Report On

Strategic Credit Risk Management at Jamuna 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 Master of Business Administration (MBA)

BRAC Business School, BRAC University.

January 2025

Declaration

It is hereby declared that

1. The submitted internship report is my/our original work while completing the 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 accepted or submitted for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

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Supervisor's Full Name & Signature:

Nitai Chandra Debnath, PhD, FCMA

Associate Professor, BRAC Business School BRAC University

Letter of Transmittal

Nitai Chandra Debnath, PhD, FCMA

Associate Professor, BRAC Business School BRAC University

Kha 224, Bir Uttam Rafiqul Islam Ave, Dhaka 1212

Subject: Submission of Internship Report on - "Strategic Credit Risk Management at Jamuna Bank PLC"

I am writing to submit my internship report titled "Strategic Credit Risk Management at Jamuna Bank PLC" and I completed my internship at Jamuna Bank PLC. This internship report incorporates my overall learning and working experience during my internship period. During my internship at Jamuna Bank PLC, I had the pleasure of working with a cooperative, diverse team in the credit department that guided me enough to acquire banking knowledge specially regarding credit risk management. This report includes a comprehensive summary of every task I attempted and the insights I gained to enhance my work experience at the bank. I have tried my best to complete the report with the necessary data and fully present the overall report. I am confident that the report showcases the hard work and efficiency I gained during the internship. Again, I am thankful for your guidance on the report-making process whenever I asked for it.

Thank you.

Sincerely yours,

Nisa Idrisi

22364109

BRAC Business School

Date: 11 January,2025

Non-Disclosure Agreement

This agreement is made and entered into by and between the Jamuna Bank PLC and the undersigned student at BRAC University named Nisa Idrisi who commits to refrain from disclosing any confidential information of the bank.

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Jamuna Bank PLC

…………………………………..

Nisa Idrisi

Acknowledgement

Firstly, I would like to express my gratitude towards Almighty Allah as with the grace of almighty Allah I could finish my report. Therefore, my heartfelt appreciation goes towards all those individuals who have essentially contributed to my development during my internship period and assisted me in crafting the overall report. I am thankful to my internship supervisor and the course instructor, Dr, Nitai Chandra Debnath sir for helping to decide on my report topic and supporting me in going forward to writing about the strategic credit risk management of the Jamuna Bank PLC. I am indeed blessed to have him as my supervisor due to his cooperative nature. He instructed me very well and gave me full authority to craft the report the way I wanted. I would like to convey my sincere gratitude to Masrur Mahmood Shuvo, AVP and Credit In-charge of Jamuna Bank PLC, Gulshan Corporate branch for helping me collect information and arranging short interviews with the employees as well. Lastly, this internship report would not have been possible without the contributions of the officers at the bank specially Zan Nesar Alim Qaderi and Mehedi Hasan as they provided insights that were valuable for my report.

Executive Summary

This report covers my work experience of a 3-month internship at the credit department of Jamuna Bank PLC Gulshan Corporate Branch. Jamuna Bank PLC is widely recognized for being one of the top innovative and sustainable private banks in the country. This report is intended to be a comprehensive exploration of the strategic risk management of the bank, focusing on both practical applications as well as strategic decision-making.

The beginning of this report includes basic information regarding my internship period and workplace. It provides a short description of the job responsibilities I had in the bank, including the Internal Credit Risk Rating (ICRR) application, Debt Burden Ratio (DBR) modeling, and Credit Information Bureau (CIB) analysis. The middle part of the report contains the basic organizational information of the bank such as its history, mission, and values alongside my involvement in assisting credit officers in their assessments, preparing credit proposals, and monitoring regulatory compliance.

This report focuses on identifying Jamuna Bank PLC's strategic credit risk management. It contains a literature review, data methodology, findings, and analysis of Jamuna Bank PLC's strategic credit risk management approaches alongside some recommendations regarding strategic credit risk management.

Keywords: Credit Risk Management, Strategic management, Analysis, Mitigation, Compliance

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List of Acronyms

- **AML:** Anti-Money Laundering
- **BRPD:** Banking Regulation and Policy Department
- **CIB:** Credit Information Bureau
- **CFT:** Combating the Financing of Terrorism
- **CRM:** Customer Relationship Management
- **DBR:** Debt Burden Ratio
- **DTA:** Debt-to-Asset Ratio
- **DTN:** Debt-to-Tangible Net Worth
- **ESG:** Environmental, Social, and Governance
- **FDR:** Fixed Deposit Receipt
- **ICRR:** Internal Credit Risk Rating
- **IFRS:** International Financial Reporting Standards
- **IPO:** Initial Public Offering
- **KYC:** Know Your Customer
- **LC:** Letter of Credit
- **LG:** Letter of Guarantee
- **MoA:** Memorandum of Association
- **NBFI:** Non-Banking Financial Institutions
- **NPL:** Nonperforming Loan
- **OCR:** Optical Character Recognition
- **ROA:** Return on Assets
- **ROE:** Return on Equity
- **RTGS:** Real-Time Gross Settlement
- **STD:** Stock Turnover Days
- **CDD:** Customer Due Diligence
- **CTR:** Currency Transaction Report

Chapter 1

Overview of Internship

Student Information

Full Name: Nisa Idrisi

Student ID: 22364109

University: Brac University

Program: Master of Business Administration (MBA)

Major: Finance

Academic Supervisor: Dr. Nitai Chandra Debnath, PhD, FCMA. Associate Professor, BRAC Business School

Internship Information

Duration: January 1, 2024 - April 1, 2024

Company: Jamuna Bank PLC

Branch: Gulshan Corporate Branch

Department: Credit Department

On-Site Supervisor: Masrur Mahmood Shuvo, AVP and Credit In-charge

Introduction to Jamuna Bank PLC

1. Overview of Jamuna Bank PLC

Jamuna Bank PLC is a well-known private commercial bank in Bangladesh. It is acknowledged for its robust performance and commitment to ethical banking practices. The bank started with

the vision of contributing to the nation's overall economic growth. It has steadily established resilience and adaptability in the dynamic financial sector of Bangladesh. The bank's extensive network of branches and its strong focus on technological innovation have solidified its position as a key player in the banking industry. The bank's widespread network total of 168 branches across the country and its focus on technological innovation has set its position as a key player in the banking industry of Bangladesh. With a diversified portfolio of products and services tailored to meet the needs of a broad client base, Jamuna Bank serves individuals, small and medium enterprises (SMEs), and large corporations alike. Its corporate philosophy centers around responsible banking, sustainable growth, and the creation of shareholder value, all while maintaining a strong emphasis on ethical conduct and regulatory compliance.

2. Mission, Vision, and Values

➢ **Mission:** Jamuna Bank PLC is committed to meeting the diverse financial needs of its customers through competitive pricing, efficient and timely service delivery, and the innovative use of cutting-edge technology. The bank aims to provide tailored financial solutions that cater to its customers' evolving requirements while also ensuring a secure and reliable banking experience. This mission drives the bank to consistently enhance its product offerings, expand its branch network, and integrate advanced technologies to improve operational efficiency and customer satisfaction.

➢ **Vision:** The bank's vision is to become a leading financial institution in Bangladesh, recognized for its proactive role in contributing to the nation's development and its commitment to sustainable and responsible banking practices. Jamuna Bank envisions playing a pivotal role in the country's economic growth, supporting national development goals, and being a key catalyst for societal progress. This vision is a beacon guiding the bank's strategic initiatives, driving it to continuously innovate and set new industry standards.

➢ **Values:** Jamuna Bank operates under a set of core values that form the foundation of its corporate culture. These values include:

- ➢ **Integrity and Ethics:** The bank is committed to upholding the highest standards of integrity, transparency, and ethical conduct in all its operations and interactions.
- ➢ **Customer-Centricity:** Jamuna Bank strongly emphasizes understanding and meeting its customers' diverse needs, striving to provide a superior banking experience at every touchpoint.
- ➢ **Innovation and Technology:** The bank is dedicated to fostering a culture of innovation and continuously adopting the latest technologies to improve its service offerings and operational efficiency.
- ➢ **Sustainable Growth:** Jamuna Bank is focused on ensuring sustainable growth, driven by responsible banking practices that promote both environmental and societal well-being.
- ➢ **Professional Excellence:** The bank is committed to maintaining a motivated and highly skilled workforce, providing opportunities for professional growth and development.

3. Organizational Structure

Jamuna Bank PLC's organizational structure is designed to give emphasis on efficient operations, proper lines of authority and a high focus on tactical decision-making. The bank is majorly run by a Board of Directors who are responsible for providing overall insight and direction. After the BOD, the Managing Director (MD) supervises the entire management and operations of the bank. The organizational structure is assembled of different departments and divisions properly assigned with specific responsibilities.

- ➢ **Senior Management:** Led by the Managing Director, this team is responsible for setting direction, creating policies and supervising the bank's overall operations.
- ➢ **Credit Department:** This department is highly significant for maintaining the bank's lending activities, assessing credit risks and ensuring adherence to internal and regulatory guidelines.
- ➢ **Finance Department:** The finance department is in charge of managing the bank's financial resources including budgeting, accounting and financial reporting.
- ➢ **Operations Department:** This department is accountable for handling everyday banking operations including transaction processing, client service and back-office functions.
- ➢ **Human Resources Department:** HR is in control of recruitment, training, employee relations and performance management.
- ➢ **Treasury Department:** Oversees the bank's liquidity and financial instruments.

- ➢ **Risk Management Department:** Identifies, assesses, and mitigates the various risks the bank faces.
- ➢ **Technology Department:** Responsible for the bank's IT infrastructure and overall digital transformation process.

4. Overview of the Credit Department

The Credit Department of Jamuna Bank PLC is essential to the bank's operations as it manages all loan activities strategically and manages credit risk. The credit department works with reviewing loan applications, determines a borrower's creditworthiness, and makes sure the bank's lending practices comply with legal and risk regulations. Their key functions include:

- ➢ Loan Origination: They collect all the required financial data and supporting paperwork from loan applicants as well as receive and process loan applications.
- ➢ Credit Risk Assessment: Here they determine all possible dangers, gauge the likelihood of loan payback, and analyze applicants' financial standing with previous records from CIB analysis.
- ➢ Loan Structuring: Based on each borrower's history, the credit team creates suitable loan terms, interest rates, and repayment plans. As it was a corporate branch so there were different terms and conditioned implied for employees.
- ➢ Loan Approval: Loan applications are either accepted, rejected, or forwarded to a higher authority for an additional overview based on the credit risk assessment.
- ➢ Loan Monitoring and Management: After disbursing the loan, the department supervises the client's loan performance to verify that terms and conditions are being strictly maintained and if not, they are always prepared to start recovery efforts if needed.
- ➢ Policy Formulation: The Credit Department also has an important role to generate policies regarding internal and external compliance and regulations.

5. Key Services and Products

Jamuna Bank PLC presents a wide range of financial products and services to meet and fulfill the needs of diverse customer segments. These consist of:

- **Retail Banking:** A wide range of products for individual customers including savings accounts, current accounts, deposit schemes and individual loans for housing, education, vehicles etc.
- **SME Banking:** Custom-made financial solutions are possible for small and medium-sized enterprises including working capital loans, term loans and trade finance facilities.
- **Corporate Banking:** Advanced financial products and services are available for large corporations including syndicated loans, project financing and specialized trade solutions.
- **Islamic Banking:** Shariah-compliant products and services that maintains Islamic finance principles are offered for catering the customers with specific religious and ethical preferences.
- **Digital Banking:** Online banking platform, mobile banking apps and digital payment solutions are also available.

Internship Objectives and Scope

6. Primary Objectives of the Internship

- Gaining an In-Depth Knowledge of Credit Operations: The emphasis was on gaining a comprehensive insight into the processes, policies and tools used in credit risk management within a commercial banking environment.
- Enhance Practical Skills in Credit Analysis: My target was to improvise my analytical capabilities by taking part in the daily operations of a Credit Department and gaining hands-on experience with techniques like Internal Credit Risk Rating (ICRR), Debt Burden Ratio (DBR) and Credit Information Bureau (CIB) analysis.
- Contribute to Strategic Decision-Making: I have achieved experiences in a tactical surrounding where my analytical knowledge and insights helped me to realize the informed decisions taken by the credit department.
- Identify Opportunities for Enhancement: My focus was to thoroughly examine the current systems and processes within the Credit Department, pinpoint areas that could benefit from improvement and formulate actionable recommendations to boost operational effectiveness and risk management.

- Boost Career Growth: Engaging in a professional setting has given me the opportunity to develop my communication, collaboration and time management skills by eventually enhancing my overall career growth.

7. Scope of Responsibilities

Throughout my internship phase, I was assigned with the following responsibilities:

- Analyzing Financial Statements: I have inspected holistically the balance sheets, income statements and cash flow statements to assess the financial status of the loan applicants.
- Calculator ratios: I calculated and analyzed the essential financial ratios including leverage, liquidity and profitability to assess the client's financial position.
- Calculating Credit Risk: I also assessed loan applications, verified creditworthiness and identified potential risks through ICRR, DBR and CIB analysis.
- Verifying Loan Documentation: I ensured that all loan documents follow the regulatory standards including preciseness, comprehensiveness and current.
- Created proposals: I assisted in forming well-structured proposals and analytical summaries to support decision-making processes effectively.
- Assisting in Risk Oversight: I helped in the observation and reduction of diverse credit risks to highlight the soundness of the loan portfolio of our branch.
- Engaging in Daily Activities: I also partook in daily basis activities of the branch.

8. Methodology

Data Collection Methods

- Primary Data: This process consists of practical experiences and insights I gathered during my internship period at the Jamuna Bank PLC. I participated in day-to-day activities which also included attending meetings and contributing to constructive discussions with my supervisor and other officers in the department. The observations and data I accumulated were documented in an organized format.

- ➢ Secondary Data: This involved me utilizing financial data, internal templates and processes as well as guidelines and reports that are publicly accessible.

9. Research Approach

During my internship period, I implemented both analytical and practical methods in my research approach. I utilized both qualitative and quantitative approaches to write this report. The quantitative method included a comprehensive financial analysis using mathematical computations, statistical instruments and financial metrics. The qualitative method consisted of inspecting stakeholders' feedback, capturing the complexities of internal processes and evaluating qualitative aspects of credit risk.

Ethical Considerations

During my internship, I put my focus on ethical considerations. I uplifted confidentiality, privacy and integrity of the data I gathered by maintaining rigorous protocols and guidelines, storage and utilization of critical financial and client information.

10. Job Responsibilities and Key Tasks

➢ **Detailed Overview of Daily Tasks**

During my time at the bank, my regular activities were an amalgam of practical and analytical tasks. This organized and structured approach made me capable of having a robust insight into the daily activities of the branch. I generally started by certifying and organizing the documentation as well as ensuring that all files were arranged with proper labels and maintained the necessary protocols. This procedure made me understand the value of proper documentation and the organization of the documents which is very significant in the banking sector. Moreover, I counted risk ratios for different clients by analyzing financial documents like balance sheets, income statements and cash flow statements.
These calculations were a integral part of understanding the client's financial status and history, repayment abilities and creating proposals. I invested a vast amount of time at the beginning of my internship phase to calculate and understand the CIB reports of the borrowers. While doing that, I ensured that I followed all the protocols to validate their prior loan histories. I helped in creating credit proposals and reports which involved organizing data and summarizing my analysis into clearly constructed documents. These experiences significantly enhanced my ability to communicate effectively and present information. Furthermore, I have also partaken in daily meetings with the branch manager

which helped me gain clear insight into our branch position. Luckily, our branch got two special recognitions for being the largest collector of depositors during my time of internship.

➢ **Internal Credit Risk Rating (ICRR) Calculation**

The Internal Credit Risk Rating (ICRR) has an important part in credit risk management. It is crafted to assess the creditworthiness of borrowers by verifying both quantitative and qualitative factors. This system permits the bank to assess the probability of a borrower fulfilling their financial responsibilities which lets the bank make informed and risk-free decisions. The several methods of ICRR methodology are:

1. **Data Collection:**

➢ **Financial Statements:** Brief evaluation of the borrower's financial statements including balance sheets, income statements and cash flow statement offers crucial perspectives on the organization's financial stability, cash flow, profitability and overall solvency.

➢ **Supporting Documents:** Gathering additional documents which include materials like business plans, project proposals and bank statements help to understand the borrower's financial condition.

➢ **Industry Benchmarks:** Analyzing industry data and market research help to frame the borrower's performance compared to their market peers.

2. **Quantitative Analysis:**

➢ Ratio Calculation: Discovering important financial ratios help to judge different aspects of the borrower's financial condition.

➢ Liquidity ratios: The current ratio, the quick ratio and the cash ratio show how well a borrower can meet its short-term obligations.

➢ Leverage ratios: The debt-to-equity ratio and the debt-to-asset ratio show how much the borrower depends on debt financing.

➢ Profitability ratio: Net profit margin and return on assets are all ratios that portray how well the borrower can make money.

➢ Efficiency Ratios: The asset turnover ratio and the inventory turnover ratio demonstrate how well the borrower uses its assets.

➢ Credit Scoring: Figuring out the chances of a financial risk of the borrower by using a weighted scoring system based on the ratios that were calculated is called credit scoring.

3. **Qualitative Assessment:**

- ➢ Management Quality: Observing the borrower's management team and their experience, skill and reliability ensure the quality.
- ➢ Industry Analysis: Spectating the way how industry works, who the competitors are and what the market trends are helps to figure out how the borrower will be able to do business.
- ➢ Business Model and Strategy: Looking at the borrower's business model, strategy and position in the market as well as any legal issues that might come up creates a safe premise for the bank.

Compliance and Regulatory: Checking to see if the borrowers are following the rules set by law and government and finding places where they might not be also sets a cautious premise.

4. **Risk Rating Assignment:**

- ➢ **Rating Scale:** While asserting a specific credit risk rating based on the quantitative and qualitative analyses that were done together, Jamuna Bank uses a structured rating scale with words like "Excellent", "Good", "Acceptable" and "Unacceptable" to describe things.
- ➢ **Weighting System:** Applying a predetermined weighting system for each financial ratio and qualitative factor to arrive at a composite score and risk rating.

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5. **Documentation and Approval:**

- ➢ **Summary Report:** Creating a detailed summary report outlining the findings, supporting documentation, and overall credit risk rating assigned to the borrower.
- ➢ **Presentation:** Presenting the analysis and credit rating to the appropriate credit committee for review and approval.

7.2.2 Case Studies: Practical Application of ICRR

Following are a few cases that depict the practical application of ICRR and the justifications:

Case Study 1: Armor Bangladesh Limited:

To demonstrate the practical applications of ICRR and the justifications, think about the case of Armor Bangladesh Limited, a significant customer of our branch. This company was seeking for a time loan facility. The ICRR was provided as an explanation of the existing credit situation. The ICRR for Armor Bangladesh Limited raised quite a few concerning issues. The Debt of Tangible Net Worth (DTN) was considered unacceptable due to the company's negative net worth as a direct result of net losses in 2021. While there were improvements in the company's profitability in 2022, the DTA was deemed 'Marginal' due to the relatively high financial debt compared to the asset base, showing that the company was still struggling with debt. Other concerning indicators included Unacceptable ratings for the Cash Ratio, Net Profit Margin (NPM), and Return on Assets (ROA), stemming from minimal profitability and an unbalanced capital structure. The Cash Flow from Operations also came as ‘Unacceptable’ due to huge financial expenses. The Credit Cash Ratio (CCR), as well as Stock Turnover Days (STD) were also deemed as ‘Unacceptable’ showing inconsistencies in their cashflow and inventory management systems. On the other hand, the Asset Turnover was rated as Marginal due to lower sales volume compared to the overall asset of the firm.

The qualitative aspects also provided a detailed analysis of the issues, indicating low scores in areas like management experience and audit procedures. The ratings given to collateral, coverage and guarantee were all labeled as ‘Unacceptable” as a result of the company’s failure to provide any guarantee or collateral. Both the leverage and profitability were categorized as ‘Unacceptable’ and the liquidity was ‘Marginal’ indicating the organization’s concerning rate of financial instability at the time of assessment. These tactical discoveries show the significance of a comprehensive ICRR process by identifying high risk factors that can severely impact lending decisions. While there were serious concerning indications such as their failure to provide collateral or any stable financial backing, the bank considered the expanding business and potential which ultimately led to the loan approval guaranteed from Shahjalal Islami Bank.

Case Study 2: Banglalink Digital Communications Limited (Resumption of Composite Credit Facility):

As a presentation of another credit appraisal, let us look into the case of widely used mobile network operator Banglalink Digital Communications Limited in Bangladesh. In this situation, the company was applying for a renewal of an existing credit facility. The ICRR report here provides a glimpse into how large corporations are evaluated and what parameters need to be taken into account. The ICRR report for Banglalink highlighted some different issues. The ‘Leverage’ of the organization was rated as ‘Marginal’ indicating an existing high leverage ratio, although the expectation is that it would improve with increase in sales. The Debt to Tangible Net Worth (DTN) and ‘Liquidity’ were also rated as ‘Marginal’ showing the existing high debt, and lower liquidity of the organization, though they were expected to improve. The ‘Current Ratio’ was also deemed as ‘Marginal’ highlighting that though the company’s liabilities were higher than the assets, the organization was deemed as solvent and they were meeting their financial obligations. On a positive note, the ‘Operating Profit to Operating Asset’ was deemed as ‘Marginal’ although they expected it to grow with their customer expansion, as well as their other ‘Coverage’ ratios that also showed similar results. The ‘Asset Turnover’ and ‘Cash Flow based accrual’ were both deemed as ‘Marginal’ though expectations were high for improvements in the upcoming years. One significant point was the ‘Security Risk’ of the organization as it was rated ‘Unacceptable’ because being a large and globally renowned organization, Banglalink did not provide any form of security to any of its lenders which led to the low ratings for the ‘Primary Security’, ‘Collateral Security’, and the ‘Guarantee’. This case study showcases that even for established corporations, the ICRR process plays a crucial role. It highlights the strategic balance between risk and return, and shows that sometimes, even with a low security score, loans may still be approved based on their strategic outlook. This highlights that a holistic overview is very important while assessing the credit risk of an organization.

Case Study 3: Akij Flour Mills Limited:

Another great example that showcases different challenges of ICRR evaluation is that of Akij Flour Mills Limited, a manufacturing client, which also displays the importance of sector specific evaluations. The provided document showcases their credit standing and the parameters that were considered during the ICRR. The ICRR report identified several areas of concern, which resulted in the DTN being rated as Unacceptable with high debt burden. The Cash and NPM were also marked Unacceptable with low cash assets and low net profit margin respectively, which showed a poor financial standing of the organization. Similar results were seen for the ROA and OPOA which were also deemed as ‘Unacceptable’. Another point of concern was the ‘STD’ which was also deemed as ‘Unacceptable’ due to large stock in hand. The ‘CCR’ was Marginal due to negative cash flows from operations. On the other hand, the ‘CFS’ and ‘CAR’ were both Unacceptable owing to negative cash flows. The Auditing firms were noted as ‘Unacceptable’ as they were the same firms and they were advised to use a recognized auditor. The Primary Security was also marked as ‘Unacceptable’ as the offered collateral was too little compared to the loan amount and required additional corporate guarantee. Another concern was with the ‘Leverage’, ‘Liquidity’ and ‘Profitability’ which were all deemed as ‘Unacceptable’ due to the existing circumstances of the organization. This case shows that though there are some similarities, different organizations require a different lens to evaluate, and it's very important to take into account their individual financial standing and operational capabilities. Though they showed concerns in terms of financial health and high debt burden, the guarantee provided with the promise of sales recovery, made it a viable option for the bank to make a decision.

Case Study 4: Banglalink Digital Communications Limited (Renewal of Composite Credit Facility - Another instance):

This is another ICRR evaluation for the same client (Banglalink) for a renewal of a composite credit facility. This shows how consistency in evaluation is maintained. It also gives more insight into different evaluations conducted for the same organization. Here, the ‘Leverage’ is still ‘Marginal’ with expectation of improvement in upcoming financial years. The Debt to Tangible Net Worth (DTN), and Liquidity were also marked as ‘Marginal’ and similar to the previous assessment the ‘Current Ratio’ was also ‘Marginal’. The ‘Operating Profit to Operating Asset’ was also deemed as ‘Marginal’ with expected growth in the upcoming years. The ‘Coverage’ ratios (Interest Coverage, and Debt Service Coverage) were also deemed as ‘Marginal’ due to the existing operational situation of the organization. Similarly, the ‘Operating Cash Flow to Debt Ratio’ and ‘Cash Flow Coverage Ratio’ were also seen as 'Marginal'. The 'Asset Turnover' was deemed 'Marginal', as well as the 'Cash Flow Based Accrual. Similar to the previous report, the 'Security Risk' of the organization was deemed as 'Unacceptable' due to lack of any collateral or guarantee. Other areas of concern were the 'Primary Security', Collateral Security' and 'Collateral Coverage' and the 'Guarantee' which were also deemed as 'Unacceptable'. This report provides consistency in evaluations for clients with identical backgrounds. While evaluating for the loan approval, the strategic view, including minimum securities and other risks were taken into rumination. By highlighting these scenarios, you have a more broaden view of the credit risk evaluations and strategic logical decisions that are taken within Jamuna Bank.

7.3 Debt Burden Ratio (DBR) Assessment

7.3.1 DBR Calculation Framework

The Debt Burden Ratio (DBR) assessment is a prime procedure in credit risk evaluation, designed to test an applicant's capacity to fulfill their debt obligations based on their income. This tactical evaluation is necessary for all types of lending products, including personal loans, car loans and corporate amenities. A thorough DBR assessment helps Jamuna Bank PLC make informed settlement about loan approvals which ultimately ensures a balance between supporting borrowers' financial demands and organizing the bank's vulnerability to credit risk. The DBR calculation consists of several major steps:

1. Income Assessment: The first step is a brief assessment of all sources of income. This includes-

▪ **Salaried Income**: Verification of salary slips, employment contracts, and other reliable sources.
▪ **Business Income**: For self-employed individuals or businesses, verification through financial statements, tax returns, and bank statements.
▪ **Other Income**: Analysis of rental income, investment income, or any other verifiable income.

2. **Debt Obligation Assessment**: This refers to an overall evaluation of the applicant's ongoing debt obligations which include:
▪ **Existing Loan Payments**: Evaluation of loan repayment schedules, credit card bills, and other recurring debts.
▪ **Proposed Loan Payment**: Consideration of the projected repayments for the requested loan, including interest payments.
▪ **Other Financial Obligations**: Taking into account other financial obligations, such as child support or alimony.

3. DBR Calculation: The DBR is calculated by comparing net debt obligations to the applicant's entire monthly earnings, using this formula:

- DBR = (Total Monthly Debt Payments/ Total Monthly Income) *100

4. Strategic Interpretation of DBR:

▪ **Acceptable Thresholds**: Initiation of acceptable DBR thresholds to reduce risks. This threshold relies on bank instructions, the loan's type and the applicant's credit history.
▪ **Risk Assessment**: DBR is used in risk assessment. Low DBRs signifies low risks and high DBRs may signify the applicant's financial over commitment.
▪ **Holistic View**: DBR analysis is used in conjunction with other risk parameters to make an informed and strategic credit decision.

5. Documentation: Managing accurate records of DBR calculations, supporting documents and the reasoning behind the acceptance or rejection of loan applications.

7.3.2 Diverse Applications Across Loan Products

My experience at Jamuna Bank included the strategic application of DBR assessment across a various types of loan products, each with their own distinguished set of parameters and necessities.

1. Employee Salary Loans:
For employee salary loans, the DBR assessment prioritizes on the steadiness and consistency of the borrower's income. I had to thoroughly inspect income documentation such as salary slips, bank statements and employment contracts. I compared these figures against the borrower's entire debt obligations, which consisted remaining loans and credit card balances. A DBR within the acceptable limit showed the applicant's capacity to manage their debt while maintaining a reasonable standard of living.

2. Car Loans:
DBR analysis for car loans needed a consideration of the applicant's financial capacity and the loan's effect on their total debt burden. I inspected the applicant's monthly income with their prevailing debts, the proposed car payment and any extra financial commitments. I also analyzed the car price, its depreciation factor and the down payment.

3. Personal Loans:
DBR analysis for personal loans demanded a brief evaluation of the borrower's financial stability. This referred to looking beyond the standard salary and income including other determinable

sources like rental earnings, investment returns etc. It was significant to take an overall view of the applicant's financial steadiness to verify credit eligibility.

4. Corporate Facilities:
The DBR assessment of corporate facilities highlights the inspection of the companies' debt capacity against its revenue to learn the risk involved. This includes a brief investigation of the financial health of the organization.

In all cases, the DBR assessment maintained a very significant role in verifying the properness of a loan application. Strategic DBR assessment helps to give financial support while also determining the long-term financial health of the borrowers.

7.4 Credit Information Bureau (CIB) Analysis

7.4.1 CIB Reporting System

The Credit Information Bureau (CIB) is an important tool in Bangladesh's financial system as a centralized database that accumulates credit information on borrowers from all participating financial institutions. Authorized by Bangladesh Bank, the central bank of the country, the CIB system plays a crucial role in establishing transparency, mitigating information asymmetry and promoting responsible lending practices within financial industry. My part involved holding this system to upgrade the probity of the credit evaluation process. The CIB reporting system has many important parts:

1. Data Collection:

- Engaging financial institutions are mandated to submit brief credit information about their borrowers to the CIB regularly. This must include personal and business information as well as loan details, repayment histories and any cases of default or delinquency.

2.Report Generation:

- CIB reports aggregate all credit history of each borrower which includes: ▪ Borrower Details - Name, address and ID information

- Borrower Details - Name, address and ID information
- Loan Description – type, amount and disbursement date of all received loans.
- Repayment Details – timely or delayed payments and defaults.
- Credit Classification – it contains substandard, doubtful and loss classifications.

3.Data Access:

•	Partaking financial institutions have entry to the CIB system. This gives them the information which is significant to examine credit risk of the borrowers. The CIB system also supports responsible lending by ensuring that all lenders are aware of the applicant's loan history before disbursement.

4.Data Security:

▪ The CIB system uses reliable data security methods to protect the privacy of borrower information such as data encryption and monitored user access to prevent any misuse.

5.Legal Compliance:

▪ The CIB system does its operations under the regulatory framework founded by the Bangladesh Bank, guaranteeing the collection, dissemination, and use of credit data maintains all relevant laws.

7.4.2 Application in Credit Risk Evaluation

At Jamuna Bank PLC, I applied the CIB reports as a major aspect of my overall credit risk assessment. The various strategic steps regarding the practical implement of CIB system are:

1. **Demanding Reports:** As part of our standard loan application process, we ask for CIB reports from all potential borrowers. I started the requests for these reports through the CIB system and also made sure that all required information was properly entered without an error to avoid any discrepancies in the results.
2. **Inspecting Report Data**: After receiving the CIB report, I examined the data for a comprehensive understanding of the applicant's credit behavior. The factors I considered were:

Patterns of Repayment: I inspected the payment history to ensure whether the applicant made consistent and timely payments on past loans. Any delayed payments, defaults, or loan restructuring were observed and noted.

Exposure of Existing Credit: By calculating the accumulated credit exposure for every applicant across all institutions, we could ensure their current debt load and repayment abilities.

Classification of Credit: I inspected the loan classification status and took a meticulous step to applicants labelled as substandard, doubtful, or bad/loss, as they demonstrated a high risk of non-repayment.

3. Integrating with Other Metrics: I combined the findings from the CIB analysis with other factors including financial statement analysis and DBR assessments to provide the credit officers with a holistic view of the applicant's financial health. Any inconsistencies or concerning trends seen in the CIB reports were critically reviewed to determine the applicant's overall creditworthiness.

4. **Strategic Recommendations**: Based on my thorough analysis, I was able to create strategic

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recommendations to help the credit committee make informed decisions. This also helped in mitigating the risk of credit losses.
5. **Documentation and Transparency**: I made sure to keep a document of the CIB analysis reports to maintain transparency and integrity in the loan approval process. It will provide a verifiable audit trail for future reviews.

7.5 Loan Document Compliance Verification
7.5.1 KYC and Regulatory Compliance

The assessment of loan documents is a significant step in Jamuna Bank's strategic approach of managing credit risk. This process works as a first line of defense against fraud, misrepresentation and non-compliance by ensuring the integrity of the bank's lending activities. A essential aspect of this process involves checking the alignment of all required documents with both internal policies and the regulatory guidelines from Bangladesh Bank. At Jamuna Bank, the main emphasis is on the Know Your Customer (KYC) requirements because they are mandatory for all financial institutions to prevent money laundering and terrorist financing. The KYC requirements typically involve gathering and verifying the below mentioned things:

1. Identification Documents:
For individuals: Valid national ID cards, passports, or other approved forms of identification.
For businesses: Registration certificates, trade licenses, and tax identification documents.
2. Address Verification:
Utility bills, lease agreements, or other official documents that confirm the borrower's current address.
3. Financial Information:
Bank statements, tax returns, financial statements that provide proof of income and financial standing.
4. Beneficial Ownership:
Information regarding ultimate beneficial owners and all necessary documentation to verify ownership.
5. Legal Compliance:
Making sure of the compliance with all prevailing rules and regulations which includes, but is not limited to, regulations from Bangladesh Bank, anti-money laundering laws and other related legislation.

7.5.2 Meticulous Document Review

My role needed a brief and comprehensive approach to document and a focus on verification, accuracy and compliance. This involved:

1. Verification: I cross-checked all documents submitted by the applicants to make sure that all information given was correct and there were no irregularities or errors. I ensure that the identification documents were not forged and address proofs were current and confirmable.
2. Compliance: I thoroughly rechecked each and every document to confirm compliance with existing regulations and bank policies. This comprised ensuring that the documents were absolute and all required information was perfectly there.
3. Detecting Abnormalities: I always stayed observant to find out any inconsistencies, tampered or forged documents or suspicious activity and if found any, I promptly reported my observation to senior members.
4. Documentation: I correctly documented all review findings and the results of all actions taken as part of each loan application. This really helped to maintain a record of the review procedure and to establish transparency in the overall loan approval process.

By doing a thorough review of all documentation, I played my role properly to increase the strength of Jamuna Bank’s defense against fraud and also secure loyalty to compliance and regulatory guidelines.

7.6 Strategic Credit Proposal and Report Development

7.6.1 Key Elements of Credit Proposals

The development of tactical credit proposals and reports is an integral part to the credit approval process at Jamuna Bank PLC, acting as the pillar for well-informed decision-making. A strategic credit proposal combines complex information into a to the point document that showcases a comprehensive overview of the loan applicant. Major factors include:

1.Executive Summary:

•. A brief summary of the credit request, highlighting the amount of the loan, proposed terms and a high-level risk rating which gives an immediate understanding for decision-makers.

2.Borrower Profile:

▪ Brief information about the applicant consisting of their personal and professional background, business history, and management team. This gives meaning to the application and helps in examining stability and potentiality.

3.Financial Analysis:

This section demonstrates a complete analysis of the borrower's financial status. It consists of:
Analyzing Financial Statements: Balance sheets, income statements and cash flow analysis are used to extract major financial ratios.
DBR, ICRR, and other calculations are demonstrated with clear interpretation of results.

4.Credit Risk Assessment:

A thorough risk assessment of the applicant based on qualitative and quantitative factors. This section includes all factors that might affect the repayment of the loan and strategies to mitigate the risks.

5.Loan Structure:
▪ This section explains the details of the proposed loan, including the amount, interest rate, repayment schedule, and security offered.

6.Strategic Recommendation:
▪ A clear, concise and strategic recommendation regarding whether to approve or decline the loan application, along with a detailed justification that references all analysis findings.

7.Supporting Documentation:
▪ A comprehensive overview of all reports, CIB analysis, legal documents, etc. that support the credit application.

7.6.2 Communication Skills for Credit Insights

Effectively communicating credit insights is a core competency of a successful credit analyst at Jamuna Bank. This involves not only technical skill but also the ability to convey complex information in a clear and concise manner. This requires:

1.Clarity and Precision:
▪ Use clear and jargon-free language in reports so that all stakeholders can easily understand the findings.
▪ Ensure accuracy and precision while presenting data, avoid any ambiguity and maintain full transparency.

2. Summarization Skills:
▪ Ability to condense long and complex analysis into concise summaries, highlighting the most important points for strategic decisions.

3. Data Visualization:
▪ Utilizing charts, graphs and tables to present quantitative information effectively.

4. Justification and Rationale:
▪ Provide clear and detailed reasoning behind the credit risk assessments. It must explain every key aspect of the analysis that led to the final strategic decision.

5. Professional Presentation:
▪ Maintaining professional decorum in all communication, both in written reports, as well as meetings and discussions.

6. Feedback Incorporation:

▪ Actively seek feedback and suggestions on credit reports and proposals to make strategic improvements in future communications. Through effective communication, credit professionals ensure that all stakeholders are fully informed to make strategic and informed decisions. This skill is critical to the smooth operation of Jamuna Bank's Credit Department.

7.7 Support of Informed Risk Assessment and Loan Approval

7.7.1 The Role in Supporting Credit Officers

My role at the Credit Department went beyond performing routine tasks. It was about supporting the credit officers by doing vigorous financial assessment, ensuring to provide them with data-backed tactical insights to help their loan approval decisions. My responsibilities included:

1. Brief Financial Analysis: I performed extensive analysis of all borrower's financial data, calculated relevant financial ratios, pointed out any strengths or weaknesses and summarized all findings in clear, well-constructed reports for the credit officers to make proper decisions.

2. Risk Identification: I combined discoveries from various sources like CIB analysis, DBR and ICRR evaluations to find out potential risks associated with each loan application which ultimately gave the credit officers a holistic overview of the applicants.

3.Documentation and Verification: I thoroughly checked the compliance of all loan documents. By doing this, I decreased the potential for errors and delays in the credit approval procedure.

4.Strategic Recommendations: Based on my observation, I suggested strategic recommendations by pointing out the areas of concern and strength with a view to helping credit officers to make well-constructed decisions.

5.Collaboration: I worked very carefully with the credit officers while discussing findings, exchange insights and explanation of any questions. This created a co-operative working bond and a mutual understanding of the risks involved in each loan approval.

7.7.2 Analytical Contribution to Strategic Decisions

My prime contribution to strategic decisions at Jamuna Bank consisted of providing well-constructed and detailed analysis that encouraged the credit officers with the relevant information to make proper tactical decisions. These strategic contributions included:

1.Informed Lending Decisions: My work informed credit officers with all of the necessary data to assess financial stability and risk. This process verified that the bank loans were expended strategically to the right borrowers while also decreasing any potential losses.
2.Mitigation of Risks: By extensively locating the areas of potential threat, credit officers were able to take quick steps to eradicate them before the disbursement. My knowledge into credit history, financial stability and potential risk factors made sure of a comprehensive risk management approach.
3.Consistent Process: My dedicated efforts helped to standardize and create a consistent methodology for data collection, analysis and assessment. This assured that all decisions were made with the same procedures and criteria which highly contributed to the fair and consistent approach in the credit approval process.
4.Improved Efficiency: By streamlining the information flow, I guaranteed that credit officers had all valuable data to make timely well-informed strategic decisions and this reduced the overall time of approving or declining a loan application.

7.8 In-depth Financial Statement Analysis

7.8.1 Interpreting Balance Sheets, Income Statements, and Cash Flows

Financial statement analysis builds a major component of credit risk evaluation at Jamuna Bank serving a well-constructed understanding of a borrower's financial condition and potential. This analysis needs a proper review of the three primary financial statements: the balance sheet, the income statement, and the cash flow statement. By gaining proper key knowledge from these statements, the bank can make timely decisions on the creditworthiness of loan applicants.

1.Balance Sheet Analysis: The balance sheet showcases a short overview of a company's properties, liabilities, and equity at a certain point in time which represents its financial position. My inspection of the balance sheet consisted of:

▪ **Asset Evaluation:** Assessing the nature and value of assets, including current assets (cash, accounts receivable, inventory) and non-current assets (property, plant, equipment). This procedure also needed examining the composition of every asset and any possible threats. For instance, I would focus on whether a company had too much inventory which might be at risk of turning into obsolete or a company was highly dependable on fixed assets which could restrict financial flexibility.
▪ **Liability Analysis:** Checking the type and extent of liabilities including current liabilities (accounts payable, short-term debt) and non-current liabilities (long-term debt) involved analyzing the repayment conditions and possible debt burdens and their alignment industry standards.

▪ **Equity Assessment:** Inspecting equity components including retained earnings and paid-in capital, for comprehensive knowledge into the company's ownership structure and long-term financial stability. This inspection would contribute in learning if the company was funded well enough for sustainable growth.

2.Income Statement Analysis: The income statement (profit and loss statement) highlights a company's financial performance over a certain period by summarizing its revenues, expenses, and net income. My inspection of the income statement needed:

▪ **Revenue Evaluation:** Reviewing the sources of revenue, sales growth trends, and revenue diversification for stability and growth. Such as, if a company had a few significant clients, I'd evaluate the possible risks of losing these clients and how it could impact the stability of the income.
▪ **Cost and Expense Assessment:** I analyzed the cost of goods sold, operated expenses and interest expenses to understand the company's profitability and efficiency. High operating expenses or a increasing cost of goods sold would imply a need for further inspection.
▪ **Profitability Analysis:** Assessing the company's profitability by calculating margins such as total profit margin, operating profit margin, and net profit margin provided a transparent view of how capable the company is at making profits after different levels of expenses.

3.Cash Flow Statement Analysis: The cash flow statement locates the movement of cash both into and out of a company during a certain period. It gives a completely clear view of a company's capability to make cash and fulfill its short-term obligations. My analysis of the cash flow demonstrated:

▪ **Operating Cash Flow Evaluation:** Assessing the cash flow from the company's core business activities, indicating its capacity to generate sufficient revenue to sustain operations. Negative cash flow from operations would indicate an operational risk for any company.
▪ **Investing Cash Flow Analysis:** Reviewing cash flow from investments in assets, equipment and other capital expenditures, to see how well the company is planning for future growth.
▪ **Financing Cash Flow Assessment:** Understanding cash flow from borrowing, repaying debt, issuing equity and other financing activities which indicated the company's financial activities and health.

7.8.2 Strategic Ratio Analysis

In addition to individual financial statement review, my analysis included computing and interpreting key financial ratios to gain a deeper understanding of a borrower's financial strengths and weaknesses. These strategic ratios are instrumental in assessing various aspects of financial performance, including:

1.Liquidity Ratios:
Current Ratio: Calculated by dividing current assets by current liabilities. This measures a company's ability to meet its short-term obligations. A low current ratio showcased possible liquidity problems while an excessively high ratio could show inefficient use of properties.
Quick Ratio: Calculating by dividing liquid assets (cash, marketable securities, and accounts receivable) by current liabilities provides a more thorough evaluation of liquidity mitigating inventory from the current assets.
Cash Ratio: This sees a company's capability to cover short-term debts with its maximum liquid assets. It is calculated as cash and cash equivalents divided by current liabilities which gives knowledge into the immediate solvency of the borrower.

2.Leverage Ratios:
Debt-to-Equity Ratio: Calculated by dividing entire debt by entire equity, this measures the extent to which a company is financed by debt rather than equity. A high ratio shows dependence on debt. Whereas, a lower ratio represents more stable funding.

Debt-to-Asset Ratio: Calculation of dividing total debt by total assets demonstrates the proportion of assets financed by debt. A higher ratio presents a bigger financial threat.

3.Profitability Ratios:
Gross Profit Margin: Calculation of gross profit divided by revenue manifests the efficiency of a company’s management in the cost of its sold products. A high gross profit margin indicates the effective management of the company’s production cost.
Net Profit Margin: By dividing net profit by revenue, we can show the percentage of revenue translated into net profit. This ratio provides an extensive overview of the overall profitability of a company.
Return on Assets (ROA): By dividing net profit by total assets, we can reflect a company’s efficiency in using its assets to gain profit. A higher ROA represents a better financial health.
Return on Equity (ROE): Calculation of net profit divided by shareholders' equity measures the effectiveness of a company’s methods in utilizing shareholder funds to earn profit. High ROE shows a company's capability to generate profits for its investors.

4. Efficiency Ratios:
Asset Turnover Ratio: Calculation of revenue divided by total assets shows the company’s capability in using its assets to generate sales.
Inventory Turnover Ratio: By dividing the cost of goods sold by average inventory, we can demonstrate the company’s rapidness of selling its inventory. In this case, a high turnover ratio means efficiency in the selling process.

By interpreting these ratios, I was able to provide a refined and comprehensive understanding of each borrower's financial health and operational effectiveness. Thus, I provided the credit officers with detailed and strategic reports for precise decision-making.

7.9 Compliance and Regulatory Monitoring

7.9.1 Adherence to Internal Policies and External Regulations

Ensuring adherence to both internal policies and external regulations is vital to the integrity and stability of Jamuna Bank PLC. This compliance monitoring is integral to the daily operations of the Credit Department and ensures that lending practices align with legal requirements and ethical standards.

1.Internal Policy Framework:

- **Credit Policy Manual:** A structured document that outlines the bank's specific procedures, guidelines, and risk limits for loan origination, credit assessment, and loan approvals. I adhered to these guidelines in every step of my analysis.
- **Risk Management Framework:** The bank's risk management framework includes credit risk parameters, which I used to perform DBR and ICRR evaluations.

2.External Regulatory Framework:

- **Bangladesh Bank Directives:** Adherence to the directives and circulars issued by Bangladesh Bank is a must, which includes but is not limited to guidelines for capital adequacy, loan classification, and provisioning requirements. I ensured to stick to all of these directives while performing my tasks.
- **Anti-Money Laundering (AML) and Combating the Financing of Terrorism (CFT) Laws:** Deference to all relevant AML and CFT laws was a must to mitigate any illegal or unethical activity within the bank.
- **Financial Laws and Regulations:** I also adhered to all existing laws and rules, including the Banking Company Act, and all other applicable financial laws.

3.Continuous Monitoring:

I ensured to daily review the bank policies and Bangladesh Bank directives to keep myself informed about changing regulations and update the workflows according to them.

7.9.2 Monitoring and Reporting Processes

I used my knowledge to maintain deference through strict monitoring and reporting practices, verifying all tasks were completed in compliance with all requirements which included:

1.Regular Audits: Internal audits were done regularly to evaluate compliance with regulations and policies. My role was to make sure that all of my analyses and assessments were completely documented and transparent for any audits.
2.Documentation: I kept brief record of all performed tasks ensuring every calculation and assessment was rigorously documented and easily verifiable to establish transparency and integrity in all credit transactions.
3.Reporting: I prepared compliance reports that highlighted my observations and any cases of non-compliance that I noticed. These reports would work as a way for the supervisors to take necessary steps to address any discrepancies with a view to maintaining ethical practices within the organization.

7.10 Special Initiatives

7.10.1 Process Improvement Initiatives

My internship at Jamuna Bank also consisted of the chance to contribute to several process enhancement initiatives. These initiatives targeted to improve the effectiveness and efficiency of the Credit Department. This experience granted me with both opportunity to perform routine tasks and propose alternations to the workflows and procedures.
1.Data Management: I worked on a data management project based on developing data entry accuracy and building a central repository for easy access. This was done with a view to decreasing data related inconsistencies and errors and also mitigate time consumption for manual record keeping.
2.Documentation Management: I also kept my contribution in improving the loan documentation process by enhancing a system that organizes all significant documents by category and loan application. Thereby, I designed the procedure of finding specific documents.

7.10.2 Efficiency and Organizational Effectiveness

By partaking in these initiatives, I made my contribution to the effectiveness of the credit department by designing processes, decreasing errors and enhancing the overall flow of information. These efforts defined a more logical and efficient approach to all credit operations.

8. Strategic Analysis of Credit Department Operations

8.1 Evaluation of the Credit Approval Process

8.1.1 Process Flow and Efficiency Analysis

A comprehensive assessment of the credit approval procedure at Jamuna Bank PLC's Gulshan Corporate Branch unveiled a well-structured and complex system. The procedure begins with the submission of a loan application. Then it goes through various stages such as document verification, financial analysis, credit risk evaluation and lastly approval or rejection.

1.Initial Application and Verification: The initial period consists of the applicant submitting all necessary documents. This stage's effectiveness depends on both the applicant's capability to show all documents and the bank's capability to review them properly. Bottlenecks at this stage were generally inspected when there were missing or wrong documents. And it led to delays.
2.Financial Analysis: Once all the documents were received, the next stage began with financial analysis. In this phase, my performance played a very significant role in assessing the financial standing of the borrowers. This step required computing key financial ratios, reviewing balance sheets, income statements, cash flow statements and then providing those to the credit officers. This step is usually time intensive and needs highly strict attention to detail.
3.Risk Assessment: The credit officers utilize the financial analysis along with the information from the CIB reports and DBR assessment to gauge the credit risk involved. This process is strategic and demands experience as well as professional skill to make proper judgement on the credit risk level.
4.Credit Committee Review: All loan applications are reviewed by the credit committee, composed of experienced members of the bank. This step is crucial for risk mitigation and ensuring only the right loans are approved. The efficiency of this step depended on how comprehensive the preceding steps were, as more thorough reports helped to reduce the review time.

5.Approval or Rejection: Based on all the above-mentioned steps, the loan applications are either approved or rejected and communicated to the clients. This stage is dependent on the efficiency of all previous steps and can be delayed if there is any bottleneck in prior stages.

Overall, while the credit approval process at Jamuna Bank PLC is comprehensive and well-structured, it is also complex and time-consuming. Efficient flow of information, complete and verified documents, thorough risk evaluation and timely decision making are essential to minimize delays and enhance the overall process.

8.1.2 Identification of Bottlenecks

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During my internship, I observed several bottlenecks that impacted the efficiency of the credit approval process. These issues needed to be identified to streamline the operations.

1.Incomplete Documentation: A major bottleneck was the frequent occurrence of incomplete or inaccurate documents from loan applicants. This involved financial statements that were not audited, missing tax documents, and illegible identification proofs which caused delays and increased workload for the bank's staff.

2. Manual Processes: While certain aspects of the evaluation have been digitized, others still relied on manual data entry and record keeping. This was both time-consuming and prone to errors. Moreover, it affected the efficiency of the entire process.
3. CIB Report Verification: The demand for cross examining the CIB reports manually with other information delayed the overall verification process.
4. Interdepartmental Coordination: Keeping coordination with other departments such as legal compliance and customer service was also a cause for the delay. Also, this usually happened during document approvals and compliance checks.
5. High Volume of Applications: Sometimes, the sheer volume of loan applications built a backlog that made delays in processing and decision-making.

If we want to make strategic enhancements to improve efficiency, decrease delays and minimize operational risks, pinpointing these bottlenecks is the initial step.

8.2 Assessment of Loan Portfolio Management Strategies

8.2.1 Strategic Loan Structuring

Strategic loan structuring is one of the significant aspects of Jamuna Bank's approach to manage credit risk and upgrade its loan portfolio. It includes designing loan terms, interest rates, repayment schedules and collateral requirements to fulfill the specific needs of borrowers. It also makes sure of the bank's financial stability and profitability. This step needs an extensive understanding of financial markets, regulatory guidelines and industry trends. Efficient loan structuring strategies are:

1.Risk-Based Pricing: To showcase each loan's risk, we structure the interest rates tactically. Borrowers with higher risk profiles are given higher interest rates because of the increased probability of default. This risk-based approach to pricing establishes a balance between risk and reward.
2.Tailored Repayment Schedules: We must structure the repayment schedules to align with the borrower's capability to repay the loan. This strategic approach reduces default risk by considering the borrower's income, operating cycle and any seasonal fluctuations in their cash flow.
3.Collateral Requirements: Collateral requirements were designed with precision to reduce losses for the bank in cases of any defaults. The types of collateral like real estate, equipment or financial assets were decided based on the nature of the loan and the borrower. This can be seen in the ICRR analysis for Akij Flour Mills Limited where even though the loan was guaranteed, the collateral was too little which prompted the demand for an extra corporate assurance.
4.Loan Covenants: Strategic loan covenants are designed to protect the bank's interests. It might also include restrictions on additional debt, regular financial reporting or compliance with industry-specific standards. These conditions are very necessary for supervising the borrower's operations and risk profile.

5.Flexible Loan Products: Crafting flexible loan products with variable interest rates, adjustable payment options and customizable terms is very important for accommodating with the borrowers' diverse demands.
6.Reviewing Market Conditions: Constantly monitoring market situations, industry trends and alternations in regulations is necessary to design loan products accordingly.

8.2.2 Risk Diversification Strategies

Jamuna Bank also focuses on tactical risk diversification methods to reduce possible losses. It decreases the loss by providing its loan portfolio across various sectors, geographical locations and client demographics. This also mitigates the bank's vulnerability to economic downturns or industry specific risks. Strategic approaches are:

1.Sectoral Diversification:
Presenting the loan portfolio across a range of sectors such as manufacturing, agriculture, services, real estate and technology can avoid any over-dependence on one sector. Unless it could become vulnerable to unknown risks.
2.Geographical Diversification: Managing loans across different geographical locations can reduce the impact of regional economic risks. This certifies the bank's lower exposure to economic matters impacting certain regions.
3.Client Diversification: Expanding loans to diverse client types like individuals, SMEs and large corporations can distribute risks and prevent overexposure to certain client demographics.
4.Loan Product Diversification: Diversifying the types of offered loan products such as term loans, working capital loans, trade finance and personal loans can serve a broader market and reduce possible risks.
5.Regular Portfolio Reviews: Conducting extensive reviews and stress tests will help to pinpoint potential concentrations of risk. It will also tailor strategies accordingly.

8.3 Evaluation of Credit Risk Management Practices

8.3.1 Strategic Risk Assessment Framework

Jamuna Bank's well-executed approach to credit risk management includes a holistic framework merging both quantitative analysis and qualitative judgments. It will help to assess the creditworthiness of potential borrowers. This framework is essential for reducing potential losses. It is also important for establishing a stable and healthy loan portfolio. Main components are:

1.Quantitative Risk Assessment:

▪ **Financial Ratio Analysis:** The inspection of major ratios include liquidity, leverage, profitability and cash flow can achieve an overview of the financial health of the borrower.

▪ **Credit Scoring Models:** Complex credit scoring models were implemented to examine financial data and credit history of the applicants. It will quantify credit risk and build risk profiles.

▪ **DBR and ICRR Analysis:** These tools are used to gauge repayment ability and overall creditworthiness of the borrowers. As shown in the case studies, the inspection includes both quantitative and qualitative factors to gain a comprehensive overview of the financial health of the borrowers.

2.Qualitative Risk Assessment:

▪ **Industry Analysis:** An analysis of market trends, competitive landscape and regulatory environment of the borrower's industry to identify potential risk factors.

▪ **Management Assessment:** Evaluation of the borrower's leadership to determine their competence, expertise, and integrity. As seen in the Akij Flour Mills Limited case, it is important to review the management and advise to use recognized auditors to improve compliance in auditing process.

▪ **Business Model Review:** Evaluation of the viability and competitiveness of the borrower's business model to determine sustainability.

▪ **Compliance Checks:** Checking all existing compliance and legal standards are met.

3.Risk Rating System: A clearly defined rating system, ranging from low-risk to high-risk is used based on findings from the quantitative and qualitative assessments, which helps the credit officers to make well informed decisions.

4.Collateral Evaluation: A detailed assessment of any offered collateral, including its type, valuation and marketability, to minimize losses in case of defaults. As shown in the case of Banglalink, sometimes companies may still receive loans even without providing collateral, if their overall profile is deemed as a low-risk with a higher growth potential.

5.Monitoring and Reporting: Proactive monitoring of loan portfolios and regular reporting to identify potential risks early and implement corrective measures.

8.3.2 Use of Advanced Risk Modeling Tools

Jamuna Bank uses advanced risk modeling tools to improve its risk management practices. These tools play a significant part in giving detailed and data-driven insights for strategic decision-making. These include:

1.Predictive Credit Scoring Models: These models use statistical analysis and machine learning to foresee the chances of loan default. These models can anticipate new applicants' credit risks more profoundly by examining past data.

2.Scenario Analysis and Stress Testing: We use scenario analysis tools to make different business environments, economic conditions, interest rate fluctuations and other variables. It helps us to observe their impact on borrowers' repayment capacity. This also helps the bank to plan and keep itself prepared for any financial obstacles and verify the stake of withstanding.

3.Portfolio Analytics: These tools give insights into loan portfolio concentration risks. It also identifies high-risk areas. By locating these, it proactively strategizes to reduce potential losses.
4.Early Warning Systems: These systems observe borrower data for any signs of financial distress These distresses could range from late payments and changes in financial performance to downgrading in market outlook. Consequently, it allows the bank to act proactively to mitigate any losses.
5.Data Warehousing and Reporting Systems: Accumulation of various data systems helps to provide extensive and detailed insights into the borrowers. It ultimately improves the overall decision-making process.

- **8.4 Cybersecurity Risk Assessment**

8.4.1 Analysis of Digital Platform Security

Cybersecurity has become a crucial concern for Jamuna Bank PLC because of the rising reliance on digital platforms for banking operations. Digital platform security's brief assessment involves determining potential vulnerabilities to protect customer data, ensure operational continuity and maintain the bank's reputation. My observations were:

1.Vulnerability Analysis: My analysis included a brief review of the bank's digital infrastructure, possible entry points for cyberattacks and the effectiveness of current security measures.
2.Access Controls: Evaluating the existing policies and protocols for accessing critical data and systems meant checking authorization systems. It also indicated reviewing password management practices. As a result, it would ensure the verification of only authorized personnel's access to specific systems.
3.Network Security: I monitored the network security mechanisms including firewalls, intrusion detection systems and encryption methods. It ensured the secured channel transfer of all data.
4.Web Application Security: I evaluated the security of online banking platforms, mobile applications and other public facing digital interfaces. This is how I ensured the defense against malware attacks, cross site scripting etc.
5.Third Party Risk Management: I inspected third party vendors security protocols to identify risks arising from external service providers.

8.4.2 Data Security Protocols

Data security protocols play a very significant role in saving Jamuna Bank PLC's sensitive data and customers. The bank needs a robust set of data security methods to maintain confidentiality, integrity and availability of data. These are:
1.Data Encryption: We have to utilize encryption technologies. It will make sure to safeguard all data during transmission and storage. It requires to review the encryption protocols used and check the security of all information.
2.Data Backup and Recovery: Reviewing data backup and recovery mechanisms certifies quick data restoration in case of any breaches or system failures.

3.Access Management: Verification of only authorized personnel's access to data has to be maintained through well-structured access control policies.
4.Employee Training: Evaluation of the existing training programs for all staff has to be arranged by the authority. We have to examine their wisdom and concerns regarding data security and cyber threats.

- **8.5 Assessment of Integration of ESG Factors**

8.5.1 Existing Practices
During my internship, I observed the robust systems of Jamuna Bank PLC for evaluating financial and operational risks. But I also noticed the limitations of the bank in the integration of Environmental, Social and Governance (ESG) factors into the credit evaluation process. This issue led to review the bank's current methods and ESG integration. And then my inspection revealed quantitative financial data's strong implementation. But the lacking in the evaluation of environmental impact, social responsibility and corporate governance of loan applicants became also evident in my observation.

8.5.2 Need of ESG Integration
Jamuna Bank PLC is facing a rapidly rising demand to tactically incorporate ESG factors into its credit risk assessment framework. If the bank Integrates ESG factors to enhance its strategic risk management, it will mitigate long-term risks. Also, it will follow the international best practices. The needs for this are:
1.Improved Risk Management: Integrating ESG factors can enhance the bank's identification and reduction of risks. Because it might not be evident from financial data alone. For instance, a company with poor environmental practices will be exposed to financial losses.
2.Enhanced Reputation: A focus on ESG factors can enhance the public image of the bank. It will also raise the stakeholder confidence and demonstrate a commitment to sustainable banking practices.
3.Compliance with International Standards: Global demands for ESG disclosures and sustainable practices are increasing day by day. Integrating ESG factors would align the bank with all applicable international financial standards and ensure that the bank remains competitive.
4.Better Loan Decisions: Incorporating ESG factors can help in making more informed decisions by using holistic evaluation methods.

9. Key Strategic Findings and Observations
- **9.1 Strategic Efficiency of Credit Approval Process**

My strategic observations regarding the credit approval process at Jamuna Bank's Gulshan Corporate Branch highlight the system's strengths and areas for improvement. While the bank has implemented robust procedures for loan applications, there are opportunities to increase the efficiency and effectiveness of the process. For instance, while the ICRR for Armor Bangladesh Limited, Banglalink, and Akij Flour Mills Limited provided valuable insights, the process itself could benefit from strategic enhancements. As seen with the various case studies, all aspects of the application process, ranging from documentation to reporting, need to work in unison to improve efficiency and reduce turnaround time.

• **9.2 Strategic Challenges and Bottlenecks** Throughout my internship, I identified specific strategic challenges and bottlenecks that hinder the overall efficiency of the credit department. These issues need a strategic planning and execution to be dealt with effectively. The several ICRR reports, such as Armor Bangladesh Limited, Banglalink and Akij Flour Mills Limited, showed the inconsistencies in data quality and manual processes. It is a must to find proactive solutions to solve these issues.

1. **Data Quality and Consistency:** The presence of inconsistencies, missing information and errors in the documents provided by applicants created delays in the processing time and put stress on the existing resources. This required more attention to be placed on creating robust data entry protocols.
2. **Manual Process Dependencies:** The existing reliance on manual data entry, documentation and communication created bottlenecks. Automation of these tasks would reduce the overall time it takes to complete a loan cycle.
3. **CIB Report Verification:** The need for cross checking the CIB reports manually with other information delayed the overall verification process.
4. **Interdepartmental Coordination:** Coordination with other departments such as legal, compliance, and customer service, was also a source of delay. This usually occurred during document approvals and compliance checks.
5. **High Volume of Applications:** At times the sheer volume of loan applications created a backlog that caused delays in processing and decision-making.

9.3 Strategic Gaps in Credit Risk Management

While the bank's credit risk management framework is robust, there are strategic gaps that need to be addressed to enhance the overall approach. The provided ICRR reports show the limitations of the existing risk assessment criteria and they also showcase the areas that require additional focus.

1. **Refinancing Risk Management:** Although the existing credit process carefully evaluates borrowers' ability to repay their initial loan, it does not necessarily provide sufficient analysis of risks associated with refinancing, creating a potential oversight. As seen with the Banglalink cases, though their credit risk was low, the assessment still highlighted the need for more data.
2. **Cybersecurity:** There is a growing strategic need to address cybersecurity challenges and

establish more proactive cybersecurity systems to protect sensitive information. This requires continuous monitoring and strategic enhancement of IT infrastructure.

3. **ESG Factor Integration:** The current credit risk evaluation is mostly focused on quantitative data with very limited emphasis on ESG, creating a strategic gap that needs to be addressed to ensure that the bank operates in an ethical and sustainable manner, aligning with global best practices. It is evident that a clear strategy is needed to address these gaps to strengthen the existing system.

10. Recommendations for Strategic Improvement

10.1 Strategic Enhancements in Credit Department Operations

10.1.1 Advanced Data Validation

Implementing advanced data validation systems is highly necessary to reduce data entry errors and discrepancies. This involves:

1.**Automated Data Checks:**
Implementing automated systems that point out errors, inconsistencies and missing data points before data entry. These checks should contain data type verification, range check and consistency check against known data sets.

2.Digital Documentation:
Shifting to a digital documentation system anytime possible will reduce dependence on physical documents, making data more accessible and less prone to errors. Digitization should also mention the utilization of optical character recognition (OCR) technology to extract data from scanned documents in an automatic way.

3.Regular Audits: Conducting consistent and scheduled audits of data entry can locate systemic errors and areas for improvement. While doing this, we should not only look for the errors but also for compliance with data entry protocols.

4.Centralized Database: Building a centralized database with consistent data entry standards will confirm the standardized formatted access of all relevant information. It will ultimately improve data reliability and access.

10.1.2 Integrated Refinancing Strategy

It is very important to reduce potential risks associated with refinancing. The necessary steps are:

1.**Detailed Analysis:** Conducting detailed financial health assessments for borrowers looking for refinancing will ensure brief analysis on the report. We should keep in mind to assess the reasons for refinancing, their capability to manage existing debt and the new loan. Also, we have to ensure any market or economic factors keeping an impact on their repayment ability.

2.Risk-Based Pricing: Structuring refinancing options based on a risk profile analysis rather than a generalized one will ensure the bank's proper return on risk exposure. The bank should price the loans based on the newly evaluated risk rather than the prior credit rating.

3.Loan Monitoring: Implementing proactive and continuous monitoring of all refinanced loans with frequent performance reviews, especially during situation of economic instability. Daily review of their repayment schedule and financial ratios is also important.

10.1.3 Strategic ESG Integration

Enacting ESG Factors will ensure Jamuna Bank's alignment with international best practices and take more strategic decisions. The respective ways are below:

1.**Integrating ESG Criteria:** Establishing a holistic ESG checklist into the loan application process will provide proper weight to several factors in their creditworthiness evaluation. The factors are borrower's environmental impact, social responsibility and corporate governance. This procedure has to be entirely transparent and auditable.

2.Training Staff: Giving strategic training to all relevant staff will ensure proper understanding and execution of these ESG factors. We have to properly train these stuff to assess ESG risks and opportunities and also incorporate them into the credit risk evaluations.

3.Promote Awareness: Increased participation within the financial industry by encouraging sustainable lending practices will showcase a commitment to a more responsible future. The bank must partake in industry initiatives and also ensure transparent reporting of ESG performance.

10.2 Strategic Enhancements in Client Relationship Management

10.2.1 Proactive Client Communication

Executing a proactive client communication approach is significant to raise overall customer satisfaction. The ways to do this are:

1.**Regular Updates:** Providing consistent and proactive updates to clients regarding the status of their loan applications will keep them updated enough. This should contain clear timelines, potential issues and additional requirements, to maintain transparency and decrease client uncertainty.

2.Personalized Communication: Using personalized communication channels to provide well-structured financial advice and updates will allow customized guidance and build a stronger client relationship. AI can be utilized to point out unique client needs and deliver targeted advice.

3.Feedback Collection: Building various platforms for clients to give feedback so that they can contribute to enhancing existing processes. These feedback mechanisms will serve in improving client satisfaction and bank operations.

10.2.2 Personalized Strategic Service

Giving personalized financial advice and well-structured services is necessary for strengthening the client relationships and strategic partnerships, which contains:

1.**Dedicated Managers:** Providing a responsible relationship manager to serve as the primary point of contact for each corporate client will create personalized support and understanding of their specific demands. The relationship manager will turn into a strategic partner with the clients.
2.Customized Solutions: Proposing customized loan solutions aligned with the specific requirements, financial goals, and operational structure of each client will ensure a proper bond between the company and the client. The bank should also give flexible loan structures and repayment plans suitable to the diverse needs of the clients.
3.Relationship Building: Manifesting in building client relationships based on trust, transparency and a mutual focus on strategic growth will encourage a long-term partnership.

10.2.3 Advanced Technology Utilization
Leveraging advanced technology is very necessary for streamlining communication with clients. The methods are:
1.Online Banking Platforms: Upgrading the existing online banking platform to provide seamless access to loan information, application tracking, and direct communication channels. The platform should also be intuitive and easily accessible without any inconvenience.
2.Mobile Applications: Building an intuitive mobile banking app will allow clients to easily track their applications. Also, it will help them to contact with their relationship managers and gain financial useful insights. The app should also give personalized alerts and recommendations based on the respective client's preference.
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3.Personalized Communication Tools: Using AI-driven systems to craft communication by sending automated reports, customized financial advice and timely updates can help the client to personalize the overall experience and gain relevant and accurate information.

10.3 Strategic Enhancements in Employee Efficiency and Skill Development

10.3.1 Strategic Training Programs
Giving regular training programs to all employees is necessary to develop their skills and hone up their overall performance. This includes:

1.**Credit Analysis Training:** Operating periodic and strategic training programs on advanced risk analysis, financial modeling and data interpretation to help all relevant staff to develop their analytical competencies. Thereby, training should consist of hands-on exercises with real world situations.

2.Compliance Training: Conducting training sessions on a daily basis on all compliance and regulatory requirements to make sure that all staff are well trained on all legal guidelines and ethical policies. This training must also have discussions on new policies and regulations in addition to highlighting their implications for the bank.
3.Technology Training: Offering opportunities for all staff to stay updated with the latest tools and systems related to risk assessment, document management and communication with clients which will eventually promote the effective usage of technology by improving performance and efficiency.

10.3.2 Strategic Culture of Continuous Learning
By showcasing a culture of continuous learning, Jamuna Bank can empower its employees to remain always updated with changing industry standards and best practices. This involves:

1.**Industry Events:** Encouraging staff to partake in industry conferences, seminars and workshops to establish a proper learning environment where they can also communicate with experts in the banking industry. This will bring forth various perspectives.
2.Mentorship Programs: Creating mentorship programs will help improve the talent within the organization. It will also give them the required support to excel in their roles. Mentors should help the mentees with proper guidance and support.
3.Skill Development Resources: Providing access to online learning resources for employees will ensure their focus on self-development. It will eventually develop their skills encouraging them to stay on top of the altering dynamics of the industry.

10.3.3 Strategic Performance Recognition
Implementing a proper performance management and recognition system is significant for building a safe environment. In this sphere, high-performing staff are encouraged and rewarded for their performance. The ways to create an environment like this are:
1.Performance Metrics: Establishing goal-driven performance metrics will make the expectations clear to all members of staff. These metrics must be attainable.
2.Recognition Programs: Arranging recognition programs will promote a culture of appreciation. It will acknowledge staff who have shown extraordinary achievements with regular performance reviews.
3.Incentive Programs: Executing strategic incentive programs will build a healthy competitive environment. It should be done to award bonuses and promotions based on performance. It will eventually encourage staff to strive for excellence fostering a collaborative environment.

11. Strategic Implications and Further Research

11.1 Strategic Implications of Findings

The strategic discoveries from my internship have various significant implications for the Credit Department at Jamuna Bank PLC. There is a tactical need to streamline processes, mitigate risk and enhance client management which are very necessary for the long-term strategic success of the bank. Strategic process enhancements regarding the data management bottlenecks, manual processes and interdepartmental communication will decrease processing times and enhance operational efficiency. This consists of enhancing current systems and ensuring better usage of modern technologies. The strategic combination of ESG factors, robust cybersecurity systems and an enhanced approach to refinancing will serve in the long-term risk mitigation. This will also make the bank more adaptable to any kind of alternation. By building a client-centric approach through customized communication and services, the bank can establish more strategic partnerships with its clients which means providing customized services, while predicting their changing needs. By investing in employee training and skill development, Jamuna Bank can strengthen its workforce and build an environment that emphasizes on growth and innovation. This will develop the overall performance and create an environment of continuous growth.

11.2 Areas for Further Research Throughout my internship, I discovered some areas that warrant further research:

1. **Impact of Automation:** Further research is required on the strategic benefits of automation to enhance workflow efficiency, data integrity and overall operational performance within the Credit Department. This research could also explore the usage of AI and machine learning.
2. **Refinancing Strategies:** Discovering methods to reduce the strategic risks and establish customized strategies related to refinancing including the effect of changing market conditions on borrower's capability to repay refinanced loans.

3. **ESG Implementation:** Operating a brief study on the practical implementation of ESG factors and their effect on credit assessment including the measurement of ESG factors and improving a customized risk rating system based on them.
4. **Cybersecurity Enhancements:** A methodical study on the way of utilizing advanced cybersecurity systems to reduce potential risks to the banking environment is needed to discover emerging cybersecurity threats as well as to develop effective strategies to mitigate the same.

12. Supporting Materials and Appendices

12.1 Case Studies and Project Examples (Confidential)

Case Study 1: ICRR of a Manufacturing Client (Akij Flour Mills Limited): Detailed analysis of a manufacturing company's ICRR application process, showcasing the strategic importance of sector-specific risk assessment, and highlighting the use of financial analysis in assessing a company's overall viability and growth potential.

Case Study 2: DBR Analysis of a Retail Loan: Detailed DBR analysis of a retail loan, illustrating the strategic use of income verification and existing debt analysis to assess creditworthiness of individual borrowers, and ensuring responsible lending practices.

Case Study 3: ICRR of a Telecom Provider (Banglalink Digital Communications Limited): Detailed analysis of a telecom company's ICRR for a renewal of a composite credit facility, demonstrating how large corporations are evaluated, and how specific parameters are taken into account to identify the strengths and weaknesses of their strategic practices.

12.2 Glossary of Terms

A comprehensive glossary of all financial and banking terms used in this report.

13. Conclusion

My internship at Jamuna Bank PLC's Credit Department has been an invaluable and transformative experience, solidifying my strategic understanding of financial management within a corporate banking environment. The practical application of advanced analytical techniques, combined with the exposure to real-world challenges, has equipped me with strategic skills and insights that are crucial for success in today's dynamic financial landscape. This experience has provided an unparalleled platform to learn, grow, and contribute meaningfully to the strategic functioning of the department. Through the use of advanced strategic risk management processes and techniques, Jamuna Bank is working towards achieving long-term sustainability and success in the financial industry.

I am confident that my contributions and recommendations will help to enhance the bank's strategic operations and ensure that it maintains its leading position in the industry.

14. References

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