

Report on

**Developing a CIB-Based Credit Scoring Model for Retail Loan
Risk Assessment: An Experimental Study on City Bank PLC**

By

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An internship report submitted to the BRAC Business School in partial
fulfillment of the requirements for the degree of Bachelors of Business
Administration.

BRAC Business School
BRAC University
May, 2025

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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/We have acknowledged all main sources of help.

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Letter of Transmittal

Mohammad Mujibul Haque, PhD
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Subject: Internship report on “Developing a CIB-Based Credit Scoring Model for Retail Loan Risk Assessment: An Experimental Study on City Bank PLC”

Dear Sir,

I am honored to present my internship report titled “Developing a CIB-Based Credit Scoring Model for Retail Loan Risk Assessment: An Experimental Study on City Bank PLC,” which outlines the key learnings and findings from my internship experience. This report was prepared under your valuable guidance, and it reflects both practical exposure and analytical insights gathered during my internship period.

I have made every effort to prepare this report with relevant data and in a structured, compact, and comprehensive manner. I sincerely hope that the report meets the academic standards and fulfills your expectations.

Sincerely yours,



Fatema Hossain Dona
Student ID: 21104074
BRAC Business School
BRAC University
Date: May 18, 2025

Non-Disclosure Agreement

The agreement is made and entered between City Bank PLC and myself, a student of BRAC University, that my paper titled “**Developing a CIB-Based Credit Scoring Model for Retail Loan Risk Assessment: An Experimental Study on City Bank PLC**” will not be published or disclosed elsewhere except for academic purposes such as evaluation and presentation.

In this report, I have used only those pieces of information that were officially released or authorized by my supervisors at the organization.

Name of the Company: City Bank PLC

Supervisor Name: Mohammad Ashrafuzzaman

Position: Head of Underwriting, Small Business, Retail and Small Business, Credit & Collection Division

Department: Retail Underwriting, Credit & Collection Division

Address: Palmal Tower, Gulshan Avenue, Dhaka

Name of the Student: Fatema Hossain Dona

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Description of the report: “Developing a CIB-Based Credit Scoring Model for Retail Loan Risk Assessment: An Experimental Study on City Bank PLC”

Acknowledgement

First and foremost, I would like to express my deepest gratitude to the Almighty Allah for granting me the strength, patience, and perseverance to complete my internship report successfully.

I would also like to extend my sincere appreciation to City Bank PLC for giving me the opportunity to complete my internship under their esteemed Retail Underwriting Unit. I am especially grateful to the management and my organizational supervisor, Mr. Mohammad Ashrafuzzaman, for his continuous support, valuable insights, and guidance throughout the internship period. His mentorship played a crucial role in shaping the direction and outcome of this report.

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Additionally, I would like to express heartfelt thanks to my academic supervisor, Mohammad Mujibul Haque, Professor and Dean at BRAC Business School, BRAC University. His constant encouragement, constructive feedback, and timely advice helped me complete the report with clarity and purpose.

Lastly, I would like to express my sincere respect and gratitude to my co-supervisor, Dr. Abu Saad Md. Masnun Al Mahi, Assistant Professor, BRAC Business School, for his insightful advice and academic guidance which helped me refine my understanding and improve the overall quality of my work.

This report would not have been possible without the guidance and support of all the individuals mentioned above.

Executive Summary

This internship report examines the creation and testing of a CIB-based credit scoring model designed to enhance risk assessments for retail loans at City Bank PLC. Conducted under the Retail Underwriting Unit, the study was based on over 200 anonymized loan files of new-to-bank applicants, using variables such as Credit Exposure, NPI status, Loan Utilization, and Product Mix from CIB reports. Through score mapping, correlation analysis, and iterative refinement, the experimental model aimed to predict repayment behavior and filter high-risk borrowers efficiently. The findings showed weak correlation between the initial score design and loan default rates, highlighting the need for further data calibration. This report emphasizes the strategic role of automated scoring in enhancing underwriting efficiency and minimizing default risks, while offering insights into operational challenges and future integration opportunities for the model within the bank's retail credit processes.

Keywords: credit scoring; retail underwriting; CIB report; risk assessment; loan default; banking automation

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List of Acronyms

ADR	Advance to Deposit Ratio
Amex	American Express
B2B	Business to Business
B2C	Business to Consumer
BIBM	Bangladesh Institute of Bank Management
CBS	Core Banking System
CIB	Credit Information Bureau
CIR	Credit Information Report
CRM	Customer Relationship Management
DPD	Days Past Due
CTO	Credit Turnover
EVP	Employee Value Proposition
HR	Human Resources
IAS	International Accounting Standards
IFRS	International Financial Reporting Standards
KPI	Key Performance Indicator
MTO	Management Trainee Officer
N/A	Not Applicable
NFCD	Non-resident Foreign Currency Deposit
NPI	Non-Performing Indicators
NTB	New to Bank
P/E	Price-to-Earnings Ratio
PII	Personally Identifiable Information
POS	Point of Sale
RFCD	Resident Foreign Currency Deposit

ROI	Return on Investment
ROA	Return on Assets
ROCE	Return on Capital Employed
ROE	Return on Equity
RM	Relationship Manager
SME	Small and Medium Enterprises
SPARC	Scalable Processor Architecture
SPSS	Statistical Package for the Social Sciences
STP	Segmentation, Targeting, and Positioning

Chapter 1

Overview of Internship

1.1 Student Information

Name: Fatema Hossain Dona

ID: 21104074

Program: Bachelor of Business Administration (BBA)

Major/Specialization: Double Major in Finance and Human Resource Management

1.2 Internship Information

1.2.1 Internship Details

Period: 3rd February 2025 to 4th May 2025 (3 months)

Company Name: City Bank PLC

Department/Division: Retail Underwriting, Credit & Collection Division

Address: Palmal Tower, Gulshan Avenue, Dhaka

1.2.2 Internship Supervisor's Information

Name: Mohammad Ashrafuzzaman

Position: Head of Underwriting, Small Business, Retail and Small Business, Credit & Collection Division

1.2.3 Job Scope – Job Description/Duties/Responsibilities

During my internship at City Bank PLC, I was posted under the Retail Underwriting department under the Credit & Collection Division. My role allowed me to observe and contribute to the bank's primary lending operations. The responsibilities assigned to me were diverse, which allowed me to get hands-on experience in evaluating loan applications. It also enabled me to work with real-time credit assessment tools. The key areas of my responsibility are as follows:

a) ***Credit Turnover Analysis (CTO)***

During the internship, I was directly responsible for performing regular CTO tasks, which involved summarizing all valid deposit transactions from customers' bank statements. Certain operations, such as adjustments, reversals, or non-deposit-related entries, were not a part of this calculation. The information that had been compiled provided a financial outlook of the customer's banking behaviour and habits, which played a vital role in determining the creditworthiness during the underwriting process. This task helped me work with financial documents and identify critical data points. The tools that I used during the completion of these operations were primarily Microsoft Excel and the bank's internal system, which can only be accessed through the office WiFi and devices.

b) ***Customer Communication and Verification***

Another essential part of my role as an intern included making verification calls to customers who had applied for loans. Such calls confirmed the documents submitted, addressed any confusion, and re-verified the crucial data for the loan processing. Through this experience, I have learned to work with customers in a professional manner, guarantee that their information is still secure, and keep records of every transaction.

c) ***Development of Credit Scoring Model for Experimental Risk Assessment***

One of the main tasks in my internship was to perform work tasks on a pilot/experimental project of the bank that had been deployed to make the background verification process for new borrowers more efficient. City Bank had begun building such a model based on the information that it obtained from Credit Information Bureau (CIB) reports. As the applicants for the loans who did not have a prior City Bank account lacked the internal banking history, the bank relied heavily on the CIB reports to evaluate the credit behavior of its new borrowers properly.

My task within the department was calculating the credit score using provided data such as ***Credit Exposure, Loan/Card Utilisation, NPI*** (Non-Performing Indicators), ***Oldest Credit Line, Product Mix, and Recent Loan*** from the CIB reports as an experiment. The scoring model used in the program was then applied to the disbursed files to examine whether low scorers were in line with poor repayment histories. These results were then used to refine the model several

times for more precision. This aimed to implement a scoring-based filtration system, prioritising the in-depth background checks for new borrowers. This would reduce the tasks related to manual labour and risk exposure.

This experiment helped me understand customer risk profiling and how structured scoring models can significantly reduce operational time and decision-making errors in retail lending.

1.3 Internship Outcomes

1.3.1 Student's Contribution to the Company

My main contribution during my period at City Bank PLC was in the development and step-by-step testing of the experimental credit scoring model. I manually scored many previously disbursed loan cases and helped analyse repayment trends related to those scores. I also contributed to customer verification calls and deposit summarisations. These inputs helped the Retail Underwriting team to optimise their data-driven loan assessment strategy. The key factors of the task are summarised below:

- ***Credit Scoring Model Implementation:***
 - I calculated scores for over 200 previously disbursed files, cross-checking them against repayment records.
 - Helped define the benchmarks for a 'high-risk' versus 'low-risk' borrower.
 - Based on observed performance trends, suggested refinement strategies include recalibration of scoring thresholds and reweighting the six variables.
- ***Data Handling & Record Keeping:***
 - Maintained detailed and organized Excel spreadsheets, ensuring accurate entry of scores, formulas, and repayment outcomes.
 - Compiled a working template that the underwriting team could use to evaluate new cases during pilot testing of the model.
 - Flagged anomalies or inconsistent records for team discussion, which helped improve the model's logic and reliability.

- ***Customer Verification Support:***

- Conducted daily outbound verification calls, maintaining consistent professionalism and clarity while documenting each interaction.
- Prepared summary reports of verification outcomes that helped the team make quicker processing decisions.

- ***Deposit Analysis Efficiency:***

- Independently completed deposit summaries for multiple cases, minimizing the workload of senior credit officers.
- Identified discrepancies in customer statements and flagged potentially manipulated bank statement entries.

- ***Strategic Alignment:***

- Actively participated in discussions with supervisors during model review meetings.
- Provided feedback from a user perspective regarding the practicality of model components, thereby contributing to the final design.

- ***Overall Impact:***

- My analytical work provided foundational input for the bank's initiative to automate and streamline the risk assessment process.
- My contributions helped accelerate routine tasks such as verification and deposit analysis, freeing up the team's time for more complex case reviews.

1.3.2 Benefits to the Student

This internship allowed me to gain hands-on and practical experience in retail credit assessment, financial data interpretation, and customer verification. I also learned how to evaluate borrower profiles, extract meaningful insights from CIB reports, and understand the risk evaluation processes within the financial services sector.

Moreover, I gained experience in both written and verbal professional communication. This directly impacted teamwork within the fast-moving banking environment. I also learned to work

under deadlines more efficiently, maintain confidentiality, handle real-life financial data, and adapt to corporate culture. These experiences will significantly benefit my future career.

1.3.3 Problems/Difficulties Faced During the Internship Period

One of the significant challenges that I faced during my internship was the frequent revision of the credit scoring model. Each change required re-analyzing the duplicate disbursed files and repetitive data, which became tiresome, monotonous, and time-consuming. Due to the limited time of my three-month internship, I could not expand the dataset enough to provide highly robust statistical support for the model's accuracy.

Furthermore, as expected in a bank, access to sensitive customer information was restricted, which sometimes limited the scope of my work. The repetitive nature of scoring and verification tasks also became monotonous over time.

1.3.4 Recommendations to the Company on Future Internships

While I understand that confidentiality must be maintained, I recommend that future interns be exposed to a broader variety of departmental tasks at times to maximize their learning. Exposure to different cases and stages of underwriting would help interns better understand the complete lending cycle and other tasks undertaken by the entire department.

Chapter 2

Organization Part

2.1 Introduction

The private commercial banks in the banking sector have become the pillar of the economy of Bangladesh due to the importance of this sector. One such name is City Bank PLC, which is not only popular for its legacy but also for its modernization of banking.

My internship at City Bank allowed me to see how a substantial financial institution operates on a daily basis. I witnessed the collaboration between departments, the decision-making process, and how the bank evolves to offer customers competitive solutions. This experience gave me a tremendous appreciation for the actual application of the theories and concepts I learned in business school.

This chapter gives an overall idea of City Bank as an organization. It analyzes various factors of the bank, such as its organizational structure, leadership style, human resource recruitment policies, marketing strategies, operating systems, and competitiveness in the industry. It helps me tie what I have learned through undergraduate studies to larger organizational practices that drive the bank's overall performance and culture.

In doing so, this section will:

- Make the point of the study clear and why it matters.
- Define the scope of what has been covered in this report.
- Present the techniques used to gather the data from personal expertise and secondary research.
- Emphasize why such a study is significant for students, academics, and industry professionals.
- Acknowledge limitations that may have constrained the depth or breadth of the analysis.

2.1.1 Objective(s)

The main purpose of this paper is to gain insight into the layout and operations of City Bank Limited, where I am an intern. Watching the inner workings of it gave me an interesting glimpse of how they process retail loan applications, make decisions, and judge risk.

As complementary purposes, this paper investigates 1) the extent to which leadership, employee engagement, and workplace culture influence internal performance and cohesiveness, and 2) the strategies with which the bank utilizes marketing and information systems to edge market-share. These are intended to link theory with the actual process of banking in Bangladesh.

2.1.2 Scope of Study

The chapter will be limited to City Bank's strategic practices, operational mechanisms, and organizational structure, with some particular guidance from my first-hand experience and observation during my internship at the *Retail Underwriting Unit* in the *Credit & Collection Division* of City Bank.

The majority of my work focused on a single department, but this report will take a step back to see City Bank as an entity and describe how it operates from a holistic view. It addresses several key areas, such as:

- a) ***Human Resource Management:*** Delving into the recruitment process, employee engagement initiatives, training programs, and performance appraisal systems.
- b) ***Marketing Strategies:*** Examining the way the bank's services are marketed, customer engagement, and how it keeps up with financial trends.
- c) ***Operational Systems:*** Evaluating how City Bank leverages technology and uses structured processes to maintain the quality of service and compliance.
- d) ***Financial Performance & Industry Positioning:*** A comprehensive analysis supplemented with comparative data to determine the bank's industry position.

While most of the data and insights are based on my firsthand experience in the Retail Underwriting Unit, the study uses secondary sources and organization-wide documentation to provide a broad perspective on City Bank. In short, the chapter covers department-level and

organization-level issues and how elements at both levels impact the bank's overall effectiveness, culture, and brand.

2.1.3 Methodology

I have adopted a qualitative research approach, merging personal experiences and preparing a set of questionnaires (*Appendix A*) to ask my manager and HR, as well as secondary sources, to understand City Bank's working practices. As the research includes my real-time internship experience, the methodology is also based on observation learning, informal internal communication, and learning, secondary research, etc.

a) Primary Data Sources:

Working in the Retail Underwriting Unit, I gained valuable experience in internal workflows, daily operations, and team dynamics, all from within. Moreover, all the informal interactions, i.e., the fact that I spoke to team members, managers, and other interns, gave me a perspective beyond my area. I also maintained weekly notes with observations of the processes I participated in, such as deposit analysis, customer verification, and credit scoring model tests, observations that helped me to reflect and build the report based on lived experiences.

b) Secondary Data Sources:

In addition to my observations and for information relevant to areas outside my department, I used City Bank's official website and annual reports, industry publications and financial news portals about updates and trends on the banking sector in Bangladesh and social media content (e.g., LinkedIn, Facebook) to search for information regarding City Bank's branding, marketing campaigns and public-facing initiatives.

c) Approach to Data Integration:

I attempted to balance facts and analysis. I corroborated personal observations with official documentation or public data to eliminate bias whenever possible. I aimed to describe what I saw and gain insights into how something fits into larger strategic objectives and company functions.

2.1.4 Significance of Study

This study is valuable at many levels, for me as an intern, academic institutions, prospective students, and the host organization, City Bank. The knowledge gained from the real-world experience of this internship brings a more authentic flavor to theories learned in the classroom and fills the void between book learning and how it could be applied in real life.

a) For the Intern (Personal and Academic Development):

The research has enabled me to see what a large commercial bank does outside the textbooks — how decisions are taken, how risk is managed, and how internal coordination occurs on a day-to-day basis. I saw how professionals behave, communicate, and organize themselves, which are key for any career. In addition, it helped me refine analytical thinking skills by practicing concepts of credit assessment, process optimization, and customer profiling in the real world.

b) For Future Students and Interns:

Students aspiring to do internships in a bank can use this report as an essential reference point. It gives an accurate and organized visual of what to expect, the skills that matter, and how to perform tasks that may initially feel mundane. Additionally, the recommendations and experiences provided can guide future interns in maximizing their experience.

c) For Academic Institutions:

This report can help business schools and universities chart how well their curriculum prepares students for relevant industry practices. It could also help many other institutions identify the most essential areas of skill and knowledge that education should prioritise, assisting in better curriculum development.

d) For the Host Organization (City Bank PLC):

The intern's perspective, learning, insights, and recommendations can be helpful for HR and departmental heads to improve future internships. They may also highlight minor process observations or improvement areas that full-time employees may miss.

2.1.5 Limitations

This chapter was subject to some limitations that determined its depth and coverage. These limitations were mainly attributable to the short length of the internship, restricted availability of sensitive information, and the nature of the work.

Although illuminating, the three-month internship was not long enough to see the full scope of the bank's operations. I was placed in their Retail Underwriting unit, so I was most exposed to the credit assessment and underwriting processes. This meant that I could not directly deal with the Compliance Department, SME Banking, or Investment Services, limiting the depth of the organizational knowledge I could provide in this report.

As an intern in the highly regulated banking world, I had restricted access to sensitive customer data, loan agreements, or internal analytics tools. Although this is understandable from a compliance perspective, it limited my ability to examine some of their decision-making frameworks or detailed credit assessments that the bank has relied upon. And to keep them in mind, my observations were heavily colored by my position as a learner. I had no seat at the strategic-level table, so some of my insights probably lack the context to understand institutional decisions fully. Finally, since this chapter is based on a single organization and role, the results may not be widely generalizable to all banks.

Still, within these parameters, I did my best to make the report reflective, honest, and rooted in real experience.

2.2 Overview of the Company

City Bank PLC is one of Bangladesh's first private commercial banks. It was the pioneering enterprise of 12 young entrepreneurs who faced huge risks with audacity and energy to establish the country's first private commercial bank in 1983 (City Bank, n.d.)¹³. Over time, it has established itself as a fast-moving financial institution with a mix of tradition and innovation. The bank also maintains an extensive network of branches, ATMs, and digital channels throughout the country, with its head office in Dhaka.



Figure 1: 12 Young Businessmen who set up City Bank¹³

City Bank stands out among numerous Bangladeshi Banks for prioritizing customer service experience, technology, and partnerships. Be it the launch of the American Express card, advanced digital platforms such as *Citytouch* and *CityGo*, or its top-tier priority banking service *Citygem*, the bank has been instrumental in redefining customer-centric, digitized banking every time.



Figure 2: City Touch Logo



Figure 3: CityGo Logo



Figure 4: Citygem Logo

The bank's pillars are trust, integrity, innovation, and excellence, which form the foundation for its operation and principles. These inform its product and service offerings and how it approaches managing an internal culture, developing people, and responding to the changing landscape of financial services.

City Bank caters to diverse customers, including individual clients, families, small businesses, large corporations, etc. Its offerings include savings and current accounts, debit and credit cards, SME loans, retail financing, trade services, investment products, etc. *City Alo* is one of the specialized services offered to women, and *Citygem* is for high-net-worth individuals.

2.2.1 Historical Background and Legacy

City Bank was incorporated as a Public Limited Company on 27 March 1983 under the Companies Act of 1913 and commenced its operations on 28 March 1983 (BIBM, n.d.)². Founded as one of the country's earliest private banks, it quickly pioneered customer-centric banking solutions and a commitment to national development. Over the decades, it has expanded from a small-scale operation into a solid and recognized institution, boasting domestic and international prominence.

City Bank was different from the beginning; it was not just a matter of expansion but of excellence. It was the first bank in Bangladesh to issue dual currency credit cards and later obtained the first and sole franchise of American Express in Bangladesh. These achievements were markers of a progressive mindset and an eagerness to innovate.

Today, City Bank is among the trendsetters in the financial domain, thanks to its nimbleness in launching market-first features, digital transformation, and top-notch service.

2.2.2 Mission, Vision, and Core Values

Mission

According to the official website of City Bank PLC (n.d.)⁷, the missions are:

- To offer a wide array of products and services that differentiate and excite all customer segments
- To be the "Employer of Choice" by fostering an environment where people thrive and leaders are developed
- To constantly challenge processes and platforms to enhance operational effectiveness
- To promote innovation and automation, ensuring service excellence
- To uphold community respect, good governance, and compliance across all operations

These missions are a testament to City Bank's intention to be more than just a bank—to be a modern, vibrant, people-centric organization that blends performance with purpose.

Vision

City Bank PLC's official website (n.d.)⁷ defines its vision as “***The Financial Supermarket with a Winning Culture Offering Enjoyable Experiences.***”

City Bank aims to be a complete bank offering end-to-end banking services, with a dynamic workplace that thrives on innovation, inclusiveness, and customer satisfaction.

Core Values:

According to the official website of City Bank PLC (n.d.)⁷, the values are: Accountable & Transparent, Courageous & Respectful, Engaged & Inspired, Focused on Customer Delight, and Result Driven. Let's explain each of these:

- ***Accountable & Transparent*** – City Bank is open and honest about its actions and steps.
- ***Courageous & Respectful*** – City Bank promotes bold action while respecting different points of view.
- ***Engaged & Inspired*** – City Bank creates an environment to make individuals feel involved and connected.
- ***Focused on Customer Delight*** – City Bank provides lifetime experiences beyond just satisfaction.
- ***Result Driven*** – City Bank is willing to make things happen and achieve meaningful results directly impacting the organization.

These values are reflected in the bank's internal communications, operating culture, and performance systems, driving alignment from top management to front-line staff.

2.2.3 Organizational Structure and Key Divisions

City Bank PLC's organisational structure is based on its functional areas, which provide clarity on responsibilities and accountability and work to ensure operational efficiency across the bank's vast network. At the helm is the Board of Directors, which provides overarching oversight and guidance to the institution and sets long-term strategic priorities.

The executive functions of the bank are headed by the *Managing Director & CEO, Mr. Mashrur Arefin*, who is dedicated to the execution of decisions, with the MD's Secretariat in support. The AMD/DMDs and heads of core units such as Business, Compliance, Corporate Affairs, Finance, Human Resources, Information, Internal Control, Operations, Risk, and Treasury report directly to the MD & CEO.

In addition, certain functional heads directly report to the CEO via AMD/DMDs, creating a *'skip-level' leadership structure* while maintaining their position in the senior leadership team for a simple chain of command and agility (City Bank, n.d.)¹¹. These skip levels connect the strategic and operational layers so that execution is faster, bureaucracy is leaner, and the working team is aligned.

Below is the official *organogram*¹¹ and *Skip Level Reporting Hierarchy* for easy reference. Such hierarchies show the bank's commitment to robust governance, cooperation, and results-oriented management of its different divisions.

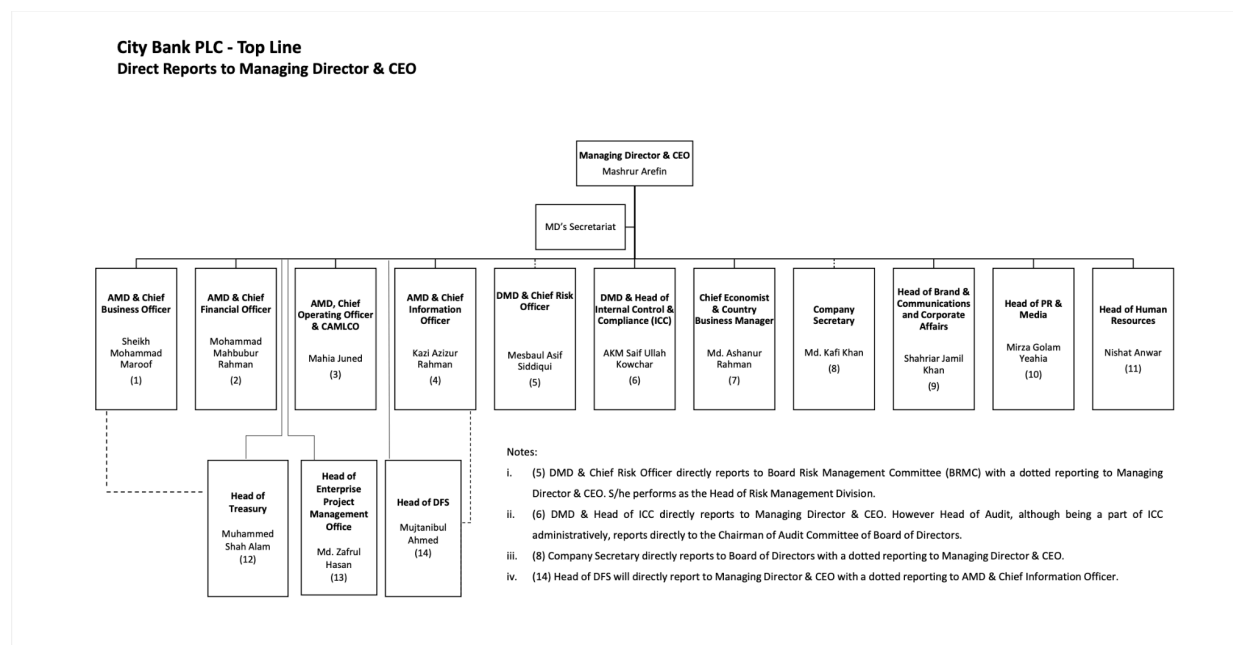


Figure 5: Top Line Organizational Structure – Direct Reports to Managing Director & CEO¹¹

City Bank PLC - Top Line (page 2 of 2)
Skip levels of Managing Director & CEO

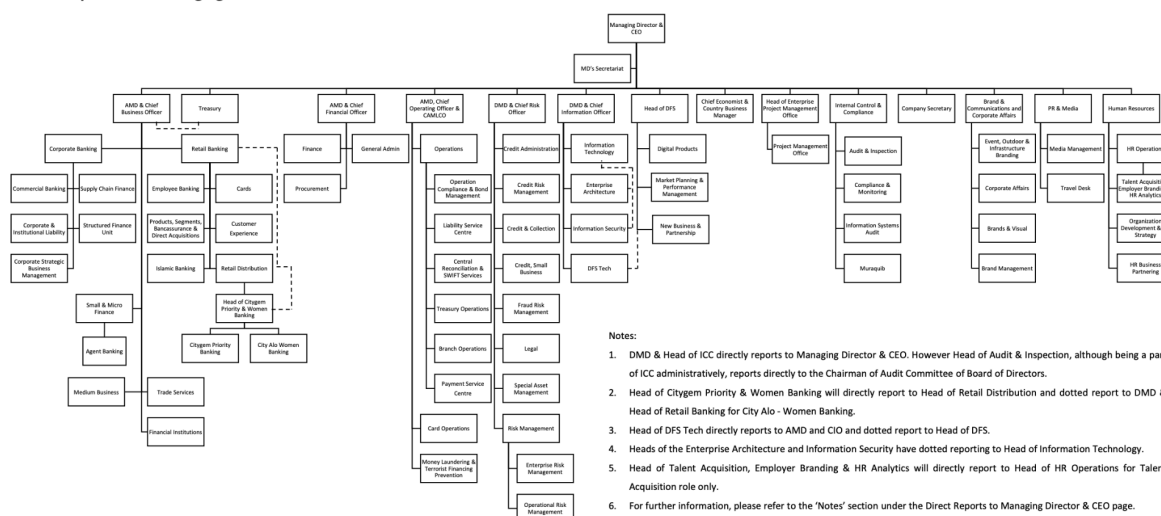


Figure 6: Skip-Level Organizational Structure – Departments Reporting Indirectly to Managing Director & CEO¹¹

2.3 Management Practices

2.3.1 Leadership Style at City Bank PLC

For the most part, the Bank's management team approach is successful in building a good working environment, and employees feel that they all have a voice. As an intern, I noticed the way managers welcomed feedback and included juniors in the conversation. Yet I also observed that this methodology was a barrier to making decisions in high-pressure situations. I think adopting a "situational leader" model where we mix a more collaborative and directive approach as necessary, based on urgency, makes leadership more nimble, without losing inclusivity or morale.

2.3.2 Human Resource Management and Recruitment Process

The HRM department of City Bank serves as a central organizational efficiency consolidator by initiating talent recruitment, compensation, training and development, performance assessment,

and engagement. It is at the heart of business, building a skilled, motivated, and performance-oriented workforce that shares the bank's vision and values.

City Bank has both internal and external recruitment processes. Through internal recruitment, the bank can reward high-performing employees by promoting or transferring them into roles that will grow the business, providing strong individual career pathways. In contrast, external recruitment is when they find candidates through:

- Campus recruitment drives for fresh graduates and Management Trainee Officers (MTOs)
- Job postings on the official website, LinkedIn, BDJobs, and other recruitment platforms
- Public advertisements and recruitment agencies

The selection process typically includes:

- CV shortlisting based on job-specific criteria
- Written tests and/or interviews (with senior roles requiring multiple interview rounds)
- Final medical check-ups before hiring

The recruitment process for MTO positions is long and involves passing an aptitude test, participating in group workshops, and case analysis and presentation. This demanding process helps to choose the most capable people for the leadership positions.

City Bank's recruitment and talent engagement efforts are deeply rooted in its Employee Value Proposition (EVP), which comprises six pillars: City Careers, City Cares, City Commits, City Enriches, City Innovates, and City Leads¹². These pillars help to create the bank's holistic approach to employee experience, emphasizing well-being, encouraging innovative thinking, driving internal leadership, and providing long-term career development pathways. Along with these, City Bank also follows global standards in terms of learning and sustainability. For example, commitment to the World Bank Group's Principles of Learning. This formal EVP allows City Bank to attract, retain, and develop resources that fit into its culture and forward-oriented perspective.

Our employee value propositions are part of everything built here.

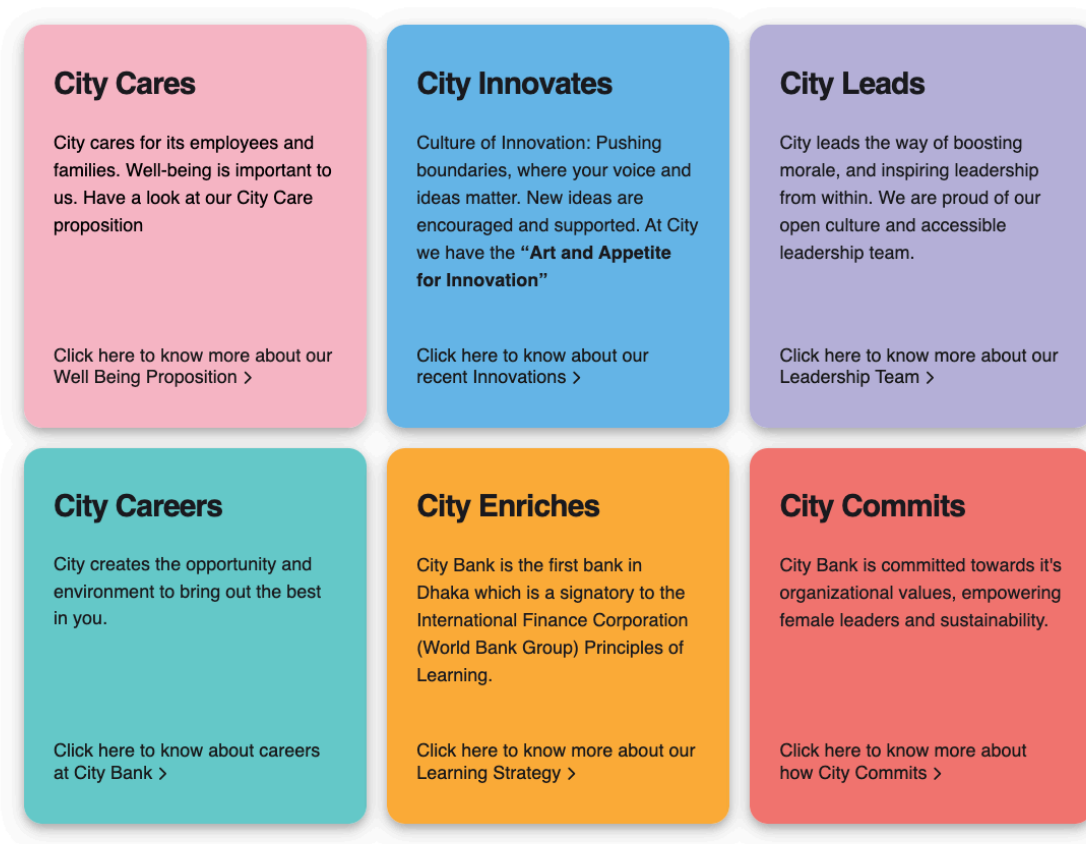


Figure 7: City Bank Employee Value Proposition (EVP)¹²

The recruitment and HR strategies at City Bank are structured and align with best practices. While MTO recruitment is highly competitive and detailed, I observed that general onboarding and interdepartmental orientation for interns and new hires were not equally prioritized. I felt uncertain about whom to approach outside my unit. Assigning a mentor from another department during the onboarding phase could improve cross-functional familiarity and early-stage confidence for newcomers like me.

2.3.3 Compensation and Benefits

City Bank PLC's compensation structure is market competitive and performance-based, intending to motivate employees to continue doing their best work and remain with the organization. This compensation system comprises direct monetary compensation and indirect benefits that enhance employees' overall well-being and job satisfaction.

The key components include:

- ***Allowances:*** Transport and medical allowances for subsidizing transportation and health care costs.
- ***Base Salary:*** Set based on position title, grade level, and responsibilities.
- ***Health and Wellness Benefits:*** Health insurance, maternity benefits, and access to exclusive partnerships and discounts with clubs and brands (e.g., Artisan).
- ***Performance-Based Bonuses:*** Paid quarterly based on company, department, and individual KPIs.
- ***Provident Fund and Gratuity:*** Provident funds are long-term savings to which the employee and the employer contribute.
- ***Recognition Programs:*** These are issued to employees every quarter to recognize exceptional performance or demonstrate one of the bank's core values through certificates, financial rewards, and public appreciation.

These initiatives guarantee financial security for employees and foster loyalty, drive, and consistent performance.

City Bank provides competitive pay consisting of performance-based bonuses, allowances, and base salaries. Senior staff members were satisfied, but some younger staff members didn't understand how their work translated into material benefits. Over time, competent workers may get demotivated by this seeming lack of transparency. Adding internal dashboards or quarterly briefings highlighting department-level accomplishments and bonus criteria increases system clarity and employee confidence.

2.3.4 Training and Development Initiatives

City Bank invests in employee learning and development as part of its strategic HR vision. They believe continuous training improves both individual growth and organizational effectiveness. City Bank, for example, held a special training program with Dutch development bank FMO on 'Commodity Price Risk Management', raising the knowledge base of its trade and treasury specialists (City Bank, 2017)⁴.

Key learning programs include:

- **Assessment-Linked Training:** Gather scores of post-training assessments for evaluating learning outcomes, and include these in performance KPIs.
- **Foundation Courses:** These are meant for recruits and are delivered in partnership with BIBM; they encompass the bank's mission, operations, and values.
- **Functional Training:** This focuses on modules in credit appraisal, customer relationship management, risk management, selling effectiveness, etc.
- **Need-Based Training:** Customized training courses are launched to fill specific skill gaps identified by employee questionnaires, performance reviews, or department-specific needs.

The HR division and divisional leaders oversee these training efforts, as they need to be relevant and applicable in day-to-day activities.



Figure 8: City Bank and FMO organizes training on 'Commodity Price Risk Management'⁴

The bank's training infrastructure is robust. They frequently offer training and modules tailored to various roles. I liked the emphasis on never stopping learning. But I also thought the modules were too general for a whole department and wanted something task-specific. When underwriting new deals, a credit intern would have been better trained on credit assessment tools than general banking modules. A role-based learning track with optional deep-dive sessions may offer a more tailored solution for new hires and interns.

2.3.5 Performance Appraisal System

The performance evaluation system at City Bank is also extensive, data-based, and role-specific. The appraisal process works on a set of KPIs as follows:

- Achievement of financial goals
- Customer service metrics
- Employee engagement and leadership effectiveness
- Risk and compliance standards

It started conducting assessments twice yearly but became much more regular, conducting them thrice a year across the bank and all departments. Sales and branch banking teams are reviewed every month for dynamic performance tracking.

Performance evaluation results affect bonus eligibility, promotions, salary increases, and training nominations. In addition, the appraisal process includes a reciprocal feedback mechanism where employees describe challenges and growth areas.

To summarize, City Bank practices human resource development holistically and progressively. The bank actively cultivates an engaged, capable, and forward-focused workforce by operating from a foundation of collaboration, active recruitment and selection practices, equitable compensation, and supported performance systems.

At City Bank, performance reviews are consistent, goal-driven, and tied to decisions about compensation. I witnessed the way these evaluations influenced promotions and bonus eligibility. But some team members said they didn't know how subjective factors, such as leadership abilities or teamwork, were being evaluated. An additional 360-degree appraisal

system where peers and subordinates can provide feedback will help make it more balanced, reflective of real contributions rather than simply based on KPIs and numeric targets.

2.3.6 Organizational Divisions and Departmental Overview

Key divisions within the organization include:

a) ***Cards and Digital Financial Services (DFS)***

Inspires innovation in payment systems and digital banking. This strategic division has made City Bank a leader in card services and mobile banking, offering collaborations with *American Express*.

b) ***Corporate Banking Division***

Provides large clients with structured finance, project financing, syndications, and bespoke working corporate capital solutions. It may also include cash management and corporate advisory services.

c) ***Credit Risk Management (CRM)***

Ensures risk mitigation, credit assessment, portfolio monitoring, and Bangladesh Bank regulatory norms. This bifurcation finds a balance between business expansion and responsible risk-taking.

d) ***Human Resources Division***

Concentrates on strategic employee engagement, performance management, recruitment, training and development, and workforce planning—anchored on City Bank’s *EVP* pillars¹².

e) ***Operations & Technology Division***

Fosters centralized operational efficiency, cybersecurity, and strong IT infrastructure. It assures companies of automation, seamless back-end processing across all branches, and regulatory compliance.

f) ***Retail Banking Division***

Provides extensive financial products for consumers, such as credit cards, personal loans, auto loans, home loans, savings and deposit accounts, etc. This division is digitally empowered with *Citytouch* and *CityGo*, providing easy, branchless banking experiences.

g) ***SME Banking Division***

Offers customized business advisory services, loan products, and working capital solutions, focusing on small and medium enterprises. This division allows local entrepreneurs to be economically empowered.

h) ***Treasury & Financial Institutions Division***

It oversees the bank's investment portfolios, foreign exchange function, and liquidity. It also manages strategic partnerships with local and international financial institutions and monitors compliance with money market operations.

Such a well-defined structure allows City Bank to be agile and innovative, remain in sync with customer expectations, and uphold formal governance, regulatory compliance, and sustainable growth.

The divisional structure of City Bank guarantees clear responsibility and specialisation. During the internship, I worked directly for the Retail Underwriting Unit, but I only occasionally saw how other divisions operate. This stripped-down model is effective, but it does limit cross-functional learning. I recommend reintroducing intern rotation weeks or a mini-shadow week in the major functions of the bank to help interns and juniors better understand the overall business.

2.4 Marketing Practices

The Marketing Department of City Bank is well organized, and there is a regular flow of campaign events for retail activities and a set strategy for corporate campaigns. With changing consumer sentiments, patterns, trends in banking, technological advancement, and globalisation overtaking, over the years, the bank has worked upon its marketing strategy and has developed it.

2.4.1 Marketing Strategy

The marketing strategy of City Bank mainly revolves around both traditional and relationship-based marketing, where every branch has an RM (Relationship Manager) who performs the exact task of providing satisfying banking services. This relationship-oriented approach nurtures trust and long-lasting customer loyalty, particularly in the retail and SME segments.

In addition to the personalized service, the bank's strategy focuses on campaigns to sell liabilities (like current and savings accounts) and asset products (like auto loans and home loans). Until September 2024, campaigns were exclusively focused on liability products, but a new strategy emphasising aggressive promotion of credit products has led to increased loan disbursement.

The bank's strategy of differentiated services also relates to its legacy. It claims to be among the first banks in Bangladesh to launch real-time online banking, American Express cards, and improved digital platforms such as *Citytouch* and *CityGo*. This blend of historical roots with innovative practices makes City Bank a market leader in customer-centric banking services.

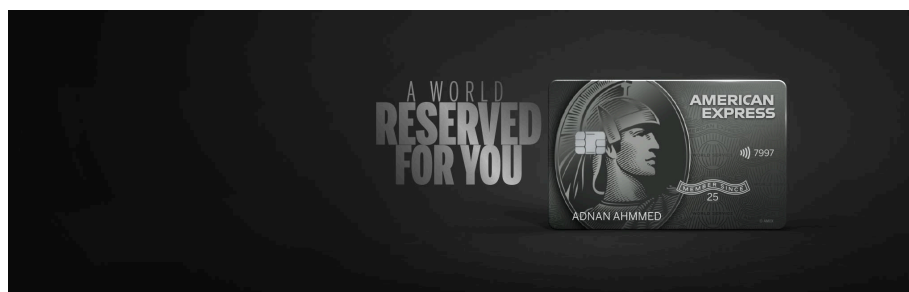


Figure 9: [The City Bank American Express® Platinum Reserve Credit Card](#)

2.4.2 STP Strategy

Individual consumers, small and medium-sized enterprises (SMEs), women entrepreneurs, freelancers, and corporate clients comprise City Bank's extremely diverse customer base. City Bank's targeting strategy employs market segmentation—developing specific products and services for each of several identified groups to meet their unique financial needs and lifestyles.

The bank provides a full range of savings and transaction accounts for *retail clients*, including standard savings and transactional accounts for students, seniors, green accounts, and newborn deposits. They offer auto, personal, home, and student loans as part of their *loan portfolio*. With *Citytouch* and *CityGo*, customers have mobile banking, card-based rewards, and real-time transactions.

Specialized solutions for SMEs are provided, encompassing advisory services, collateral-free loans, trade finance, and transactional solutions like goal-based deposit and insurance-backed DPS. Niche groups are also a focus through products such as Freelancer Solutions, RMG Workers' Accounts, and Women Banking via their *City Alo* platform. Moreover, *Priority Banking*¹⁴ for high-net-worth individuals (HNWIs) through *Citygem* brings exclusive services like luxury lounges, dedicated relationship managers, and bespoke lifestyle privileges.

City Bank promises to be a trusted international financial brand with innovative and convenient products and services, and a premium experience that is affordable to customers and employees. It focuses on digital transformation, co-branded services like *American Express* cards, and a customer-first strategy that combines modernity and reliability. This strategic approach boosts the bank's reputation as an agile financial partner fully capable of meeting the needs of all segments of society.

City Bank serves all clients, including individuals holding mid-level income to those having higher amounts holding individuals including freelancers, students, priority banking customers, and corporates. The bank uses a segment targeting approach built on customer requirements, life cycle, income, and location. With a focus on product specialization and custom solutions, City Bank is a fast-growing, flexible, and customer-friendly Bank in the Bangladeshi banking industry.

The following table illustrates how City Bank segments and targets its customers:

Segment	Age Group	Target People	Geographic Focus	Key Offerings
Young Professionals	22–30 years	Fresh graduates, job starters	Urban areas (Dhaka, CTG)	Savings accounts, student loans, Citytouch app
Working Executives	30–45 years	Salaried individuals, mid-level execs	All urban zones	Auto loans, credit cards, home loans
Women Entrepreneurs	25–50 years	Female SME owners, freelancers	Nationwide (esp. urban & semi-urban)	City Alo accounts, SME loans, and training programs
Freelancers & NRBs	25–45 years	Remote workers, non-resident Bangladeshis	Dhaka, Sylhet, Online	RFCD accounts, dual currency cards
SMEs & Traders	30–60 years	Local entrepreneurs	Regional towns, divisional HQs	SME business loans, advisory services
High Net-Worth Clients	35–65 years	Business owners, senior professionals	Gulshan, Banani, Dhanmondi	Citygem Priority Banking, Amex Platinum Cards
Students & Youth	18–25 years	University students, job seekers	Dhaka, Chattogram, Rajshahi	Student accounts, digital savings, prepaid cards

Table 1: STP Strategy (self made)

2.4.3 Marketing Channels

City Bank has a multi-channel marketing approach with unified messaging across all customer segments, maximizing reach. These mainstream marketing strategies include national TV commercials, major newspapers write-ups, and splashy billboards in crowded urban streets. They even brand their ATMs to reinforce their banking identity further at recurring customer touchpoints.

The bank also actively utilizes social media, with a presence on Facebook, YouTube, Instagram, and LinkedIn. City Bank also stays in touch with its tech-life savvy customers by posting regularly, creating customer educational content, announcing product launches, and posting video ads. Moreover, SEO and paid advertisements on Google help the bank's product offerings appear for online searchers.



Figure 10: City Bank Limited Pohela Boishakh Press Ad¹⁷

They also use direct channels, such as SMS message-based campaigns, email marketing, behavior-based notifications via the *Citytouch* and *CityGo* mobile apps, and outbound telemarketing on loans and card offers. Such a 360-degree view integrated channel helps the bank maintain consistent communication and drive engagement across the customer spectrum.

2.4.4 Product Development and Competitive Practices

City Bank is known for proactively developing and launching products that address market needs. Best of all is the *CityGo*¹⁶ (On 2nd February 2024, their brand new wearable payment device *CityGo* made its first public appearance at the ‘Dhaka Makers 2’ event²¹) digital banking app, which features a seamless experience for opening accounts, transferring funds, paying utility bills, and obtaining customer support. This move brings to the fore the growing need for mobile-first banking in Bangladesh.

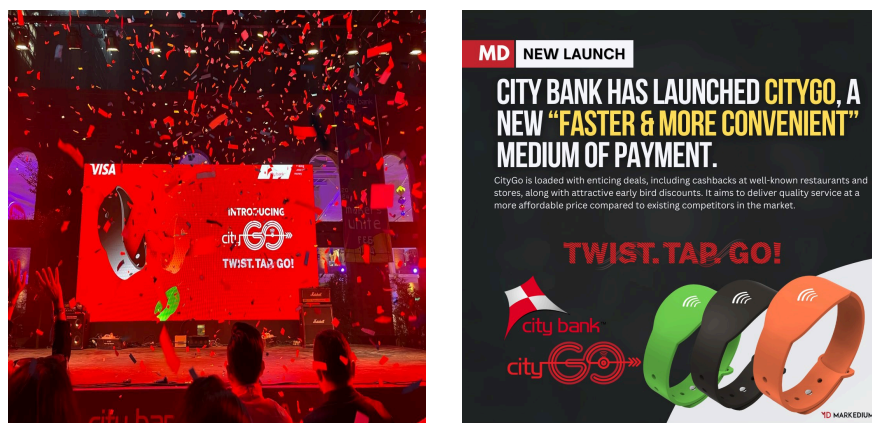


Figure 11: City Bank PLC's New Product - A Wearable Payment Device CityGo²¹

City Bank has progressive lending products in the form of increasingly competitive personal, home, and auto loans, with flexible repayment schedules and competitive interest rates. The pricing of these products demonstrates a comprehension of what urban middle-income households can purchase. It also caters to SMEs with various solutions, enabling small entrepreneurs to get finance through simplified documentation and reduced interest rates. They also issue student loans and approve secured facilities.

Co-branded offerings with other product/service-oriented companies (Biman Bangladesh⁶, Agora³, Dhaka University⁵, to name a few) enhance the product proposition greatly by offering bundled benefits. Building these strategic partnerships creates customer loyalty and sets City Bank apart in an ever-commoditized financial market.



Figure 12: City Bank Signs Agreement with Biman Bangladesh to launch Co-Branded Credit Card⁶



Figure 13: City Bank launches The Agora American Express® Card³



Figure 14: City Bank launches University of Dhaka American Express® Card⁵

2.4.5 Branding Activities

City Bank's branding is grounded in its long-standing trust, stability, and innovation legacy. One of Bangladesh's first private commercial banks and the first to introduce end-to-end digital banking services, the brand establishes itself as an early adopter, combining decades of credibility with a progressive mindset toward digital transformation.

The bank's visual identity is consistent across all its communication materials, drawing on red and white themes. Signature offerings such as the *American Express Cards*⁸ and *Citygem Priority Banking*¹⁵ are marketed as high-end experiences that cater to aspirational customers, strengthening the bank's aspirational proposition.



Figure 15: American Express Cards⁸



Figure 16: Citygem Priority Banking¹⁵

City Bank's slogan and tagline emphasize speedy, reliable support and superior customer experience. Financial literacy programs, social initiatives, and strategic sponsorships enhance the brand's emotional and societal connection with the audience.

2.4.6 Advertising and Promotion Strategies

City Bank conducts strategically designed promotional activities throughout the year, synchronizing with peak seasons like big festivals, national holidays, and product launches. Major advertising platforms encompass TV spots, print ads, radio jingles, and digital banners.

Its promotional strategies are dynamic and customer-centric. Notable examples include:

- **Card Offers:** Cashback on card spends, Buy 1 Get 2 offers, and a processing fee waiver on promo dates.
- **Installment and Reward Programs:** 0% EMI on high-value purchases, cash-back programs, reward point redemption schemes, and seasonal point multiplier campaigns for cardholders.
- **Retail Partnership Campaigns:** Exclusive discounts and cashback offers in collaboration with fashion outlets, lifestyle brands, restaurants, and supermarkets.

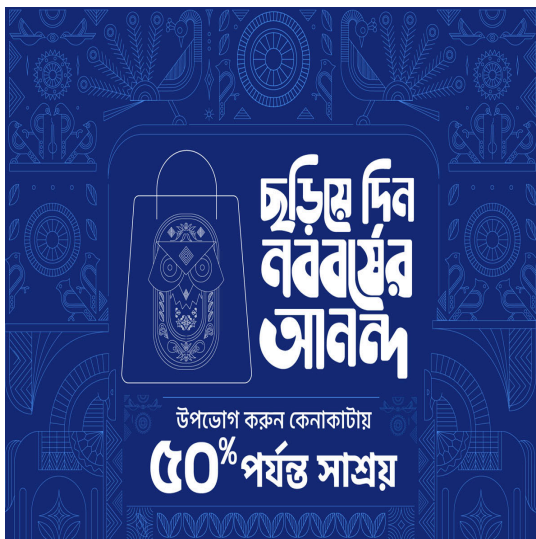


Figure 17: [Discount Offer by City Bank PLC](#)



Figure 18: [B1G2 Offer by City Bank PLC](#)

Interactive campaigns, influencer partnerships, and content framed around narratives are used to buzz users up on social networks. The marketing team tracks metrics such as impressions, engagement rate, and conversion on a regular basis to improve ongoing efforts.

2.4.7 Critical Marketing Issues and Gaps

City Bank has had no major PR crisis or customer backlash, but there are some relevant areas for improvement. Customers increasingly request real-time personalization, which the bank must invest more effort in by deploying algorithms and AI-driven real-time marketing automation services to provide increasingly relevant solutions to its customers in real time through process automation.

Another area to explore is offline-to-online integration. While both media mean that campaigns can be present anywhere, a smoother transition and user experience would be beneficial. For instance, newspaper QR codes redirecting users to product application pages or smart billboards displaying read-time offers may boost campaign effectiveness.

The bank can also seek to leverage more robust data analytics for enhanced customer segmentation and predictive targeting while ensuring greater alignment between customer needs and marketing activities.

2.4.8 The 4Ps of City Bank's Marketing Mix

a) Product:

City Bank offers a diversified portfolio of financial products and services catering to individual customers, SMEs, and corporate clients. The bank's offerings are grouped into **deposit products**, **loan products**, and **value-added digital/priority services**, each aligned to customer lifestyle and financial goals. The followings have been collected from their official website:

Deposit Products:

- **Fixed Deposit Account:** This account offers a higher return on lump-sum deposits. It is usually for 1 month to 3 years. Facilities like early encashment and loan are also available.
- **Goal-Based DPS:** This scheme is designed for achieving specific life goals. For example, a disciplined saving with fixed monthly deposits over a chosen tenure.
- **Insurance Backed DPS:** This is a combination of regular savings with insurance protection. It enhances long-term financial security for the account holders and families.
- **Monthly Interest Paying Fixed Deposit:** This account is for those customers who want to receive monthly interest payments from fixed deposits. It is suitable for those who are seeking regular passive income.
- **General Savings Account:** This is a basic savings solution with competitive interest rates, ATM access, and digital banking through Citytouch. Ideal for regular savers.
- **High Value Savings Account:** This is tailored for affluent customers maintaining large balances, offering higher interest tiers and banking privileges.
- **Seniors' Savings Account:** This caters to retired individuals with preferential rates and healthcare-related banking benefits.
- **Student Savings Account:** This is created for school and college students with no minimum balance, promoting early financial literacy and digital banking habits.
- **NFCD Account:** This is a non-resident foreign currency deposit with attractive interest rates for expatriates in major global currencies.
- **RFCD Account:** This is a foreign currency account for returning Bangladeshi residents, available in USD/EUR with easy repatriation.

Loan Products:

- **Auto Loan:** Financing for new, used, or reconditioned cars up to BDT 60 lacs. Flexible repayment options over 1–6 years with up to 70% coverage.
- **City SME Small Loan:** Ranges from BDT 3 to 100 lacs, designed for entrepreneurs and small business owners with minimal collateral and easy documentation.
- **Home Loan:** Available for home purchase, construction, or apartment refinancing with competitive interest rates and up to 25 years repayment.
- **Personal Loan:** Unsecured loans from BDT 2 to 20 lacs for salaried individuals and professionals. Tenures range from 1 to 5 years with minimal paperwork.
- **Student Loan:** Assists in local and foreign higher education expenses with easy repayment after completion of study or grace periods.

Other Key Services:

- **Citygem Priority Banking:** Personalized banking for high-net-worth individuals with luxury lounges, travel benefits, and dedicated relationship managers.
- **CityGo Wearable Band:** A pioneering smart payment band for contactless, secure, and convenient retail transactions.
- **Citytouch App:** City Bank's mobile and internet banking platform for 24/7 digital transactions, fund transfers, and utility bill payments.
- **Pay-Later via bKash:** A nano-loan feature that lets customers purchase products and pay later through bKash with 7-day interest-free repayment.

b) Price:

City Bank PLC offers competitive interest rates across its diverse range of deposit and loan products. The rates vary based on the product type, deposit amount, and tenure, aligning with market conditions and customer needs.

Deposit Products Interest Rates:

Product Name	Interest Rate (% per annum)	Tenure	Notes
General Savings Account	3.50%	N/A	Standard savings account with daily interest calculation.
High Value Savings Account	3.75%	N/A	For customers maintaining higher balances.
Student Savings Account (School Plan)	4.50%	N/A	Designed for school students to encourage savings habits.
Student Savings Account (College Plan)	3.50%	N/A	Tailored for college students with digital banking facilities.
Seniors' Savings Account	3.25% – 4.50%	N/A	Tiered interest rates based on balance slabs.
Fixed Deposit Account	6.00% – 10.00%	1 month to 3 years	Higher rates for longer tenures and larger deposit amounts.
Monthly Interest Paying Fixed Deposit	9.55% – 10.45%	6 months to 2 years	Monthly interest payouts; rates vary with deposit amount and tenure.
Goal-Based DPS	9.00% – 10.00%	6 months to 10 years	Flexible tenor and installment options to meet specific financial goals.
Insurance Backed DPS Account	9.00% – 10.00%	6 months to 10 years	Combines savings with insurance coverage for financial security.
RFCD Account	Varies	N/A	Foreign currency accounts for returning residents; interest rates depend on currency type.
NFCD Account	Varies	1 month to 1 year	Non-resident foreign currency deposit; rates depend on currency and tenure.

Table 2: Rates for City Bank PLC's Deposit Products

Note: Interest rates are subject to change and may vary based on market conditions and bank policies.

Loan Products Interest Rates:

Product Name	Interest Rate (% per annum)	Tenure	Notes
Personal Loan	9.99% – 13.50%	1 to 5 years	Unsecured loans for salaried individuals and professionals.
Auto Loan	9.99% – 12.50%	1 to 6 years	Financing for new, used, or reconditioned vehicles.
Home Loan	9.00% – 11.00%	Up to 25 years	Loans for home purchase, construction, or apartment refinancing.
Student Loan	9.00% – 10.50%	Varies	Financial assistance for higher education expenses.
City SME Small Loan	9.00% – 12.00%	1 to 5 years	Loans for small business owners with minimal collateral requirements.
Digital Nano Loan (bKash)	Up to 9.00%	Up to 1 month	Small-ticket loans are disbursed digitally via the bKash platform.

Table 3: Rates for City Bank PLC's Loan Products

Note: Interest rates are indicative and may vary based on customer profile, loan amount, and prevailing market conditions.

c) Place:

City Bank PLC has established a robust physical presence across Bangladesh, ensuring accessibility and convenience for its customers. The bank's extensive network of branches and ATMs is strategically distributed to serve urban and rural areas effectively.

Branch Network:

Region	Number of Branches	Notable Branches
Dhaka North	10	Gulshan Avenue, Banani, Uttara, Mirpur, Karwan Bazar, Dhanmondi, Mouchak, etc.
Dhaka South	12	Motijheel, Islampur Road, Johnson Road, Imamgonj, Nawabpur, Posta, Sadarghat, etc.
Chattogram	14	Agrabad, Jubilee Road, Khatungonj, Bandartila, Pahartali, Probartak, etc.
Sylhet	5	Bandar Bazar, Beani Bazar, Subid Bazar, Dorgah Gate, etc.
Khulna	3	Khulna Sadar, Jessore Road, Daulatpur
Rajshahi	2	Shaheb Bazar, Naogaon
Barishal	2	Sadar Road, Nathullabad
Rangpur	2	Central Road, Mithapukur
Others	10	Bogura, Pabna, Narayanganj, Mymensingh, Cumilla, Faridpur, etc.

Table 4: Bank Locations of City Bank PLC all over Bangladesh

ATM Network:

Region	Number of ATMs	Notable ATM Locations
Dhaka	100+	Green Road, Gulshan, Banani, Uttara, Mirpur, Motijheel, Dhanmondi, etc.
Chattogram	50+	Agrabad, GEC Circle, Nasirabad, Haliashahar, etc.
Sylhet	20+	Bandar Bazar, Subid Bazar, Dorgah Gate, etc.
Khulna	15+	Khulna Sadar, Daulatpur, Khalishpur
Rajshahi	10+	Shaheb Bazar, Naogaon
Barishal	5+	Sadar Road, Nathullabad
Rangpur	5+	Central Road, Mithapukur
Others	30+	Bogura, Pabna, Narayanganj, Mymensingh, Cumilla, Faridpur, etc.

Table 5: ATM Booth Locations of City Bank PLC all over Bangladesh

Note: The above data is based on the latest information from City Bank's official resources.

d) Promotion:

City Bank PLC uses a multi-channel promotional strategy, which includes conventional, digital, and experiential marketing, to generate brand exposure and encourage consumer interaction. The purpose of the promotion campaign is not just to announce new products to the market but also to assist the company in building a public profile as a forward-looking, customer-oriented financial services provider.

- **Customer Loyalty and Referral Programs:** Reward points on credit cards, cashback on purchases, referral bonuses on services like the City Touch app, and similar programs are designed to keep customers with them and attract new customers. Often, campaigns are supported by direct marketing with SMS or email blasts.
- **Digital and Social Media Marketing:** Recognizing digital transformation, City Bank connects with its customers through social media platforms like Facebook, Instagram, LinkedIn, and YouTube. The content comprises promotional videos, carousel ads, digital contests, and educational webinars on banking products. For modification purposes, offers can be targeted and personalized since browsing behavior has already been used in retargeted ads.
- **Event-Based Activations:** City Bank often sponsors financial literacy programs, university career fairs, SME seminars, and women's entrepreneurship programs like City Alo. At these events, the bank creates emotional resonance with its target people beyond simply selling.
- **Measurement and Optimization:** City Bank can track the performance of promotional campaigns through KPIs—engagement rate, customer acquisition cost (CAC), and evaluation of Return on Investment (ROI)—and provide quantitative data to optimize future campaigns.

- **Partnership and Co-Branding Promotions:** City Bank can offer co-branded promotions with airlines (e.g., Biman Bangladesh), fashion & tech brands by establishing strategic partnerships. It makes their offering more attractive to a higher-end customer segment and exploits loyalty programs (like Amex Membership Rewards).
- **Traditional Media Campaigns:** City Bank frequently resorts to conventional advertising methods such as TV, newspaper, and billboards to promote headline products such as credit cards, auto loans, and savings plans. Such mass campaigns are also usually related to seasonal promotion or partnership tie-ups with other organisations to get broader outreach.

Through an integrated promotional strategy across multiple touchpoints, City Bank ensures its brand message remains consistent, compelling, and customer-centric across Bangladesh.

2.5 Financial Performance and Accounting Practices

This section presents a comprehensive overview of City Bank PLC's financial performance and accounting practices over the previous five years (2019–2023), deriving primarily from data taken from the bank's audited annual reports. I analyzed both critical financial and non-financial ratios (*Appendix C*). These ratios are related to liquidity, profitability, solvency, etc., assessing the bank's economic health and performance trends. Further, key DuPont analysis insights have also been cited from the Annual Report 2023⁹ to show a better perspective on return on equity. The section also highlights the bank's robust accounting practices, including its adherence to accrual-based accounting, depreciation methods, disclosure standards, and IFRS compliance.

2.5.1 Financial Performance (2019–2023)

a) *Financial Ratios:*

I. Capital Adequacy Ratio:

Particulars	2023	2022	2021	2020	2019
Capital to Risk-weighted Asset (%)	15.8	14.5	14.2	15.5	15.2
Tier 1 Capital Ratio (%)	11.0	9.6	10.6	10.8	9.7
Tier 2 Capital Ratio (%)	4.8	4.8	3.5	4.8	5.5
Leverage Ratio (%)	5.7	5.3	5.6	6.1	5.5

Table 6: Capital Adequacy Ratios

City Bank PLC recorded strong and consistent growth in its financial fundamentals from 2019 to 2023, beginning with capital adequacy. The CAR rose from 14.5% in 2022 to 15.8% in 2023, reflecting improved risk-bearing capacity and a more substantial capital cushion. To support this, the Tier 1 Capital Ratio rose 11.0% in 2023 due to productive internal capital generation. The bank's Leverage Ratio was consistent at 5%-6%, suggesting controlled asset growth.

II. Credit Quality:

Particulars	2023	2022	2021	2020	2019
Provision Coverage Ratio (%)	110.1	104.7	90.1	94.9	77.9
Gross NPL Ratio (%)	3.6	3.9	4.9	4.0	5.8
Net NPL Ratio (%)	1.4	1.7	2.2	2.0	2.7

Table 7: Credit Quality Ratios

Credit quality has also improved significantly in the given period. The Provision Coverage Ratio increased dramatically to 110.1% in 2023 from 77.9% in 2019, further indicating better preparation for the risk of loan default. Gross NPL ratio fell from 5.8% to 3.6%, and Net NPL ratio decreased from 2.7% to 1.4%, respectively, reflecting improved asset quality and sound credit risk management.

III. Liquidity Ratios:

Particulars	2023	2022	2021	2020	2019
Advance to Deposit Ratio (ADR) (%)	83.7	83.2	84.7	77.7	79.4
Liquidity Coverage Ratio (LCR) (%)	174.6	220.1	151.1	173.5	142.6
Net Stable Funding Ratio (NSFR) (%)	106.5	103.1	106.9	104.6	107.4

Table 8: Liquidity Ratios

City Bank stood strong in terms of Liquidity. The LCR continued to be maintained comfortably above the Basel III threshold of 100%, 174.6% in 2023. The net stable funding ratio stayed between 103.1% and 107.4%, which showed its strength in dealing with long-term funding facilities. The ADR also remained within a sound limit of 77.7% and 84.7%, pointing towards a balance between loan disbursed and deposits mobilized.

IV. Profitability Ratios:

Particulars	2023	2022	2021	2020	2019
Net Income Ratio (%)	13.5	11.9	15.8	12.7	7.2
Net Interest Margin (NIM) (%)	4.5	4.3	4.5	3.7	5.0
Cost of Fund (excl. admin) (%)	3.9	3.2	2.6	4.6	4.9
Cost to Income Ratio (%)	51.1	51.9	48.6	57.9	54.7
Price Earnings (P/E) Ratio (times)	4.3	5.8	6.1	6.3	8.7

Table 9: Profitability Ratios

The bank's profitability ratios further support its improving performance. The Net Income Ratio substantially increased from 7.2% in 2019 to 13.5% in 2023, indicating enhanced income generation. The NIM appears sturdy with a creditable rise of 4.5% in 2023, indicating efficient interest income handling even in the face of market instability. Even though the Cost of Funds had fallen from 4.9% in 2019 to 3.2% in 2022, it subtly jumped to 3.9% in 2023. However, it was still in the effective range. The Cost to Income Ratio steadily decreased from 54.7% in 2019 to 51.1% in 2023, indicating cost-effective operations. The P/E Ratio, however, decreased from 8.7 to 4.3 during the same period, implying that the proportion of analysts' estimates is yet

to become a reality for the broader market, or there is potential for capital gains to be realised in the future.

V. Return on Capital Employed:

Particulars	2023	2022	2021	2020	2019
Return on Average Equity (ROE) (%)	17.6	14.1	15.8	14.8	9.9
Return on Average Assets (ROA) (%)	1.2	1.0	1.2	1.1	0.7
Return on Capital Employed (ROCE) (%)	2.0	1.9	2.2	1.8	1.7
Return on Investment (ROI) (%)	7.1	6.4	5.3	8.3	6.5
Dividend Cover Ratio	200.9	312.9	177.8	175.4	162.1
Dividend Payout Ratio	49.8	32.0	56.3	57.0	61.7

Table 10: Return on Capital Employed

Return-based performance ratios of City Bank show an increasing trend in the utilization of both capital and assets from 2019 to 2023. ROE received particular attention as it soared from 9.9% in 2019 to 17.6% in 2023, indicating the bank's increasing efficiency at creating net income from the assets held by owners (shareholders' equity). Combined with this was a positive change to the ROA, from 0.7% to 1.2%, representing more efficient use of the bank's total assets. However, ROA remains relatively low compared to ROE, suggesting that while the bank is efficient in generating returns on equity, its overall asset utilization is still less effective. This disparity implies that while the bank has been successful in increasing returns on equity, further improvement in asset utilization could potentially enhance overall profitability. Although ROA is lower than ROE, the increase in ROA over time supports the growth in ROE, indicating that better asset management contributes positively to the bank's overall performance. ROCE, a measure of how profitably the bank uses all of its capital to generate returns, was stable and slightly increased from 1.7% in 2019 to 2.0% in 2023, albeit with some variation year-on-year. ROI showed more variability, dropping to 5.3% in 2021 before rebounding to 7.1% in 2023 due to better bank investment returns.

Regarding shareholder returns, the Dividend Cover Ratio also improved, lifting from 162.1% to 200.9%, indicating a more abundant remainder after dividends. Even more so, the downward slope of the Dividend Payout Ratio, from 61.7% in 2019 to 49.8% in 2023, indicates a more prudent dividend policy concerned with the retention of earnings to fuel the bank's future growth and capital adequacy. All these indicators signify the bank's focus on balanced profitability, reinvestment, and shareholder value creation.

VI. Solvency Ratios:

Particulars	2023	2022	2021	2020	2019
Debt Equity Ratio (Times)	13.9	14.4	12.4	12.3	13.0
Investment to Total Deposit Ratio (%)	18.6	18.4	19.5	18.2	16.0
Net Asset Value (NAV) per Share (BDT)	30.4	27.4	29.3	28.4	25.0

Table 11: Solvency Ratios

On the solvency front, the Debt to Equity Ratio was slightly better at 13.9 times in 2023, down from 14.4 times in 2022, underlining its prudence in leverage management and better capitalisation. The investment-to-total deposit ratio was not significantly different over the years and was recorded at 18.6% and 18.4% for 2023 and 2022, respectively. While it peaked at 19.5% in 2021, the ratio has remained such that only a fraction of deposits is devoted to investment, splitting the difference between lending and diversifying into other positions. On the other hand, the NAV per Share continued its rising trend from BDT 25.0 in 2019 to BDT 30.4 in 2023. This NAV growth demonstrates a steady increase in the bank's retained earnings and overall shareholder equity, representing long-term financial soundness and investor value creation.

b) Non-Financial Ratios:

Particulars	2023	2022	2021	2020	2019
Average Time to Hire (working days)	25	27	28	30	28
Internal Promotion Rate (IPR) (%)	23.5	33.3	0.0	13.4	10.1
Customer Attrition Rate (%)	1.9	1.1	2.5	6.1	1.9
Operating Income Per Employee (BDT mn)	5.56	5.05	4.72	3.84	4.07
Profit After Tax Per Employee (BDT mn)	1.24	0.93	1.04	0.92	0.55

Table 12: Non-Financial Ratios

Non-financial performance indicators also show a productive and employee-focused environment. The Operating Income per Employee and Profit After Tax per Employee increased from BDT 3.84 million to 5.56 million during 2020 to 2023, and from BDT 0.55 million to 1.24 million respectively during 2019 to 2023, indicating the improvement of employees' productivity. Average Time to Hire also improved, with time to fill a role reduced from 28 days in 2019 to 25 days in 2023, indicating quicker hiring times. With an IPR of 23.5% in 2023, this highlights the bank's focus on nurturing internal talent. There is also a substantial improvement in Customer Attrition Rate, which has been reduced from 6.1% in 2020 to 1.9% in 2023, indicative of better customer satisfaction and retention.

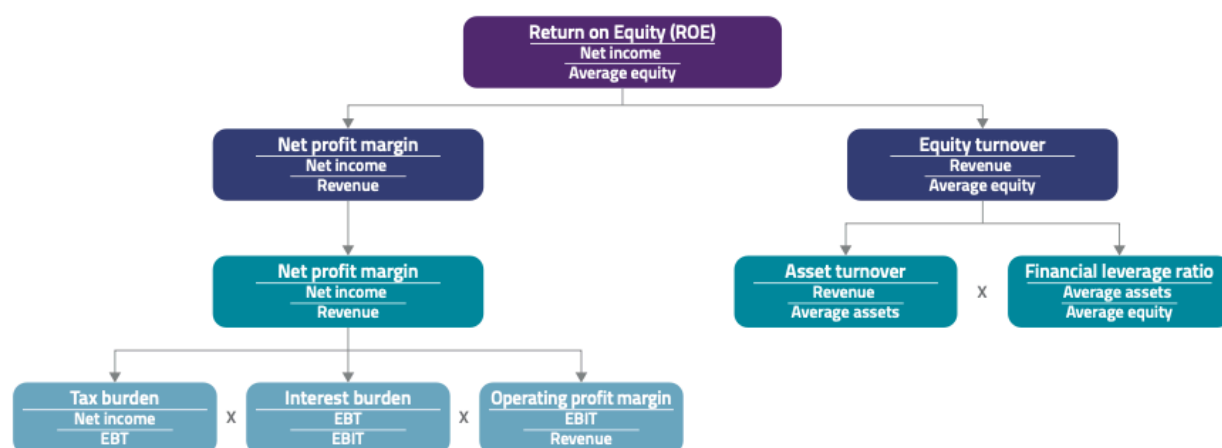
Observations:

City Bank PLC has reported significant improvements in almost every financial and operating performance aspect. Unwavering improvements in earnings, liquidity, and asset quality demonstrate good governance. But despite higher net income and NIM, the Price-Earnings Ratio is low, which may indicate undervaluation in the capital market.

The bank can also improve its leverage by broadening its digital banking to reduce cost-to-income ratios and better communicate with the capital markets to increase its valuation. It will also ensure that customer retention and employee performance gain momentum over the long term through customer-centric growth and continuous investment in its employees.

DuPont Analysis:

City Bank's ROE of 17.6% in 2023 was mainly driven by strong net profit margin (13.5%) and higher financial leverage (15.17 times), while asset turnover remained stable at 0.09. Compared to 2022, improved profitability and a moderate increase in leverage helped boost ROE. The DuPont breakdown shows that margin expansion and efficient capital use were the primary contributors. While higher leverage added to returns, it also raised risk. High ROE will depend on maintaining cost control, credit quality, and asset utilization, enabling long-term value creation above the cost of equity.



The key calculation for City Bank's 5-step DuPont equation is given below:

Metric	2023	2022	Formula
Return on Equity (ROE) (%)	17.6%	14.1%	Return on Asset x Financial leverage
Return on Asset (ROA) (%)	1.2%	1.0%	Net profit margin x Total asset turnover
Net Profit Margin (%)	13.5%	11.9%	PAT/Revenue
Operating Profit Margin (%)	29.6%	31.3%	Profit before provisions/Revenue
Tax Effect (%)	57.6%	50.7%	PAT/PBT
Effect of Non-operating item (%)	79.1%	75.1%	PBT / profit before provisions
Total Asset Turnover (Times)	0.09	0.08	Revenue/Total Average Assets
Financial Leverage (Times)	15.17	14.42	Total Average Asset/Average Shareholders' Equity

	ROE as per DuPont, 2023	17.6%
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Figure 19: DuPont Framework of City Bank PLC²

Over the period from 2019 to 2023, City Bank’s financial performance suggests a resilient and increasingly stronger financial institution. However, the bank worked in a highly geared environment, but continued to experience healthy profitability, improved efficiency, and stable solvency. Performance metrics, such as ROE, EPS, and cost-to-income ratio, underscore its successful strategy execution. Overall, responsible financial management and tangible earnings growth set City Bank up to create value for its stakeholders in the long term.

2.5.2 Accounting Practices

City Bank PLC adheres to the *accrual basis of accounting* and follows the *historical cost convention*, with fair value applied where required by IFRS. The financial statements comply with *IFRS*, *Bangladesh Bank guidelines*, the *Companies Act 1994*, and *Securities and Exchange rules*. In case of any conflict between IFRS and local regulations, the bank prioritizes the regulator’s guidance.

The *comprehensive accounting cycle* includes daily transaction recording, adjusting entries, trial balance, and financial statement preparation. Depreciation follows the *straight-line method*, with assets like buildings depreciated over 40 years and equipment over 5 to 10 years.

Revenue and expenses are recognized on an accrual basis, with interest income suspended on non-performing loans in line with prudential norms. Loan loss provisioning follows Bangladesh Bank directives and IFRS standards (IAS 37¹⁸ and IFRS 9¹⁹).

City Bank’s disclosures are comprehensive and transparent, including NPLs, risk-weighted assets, capital adequacy, and accounting policies. Annual reports are externally audited, with notes specifying necessary assumptions, reinforcing the bank’s reputation for sound and reliable financial reporting.

2.6 Operations Management and Information System Practices

City Bank PLC is one of the leading financial institutions in Bangladesh, where operational excellence and information systems are strategically implemented. The bank invented and controls different systems and practices to ensure productive service delivery, internal coordination, quality assurance, and customer satisfaction.

2.6.1 Information Systems and Technology Infrastructure

It employs a modern IT infrastructure to ensure effective and secure management of banking procedures. In 2008, the bank teamed up with Sun Microsystems to upgrade its core banking automation (The Daily Star, 2008)²⁵. Sun's SPARC enterprise servers and StorageTek solutions were supplied as part of the agreement to strengthen the bank's credit card foundation. The SPARC servers aligned to minimize administrative costs (The Daily Star, 2008)²⁵. The unified CBS facilitates real-time transactions at all branches and stores customer profiles, account summaries, and financial transactions, ensuring more efficient and swift service.

It also has other advanced Customer Relationship Management (CRM) systems, enabling it to provide personalized services while being aware of client interaction history. These systems connect with applications such as *Citytouch* and *CityGo* to give customers online access to perform transactions, check balances, transfer funds, and pay bills.

According to the 2023 Annual Report⁹, City Bank uses data analysis tools to monitor customer behavior, anticipate service requirements, and create targeted campaigns. Secure data-sharing protocols ensure that sensitive customer and institutional data is sent only through authorized access. The bank complies with Bangladesh Bank's IT Governance Guidelines, ensuring periodic audits, vulnerability assessments, and disaster recovery planning.

2.6.2 Use of Databases and Office Management Software

City Bank utilizes enterprise-grade databases and productivity suites for internal operations. In 2020, when COVID-19 pandemic lockdowns were observed, the bank worked closely with Microsoft to deploy Microsoft Dynamics 365 to allow employees to work remotely (The Financial Express, 2021)²⁶. Further, City Bank uses SAP solutions for account services, collections, cross-border payments, information management, investment services, and liquidity management (City Bank, n.d.)¹⁰. HR management, inventory control, payroll processing, project monitoring, and vendor tracking are just a few of the possible applications that facilitate interdepartmental integration and effective resource planning. On the other hand, data warehousing systems combine information from different banking systems for business intelligence and regulatory reporting, supporting the bank's decision-making processes and complying with regulations.

2.6.3 Quality Management

City Bank has adopted many best practices to achieve a high quality of service. According to the Annual Report 2023⁹, they routinely train staff to sustain service standards and assess customer feedback via satisfaction surveys. Internal audit mechanisms and operational risk assessments are routinely done to identify inefficiencies. Operations managers closely monitor performance KPIs and evaluate if targets are being met and customer complaints are being resolved on time.

2.6.4 Scheduling and Workflow Optimization

City Bank adopts a hierarchical scheduling structure with class assignment of team roles to ensure that day-to-day functions run smoothly. Timely task completion is managed through daily checklists, performance dashboards, and weekly team briefings. Automated token systems help reduce wait times at bank branches, as these systems refine teller workflows and manage customer queues, leading to an overall enhancement in customer experience. Operations teams work against tight deadlines for cheque clearance, fund transfer, compliance checks, and regulatory filings. The bank's IT division coordinates updates and system maintenance during off-peak hours, with real-time monitoring systems to detect any anomaly immediately.

2.6.5 Resource Allocation

Human, financial, and technological resources have been issued to City Bank in consideration of the demands. Resource planning tools help spot poorly performing functions or departments that must be technically heavily staffed or upgraded. Performance of each branch is evaluated in terms of transaction volumes, customer ratings, and revenue generation. Based on that analysis, extra support — whether staffing, training, or systems — is deployed. This way, operational bottlenecks are removed quickly without impacting your existing employee processes.

To conclude, City Bank PLC has a strong operations and information system framework that helps to provide high-quality services, internal process flow, security, and compliance. The bank is leveraging technology and process management to further realize its operational efficiency and competitive proposition in Bangladesh's financial sector.

2.7 Industry and Competitive Analysis

City Bank PLC operates in Bangladesh's dynamic and highly competitive banking industry. Changing consumer expectations, evolving technologies, regulatory compliance, and new players in the field are rapidly shaping the financial services landscape and firms' strategic posture. A complete Porter's Five Forces analysis, a SWOT analysis, and a Generic Competitive Strategy Framework are presented below to analyze City Bank's demand in the industry.

2.7.1 Porter's Five Forces Analysis

According to the 2023 annual report² of City Bank, the following has been collected:

a) *Bargaining Power of Buyers – High*

In Bangladesh, customers can access 61 scheduled banks, including 43 private commercial banks. This profusion raises consumer expectations and price sensitivity, and lowers switching costs. In response, City Bank cultivates loyalty by delivering diverse value propositions, combining digital banking, a broad physical presence, and comprehensive financial solutions to strengthen its competitive foothold.

b) *Bargaining Power of Suppliers – High*

In banking, suppliers include employees, regulators, technology vendors, etc. Regulatory bodies such as the Bangladesh Bank ensure compliance through CRR, SLR, and several guidelines that dictate banks' liquidity and risk management strategies. Moreover, the competition for attracting and retaining talent, especially those with expertise in digital or cross-functional roles, has become increasingly competitive. To combat this force, City Bank wants to continue its strong compliance culture while using proper workforce transformation and upskilling programs to improve its overall employer brand.

c) *Industry Rivalry – High*

Bangladesh's banking sector is highly competitive, with numerous institutions competing for the same customer base. Products are largely undifferentiated, and competition is driven by convenience, digital innovation, and service quality. City Bank has handled this high rivalry by offering customer convenience (such as easy digital access and wide QR and POS coverage) and launching secure, feature-rich digital platforms that reduce complexity in routine banking functions.

d) *Threat of New Entrants – High*

The traditional banking sector is capital-intensive and highly regulated by the Bangladesh Bank. Still, the emergence of non-conventional players' mobile financial services (MFS) and the potential entry of telecom giants seriously threaten competition. These institutions are breaking traditional market boundaries using digital ecosystems, offering fast, customer-friendly financial products. City Bank addresses this risk by deepening customer relations and rebranding itself as an all-in-one provider of banking services with a diversity of offerings in products under one umbrella.

e) *Threat of Substitutes – Moderate*

Mobile wallets, fintech platforms, and digital payment ecosystems have become viable alternatives to traditional banking services. However, banks like City Bank remain strong players, with customers' trust, a strong physical presence, cutting-edge digital banking resources, and long-rooted customer relationships. To mitigate this threat, City Bank has made partnerships (e.g., bKash for digital nano loans), focusing on relationship-based banking as the partner of choice.

PORTER'S FIVE FORCES MODEL : CITY BANK PLC

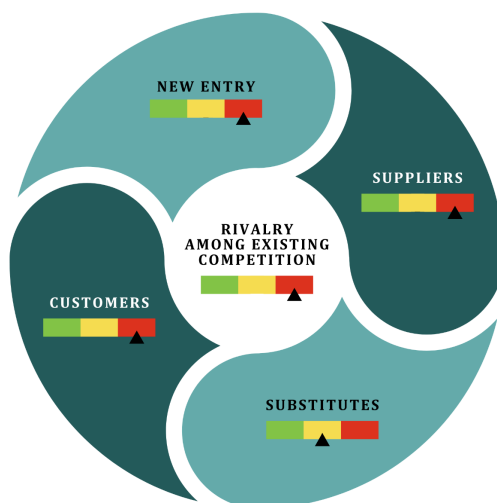


Figure 20: Porter's Five Forces Model of City Bank PLC (self made)



Figure 21: Porter's Five Forces Model of City Bank PLC¹

2.7.2 SWOT Analysis

According to the 2023 annual report² of City Bank, the following has been collected:

a) *Strengths:*

City Bank is one of Bangladesh's biggest private sector banks, with a strong total balance sheet of BDT 555 billion. It has a high 5-year Compound Annual Growth Rate (CAGR) of total assets at 9.4% (2019–2023) in the listed banks, showing healthy financial growth. It achieved the fastest CASA ratio increase in its peer group at 50.0%. Based on the latest FY22 results, the bank boasts a 4.5% net interest margin (NIM), one of the highest. Its business model is sufficiently diversified, with no high concentration on either side of the balance sheet. Conservative impairment provisioning policies have supported a robust 110.1% provision coverage. The bank has led the digital banking in Bangladesh, focused on customer experience, established a fast-growing remittance business, and created a motivated and loyal employee base. Its identity is ingrained in Bangladeshi culture.

b) *Weaknesses:*

Due to wider economic factors, City Bank faces pressure on Non-Performing Loans (NPLs). The corporate lending space is also affected, with limited opportunities in the financial landscape, particularly in the formal segments. The macro environment remains challenging, limiting business growth potential. Frequent adjustments to the policy rate owing to inflationary pressure make strategic planning and loan pricing all the more complex.

c) *Opportunities:*

Market share growth potential through differentiated and consolidated offerings is large. Strategic Partnerships—especially with fintech—can enable new service channels and product innovation. Logistics, energy, and local enterprises that will benefit from government interventions are opening up new markets for lending. City Bank could build closer ties with HNIs and NRBs with personalized solutions. Improved customer journey through digitization and data-driven analytics is another priority. Other opportunities include Bangladesh's fast-growing capital market, where additional investment and service offerings can be made.

d) **Threats:**

In an increasingly competitive market, City Bank is at risk from the disruptive capabilities of changing mobile operator infrastructures and new entrants in the fintech space that can threaten traditional banking. Geopolitical uncertainties and the prospects for global and national elections this year could create volatility in financial markets and influence business sentiment. At home, fiscal and external imbalances have dimmed short-term economic prospects. Liquidity squeeze and segments of impaired borrowers create provisioning risks. Moreover, rising cybersecurity concerns further complicate the threat landscape, and increased regulatory pressure around Anti-Money Laundering (AML) and Counter Financing of Terrorism (CFT) compliance.

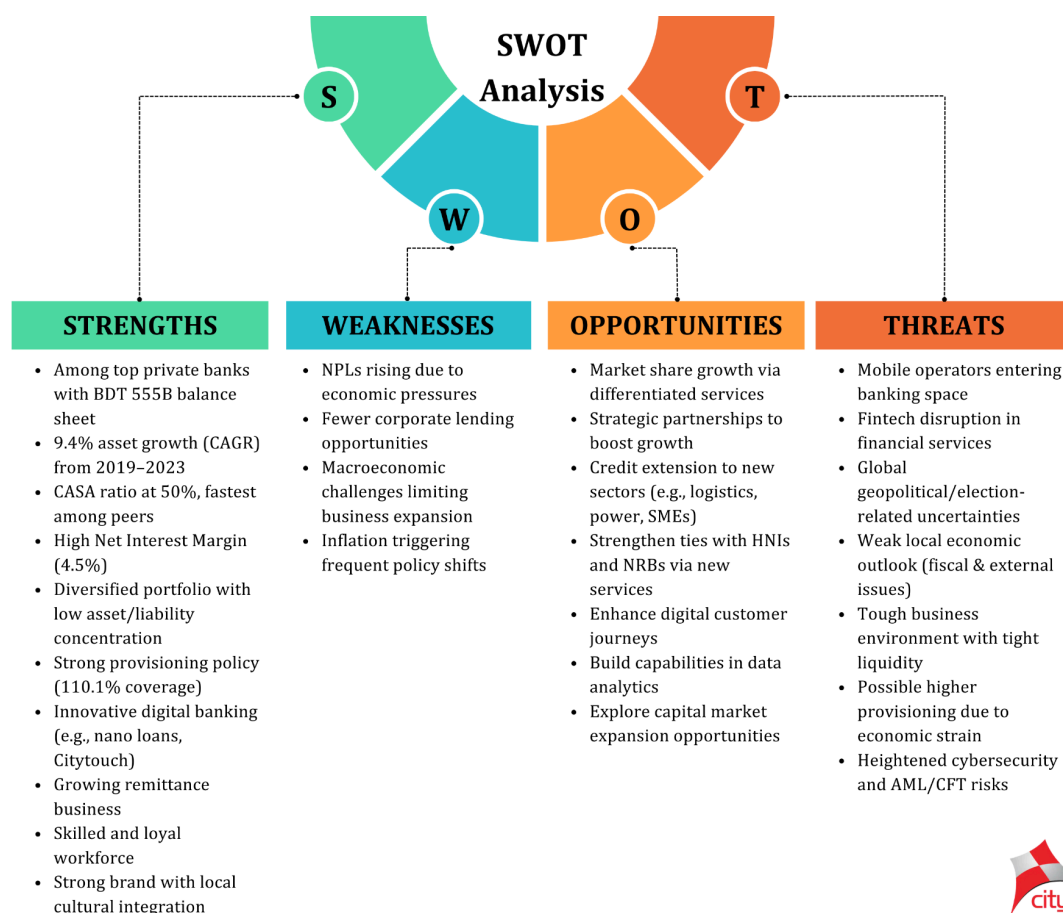


Figure 22: SWOT Analysis of City Bank PLC (self made)

2.7.3 Competitive Analysis Grid

The following grid compares City Bank PLC against key Bangladeshi private banking sector competitors. Factors considered include brand reputation, customer service, digital banking, innovation, and product diversity.

Features / Competitors	City Bank PLC	BRAC Bank	Dutch-Bangla Bank	Eastern Bank Ltd
Brand Reputation	Long legacy, first-gen private bank	Youth-oriented, dynamic brand	Strong rural footprint	Trusted in the urban corporate segment
Customer Service	Strong premium service, minor delays at branches	High SME support, fast processing	Limited personalization	Responsive, consistent experience
Digital Banking	Citytouch & CityGo app, real-time banking	bKash integration & SME portal	Agent banking strength	Standard mobile banking tools
Innovation	Strong focus on fintech, early adopter of Amex & Citytouch	Moderate, SME focused	Mostly tech-driven but less personalized	Strong on product innovation
Product Diversity	Broad retail, SME & corporate offering	Extensive SME packages	Focused mostly on payments & transfers	Balanced product portfolio

Table 13: Competitive Analysis Grid for City Bank PLC (self made)

Legend: **Strong** | **Moderate or niche**

This grid helps establish City Bank's competitive advantage, which centers on premium service, legacy, and technology innovation. Competitors like BRAC Bank and Dutch-Bangla Bank focus on SME outreach and the digitization of the mass market.

Finally, City Bank PLC is one of the most resilient and forward-looking institutions in Bangladesh's competitive financial services sector. This strategic approach ensures the bank's position in the competitive landscape while adapting to the challenges in this digital-first, evolving landscape.

2.8 Summary and Conclusions

This chapter has been an extensive exploration of the operational and strategic environment of City Bank PLC based on on-the-job internship facts as well as additional secondary sources. The findings confirm that City Bank has been nationalized as a legacy bank to be a technologically accommodative and customer-focused first private commercial bank in Bangladesh.

City Bank's *strength* has always been its *technological innovation*, as evidenced by the launch of digital offerings like Citytouch and CityGo and the introduction of American Express cards. These instruments have transformed banking for tech-savvy customers and reduced transaction costs. City Bank's robust brand and customer franchise and bespoke bank offerings such as City Alo and Citygem also facilitate product differentiation. Organisationally, City Bank adopts *participative leadership*, strong HR policies (in the form of EVP), and designed training, performance appraisal, and reward systems. All these measures create a sense of internal clarity and contribute to workforce development. In terms of financial parameters, the bank has shown resilience in profitability, managed high leverage well, and continued its retail, SME, and corporate push.

But there are also significant *weaknesses*. The essence of the *banks' delivery system is urban-biased*, to the disadvantage of the rural market, even as the need for financial inclusion grows. Its branch and ATM networks are more focused on cities, which could limit access for rural customers. There are mild but not severe interdepartmental silos which occasionally hinder nimble decision making and coordinated execution. This indicates room for improvement in cross-functional integration and digital workflow management. Also, given growing competition from fintech, the bank must continue investing in *AI-based personalization*, *predictive analytics*, and *blockchain-based transparency tools* to stay ahead. Its results-based HR and customer experience strategies must similarly adapt to what the market expects to maintain sustainable engagement.

In other words, City Bank is a robust and dynamic banking choice that combines high integrity and old-fashioned service with the efficiency and convenience of modern technology. Further innovation, better rural penetration, and internal process optimisation can reinforce its lead in Bangladesh's changing banking landscape.

2.9 Recommendations/Implications

Based on the analysis conducted in this chapter, several recommendations are proposed to improve City Bank's competitive position and operational efficiency.

- ***Continuous Innovation in Product Offerings:*** Being the most prominent player in the marketplace demands continual innovation. City Bank has been on the right track with its digital transformation journey. However, to stay ahead of the curve, it must persistently explore innovative ideas around wearable tech, contactless banking, and blockchain-enabled solutions.
- ***Enhance Offline-Online Integration:*** Cutting across physical and digital touchpoints—through robots with QR codes bolted on or campaign journeys that are integrated to both sides of the coin, per se—can create a lucrative prospect for acquiring customers and ensuring brand loyalty.
- ***Expand Strategic Partnerships with Fintechs:*** Given the threat of non-traditional entrants, the bank can build deeper alliances with fintech players to develop responsive, technology-led financial solutions that serve niche and neglected domains.
- ***Focus on Rural Market Penetration:*** The bank is very urban-focused in its presence. Its agent banking and mobile-enabled services in rural areas will enable not just financial inclusion but also open up new customer demographics.
- ***Strengthen Data-Driven Personalization:*** Given the increasing customer expectations for real-time and tailored services, City Bank could invest more heavily in AI-powered marketing automation and customer analytics to improve engagement and conversion rates in its digital ecosystem.
- ***Upgrade Cybersecurity Measures:*** As it becomes more susceptible to cybercrime and digital exposure, City Bank will need to consistently update its IT security framework while participating in regular penetration testing and providing its employees with training on cyber hygiene—not only to preserve trust between itself and its customers but also to comply with relevant regulations.

If City Bank implements these recommendations, it can maintain its competitive edge in the Bangladeshi banking sector, reaffirming its long-term strategic vision to become a financial supermarket with a pleasurable consumer experience.

Chapter 3

Project Part

Developing a CIB-Based Credit Scoring Model for Retail Loan Risk Assessment: An Experimental Study on City Bank PLC

3.1 Introduction

The evaluation of the creditworthiness of borrowers is one of the key elements of lending in the financial and banking sector. For new-to-bank (NTB) customers — those without any existing financial relationship with a bank — this assessment becomes more difficult given that there is no behavioral data within the bank's internal systems to go on. In such scenarios, banks are usually left with no option other than to depend entirely on third-party entities like the Credit Information Bureau (CIB) that collects credit information of borrowers for different financial institutions. While the Credit Information Report (CIR) does provide important information on a customer's overall credit history, it does not bring it down to one number or a risk rating that directly drives loan approval decisions.

To overcome this challenge, City Bank PLC undertook an experimental project to build a scoring model based entirely on CIR data. The Bangladesh Bank has not approved this model, nor is it currently used for real-time lending decisions. It denotes a test framework to gauge if and how six rudimentary credit behavior parameters can reasonably assess borrower risk and bolster underwriting for NTB users. These six parameters include:

1. Age of the oldest credit line
2. Credit product mix
3. Loan or card utilization percentage
4. Number of non-performing indicators (NPI)
5. Recency of the most recent loan
6. Total credit exposure

My internship at City Bank involved multiple rounds of iterations based on fixed templates (*Appendix B*), score allocation, weight-based parameter setting, and validation of the model

with post-loan borrower performance on an actual basis. The aim was to test whether the Score significantly correlated with actual credit risk.

Following the final iteration of the scoring model, the calculated CIR Scores were analyzed alongside borrower repayment behavior to evaluate the practical relevance of the model. The focus was to determine whether the scoring logic aligned with actual borrower profiles, particularly in differentiating between high-risk and low-risk individuals. This involved examining disbursed files where borrowers had varying repayment records and comparing them to their assigned CIR Scores based on the template. The aim of the analysis was to ensure whether customers with lower scores showed poor repayment histories and whether those with higher scores maintained better records. Although the results showed a typical alignment of score ranges and borrower behavior, there were some inconsistencies which showed areas for further refinement. These insights helped to strengthen the logic of the scoring model and displayed its potential in supporting decision-making of NTB loan assessments.

3.1.1 Background and Problem Statement

Properly assessing the credit-worthiness of New-To-Bank (NTB) clients poses a new challenge in retail banking. As these applicants do not have any previous borrowing history with the bank or the lending institution, banks are cornered into relying on third-party data—specially the Credit Information Report (CIR) provided by the Credit Information Bureau (CIB). While the CIR shows a customer's credit profile across various institutions, it does not summarize the provided information into a single quantifiable metric, which could guide decisions related to lending.

The main problem of this study remains the absence of a standardized, objective scoring system which could be derived from CIB data, that can be accurately used to evaluate borrower risk, especially in the cases of NTB applicants. This shortcoming opens up a way for subjective or vague interpretations and inconsistencies in underwriting. To resolve this, the study explores whether a CIR-based credit scoring model—using six key parameters—can effectively map borrower risk and support consistent loan approval decisions. It seeks to investigate how CIR data alone can be transformed into a structured risk assessment tool and whether the results align with actual borrower repayment behavior.

3.1.2 Objective(s)

The objectives of this study are as follows:

Primary Objective:

- To design and evaluate a CIR-based credit scoring model that can effectively assess the risk profile of New-To-Bank (NTB) retail loan applicants at City Bank PLC.

Secondary Objectives:

- To extract and identify the most influential CIR variables (e.g., NPIs, utilization rate, and credit mix) that indicate borrower reliability.
- To structure these variables into a weighted scoring framework that produces a numerical risk score.
- To validate the model's effectiveness through correlation analysis with actual repayment behavior (DPD).

3.1.3 Significance

This study is critical because it is pioneering an approach to risk quantification with readily available, underused data: the CIR. Indeed, CIR data are regularly applied in embedding borrowers, but they are usually evaluated manually and subjectively. This experimental model seeks to turn that data into an objective, numerical score that could streamline decision-making, standardize underwriting criteria, and remove human bias.

From a banking standpoint, this model can help:

- Enhance early-stage risk segmentation for NTB clients
- Establish a foundation for risk-based pricing moving forward
- Help internal data analytics capabilities
- Promote quick and more consistent underwriting decisions

From an academic point of view, this project covers the entire life cycle of a scoring model from conceptual design to empirical validation. It showcases the intersection of behavioral finance and data science in a developing economy.

3.1.4 Scope of the Study

The present study considers only the retail personal loan segment of City Bank PLC, which comprises 200 anonymized borrower profiles, each originating from already disbursed loans to merchant national bank customers. Since the study aims to analyze the context of the risk based on external credit information, it works exclusively with CIR-based data.

As mentioned, the scoring method considers six major factors from the borrowing person's credit profile. The first one is ***Utilization***, or how much of your current loan or card outstanding is divided by the total available credit you have. The next is ***NPI*** (Non-Performing Indicators), which represents the number of missed/delayed payments in the borrower's credit history. The ***Oldest Credit Line*** shows how long the borrower has had credit overall through their oldest accounts, which can indicate credit maturity. ***Credit Mix*** assesses the borrower's various credit products, including personal, card, and auto loans. ***Credit Exposure*** calculates the total amount of available credit across multiple lenders or cards. Finally, the ***Recent Loan*** looks at when the borrower opened a new line of credit to provide information about recent borrowing behavior.

These parameters are scored based on static templates, and their ranges are weighted, resulting in the calculation of a Score. The score can be derived with the formula —

$$CIR\ Score = \sum (Point \times Weight)$$

The current study does not apply to SME or corporate loans or factor in macroeconomic or industry-specific elements of risk.

3.2 Literature Review

3.2.1 Credit Scoring in Emerging Economies

Credit scoring is a common technique used everywhere in the financial industry to rate one's creditworthiness. This is particularly true in developing countries, where the credit scoring model is built on old-fashioned technologies, that is, it may not work due to having limited financial information or minimal data for analysis. Consequently, there is an increasing focus on constructing alternative credit scoring models using data that is not considered in traditional ones to support financial inclusion and improve the risk assessment process.

New credit scoring techniques may generate financial access and efficiency (The World Bank Group, 2019)²⁷. These methods include alternative data providers, for example, financial technology firms, and advanced analytics that provide more accurate assessments of individual and small business credit risk in cases where traditional credit histories are unavailable. Nonetheless, using these advanced techniques poses concerns regarding data privacy, equity, and discrimination, thus requiring a strong regulatory framework and ethical considerations.

The 'General Principles for Credit Reporting' of the World Bank explains that comprehensive credit reporting systems are as essential to sound financial sector regulation and supervision as they are to credit risk management (The World Bank Group, 2019)²⁷. Effective credit reporting can reduce information asymmetries and promote increased access to credit and greater financial stability by providing potential lenders with comprehensive and accurate information on borrowers' credit histories.

3.2.2 The Role of Credit Information Bureaus (CIB) in Bangladesh

The CIB's role in Bangladesh is quite significant. Under the umbrella of Bangladesh Bank, it aggregates credit data for scores from many financial institutions. Founded in 1992, the CIR offers wide-ranging credit information about borrowers, such as credit histories, outstanding loans, and repayment behaviours (Bangladesh Bank, n.d.)¹. These reports play a vital role in banks making an informed lending decision for NTB customers who do not have an existing relationship with the lending institution.

3.2.3 Experimental Credit Scoring Models

Traditional credit scoring falls short in providing an accurate view of NTB customers' creditworthiness, so financial institutions are exploring experimental models that leverage alternative data sources. They want to involve utility payments, mobile phone usage, and social media activity to predict credit risk. One such research indicated that cellphone usage patterns can be used to effectively predict whether the user will repay their loan or not, providing an alternative telltale when the user does not have adequate financial data (Olaschinde, 2021)²².

3.2.4 Integration of Alternative Data in Credit Scoring

High-tech innovations have caused disruptive changes in the financial sector. Alternative data is an important complement rather than a substitute for traditional credit metrics, providing additional behavioral and transactional information (Owens & Wilhelm, 2017)²³. Such integrations are significant for underbanked and thin-file customers with limited or no traditional financial histories. Especially those institutions that combine traditional and non-traditional data sources — mobile recharge patterns, digital footprint, or utilities payment histories — have remarkably improved their ability to separate unwanted borrowers from the creditworthy ones (Shema, 2019)²⁴. Together, these hybrid models suggest that there can be more inclusive, data-rich approaches to credit risk evaluation, moving credit systems into populations who have previously been marginalised from the formal credit system.

3.2.5 Prior Experiments in CIR-Based Scoring in Bangladesh

Using CIR data for credit assessments is common practice in Bangladesh, but there is little public literature on experimental scoring models with only CIB data. One significant study created a credit risk grading model that included financial and non-financial variables to evaluate loan performance in commercial banks (Mohammad, 2015)²⁰. While not limited to CIB data, this model is intended to improve risk assessment through standardized assessment of borrower creditworthiness.

Moreover, the financial industry is demanding a credit rating system in Bangladesh that is transparent and secure, proposing to transform the existing CIB into a more dynamic credit rating agency. Such a system would automate the collection and analysis of credit behavior data, arguably setting the stage for more sophisticated credit scoring models.

However, within the literature and considering recent advancements, there is no record of works specifically testing the predictive power of CIB-derived scores significantly against real-life borrower outcomes such as default rates, delinquency (DPD), or post-disbursement behavior. Consequently, this ongoing research is a trailblazing endeavor in this realm, seeking to confirm an experimental scoring model that relies solely on CIB data, and, subsequently, determine its ability to anticipate credit risk for NTB clients.

3.2.6 Challenges and Considerations

Experimental credit scoring models present difficulties even as they show competitive promise to other means of evaluating credit risk in NTB customers. Firms must be transparent about the alternative data they are basing their assessment on and ensure the accuracy of their data regarding potential biases present in their models. Additionally, the absence of standardized frameworks for incorporating alternative data into credit evaluation systems calls for more research and collaboration among stakeholders to build robust and ethical models.

3.3 Methodology

3.3.1 Research Approach

The study employs a quantitative experimental research methodology to assess how practical, feasible, and effective a scoring model that utilizes an internally developed CIR is, given that the scoring model is currently undergoing a testing phase at City Bank PLC. The primary purpose of this paper is to evaluate whether a credit score built solely on CIR data can reliably predict default risk for NTB personal loan applicants. In light of the experimental characteristic of the model, as it has still not been officially approved or regulated by the Bangladesh Bank, this study serves as a validation exercise evaluating the correlation between this scoring system and the six parameters.

3.3.2 Data Collection

A total of 200 anonymized retail loan files were collected from the Retail Underwriting Department of City Bank PLC for this analysis. Of these, 100 files represent disbursed loans to new-to-bank (NTB) clients—individuals with no prior relationship with the bank. The remaining 100 files correspond to applicants whose loan requests were declined due to adverse findings in their Credit Information Bureau (CIB) reports.

Each file included the borrower's CIR and supporting data such as total credit exposure, repayment history, delinquency records, and loan types. Six key indicators—utilization (outstanding/limit ratio), number of Non-Performing Indicators (NPIs), credit exposure, credit mix, age of the oldest credit line, and recency of the most recent loan—formed the core of the scoring model. These parameters collectively reflect the borrower's credit behavior, variety, and historical patterns of debt usage.

For disbursed loans, actual repayment behavior was tracked using Days Past Due (DPD), where 0 DPD signified clean repayment, and increasing values (e.g., 30, 60, 180 DPD) indicated higher delinquency levels. 'X DPD' referred to slight repayment delays, worse than 0 DPD but not meeting the threshold of 30 DPD.

The analysis also examined declined applications to evaluate whether low CIR Scores aligned with rejection decisions. These cases typically featured high NPIs or accounts marked with statuses such as Substandard (SS), Doubtful (DF), or Defaulted (DL). Both disbursed and declined files were processed manually using Excel, where each borrower's CIR data was input into a scoring template that calculated weighted scores based on the six key parameters. In most declined cases, scores below 400 were consistent with elevated risk factors, supporting the model's ability to identify high-risk applicants and align with actual credit decisions.

This study centers on calculating a composite credit score for each applicant based on six parameters extracted from their CIB reports (*Appendix B*):

1. **Credit Exposure:** This parameter reflects the total outstanding debt in BDT and is considered only when the facility status is marked as "Living" (not "Terminated"). It is categorized into four ranges:
 - a. Exposure less than BDT 10 lacs scores 1 point
 - b. BDT 10 to 30 lacs scores 4 points
 - c. BDT 30 to 50 lacs scores 7 points
 - d. Above BDT 50 lacs scores 10 points

The assigned point (1, 4, 7, or 10) is multiplied by its respective weight to compute the weighted score.

2. **Credit Mix:** Credit Mix is evaluated based on the number of distinct credit products used by the customer throughout their history (including both "Living" and "Terminated" facilities).
 - a. Usage of 1 product earns 1 point
 - b. 2 products earn 4 points
 - c. 3 products earn 7 points
 - d. 4 or more products earn 10 points

The assigned point (1, 4, 7, or 10) is multiplied by its respective weight to compute the weighted score.

3. ***NPIs:*** NPIs are assessed based on the highest number of defaults found in the customer's credit history (considering both Living and Terminated accounts). The scoring is as follows:

- a. 0 NPI earns 10 points
- b. 1 to 2 NPIs earn 7 points
- c. 3 to 6 NPIs earn 1 point
- d. More than 6 NPIs earn 0 points

The assigned point (0, 1, 7, or 10) is multiplied by its respective weight to compute the weighted score.

4. ***Oldest Credit Line:*** This is scored using the age of the oldest credit account from both Living and Terminated records.

- a. Less than 1 year earns 1 point
- b. 1 to 3 years earn 4 points
- c. 3 to 5 years earn 7 points
- d. More than 5 years earn 10 points

The assigned point (1, 4, 7, or 10) is then multiplied by its respective weight to compute the weighted score.

5. ***Recent Loan:*** This parameter looks at when the most recent loan was disbursed (only for Living accounts).

- a. Loan disbursed more than 3 months ago earns 5 points
- b. Loan disbursed within the last 3 months earns 1 point

The assigned point (1 or 5) is then multiplied by its respective weight to compute the weighted score.

6. **Utilization:** Utilization is calculated as the ratio of total outstanding debt to total approved credit limit (for Living accounts only), expressed as a percentage. Scoring is as follows:

- a. 0% to 30% earns 10 points
- b. 31% to 50% earns 7 points
- c. 51% to 70% earns 4 points
- d. Above 70% earns 1 point

The assigned point (1, 4, 7, or 10) is then multiplied by its respective weight to compute the weighted score.

After multiplying each parameter's assigned point with its weight, the weighted values are summed to generate the final CIR Score. This same method was applied consistently across all 200 borrower files used in the study. However, before the scoring process begins, the eligibility of each file must first be evaluated based on predefined conditions.

Two exclusion criteria are applied. First, suppose the CIB data (*Appendix D*) indicates that any facility is currently in a "Living" status and has a default classification of SS (Substandard) or worse. In that case, the file is automatically disqualified from scoring. This is because such a status signals that the customer already poses a high credit risk. Second, the file is deemed ineligible if any facility, regardless of whether it is marked as "Living" or "Terminated," has been restructured or rescheduled. These exclusions ensure that the scoring model only applies to customers with stable and unimpaired credit records.

The scoring template is attached below:

Eligibility	Current Status Default (SS and above)	Living/Current	Yes	Reject
			No	Proceed to Scoring
	Restructured/ Rescheduled	Historical	Yes	Reject
			No	Proceed to Scoring

Table 14: Eligibility Criteria

Scoring Parameter	Type	Values	Points	Weight	Points * Weight
Loan/Card Utilization (Outstanding divided by Approved Limit)	Living/Current	0-30%	10	20	**
		30%-50%	7		
		50%-70%	4		
		Above 70%	1		
Payment History (NPI)	Overall historical (Living & Terminated)	0 NPI	10	50	**
		1 to 2 NPI	7		
		3 to 6 NPI	1		
		6 above	0		
Oldest Credit Line	Overall historical (Living & Terminated)	5 years above	10	15	**
		3 to 5 years	7		
		1 to 3 years	4		
		0 to 1 years	1		
Credit Mix OD/Bai-Muazzal, Term Loan/Bai-Murabaha, Mortgage Loan/HPSM, Credit Card	Overall historical (Living & Terminated)	All 4 Products	10	5	**
		Any 3 Products	7		
		Any 2 Products	4		
		Any 1 Product	1		
Total Credit Exposure	Living/Current	50 lacs (Total Outstanding)	10	5	**
		30 lacs to 50 lacs	7		
		10 lacs to 30 lacs	4		
		Less than 10 lacs	1		
Recent Loan	Living/Current	More than 3 months	5	5	**
		Less than 3 months	1		

Table 15: Score Template

3.3.3 Model Design and Risk Mapping

Before calculating the scores for the 100 disbursed loan customer files and 100 declined loan customer files, few random scores were calculated separately to understand how much weights should be assigned for each parameter. For this, correlations were calculated between the delinquency (of random disbursed loan files) and the six parameters' values taken from the scoring template. Three parameters from the six are Credit Mix, Oldest Credit Line, and Recent Loan; the points secured are taken as the numerical value for calculating the correlations.

However, three others, Utilization, NPI, and Credit Exposure, were the raw values calculated. For example, if a customer had a total outstanding of 100 BDT, and the approved limit was 500, the utilization value would be $100/500 = 0.20$ or 20%. And the value of total outstanding, which is 100 here, will be used as the numerical value for the Credit Exposure. Lastly, for the NPI, if the highest NPI in the CIB report is 8, then this numerical value will be considered instead of points. This correlation further helped to identify if the CIB report is helpful to understand if the customer will default or not, and whether the bank should proceed with sanctioning the loan. The delinquency used to calculate the correlation was the value already observed, where how the customer has performed or if the customer has defaulted after disbursing the loan. If the following is achieved through the correlation, then the scoring template is working:

- **Positive correlation** between *delinquency/DPD* and *Utilization* because higher utilization suggests that the borrower is heavily reliant on credit, increasing the probability of repayment delays.
- **Positive correlation** between *delinquency/DPD* and *NPI* because a higher number of NPIs indicates a history of late or missed payments, which strongly correlates with future repayment issues.
- **Negative correlation** between *delinquency/DPD* and *Oldest Credit Line* because a longer credit history typically signals financial stability and responsible borrowing behavior.
- **Negative correlation** between *delinquency/DPD* and *Credit Mix* because borrowers with diverse credit types are often more experienced in managing finances, thus showing lower risk.
- **Negative correlation** between *delinquency/DPD* and *Oldest Credit Line* because seasoned credit users are less likely to default, having established financial discipline over time.
- **Negative correlation** between *delinquency/DPD* and *Recent Loan* because borrowers who have not taken a new loan in the recent past tend to be more financially stable and less credit-seeking, which reduces their likelihood of default compared to those frequently opening new credit lines.

If the desired correlation results are achieved, the bank may implement the CIR-based scoring model for NTB clients. Under the established framework, any customer securing a score **above**

600 out of a maximum of 975 will be *considered eligible* for loan approval. Conversely, if a customer scores *below 500, the application will be automatically declined*, as this reflects a high-risk credit profile. For scores *within the 500 to 600 range, further review will be required to determine whether an exception can be made*. In such cases, the bank may consider approving a reduced loan amount than initially requested, depending on additional qualitative assessments.

The 100 declined loan files were also examined to identify whether their rejections were tied to CIR-related concerns, *particularly high NPIs (e.g., more than 2)*. If these applicants also recorded low CIR Scores, this reinforces the model's effectiveness in capturing high-risk profiles and supports its practical utility in decision-making.

While the model primarily utilizes CIR parameters developed in-house at City Bank PLC, the underlying concept aligns with practices found in credit risk literature. For example, Shema (2019) emphasizes the utility of combining traditional and alternative credit data to identify high-risk borrowers, while Mohammad (2015) outlines scoring frameworks involving structured point systems for commercial banks in Bangladesh. These studies support transforming borrower behavior into numeric scoring to facilitate risk-based lending decisions.

3.3.4 Iterative Refinement of the Scoring Model

An essential part of this process was the iterative refinement of the score model itself. During the internship, several iterations of the scorecard were tested for real loan data. Iterative changes were made to weights on scoring, thresholds on the categories, and point allocation for various ranges in characteristics observed in loan performance.

The research process adhered to ethical considerations. Further, all loan files were anonymized before the analysis, ensuring borrower privacy, and no personally identifiable information (PII) was retrieved or retained. The scoring model evaluated in this report is not used for live credit decisions, but is an internal experiment. Thus, the study conducts itself ethically, working within a sandbox testing environment for benchmarking and teaching only.

3.4 Findings and Analysis

This section describes the analytical procedures undertaken to assess the prediction of borrower risk for NTB clients, using a CIB-based scoring model. From CIB reports of already disbursed loans and declined loans, data from the disbursed loans was extracted and matched with each borrower's repayment history (DPD), and data from the declined loans were analyzed.

3.4.1 Findings from CIR-Based Score Distribution

The analysis revealed that the six CIR-derived parameters effectively captured patterns in borrower behavior. Those with low delinquency levels consistently recorded higher CIR Scores for disbursed loan files, often exceeding 600. This suggested that lower utilization, minimal NPIs, and diversified credit histories were reliable indicators of financial discipline. In contrast, applicants with high utilization rates or frequent NPIs generally scored below 500, most of which were found among the declined loan files. The data pattern reinforces the reliability of the model's structure in distinguishing low-risk and high-risk borrowers based on their CIR profiles. Structuring the dataset into defined score ranges and matching them with DPD records enabled clear performance benchmarking of the scoring system.

3.4.2 Correlation Analysis: DPD vs. 6 CIB Parameters

DPD is a critical indicator in loan repayment analysis. It is the number of days a borrower has missed payments that were scheduled to be made. The more DPD, the more delinquency and risk. To assess how relevant each of the six CIB-derived parameters is for monitoring repayment behavior, a correlation (*Appendix B*) matrix was performed with DPD and each respective variable.

Parameter	Correlation with DPD	Interpretation
Utilization	+0.1646	High usage suggests a greater chance of repayment stress.
NPI	+0.1497	More defaults lead to poorer repayment performance.
Oldest Credit Line	-0.0539	Longer credit history correlates with better repayment.
Credit Mix	-0.0392	Slight improvement with more product variety.
Credit Exposure	-0.0340	Weak relationship with repayment history.
Recent Loan	-0.0218	Newer loans are slightly linked to worse repayment.

Table 16: Correlation Between CIB Parameters and Repayment Behavior (DPD)

The results indicate that Utilization and NPI had the most predictive value and moderate contributions from the Oldest Credit Line and Credit Mix. Although Credit Exposure and recent loans showed weaker correlations with DPD, their presence in the model still contributed to capturing holistic borrower behavior. These insights guided the final weight distribution for each parameter and supported the idea that CIR data could effectively model repayment risk for NTB clients.

3.4.3 Average Scores NPIs

The results indicate that disbursed loans with lower NPIs generally received higher CIR Scores, which aligns with the risk-based intention of the scoring model. For example, borrowers with NPI 0 had an average score of 752, while those with NPIs above 3 experienced a sharp decline in scores, often below 350. This suggests that a clean repayment history directly influenced better scoring outcomes. In the case of declined files, most applicants with NPIs higher than 3 had average scores well below 400, supporting the model's ability to identify higher-risk borrowers. Interestingly, there were anomalies such as a few high scores (e.g., NPI 24 scoring 885), likely

due to other parameters offsetting the NPI impact. Nonetheless, the overall trend validates that the CIR Score effectively captures repayment risk through NPI-based behavior, thereby meeting the model's goal of segmenting high-risk and low-risk clients using historical performance data.

Average Scores based on NPIs (Disbursed Files)	
NPIs	Avg Score
NPI 0	752
NPI 1	623
NPI 2	628
NPI 3	335
NPI 4	309
NPI 5	325
NPI 6	290
NPI 7	340
NPI 9	310
NPI 10	385
NPI 11	235

Table 17: Average Scores based on NPIs for Disbursed Files

Average Scores based on NPIs (Declined Files)			
NPIs	Avg Score	NPIs	Avg Score
NPI 0	718	NPI 12	415
NPI 1	587	NPI 13	364
NPI 2	570	NPI 14	210
NPI 3	297	NPI 16	393
NPI 4	270	NPI 17	205
NPI 5	330	NPI 18	385
NPI 6	368	NPI 24	885
NPI 7	330	NPI 27	220
NPI 8	342	NPI 40	280
NPI 9	385	NPI 100	295
NPI 10	385	NPI 122	385
NPI 11	303		

Table 18: Average Scores based on NPIs for Declined Files

3.4.4 Summary of Findings

This experiment revealed encouraging results regarding the predictive power of a CIR-based scoring model. Borrowers with clean credit records and low NPIs consistently scored higher, while those with riskier profiles were appropriately penalized in the scoring structure. Disbursed loans that later displayed low delinquency had initially secured high CIR Scores, validating the logic behind the parameter selection and weighting. Declined applicants also mostly had lower scores, particularly those with multiple NPIs or high utilization rates, confirming that the model successfully distinguishes between low-risk and high-risk borrowers. Nevertheless, the performance of the present model is at a satisfactory level, but it still can be further improved. Using static point templates may oversimplify borrower behavior, and anomalies in certain high-NPI cases indicate that some weight distributions may need reevaluation. The use of additional CIR variables and more advanced modelling techniques such as logistic regression or any-scale modeling should be considered to consider more complex risk patterns and further increase the predictive power.

To improve the correlation and enhance the model's predictive performance, several strategies could be employed:

- ***Expand Parameter Set:*** Process the various CIB data points like inquiry frequency, account closures, and account types to create new parameters.
- ***Introduce Continuous Scoring:*** Choose scales with actual values (e.g., the number of weeks since the last loan, the exact age of the credit line) instead of buckets (e.g., 1, 4, 7, 10).
- ***Nonlinear Modeling:*** Deploy logistic regression or decision trees to model nonlinear interactions between parameters and DPD.
- ***Refine Weight Distribution:*** Instead of using intuitive weights based on correlation, refine the weightage further using regression or a machine-learning model.

Fallacies notwithstanding, the existing scoring system provides a moderately solid analytic base. CIB data can change into a score that correlates relatively well with actual financial risk. With some iterations, the model can evolve into a strong underwriting model that can aid NTB credit decisions.

3.5 Summary and Conclusions

Developing a CIR-based credit scoring model for retail NTB clients at City Bank PLC has shown meaningful insights into how credit behavior data can be transformed into a structured decision-making tool. The research used six primary parameters — Utilization, NPI, Credit Exposure, Oldest Credit Line, Credit Mix, and Recent Loan — to generate a composite score to predict repayment behavior. The model demonstrated a weak yet positive correlation with DPD, which suggests that it can reflect repayment risk, but not with high confidence. Despite the moderate statistical strength, the scoring model effectively flagged high-risk customers, particularly those with elevated NPIs or high utilization, and strongly aligned with actual loan rejection decisions. This indicates that the model provides a solid initial framework for evaluating borrower risk based solely on external CIR data.

From my viewpoint, this experiment highlighted the real-world challenges of creating scoring mechanisms in a resource-constrained environment, especially where internal behavioral data is absent. The project also exposed the difficulties of balancing template rigidity with predictive flexibility. Nonetheless, the work lays the foundation for future iterations and more data-driven refinements. Witnessing how statistical logic and financial judgment can come together to shape lending decisions—even in a sandbox environment like this—was enriching.

3.6 Recommendations and Implications

Although the model represents a good first step in associating Scores with credit risk, several improvements could be made to enhance the score's predictive ability and operational readiness. To begin with, the existing model relies on fixed-point templates and categorical cut-offs, which could miss nuances in the underlying borrower data. Switching to continuous scoring (since numeric variables like credit tenure and utilization do not have to be bucketed but can be normalized or scaled) tends to retain more variance and be a more granular model.

Secondly, future versions of the model should explore the inclusion of additional CIB variables like credit inquiry frequency, account closures, and historical exposure level changes. These additional indicators may provide a clearer view of a borrower's trends and volatility in credit

behavior. Furthermore, introducing qualitative or contextual data, like industry of employment, reported income, or macroeconomic sensitivity, could substantially improve the model's comprehensiveness and bring it more in line with actual creditworthiness in the real world.

Third, statistical or machine learning methods, such as regression modeling or decision trees, can move beyond rule-based scoring to optimize the weight distributions and uncover complex, non-linear borrower behavior-decision risk relations. These approaches would provide a more data-driven basis for score assignment and make the model more flexible across different types of borrowers.

Finally, the bank might pursue the development of this model in a pilot in which live applications from NTBs are scored and subsequently monitored against repayment behavior over time on a controlled basis (e.g., credit limit, distribution, etc.). This would allow real-time feedback and identify what aspects are operationally missing before going live.

Although the current model has limitations, it is an essential proof-of-concept for how structured credit scoring based on CIB data (*Appendix D*) may support NTB risk assessment. So, with the scope of enhancements along with adoption of advanced modelling techniques, the scoring system can be developed into a robust and scalable underwriting solution for the retail lending business of City Bank PLC.

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Appendix A

Link to the  Questionnaire

Questionnaire for City Bank Internship Report – Chapter 2

2.3 Management Practices

Leadership & HR Policies

1. What leadership style does City Bank follow (Autocratic, Democratic, Participative, or Laissez-faire)? Can you give examples of how this leadership style is reflected in major decision-making?
2. How does City Bank ensure that its leadership approach aligns with its business goals? For example, in crisis situations like the COVID-19 pandemic, how did leadership adapt?
3. Are there specific training programs to develop leadership within City Bank? Could you provide an example of an employee who transitioned from an entry-level role to a leadership position?

Recruitment & Selection Process

4. What key competencies and qualifications does City Bank look for when hiring new employees?
5. Could you describe the hiring process for different positions such as:
 - Entry-level officers (Trainee Officers, Customer Service Officers, etc.)
 - Mid-level executives (Relationship Managers, Assistant Managers, etc.)
 - Senior managerial roles (Branch Managers, Department Heads, etc.)
6. What assessment methods (e.g., written exams, group discussions, interviews) are used during recruitment?

Compensation & Benefits

7. How does City Bank structure its salary and incentive system for employees? Could you provide an example of a typical salary breakdown for:

 Entry-level employees
 Mid-level employees
 Senior-level executives
8. Does City Bank offer non-monetary benefits (e.g., health insurance, retirement plans, employee discounts)? If so, how do they compare to industry standards?
9. Are there any performance-based incentives or bonuses? Could you provide an example of how an employee might earn a bonus?

Training & Development

10. What training programs does City Bank offer for new employees? Could you describe how different officers are trained in the first three months, for example:
 - General training process applicable to all new hires
 - Training process for specific job roles such as Customer Service Officers, Relationship Managers, and Loan Officers
11. How does City Bank track employee skill development over time? Are there competency tests or assessments?
12. Could you provide an example of an employee who significantly benefited from a training program and later took on a key role in the organization? Please mention:
 - Employee's Name
 - Position at City Bank
 - Department and Branch

Performance Appraisal System

13. How does City Bank evaluate employee performance? What are the specific KPIs used for performance measurement?
14. Can you describe a scenario where an employee's performance improved significantly due to constructive feedback from the appraisal process?
15. How frequently does City Bank conduct performance appraisals? What factors influence promotions?

2.4 Marketing Practices

Marketing Strategies

16. What are City Bank's key marketing strategies for acquiring and retaining customers? Could you provide examples of successful campaigns such as:
- City Bank AMEX Credit Card Launch
 - Promotional campaigns for deposit accounts (e.g., Fixed Deposits, Savings Accounts, etc.)
 - Loan promotions (Home Loans, SME Loans, etc.)
 - Co-branding efforts with businesses and fintech platforms (e.g., City Bank-Daraz EMI offer, NexusPay partnerships, etc.)
17. How does City Bank differentiate its marketing strategies for retail banking, SME banking, and corporate banking?

Target Customers & Positioning

18. Who are the primary target customers for different banking categories at City Bank? Please specify for:
- Retail Banking
 - SME Banking
 - Corporate Banking
 - Priority Banking (for high-net-worth individuals)
19. How does City Bank position itself against competitors like BRAC Bank, Dutch-Bangla Bank, and Standard Chartered in different banking categories, including:
- Retail Banking
 - SME Banking
 - Corporate Banking
 - Priority Banking

Marketing Channels

20. What are the primary marketing channels used by City Bank? Could you provide examples of recent digital marketing campaigns?
21. How does City Bank balance traditional marketing (TV, billboards) with digital marketing (social media, SEO, Google Ads)?

Product Development & Competitive Practices

22. How does City Bank develop new banking products? Can you provide an example of a recently introduced financial product and the research behind it?
23. What factors influence product pricing and interest rates at City Bank?

Branding & Promotion

24. How does City Bank handle its brand identity and branding strategies? Could you provide an example of a rebranding initiative?
25. What promotional offers or discounts have been most successful in attracting customers?

Challenges in Marketing

26. What are the biggest challenges City Bank faces in marketing its services? For instance, has there been any backlash regarding hidden charges or interest rates?
27. How does City Bank manage negative feedback on social media? Could you give an example of a PR crisis and how it was handled?
-

2.5 Financial Performance & Accounting Practices

Financial Performance Analysis

28. How has City Bank's financial performance changed in the last 5 years? Can you provide an example of a major factor influencing this trend?
29. What specific financial ratios (e.g., Return on Assets, Net Interest Margin) does City Bank track to measure profitability?

Accounting Practices

30. What accounting principles (IFRS, GAAP, etc.) does City Bank follow? For instance, how does it comply with International Financial Reporting Standards (IFRS)/Generally Accepted Accounting Principles (GAAP)?
31. Does City Bank follow a cash or accrual basis of accounting?
32. What depreciation method does City Bank use for its fixed assets?
33. How does City Bank handle provisions for bad debts and non-performing loans (NPLs)?

2.6 Operations Management & Information Systems Practices

Information System Usage

34. What types of core banking software does City Bank use to manage transactions and customer data?
35. How does City Bank ensure cybersecurity and protect customer data from fraud and hacking?

Database & Office Management Software

36. What database management systems (e.g., Oracle, SAP) are used for loan processing and customer relationship management (CRM)?
37. How does City Bank manage its online banking infrastructure? Could you provide an example of how downtime is minimized?

Operations & Quality Management

38. How does City Bank ensure smooth branch operations? What are the quality control measures in place for customer service?
39. How does City Bank handle operational bottlenecks, such as a surge in demand for loan applications?

Resource Allocation & Scheduling

40. How does City Bank allocate resources between different departments (Retail, SME, Corporate Banking)?
41. How is customer service staffing optimized to ensure efficiency, especially during peak banking hours?

2.7 Industry & Competitive Analysis

42. What are the biggest competitive threats to City Bank from both traditional banks and fintech startups?
43. How does the bargaining power of corporate clients affect City Bank's interest rates on loans?
44. What are the biggest strengths of City Bank that set it apart from competitors?
45. What are the main weaknesses or challenges City Bank is facing in 2025?
46. What are the biggest opportunities in the banking sector that City Bank plans to capitalize on?
47. What are the biggest threats to City Bank's market position in the next five years?

2.9 Recommendations

48. What improvements can be made to enhance efficiency in management, marketing, and operations?
49. What are City Bank's future plans for technological innovation in banking?

Appendix B

Link to the [Data File](#) & Link to the [Calculations](#)

	B	D	E	F	G	H	I	J	K	L
	File Serial	Score	DPD	DPD (Numeric)	Utilization	NPI	Oldest Credit Line	Credit Mix	Credit Exposure	Recent Loan
1										
2	396030	750.00	0 DPD	0	0.00%	0	1.00	1.00	0	5.00
3	401700	795.00	0 DPD	0	0.64%	0	4.00	1.00	1923	5.00
4	402680	570.00	0 DPD	0	83.36%	0	1.00	1.00	166715	5.00
5	403328	795.00	0 DPD	0	55.31%	0	10.00	7.00	446924	5.00
6	403642	285.00	0 DPD	0	84.31%	4	10.00	7.00	935852	5.00
7	403647	645.00	0 DPD	0	0.00%	1	4.00	1.00	0	5.00
8	403734	705.00	0 DPD	0	35.64%	2	10.00	7.00	819791	5.00
9	403836	840.00	0 DPD	0	0.00%	0	7.00	1.00	0	5.00
10	403858	705.00	X DPD	0	17.53%	1	7.00	4.00	64858	5.00
11	403894	225.00	30 DPD	30	99.21%	3	7.00	4.00	59527	5.00
12	404021	385.00	0 DPD	0	0.00%	10	10.00	1.00	0	5.00
13	404162	330.00	0 DPD	0	64.75%	4	10.00	4.00	274276	5.00
14	404342	795.00	0 DPD	0	20.22%	0	4.00	1.00	40435	5.00
15	404396	630.00	0 DPD	0	45.37%	1	7.00	1.00	272197	5.00
16	404416	690.00	0 DPD	0	0.00%	1	7.00	1.00	0	5.00
17	404738	885.00	0 DPD	0	0.00%	0	10.00	1.00	0	5.00
18	404888	600.00	X DPD	0	42.88%	1	4.00	4.00	155672	5.00
19	405153	690.00	0 DPD	0	48.07%	1	10.00	4.00	562398	5.00
20	405156	840.00	0 DPD	0	20.11%	0	7.00	1.00	8042	5.00
21	405189	690.00	0 DPD	0	42.20%	1	10.00	4.00	426198	5.00
22	405315	570.00	90 DPD	90	71.79%	0	1.00	1.00	226852	5.00
23	405339	295.00	30 DPD	30	101.20%	6	10.00	10.00	2598892	1.00
24	405411	510.00	0 DPD	0	80.30%	1	7.00	1.00	24090	5.00
25	405458	675.00	0 DPD	0	82.55%	0	7.00	4.00	66037	5.00
26	405518	585.00	0 DPD	0	68.94%	2	7.00	1.00	1103084	5.00
27	405673	750.00	0 DPD	0	0.00%	0	1.00	1.00	0	5.00
28	405784	675.00	0 DPD	0	60.17%	0	4.00	1.00	300848	5.00
29	405821	510.00	0 DPD	0	72.85%	1	7.00	1.00	327818	5.00
30	405892	885.00	0 DPD	0	0.00%	0	10.00	1.00	0	5.00
31	405919	735.00	120 DPD	120	36.54%	0	4.00	1.00	18269	5.00
32	405958	570.00	X DPD	0	100.37%	0	1.00	1.00	80296	5.00
33	406025	570.00	90 DPD	90	85.43%	0	1.00	1.00	85431	5.00
34	406037	750.00	X DPD	0	5.34%	0	1.00	1.00	4269	5.00
35	406357	525.00	X DPD	0	79.01%	1	7.00	4.00	492998	5.00
36	406467	570.00	0 DPD	0	68.59%	2	7.00	1.00	617276	5.00
37	406499	735.00	90 DPD	90	0.00%	1	10.00	1.00	0	5.00
38	406558	550.00	X DPD	0	50.28%	0	1.00	1.00	422118	5.00
Dashboard Score & Other Correlation Template 396030 401700 402680 403328 403642 403647										

	A	B	C	D	E	F	G	H
1	Correlation	DPD (Numeric)	Utilization	NPI	Oldest Credit Line	Credit Mix	Credit Exposure	Recent Loan
2	DPD (Numeric)	1						
3	Utilization	0.1646	1					
4	NPI	0.1497	0.1080	1				
5	Oldest Credit Line	-0.0539	-0.0766	0.3386	1			
6	Credit Mix	-0.0392	0.2667	0.2841	0.4479	1		
7	Credit Exposure	-0.0340	0.0574	0.1137	0.1117	0.3726	1	
8	Recent Loan	-0.0218	-0.1778	-0.2103	-0.1457	-0.4111	0.0049	1
9								

	B	C	D	E	F	G	H	I
1	File Serial	Score	Utilization	NPI	Oldest Credit Line	Credit Mix	Credit Exposure	Recent Loan
2	412756	340.00	41.80%	8	10	4	25081	5
3	412762	430.00	22.55%	13	10	4	3010145	5
4	412805	615.00	141.37%	0	4	1	42412	5
5	412821	220.00	104.57%	27	10	4	52287	5
6	412835	675.00	57.91%	0	4	1	40714	5
7	412850	705.00	99.58%	0	10	1	995803	5
8	412858	435.00	0.00%	3	10	1	0	5
9	412859	385.00	0.00%	11	10	1	0	5
10	412904	465.00	99.25%	1	4	1	833694	5
11	412916	480.00	103.07%	1	4	4	61841	5
12	412958	565.00	70.55%	1	10	4	1044115	1
13	412978	385.00	0.00%	16	10	1	0	5
14	412997	220.00	98.84%	14	10	4	88960	5
15	413001	220.00	101.06%	11	10	4	50530	5
16	413079	385.00	0.00%	7	10	1	0	5
17	413114	510.00	76.52%	1	4	4	3864018	5
18	413185	585.00	45.50%	2	4	1	40952	5
19	413242	385.00	0.00%	18	10	1	0	5
20	413245	340.00	3.10%	8	7	1	7742	5
21	413247	570.00	89.31%	1	7	4	6669200	5
22	413253	570.00	96.18%	0	1	1	384718	5
23	413265	675.00	73.12%	0	7	1	1462377	5
24	413269	735.00	0.00%	2	10	1	0	5
25	413300	585.00	72.97%	1	10	4	1405441	5
26	413310	250.00	83.25%	13	10	10	116551	5
27	413320	385.00	0.00%	7	10	1	0	5
28	413331	385.00	8.08%	9	10	1	18170	5
29	413405	705.00	80.88%	0	10	1	80876	5
30	413447	525.00	157.90%	2	7	4	94738	5
31	413455	750.00	0.00%	1	10	4	0	5
32	413476	340.00	15.95%	8	7	1	46261	5
33	413487	565.00	84.66%	1	10	4	1794809	1
34	413512	315.00	97.88%	6	10	4	5089681	5
35	413562	585.00	117.54%	1	10	7	117475	5

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	A	B	C
1	File Serial	LAP Status	Declined Reason
2	412756	Declined	Adverse CIB report. "SS" and "SMA" status observed in an undisclosed living credit card of 80k with frequent overdue from September 2022 to August 2023 in CIB. In a terminated credit card of 60k, "SS" & "SMA" with default status, frequent EOL, overdue and 1 to max 8 NPI observed from May 2020 to February 2022 in CIB. In a previously enjoyed term loan of 350k, continuous overdue with 1 to max 8 NPI observed from April 2021 to February 2023 in CIB. In another previously enjoyed term loan of 300k, "SMA" with continuous overdue and 1 to max 4 NPI observed from February 2019 to December 2020 in CIB. As PG of a term loan of 439k, frequent overdue and 1-2 NPI observed from December 2021 to August 2023 in CIB. Applicant belongs to RMG sector, work as a Pattern Master. Overall profile found not satisfactory. Not comfortable for unsecured lending. Recommend to Decline.
3	412762	Declined	We have declined the file due to following reason: As per CIB report, Applicant Repayment history is not satisfactory. Continuous overdue amount observed at living loan. Till now 210,224 tk overdue shows. As CIB SMA status found with 709,981 tk overdue at Terminated 8,059,431 tk loan. As Classification status found in CIB report with 13 NPI along with 12,770,055 tk overdue at Terminated 21,767,043 tk Term loan. As Another 2,651,122 tk overdue observed at 70,000,000 tk Terminated Term loan. As No Trade license found with LAF. For overall reason, we are not comfortable for lending.
4	412805	Declined	DBR does not support PPG parameter. One undisclosed Other installment contract found in CIB where the installment amount is showing 37,477. Applicant's NMI is 30,300 according to B/S. If the minimum amount is given DBR comes 145.22% whereas the applicant is allowable up to 45%. Not possible to proceed further. Recommending for decline.
5	412821	Declined	Adverse CIB report. "DF", "BL" with defaulter status observed in a previously enjoyed term loan of 400k, with continuous same outstanding, same overdue and max 27 NPI from August 2021 to June 2023 in CIB. "DF" "BL" with defaulter status also observed in a previously enjoyed credit card of 45k, with continuous same EOL, same overdue and max 6 NPI from December 2021 to August 2023 in CIB. Continuous same EOL observed in an undisclosed credit card of 50k with 12 NPI observed from July 2022 to November 2023 in CIB. Continuous EOL with same continuous 12 NPI observed in another used credit card of 50k from April 2021 to June 2022 in CIB. Manipulated DBBL Mobile Banking statement provided with LAP. Applicants account balance is very unusual and suspicious. Not possible to proceed further. Recommend to Decline.
6	412835	Declined	Applicant works in KATHAPROKASHI a concern of Keshab Prakashan which is CBL. As per CIB report, Applicant Repayment history is not satisfactory. Continuous overdue amount observed at living loan. Till now 210,224 tk overdue shows. As CIB SMA status found with 709,981 tk overdue at Terminated 8,059,431 tk loan. As Classification status found in CIB report with 13 NPI along with 12,770,055 tk overdue at Terminated 21,767,043 tk Term loan. As Another 2,651,122 tk overdue observed at 70,000,000 tk Terminated Term loan. As No Trade license found with LAF. For overall reason, we are not comfortable for lending.
7	412850	Declined	one undisclosed loan limit-10lac found in cib report, calculated DBR is 56% for 1 lac & 81% for 5 lac, allowable DBR is 55%, not comfortable to proceed
8	412858	Declined	applicant was availing cs loan ac no- 6732552723001, repayments were very irregular, it went to 60+ DPD overdue amount -50044 before closure, another terminated loan was SS dated 28-2-2022 as per CIB report, declined previously for p-229520-Applicant's CBL, as availing CBL loan which will top up found irregular-60 DPD - from may 2021 to july 2021, c20 to july 2021, c20. Not comfortable to recommend any further facility.
9	412859	Declined	Adverse CIB report found. Applicant reported SS in a 3lac loan. Afterwards again reported SMA in the same loan. Repayment history not satisfactory. Not comfortable for lending. Recommending for decline.
10	412904	Declined	Applicants credit card repayment found irregular. EOL and currently overdue found in all credit cards. It seems like applicant is in severe cash crisis. 3,036 taka, 5,422 taka, 2,477 taka currently overdue found in cards. As per applicant, she couldnt properly stated the reason for card irregularity, moreover, Applicant DBR is overburden (If cash is not considered) Not Comfortable for unsecured lending. Recommendation for Decline. previously declined, CA-2023-01-508244 Reason was "Applicant's Debt Burden ratio is 103.41% where he is allowed with only 50% (without imposing any limit). One credit card of BDT 150k is in EOL state & most of her cards are exhaust i.e. Approved Limit. Then, simultaneous credit request found in CIB"
11	412916	Declined	CBL cs loan & amex card payments were irregular, loan now closed continuous overdue & NPI-1 since inception of loan as per CIB report declined previously for PL-365032-applicants repayment history was not satisfactory for lending; CBL credit card EOL found and current overdue observed; CBL loan also continue overdue found, not comfortable for further process, recommendation for decline.
12	412958	Declined	Loan has been taken within last three months. Besides applicant and his father name mismatch found in CIB.
13	412978	Declined	Adverse CIB report found. BL found on a terminated term loan of 355,155. Continuously BL from 31/07/2017 to 31/05/2019 with highest overdue amount 140,993. Not comfortable for unsecured lending. Recommending for decline.
14	412997	Declined	Applicant Loan repayment Behavior irregular. SS, DF history found in 150k term loan for BDT 54232. Also Different DOB observed in CIB (25/06/1990 & 05/06/1990). Thus recommended to decline.
15	413001	Declined	Applicants repayment found irregular in a term loan of 230k taka, SMA, SS status and 330+ DPD observed. In a living credit card, SMA, SS status and NPI 4 found. In another credit card, continuous overdue and npi 2 found. Moreover, MCM found. Applicants name MD ATAUR RAHMAN MOZUMDER and MD SAFIQUIL ISLAM, father name, SHAHJAN MOZUMDER and YAKUB ALI, mother name NOORJAHAN BEGUM and MST SONEKA, DOB (01/04/1989 and 20/09/1988) and NID(17 Digit) (19891918717328933 and 19891918717928933) mismatches in CIB report. Not Comfortable for unsecured lending. Recommendation for Decline.

Dashboard
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Appendix C

KEY RATIOS

Financial Ratio

Particulars	2023	2022	2021	2020	2019
A) Profitability Ratio					
Net Income Ratio (%)	13.5%	11.9%	15.8%	12.7%	7.2%
Net Interest Margin (NIM) Ratio	4.5%	4.3%	4.5%	3.7%	5.0%
Cost of Fund (without admin expenses)	3.9%	3.2%	2.6%	4.6%	4.9%
Cost to Income ratio (%)	51.1%	51.9%	48.6%	57.9%	54.7%
Price Earnings Ratio (times)	4.3	5.8	6.1	6.3	8.7
Return on Capital Employed					
Return on Average Equity (ROE) (%)	17.6%	14.1%	15.8%	14.8%	9.9%
Return on Average Assets (ROA) (%)	1.2%	1.0%	1.2%	1.1%	0.7%
Return on Capital Employed (ROCE) (%)	2.0%	1.9%	2.2%	1.8%	1.7%
Return on Investment (ROI)	7.1%	6.4%	5.3%	8.3%	6.5%
Dividend Cover Ratio	200.9%	312.9%	177.8%	175.4%	162.1%
Dividend Payout Ratio	49.8%	32.0%	56.3%	57.0%	61.7%
B) Liquidity Ratios					
Advance to deposit ratio (including Off Shore Banking Unit)	83.7%	83.2%	84.7%	77.7%	79.4%
Investment to deposit ratio (IDR)	72.1%	51.0%	35.1%	29.6%	67.5%
Liquidity Coverage Ratio (LCR)	174.6%	220.1%	151.1%	173.5%	142.6%
Net Stable Funding Ratio (NSFR)	106.5%	103.1%	106.9%	104.6%	107.4%
C) Solvency Ratios					
Debt Equity Ratio (Times)	13.9	14.4	12.4	12.3	13.0
Investment to Total Deposit Ratio (%)	18.6%	18.4%	19.5%	18.2%	16.0%
Net Asset Value (NAV) per Share (Taka)	30.4	27.4	29.3	28.4	25.0
Capital Adequacy Ratio					
Capital to Risk weighted Asset Ratio	15.8%	14.5%	14.2%	15.5%	15.2%
Tier I Capital Ratio (%)	11.0%	9.6%	10.6%	10.8%	9.7%
Tier II Capital Ratio (%)	4.8%	4.8%	3.5%	4.8%	5.5%
Leverage Ratio (Times)	5.7%	5.3%	5.6%	6.1%	5.5%
Credit Quality					
Provision coverage ratio (%)	110.1%	104.7%	90.1%	94.9%	77.9%
Gross NPL ratio (%)	3.6%	3.9%	4.9%	4.0%	5.8%
Net NPL ratio (%)	1.4%	1.7%	2.2%	2.0%	2.7%

Non Financial Ratio

Particulars	2023	2022	2021	2020	2019
Average Time To Hire (working days)	25	27	28	30	28
Internal Promotion Rate *	23.5%	33.3%	0.0%	13.4%	10.1%
Customer Attrition Ratio	1.9%	1.1%	2.5%	6.1%	1.9%
Operating Income Per Employee (BDT mn)***	5.56	5.05	4.72	3.84	4.07
Operating Profit Per Employee (BDT mn)***	2.72	2.43	2.42	1.62	1.84
Profit After Tax Per Employee (BDT mn)***	1.24	0.93	1.04	0.92	0.55

Appendix D

CONFIDENTIAL

2 Jan 2024-12:49:39

WARNING:

1) In providing any credit information to any Bank or Financial Institution, Bangladesh Bank expressly disclaims any liability in respect of any claims, loss and damages, charges, expenses, costs howsoever, caused by wrong information by any Bank or Financial Institution or by disclosing CIB report to the Borrower after receiving credit information from the Bangladesh Bank.

2) The CIB report is strictly confidential and not to be disclosed to the Borrower or any other party. The report is to be used only by the concerned Bank/Financial Institution requesting for CIB report. Any violation of this will involve penalty of Tk. 1 (one) lakh as per Bangladesh Bank order 1972, chapter –IV, article – 48.

Credit Information Report

Date of Inquiry	User ID	FI Code	Branch Code	FI Name
02-Jan-2024 12:49:35 PM				The City Bank Ltd.

INQUIRED

Name		Address	
Father's name		Postcode	
Mother's name		District	
DOB		TIN	
NID (10 or 17 Digit):			

NID VERIFICATION RESULT

Matched found

CIB Contract code :

SUBJECT INFORMATION

CIB subject code:		Type of subject:	INDIVIDUAL
Name:	Verified Name from National ID Server: Shakila Biswas Rita	Reference number (Ref.):	1 (CIB Subject Code)
Father's name:		Sector type:	PRIVATE
Mother's name:		Sector code:	Service Holders (Salaried Person))
Spouse Name:		ID type:	
Date of birth:	Verified	ID number:	
Gender:		ID issue date:	
District(Country):		ID issue country:	
NID (17 Digit):	Verified	Telephone	
NID (10 Digit):	Not Verified	TIN:	
Remarks:			

ADDRESS

Address Type	Address	Postal code:	District	Country
Permanent		0000		BD
Present		0000	DHAKA	BD
Business		0000	DHAKA	BD

1. SUMMARY OF FACILITY(S) AS BORROWER & CO-BORROWER

No of reporting Institutes:	3	Total Overdue Amount:	0
No of Living Contracts:	utilization = outstanding / sanction limit (current) on page 3 1	No of Stay order contracts:	0
Total Outstanding Amount:	914,027 914,027 / 1,400,000	Total Outstanding amount for Stay Order Contracts:	0

1.(A) SUMMARY OF THE FUNDED FACILITIES AS BORROWER & CO-BORROWER

Total Outstanding Amount:	914,027
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Contract Category	STD		SMA		SS		DF		BL		BLW		Terminated		Requested		Stay Order	
	No.	Amount	No.	Amount	No.	Amount	No.	Amount	No.	Amount	No.	Amount	No.	Amount	No.	Amount	No.	Amount
Installments	1	914,027	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0
Non-Installments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Credit Cards	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	1	914,027	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0

1.(B) SUMMARY OF THE NON-FUNDED FACILITIES AS BORROWER & CO-BORROWER

Total Outstanding Amount:	0
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Type of Financing	Living		Terminated		Requested		Stay order	
	No.	Amount	No.	Amount	No.	Amount	No.	Amount
Guarantee (GU)	0	0	0	0	0	0	0	0
Letter of credit (LC)	0	0	0	0	0	0	0	0
Other indirect facility (OF)	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0

2. SUMMARY OF FACILITY(S) AS GUARANTOR

No of reporting Institutes:	0	Total Overdue Amount:	0
No of Living Contracts:	0	No of Stay order contracts:	0
Total Outstanding Amount:	0	Total Outstanding amount for Stay Order Contracts:	0

2.(A) SUMMARY OF THE FUNDED FACILITIES AS GUARANTOR

Total Outstanding Amount:	0
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Contract Category	STD		SMA		SS		DF		BL		BLW		Terminated		Requested		Stay Order	
	No.	Amount	No.	Amount	No.	Amount	No.	Amount	No.	Amount	No.	Amount	No.	Amount	No.	Amount	No.	Amount
Installments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Non-Installments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Credit Cards	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

2.(B) SUMMARY OF THE NON-FUNDED FACILITIES AS GUARANTOR

Total Outstanding Amount:	0
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Type of Financing	Living		Terminated		Requested		Stay order	
	No.	Amount	No.	Amount	No.	Amount	No.	Amount
Guarantee (GU)	0	0	0	0	0	0	0	0
Letter of credit (LC)	0	0	0	0	0	0	0	0
Other indirect facility (OF)	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0

DETAILS OF INSTALLMENT FACILITY(S)

Ref	FI code	Branch code	CIB contract code	FI contract code
	###	###		###
Role:	Borrower	Date of Last Update:	28/12/2021	Contract History (Credit History)
Phase:	Terminated in advance	Date of Law suit:	-	Monthly History
Facility: credit mix	Term Loan	Date of last payment:		Accounting Date
Starting date:	22/10/2020	Date of classification:		Outstanding
End date of contract:	15/10/2025	Date of last rescheduling:		Overdue
				NPI
				Status
				Default
				30/11/2021
				0
				0
				0
				STD
				No
				31/10/2021
				836,691
				0
				0
				STD
				No

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Sanction Limit:	1,000,000	Method of payment:	Authorization to Direct Current Account Debit	30/09/2021	850,968	0	0	STD	No
Total Disbursement Amount:	1,000,000	Payments periodicity:	Monthly Installments	31/08/2021	865,346	0	0	STD	No
Total number of installments:	60	Number of time(s) rescheduled:	0	31/07/2021	879,403	0	0	STD	No
Installment Amount:	20,784	Remaining installments Amount:	0	30/06/2021	893,351	0	0	STD	No
Remaining installments Number:	0	Reorganized credit:	NO	31/05/2021	907,414	0	0	STD	No
Security Amount:	0	Basis for classification: qualitative judgment:		30/04/2021	921,146	0	0	STD	No
Third Party guarantee Amount:	0	Remarks:		31/03/2021	935,002	0	0	STD	No
Security Type:				28/02/2021	948,521	0	0	STD	No
				31/01/2021	962,642	0	0	STD	No
				31/12/2020	975,951	0	0	STD	No
				30/11/2020	989,157	0	0	STD	No
				31/10/2020	1,002,500	0	0	STD	No
				Contribution History from 31/07/2023					
				Accounting Date	Insertion Date & Time	Outstanding	Overdue	NPI	Status
									Default

Ref	FI code	Branch code	CIB contract code	FI contract code																																																																																																																																																						
	###	###		###																																																																																																																																																						
Role:	Borrower	Date of Last Update:	17/12/2023	Contract History (Credit History) Monthly History <table><thead><tr><th>Accounting Date</th><th>Outstanding</th><th>Overdue</th><th>NPI</th><th>Status</th><th>Default</th></tr></thead><tbody><tr><td>30/11/2023</td><td>914,027</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>31/10/2023</td><td>943,144</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>30/09/2023</td><td>957,700</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>31/08/2023</td><td>1,001,092</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>31/07/2023</td><td>1,008,318</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>30/06/2023</td><td>1,022,042</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>31/05/2023</td><td>1,043,335</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>30/04/2023</td><td>1,064,211</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>31/03/2023</td><td>1,085,190</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>28/02/2023</td><td>1,133,230</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>31/01/2023</td><td>1,146,260</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>31/12/2022</td><td>1,176,246</td><td>29,054</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>30/11/2022</td><td>1,167,269</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>31/10/2022</td><td>1,195,289</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>30/09/2022</td><td>1,213,995</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>31/08/2022</td><td>1,230,227</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>31/07/2022</td><td>1,260,529</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>30/06/2022</td><td>1,266,213</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>31/05/2022</td><td>1,285,921</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>30/04/2022</td><td>1,305,189</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>31/03/2022</td><td>1,324,623</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>28/02/2022</td><td>1,343,609</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>31/01/2022</td><td>1,365,235</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>31/12/2021</td><td>1,382,107</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr></tbody></table> Contribution History from 31/07/2023	Accounting Date	Outstanding	Overdue	NPI	Status	Default	30/11/2023	914,027	0	0	STD	No	31/10/2023	943,144	0	0	STD	No	30/09/2023	957,700	0	0	STD	No	31/08/2023	1,001,092	0	0	STD	No	31/07/2023	1,008,318	0	0	STD	No	30/06/2023	1,022,042	0	0	STD	No	31/05/2023	1,043,335	0	0	STD	No	30/04/2023	1,064,211	0	0	STD	No	31/03/2023	1,085,190	0	0	STD	No	28/02/2023	1,133,230	0	0	STD	No	31/01/2023	1,146,260	0	0	STD	No	31/12/2022	1,176,246	29,054	0	STD	No	30/11/2022	1,167,269	0	0	STD	No	31/10/2022	1,195,289	0	0	STD	No	30/09/2022	1,213,995	0	0	STD	No	31/08/2022	1,230,227	0	0	STD	No	31/07/2022	1,260,529	0	0	STD	No	30/06/2022	1,266,213	0	0	STD	No	31/05/2022	1,285,921	0	0	STD	No	30/04/2022	1,305,189	0	0	STD	No	31/03/2022	1,324,623	0	0	STD	No	28/02/2022	1,343,609	0	0	STD	No	31/01/2022	1,365,235	0	0	STD	No	31/12/2021	1,382,107	0	0	STD	No
Accounting Date	Outstanding	Overdue	NPI		Status	Default																																																																																																																																																				
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28/02/2023	1,133,230	0	0		STD	No																																																																																																																																																				
31/01/2023	1,146,260	0	0		STD	No																																																																																																																																																				
31/12/2022	1,176,246	29,054	0		STD	No																																																																																																																																																				
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Phase:	Living	Date of Law suit:	-																																																																																																																																																							
Facility:	Term Loan	Date of last payment:																																																																																																																																																								
Starting date:	29/11/2021	Date of classification:																																																																																																																																																								
End date of contract:	15/11/2026	Date of last rescheduling:																																																																																																																																																								
Sanction Limit:	1,400,000	Method of payment:	Authorization to Direct Current Account Debit																																																																																																																																																							
Total Disbursement Amount:	1,400,000	Payments periodicity:	Monthly Installments																																																																																																																																																							
Total number of installments:	60	Number of time(s) rescheduled:	0																																																																																																																																																							
Installment Amount:	29,001	Remaining installments Amount:	914,027																																																																																																																																																							
Remaining installments Number:	31	Reorganized credit:	NO																																																																																																																																																							
Security Amount:	0	Basis for classification: qualitative judgment:																																																																																																																																																								
Third Party guarantee Amount:	0	Remarks:																																																																																																																																																								
Security Type:																																																																																																																																																										

recent loan (current)

to calculate utilization

recent loan since the inquiry date

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Accounting Date	Insertion Date & Time	Outstanding	Overdue	NPI	Status	Default
30/11/2023	17/12/2023 05:42:35 PM	914,027	0	0	STD	No
15/11/2023	20/11/2023 04:05:24 PM	936,414	0	0	STD	No
31/10/2023	16/11/2023 11:48:23 AM	943,144	0	0	STD	No
30/09/2023	12/11/2023 04:09:08 PM	957,700	0	0	STD	No
31/08/2023	01/11/2023 03:15:43 PM	1,001,092	0	0	STD	No
31/07/2023	31/07/2023 12:00:00 AM	1,008,318	0	0	STD	No

Ref	FI code	Branch code	CIB contract code	FI contract code																																																																																																																		
###	###	###	###	###																																																																																																																		
Role:	Borrower	Date of Last Update:	30/11/2020	Contract History (Credit History) Monthly History highest <table><tr><th>Accounting Date</th><th>Outstanding</th><th>Overdue</th><th>NPI</th><th>Status</th><th>Default</th></tr><tr><td>31/10/2020</td><td>0</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>30/09/2020</td><td>504,438</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>31/08/2020</td><td>500,833</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>31/07/2020</td><td>497,118</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>30/06/2020</td><td>493,434</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>31/05/2020</td><td>453,538</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>30/04/2020</td><td>485,991</td><td>18,032</td><td>1</td><td>STD</td><td>No</td></tr><tr><td>31/03/2020</td><td>500,632</td><td>18,430</td><td>1</td><td>STD</td><td>No</td></tr><tr><td>29/02/2020</td><td>513,578</td><td>17,667</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>31/01/2020</td><td>527,505</td><td>18,138</td><td>1</td><td>STD</td><td>No</td></tr><tr><td>31/12/2019</td><td>541,641</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>30/11/2019</td><td>555,221</td><td>18,402</td><td>1</td><td>STD</td><td>No</td></tr><tr><td>31/10/2019</td><td>550,366</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>30/09/2019</td><td>571,177</td><td>7,652</td><td>1</td><td>STD</td><td>No</td></tr><tr><td>31/08/2019</td><td>594,769</td><td>18,142</td><td>1</td><td>STD</td><td>No</td></tr><tr><td>31/07/2019</td><td>589,644</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>30/06/2019</td><td>602,435</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr><tr><td>31/05/2019</td><td>615,287</td><td>0</td><td>0</td><td>STD</td><td>No</td></tr></table>	Accounting Date	Outstanding	Overdue	NPI	Status	Default	31/10/2020	0	0	0	STD	No	30/09/2020	504,438	0	0	STD	No	31/08/2020	500,833	0	0	STD	No	31/07/2020	497,118	0	0	STD	No	30/06/2020	493,434	0	0	STD	No	31/05/2020	453,538	0	0	STD	No	30/04/2020	485,991	18,032	1	STD	No	31/03/2020	500,632	18,430	1	STD	No	29/02/2020	513,578	17,667	0	STD	No	31/01/2020	527,505	18,138	1	STD	No	31/12/2019	541,641	0	0	STD	No	30/11/2019	555,221	18,402	1	STD	No	31/10/2019	550,366	0	0	STD	No	30/09/2019	571,177	7,652	1	STD	No	31/08/2019	594,769	18,142	1	STD	No	31/07/2019	589,644	0	0	STD	No	30/06/2019	602,435	0	0	STD	No	31/05/2019	615,287	0	0	STD	No
Accounting Date	Outstanding	Overdue	NPI		Status	Default																																																																																																																
31/10/2020	0	0	0		STD	No																																																																																																																
30/09/2020	504,438	0	0		STD	No																																																																																																																
31/08/2020	500,833	0	0		STD	No																																																																																																																
31/07/2020	497,118	0	0		STD	No																																																																																																																
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31/05/2020	453,538	0	0		STD	No																																																																																																																
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31/03/2020	500,632	18,430	1		STD	No																																																																																																																
29/02/2020	513,578	17,667	0		STD	No																																																																																																																
31/01/2020	527,505	18,138	1		STD	No																																																																																																																
31/12/2019	541,641	0	0		STD	No																																																																																																																
30/11/2019	555,221	18,402	1		STD	No																																																																																																																
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Phase:	Terminated in advance	Date of Law suit:	-																																																																																																																			
Facility:	Term Loan	Date of last payment:																																																																																																																				
Starting date:	28/09/2017	Date of classification:																																																																																																																				
End date of contract:	15/09/2022	Date of last rescheduling:																																																																																																																				
Sanction Limit:	850,000	Method of payment:	Authorization to Direct Current Account Debit																																																																																																																			
Total Disbursement Amount:	850,000	Payments periodicity:	Monthly Instalments																																																																																																																			
Total number of installments:	65	Number of time(s) rescheduled:	0																																																																																																																			
Installment Amount:	17,972	Remaining installments Amount:	0																																																																																																																			
Remaining installments Number:	0	Reorganized credit:	NO																																																																																																																			
Security Amount:	0	Basis for classification: qualitative judgment:																																																																																																																				
Third Party guarantee Amount:	0	Remarks:																																																																																																																				
Security Type:																																																																																																																						

oldest credit line

oldest credit line to the inquiry date

CONFIDENTIAL

2 Jan 2024-12:49:39

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CONFIDENTIAL

2 Jan 2024-12:49:39

	30/04/2019	627,837	0	0	STD	No
	31/03/2019	657,967	17,508	1	STD	No
	28/02/2019	670,987	18,216	1	STD	No
	31/01/2019	665,560	0	0	STD	No
	31/12/2018	695,896	18,756	1	STD	No
	30/11/2018	706,279	16,765	1	STD	No
	Contribution History from 31/07/2023					
Accounting Date	Insertion Date & Time	Outstanding	Overdue	NPI	Status	Default

NOTES:

1. For any inconsistency, Banks/NBFIs should communicate to CIB immediately.

2. FI code indicates code of Banks/NBFIs

3. Information indicated with "*", if any, have not been incorporated in CIB report due to stay order of the Honorable High Court.

4. In case of stay order on a borrower/owner/director/guarantor, Banks/NBFIs are advised to verify whether the stay order has been vacated or extended further.

5. All amounts are expressed in Taka.