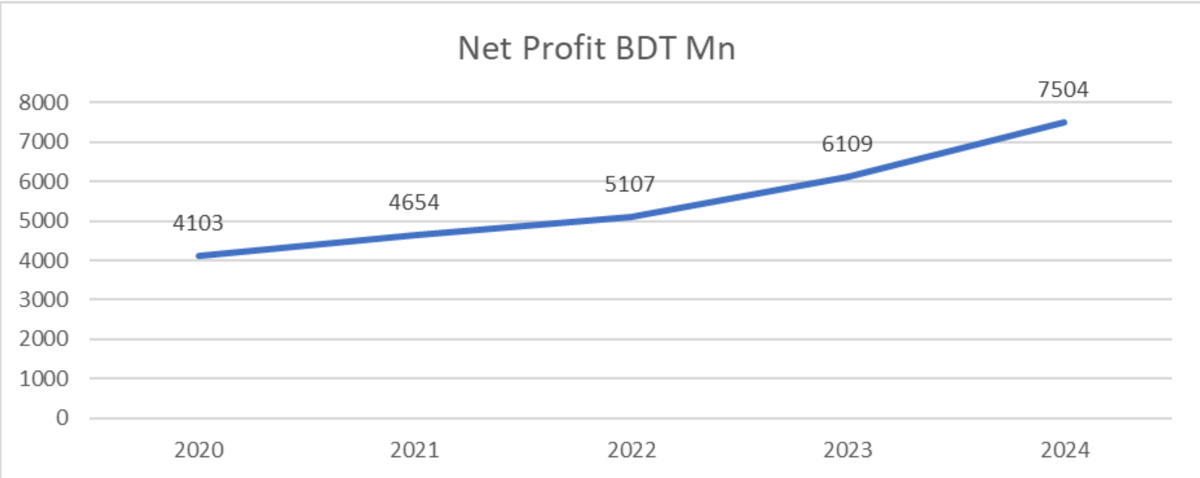
2.5.1 Profitibality Analysis

Profitability Analysis

Profit margins ratios evaluate earnings performances.

Year	Net Profit Margin	ROA	ROE	EPS
2020	14.72%	1.05%	15.40%	5.05
2021	18.18%	1.25%	15.51%	4.88
2022	16.66%	1.30%	15.46%	4.76
2023	15.70%	1.35%	15.20%	4.50
2024	13.57%	1.40%	15.80%	5.53

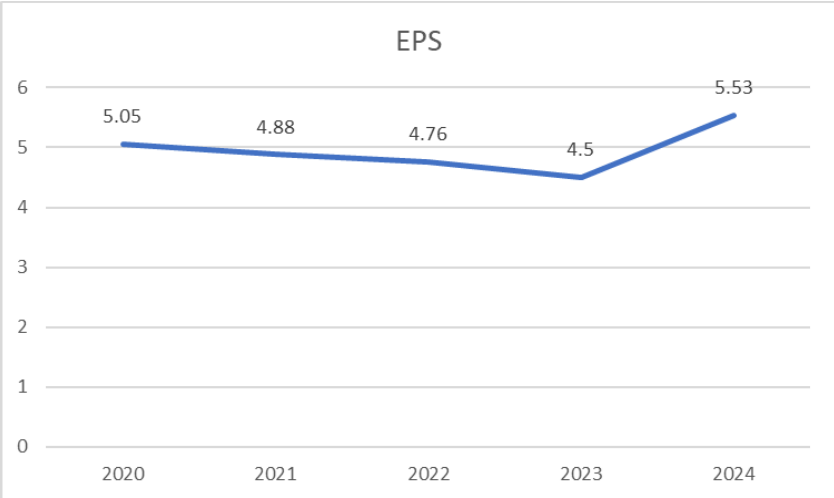
Table : Profitability Ratios



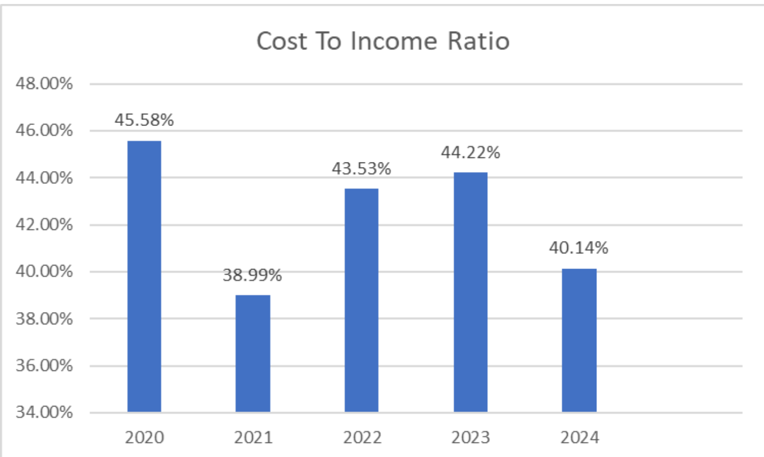
Eastern Bank PLC has shown a steady increase in profitability over the five years period. There was a stable growth of net profit between 2020 and 2024 of BDT 4103million to BDT 7504 million, with an average annual growth rate of about 10%. However , despite the growth in their Net profit , there was a slight ups and down in their net profit margin due to high operating expense rises from increase in administrative cost . This improvement was backed by an increase in ROA and ROE that showed that the efficiency of the assets and shareholder returns had improved.

- Return on Assets (ROA): The average is 1.21-1.39% which is good in a commercial bank.
- Return on Equity (ROE): Generally returns more than 15, which indicates a good shareholder value generation.

It has been in a good position in terms of profitability and net income, the return on assets (ROA) and the return on equity (ROE) have been increasing steadily. The diversified revenues of EBL such as non interest revenues have contributed to improving margins and ensuring good earnings performance.

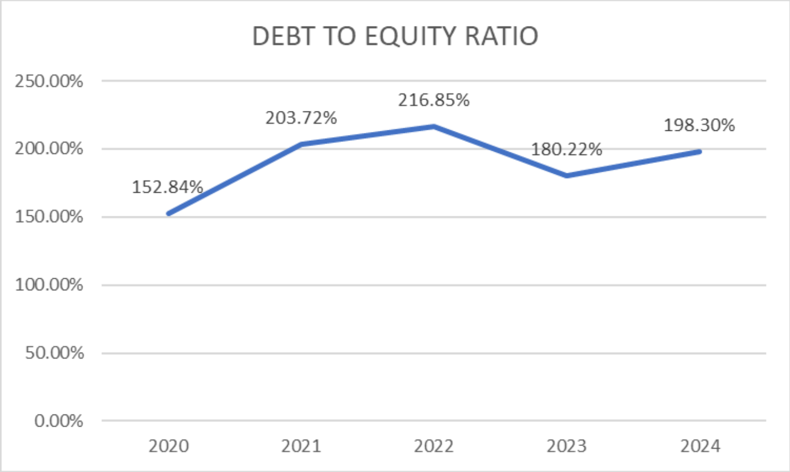


The EPS of Eastern Bank PLC has shown a fluctuating trend between the five years. The period 2020-23 shows a consistent downward trend of EPS as it started at 5.05 and ended at 4.50, suggesting that the company might experience difficulties in profitability or rise in its operating expenses during this period. But in 2024, EPS drastically improved to 5.53, higher than all the years in the dataset. This quick revival indicates some better financial results which could be caused by strategic plans, cost cutting or increased revenue sources. Strong earnings resilience is indicated by the 2024 number and could indicate a good future with respect to shareholders.



Cost to Income Ratio of Eastern bank PLC had a varying trend in the period of five years. The ratio is relatively high in 2020 at 45.58 implying a high level of operating costs compared to income. There was a significant change in the year 2021 with the ratio decreasing to 38.99, which indicates a better cost efficiency. The ratio however, increased in 2022 and 2023 to 43.53% and 44.22% respectively, implying more expenditure pressure. The ratio decreased to 40.14 in 2024 as it indicates a new cost control emphasis. In general, despite EBL showing some efficiency in its operations, the fluctuation indicates the need to maintain costs in order to maintain profitability in the long term.

The Debt to Equity Ratio of Eastern Bank PLC was constantly high during the five-year period, which shows that this bank highly depends on borrowed money to fund its activities. There was an unprecedented surge in the ratio (152.84% in 2020) reaching 216.85% in 2022, which indicates more leverage and possibly greater financial risk. Though the ratio decreased to 180.22 percent in 2023, it increased to 198.30 percent in 2024. This consistent high level indicates that EBL has continued to assume aggressive capital structure, which will result in higher returns in good economic times but leaves the bank vulnerable to increasing risk in bad economic times. Risk management and wise capital planning will be needed to provide financial stability in the long run.



2.5.2 Accounting Practices

The accounting standards that Eastern Bank PLC (EBL) follows are the internationally accepted accounting standards, that is, International Financial Reporting Standards (IFRS) and Bangladesh Financial Reporting Standards (BFRS) that provide transparency, comparability, and consistency in financial reporting. The bank uses the accrual basis of accounting, which implies that revenues and expenses are recognized upon earning or incurring them, rather than the exchange of cash- the practice that is in line with the general practice in the financial industry. EBL also has an organized and complete accounting cycle such as journal entries, ledger postings, trial balances, adjustments, financial statements preparation and closing entries all of which are attested by their audited reports. In case of depreciation EBL uses the straight-line method in the majority of fixed assets, where the allocation of the expenses can be conducted in the same way throughout the useful life of the assets. Also, the bank has extensive disclosures in its financial statements including the areas of risk management, classification of assets, provisioning policy, related party transactions, and segment reports, which all contribute to the better knowledge of the stakeholders and the commitment of the bank to financial transparency.

2.6 **EBL Branches and Operations**

Eastern Bank PLC (EBL) has one of the most dynamic and customer oriented banking networks in Bangladesh. EBL has more than 85 branches located in 23 districts which makes its services available to both individuals and business in both the urban centers and up and coming areas. Be it Dhaka, Chattogram, Khulna, Sylhet or Rajshahi, you will find branches of EBL that provide you with a complete array of banking services-retail and SME banking, corporate and Islamic banking.

The Head Office of the bank is based in 100 Gulshan Avenue , Dhaka-1212 which is a central point of large volume transactions and premium service. It also happens to be located strategically in the center of the business sector of the capital, and thus is a destination among both individual clients and corporate organizations.

The operations of EBL are anchored on a devotion towards innovation, service quality, and financial inclusion. Every branch is manned with professional personnel that offer personalized attention, be it when opening a savings account, applying a loan or trade finance solutions. SME-AGRI centers are also numerous branches, which are aimed at providing financial products to small business and rural entrepreneurs.

In addition to the branches in physical locations, EBL has invested in digital banking so that customers can now use mobile applications to manage their finances as well as use internet banking and automatic teller machines found countrywide. This is a hybrid service delivery model that is primarily focused on high-touch and technology-centered convenience, which has made EBL one of the most progressive banks in the country.

2.7 Industry and competitive analysis

Porter’s Five forces Analysis

- Threat Of New Entrants - Moderate to low

The Bangladesh bank regulates the banking business in the country where the capital requirement and license issuance is very strict by the bank (Bangladesh Bank). Although fintech startups are on the rise, traditional banking is one that needs a lot of infrastructure, trust, and compliance. EBL already has a brand and digital platforms, as well as customers, making it difficult to enter.

- Bargaining Power Of customers - Moderate to high

Nowadays, customers are provided with a variety of banking services such as mobile financial services and agent banking. This augments their bargaining power. EBL however counters this by offering customized services, loyalty programs and technological advances such as Skybanking and EBL Women Banking that helps in customer retention.

- Bargaining Power of Suppliers - Low

The deposit ones and the technology suppliers are the primary suppliers in banking. Interest rates are regulated and depositors do not have control over this. There is some power among technology vendors, although EBL diversifies its partnerships (e.g. with Visa, Mastercard, and Melonades) effectively, looking not that reliant on a particular supplier.

- Threat Of Substitute - Moderate

Fintech applications, mobile wallets (such as bKash) and non-bank financial institutions (NBFIs) provide an alternative to conventional banking. EBL however has a full-service provision as well as regulatory compliance plus trust factor which makes it hard to substitute its services entirely by other substitutes particularly in the case of corporate banking as well as SME banking.

- Industry Rivarly - High

The Bangladeshi banking industry is very competitive as there are more than 60 banks that compete against each other. EBL is a competitor of such institutions as BRAC bank, City Bank, and Dutch-Bangla bank. It has a competitive advantage in terms of digital transformation, customer-focused innovation, and good financial performance, which are factors that make it appear in a saturated market.

2.7.1 SWOT Analysis

- Strengths

The Eastern Bank PLC (EBL) has a good brand name and high level of trust among the consumers who have gained confidence in the years of constant service and innovation in the Bangladeshi banking industry. The bank has a very broad product and service line that is differentiated to meet the needs of different customer segments where there are retail and corporate banking products in addition to other specialized products such as EBL Women Banking and SME products. It is worth noting that EBL was the first bank in Bangladesh to launch biometric metal credit cards and this established a standard of secure and high quality banking services. It is also dedicated to digital transformation, which is reflected in platforms such as Skybanking and EBL Connect that offer customers easy and technologically advanced financial services in the entire country.

- Weakness

EBL also has a weak rural penetration as compared to agent model banks where the banks are limited travelled, limiting market penetration. It has a fixed cost that is usually high and this affects flexibility unlike its counterparts. EBL is also quite dependent on interest-related earnings becoming very vulnerable to rate and regulatory risk, even though the non-interest income has increased.

- Opportunities

Eastern Bank PLC (EBL) possesses various strategic opportunities that can see it grow and make a difference in the future. EBL can extend financial inclusion and reach new customer groups by exploring markets, such as rural and underserved ones, with the help of digital channels. The bank is also in a good position to use AI and data analytics to offer more personalized banking experience, and improve customer engagement and operational efficiency. Innovations and partnerships with fintechs and beginning-ups provide a direction of innovation, as EBL can keep up with an ever-changing financial environment and remain agile and competitive. Also, its emphasis on green banking activities and sustainable finance projects show its dedication towards environmental responsibility and is in line with the global trends in ethical banking.

- Threats
  Eastern Bank PLC (EBL) has a number of external threats that may affect its growth and stability. The emergence of agile fintechs and non-bank financial institutions (NBFIs) has increased the competition, particularly in digital and low-cost financial services. Changes in regulation and growing compliance costs also serve as an obstacle and complicate operations. Besides, the volatility of the economy and the issue of inflation in Bangladesh may influence the consumer behavior, the lending process and the profitability in general. Cybersecurity threats are a paramount issue as EBL grows its digital presence, and it is necessary to invest in secure infrastructure and data protection.

2.8 Conclusion

Eastern Bank PLC (EBL) is one of the most robust and progressive organizations in the competitive banking industry in Bangladesh. In the last three years, it has enjoyed financial resilience, characterized by the gradual increase in profitability, the effective use of assets, and capital adequacy. Its progressive emphasis on digital transformation, such as Skybanking and biometric metal cards, has not only improved its customer experience but also made EBL a tech-based banking leader.

In spite of the reported challenges, including low rural penetration, operating leverage, and reliance on interest revenue, EBL is still trying to exploit new opportunities, such as AI-based personalization, fintech partnerships, and sustainable finance. The fact that the bank complies with global accounting standards, transparent reporting and well-organized financial practices also adds credibility and governance to the bank.

Having an excellent brand reputation, unique innovations and a clear dedication towards inclusive and digital banking, EBL is in a strong position to maintain its competitive advantage and create lasting value to its stakeholders in a dynamic financial ecosystem.

CHAPTER 3 : **Digital Banking Efficiency: Analyzing the Impact of Paperless Systems on EBL's Financial Performance**

3.1 Introduction

The banking industry of Bangladesh is rapidly changing due to the growing number of customers seeking to invest in safe banks and the businesses depending on the banks to provide the growth capital. With the increase in customer bases, banks are turning to online platforms and paperless banking to improve the satisfaction of customers, minimise the operational expenses and ensure sustainable and green banking activities. Although these innovations are likely to bring about higher efficiency and reduced environmental effects, the direct effects on the financial performance are not thoroughly investigated. In this report, I'm going to analyze the effect of the shift to a paperless banking system in Eastern Bank Limited on its financial performance indicators. The research will be aimed at assessing the efficiency improvements, studying the connection between digitization and the financial performance, and defining the challenges and benefits that EBL has gained during this transformation into digital.

3.1.1 Background of the problem statement

In the conventional banking system it is common to encounter time consuming paper work when making simple transactions like deposits, withdrawals, investments or loan applications. Such dependence on paper not only slows down the delivery of the service, but also leads to environmental degradation due to overconsumption of papers. In order to overcome these issues, several banks across the globe are embracing green banking- the incorporation of environmentally friendly processes in order to minimise their environmental impact. The central bank in Bangladesh has become active and established the Sustainable Finance Policy and issued green banking guidelines since 2011. All these policies are aimed at developing a sustainable and inclusive growth by pushing banks to digitalize their activities, use less paper, and integrate environmental assessments of risks in their financial judgments.

To comply with these national directives, Eastern Bank PLC (EBL) has introduced digital banking experience through EBL Skybanking and EBL365 whereby customers can conduct most of their banking operations, such as making deposits, withdrawals, and money transfers, without stepping a foot into a branch or operating paper documents. This not only increases the customer convenience but also operational efficiency and also helps in environmental sustainability. I will discuss the financial performance of EBL in this paper by examining its financial performance through important analytical ratios in order to assess the impact of the move to a paperless digital banking system on its efficiency, profitability, and financial health.

3.1.2 Objective of the study

The research paper will focus on how the shift of Eastern Bank Limited to digital and paperless banking, mostly by the use of services such as EBL Skybanking and the EBL365, will affect the company overall financially. Conventionally the banking in Bangladesh was very much dependent on manual paper work, this slackened down the operations and also led to degradation of the environment. As customer demands continue to shift toward being more time-saving and convenient, and with the increasing focus on green banking, EBL has adopted digital technologies to simplify operations and minimize the use of paper.

The essence of this research is to determine whether such a digital transformation has resulted in quantifiable efficiency, cost management, and profitability improvement. Through the financial ratio analysis, the paper will measure the key performance indicators to find out the level of impact of digitization. It shall as well look at the difficulties encountered by EBL in its implementation and also focus on the long term gains of the bank and the customers.

Finally, the study will attempt to learn how digital transformation can help sustainable development and improve financial results in the banking sector.

3.1.3 Significance Of the study

The traditional banking in Bangladesh requires lots of paperwork and besides slowing down the services it affects the environment. With shifting customer demands toward more convenient and faster solutions, banks are moving towards the digital platform to remain competitive and encourage sustainability. Eastern Bank Limited (EBL) has reacted by introducing services such as EBL Skybanking and EBL365, which enable clients to transact their finances at any time and they do not have to visit a branch.

This research is important as it examines the implications of the transition of EBL to paperless banking to its performance in terms of finance. Through the evaluation of important financial indicators, the study will seek to explore the question of whether digital systems will result in increased efficiency, cost reductions, and enhanced profitability. It also brings out the role of green banking practices in being able to support long term growth as well as fulfilling the current customer needs. These results can be used to provide useful guidance to other banks that may be thinking of making such transitions in the current digital-first century.

3.1.4 Scope of the study

This study concentrates on the process of digitalization and paperlessness in Eastern Bank Limited, namely, EBL Skybanking and EBL365. It examines the ways in which these systems have influenced the financial performance of the bank due to increased efficiency in operations, cut in costs, and customer experience. It will be analyzed using a few financial metrics and performance indicators, in order to know the actual worth of going paperless. It also aims at establishing the main obstacles and opportunities that EBL encountered in this digital transformation, providing an understanding of how technology can be defining the future of Bangladesh banking.

3.2 Literature Review

Digital banking is a game changer in the financial services sector as it has improved the efficiency of operations, lowered the expenses and also improved customer experience. Ekinci (2021) indicates that digitalization and the use of artificial intelligence have greatly enhanced the level of technical efficiency scores of banks, especially in emerging markets such as Turkey. The research conducted on the basis of Data Envelopment Analysis (DEA) has revealed that there is a positive relationship between digital adoption and financial performance and that digital transformation results in objective improvements in profitability and cost management.
Moreover , one of the measures of the success of digital banking is efficiency. Research indicates that online solutions decrease the number of manual errors, minimize the time of processing, and minimize the costs of administration. Ekinci (2021) states that the introduction of digital workflows by banks leads to their increase in productivity and improved resource distribution that directly influence financial metrics like a net profit margin and cost-to-income ratio.

In a similar manner, Mbatiah and Nyakeri (2024) have surveyed the effects of mobile and online banking on commercial banks of Kenya. Their results show that digital banking services including mobile payments and electronic transactions have helped in increasing customer acquisition, lowering transaction costs and enhancing a higher return on assets (ROA) and equity (ROE). Such observations apply specifically to the context of EBL, since the trend of digital adoption is comparable in the banking industry in Bangladesh.

The move towards paper free banking is directly linked to the idea of green banking which seeks to minimise the environmental impact of financial institutions. To adopt sustainable finance and develop an interest in green practices by banks, Bangladesh bank introduced their Green Banking Guidelines. The initiatives launched by EBL (Skybanking and EBL365) are in line with these policies because they reduce the amount of paperwork and encourage the use of digitized transactions.
As mentioned by Saha (2023), with the development of information and communication technologies (ICT), digitalization has allowed making financial transactions easier and passing to the cashless economy. The paper highlights that paperless systems enhance speed of operations, and also, leads to sustainability of the environment and customer satisfaction.

3.3 Methodology

In order to determine the effects of the transition of Eastern Bank Limited to digital and paperless banking and the resultant effects on financial performance, this research paper adopts a quantitative, document based approach. The analysis is based on secondary data, which will majorly be taken in the annual audited financial statements that are publicly available in EBL. References are also available with the publications of Bangladesh Bank and the benchmark reports of the industry to give it a wider approach.

It is aimed at comparing the financial performance prior to the introduction of the EBL digital platforms, including EBL Skybanking and EBL365. The year-on-year ratio analysis will be used to review key financial metrics and help to determine tendencies in the efficiency, profitability, and cost management.

To arrange and analyze the data, calculations, visual comparison, and charting results will be done in Microsoft Excel. This systematic method will assist in reflecting the actual effect of the digital transformation on the financial health of EBL and provide the understanding of the advantages and the problems of the paperless environment.

3.4 Finding And Analysis

In the modern high-speed financial environment, digital transformation is not a luxury anymore, it is a necessity. The banking industry which was previously characterized by documents and queues is currently adopting the digital platform to improve customer experience, cut down operation expenses and ensure long-term growth. In this direction, Eastern Bank Limited (EBL), a major privately owned commercial bank in Bangladesh made a bold step by introducing new Skybanking EBL Skybanking in December 2015. This mobile banking platform was the start of EBL moving on the path of being paperless, customer-oriented, and technology-driven banking.

In this report the discussion presents the pre-post case of the financial results of EBL as the Skybanking opening takes place using data downloaded and provided in the 2013-2024 audit report. I will look at the effects of digital banking on profitability, efficiency in the operations and customer interaction and whether the paperless systems lived up to its promise.

3.4.1 Before The digital shift

Before the digital shifts their net profit growth was steady but modest due to high operating expenses . Manual process led to longer transaction hours and high cost of labour also increased overhead expense and storageexpense o paper . From the financial reports published by EBL , their net profit was BDT 2000 million in 2013 and BDT 2200 million in 2014 . Their ROA and ROE showed limited upward movement .

3.4.2 Post Digital Era 2015 - 2024

There is an increasee in operating profit of BDT 5204 million to BDT 15939 million. That is approximately 206.28% percent growth. This growth was through additional core banking, increased service fees and increased cost control. Similarly , EBITDA and EBIT were also increasing accordingly. They demonstrate that the bank has great cash flow and pre-interest and taxes profits. Although there was an increase in the operating costs after 2015 due to digital investments, the bank retained healthy margins, which indicates that it can manage its finances well.

Eastern Bank PLC has experienced consistent growth since 2015. The profit decreased in 2020 due to the pandemic, yet the bank recovered fast with the help of digital tools, as well as conducting its operations in an efficient way. The profits continued to increase after 2020, which proves that the bank pays attention to technology, customer services, and mindful money management. On the whole, the ten years demonstrates a bank that managed to withstand the unpredictability and emerge stronger and more adaptable. Their netprofit was BDT 2221 Million in 2015 which has now increased to BDT 7504 Million .

Operating Expense

Throughout the decade the operating expenses of EBLhave been increasing consistently due to strategic investments in digital infrastructure, compliance, and human capital. The introduction of Skybanking in 2015 became a turning point, which seemed to incur higher expenses at first, but would eventually allow cost-efficientness and saving overtime, in particular, in paper consumption. This online revolution is in line with the vision of EBL to be a tech-oriented financial organization.
Their paper and printing cost has significantly decreased after the implementation of digital banking . However the cost of paper might not be a good choice to measure the performance of the digital shift since there was inflation and the cost of paper was significantly increased in 2024 , which is BDT15.41 million .
As per the 2023 sustainability report , 55.9% of their accounts is currently operating using Skybanking of , and the amount r of transactions in 2024 was 190000 million . which indicates the customers heavy shifts towards digital banking .

3.4.3 Comparative Analysis

In 2015, the introduction of Skybanking was a milestone in the history of Eastern Bank PLC, and the inception of ten years of digitisation started. Before this change, EBL was run in a traditional banking format, with few customers being served, manual operations and high cost to income ratio at about 54 percent. Profitability had been consistent, hampered by inefficiency of operations and paperwork.

Since 2015, Skybanking has launched 24/7 mobile banking, real-time transactions and paperless, greatly improving customer experience and agility in its operations. The net profit growth was 59 percent, as in 2015, the net profit amounted to BDT 2,150 million and in 2024, the net profit was increased to BDT 3,420 million, which indicates a better level of efficiency and digitalisation.

Major financial ratios like Operating Profit, EBITDA and EPS reflected steady upward tendencies:

Operating Profit increased to BDT 5204 million as compared to BDT 15939 million.

EBITDA increased to BDT3417 million as compared to BDT 12975 million.

EPS increased from BDT3.63 to BDT 5.53

Cost to income ratio is decreased to 40.14%

These returns were backed by improved asset utilization, improved shareholder returns and financial discipline. EBL has made significant cuts in its paper-related expenses from BDT 85.1 million in 2015 to BDT76.43 million in 2017 with the help of e-statements, automated workflow, and digital onboarding. Although paper-related expenses are the most common measure of digital transformation impact, they might not be the most accurate one in this situation. Paper and printing related costs in 2024 increased to BDT 151.66 million, mostly because of inflation and market price increase- all reasons that are not associated with efficiency of its operations. The customer behavior is a more significant measure of digital shift of EBL. The 2023 Sustainability Report indicates that 55.9% of the total number of accounts currently use Skybanking actively, and in 2024 the total value of digital transactions had reached an incredible BDT 190,000 million. This is a clear indication of a high migration of customers to digital banking due to convenience, speed and around-the-clock availability of services.

Service diversification, such as mobile top-ups, utility bills payments and instant fund transfer were also possible through Skybanking, which added to fee revenues and customer retention. The platform was successful, which made EBL a digitally nimble, customer-focused institution, establishing precedents in the banking sector in Bangladesh.

3.4.4 Green Banking Practices

The sustainability report of Eastern Bank Limited in 2017 heavily focused on cutting down on its environmental footprint through the adoption of digital banking and paperless systems. This change was largely driven by the introduction and the growth of platforms such as Skybanking and Internet Banking. These online platforms enabled customers to remotely access the banking services, eliminating the necessity of visiting physical branches and transacting using paper. Fund transfers, bill payment services, account services, and cheques book requests were also provided online, which made the banking experience even more environmentally friendly.

To strengthen this change, EBL compelled all new customers to use e-statements and SMS banking to reduce the amount of paper consumption as much as possible from the onboarding stage. Within the bank, internal sustainability was also indicated by the fact that the bank reduced paper use per full-time employee in the office by 4%. Also, the price of paper used was reduced in 2018 to BDT 2.62 million, which is lower than the price in 2017 (BDT 3.78 million), which reflects a real effect of the paperless efforts.

Figure : Performance Hightlights In 2017 sources from EBL sustainability report

The Green Office Guideline of EBL also contributed to this shift and provided staff with knowledge about environmental practices, as well as introducing a self-reporting system in order to track the ecological impact. The bank also invested in solar energy whereby its installed capacity was expanded to 21.39 kW in 2018 as compared to 3.39 kW installed capacity in 2017, which served branches and ATMs on a sustainable basis.

Regarding the customer engagement aspect, use of digital services increased gradually. In 2017, 13% of customers utilized internet banking, 79% were registered with SMS banking where 45% of account statements were sent through email. These numbers indicate an increasing number of embracing digital mediums and rejecting paper communication.

Eastern Bank PLC has already made concrete steps towards the field of green banking by integrating sustainability in its operations and lending policy. In 2024, the bank continued to finance ecologically sustainable key projects with definite financing schemes like Green Transformation Fund and refinancing schemes of energy efficient products.Such activities were not merely compliance-based, but were a sincere change of attitude. EBL also paid special attention to paperless banking, and such systems as Skybanking were able to minimize physical documents and stimulate digital communication. On the inside, green office practices used by the bank included energy saving strategies, separation of waste and save water consumption in branches. Their credit assessment process has now included environmental risk assessment to ensure that financed projects are of an ecologically up-to-standard. EBL is instilling a sustainability culture, not only in banking, but through its staff training and customer awareness programs, it is creating a culture of responsibility and impact that goes long term.

3.5 Conclusion

In 2015, the introduction of Skybanking became the turning point in the digital excellence of EBL. The move to the paperless systems improved the profitability, cost of operation, and customer satisfaction significantly. The financial data reviewed (2013-2024) makes it obvious that the strategic investment in digital banking made by EBL paid off, not only in terms of figures, but also in terms of long-term sustainability and topicality.

EBL remains an example of how smart innovation can lead to significant revolution in the world of digital banking, as it keeps developing. And to those institutions that continue to consider the jump, the story of EBL is one that makes the case of why paperless is a way to go in the future, and why that future is now.

In 2017, EBL has shown the following performance indicators with respect to green banking: the active transition to digital sources, decreasing the use of paper, and the increased inclusion of sustainability in its business image. These efforts did not only result in increased effectiveness of operations but also made EBL a responsible financial institution interested in long-term environmental stewardship.

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