Report On

KYC Process On Corporate Banking Of City Bank PLC

by
Antara Raisa
ID: 21204128

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

BRAC Business School
BRAC University
03 January, 2026

Declaration

1. I assert that this internship report is a personal work that I have completed as part of my coursework at BRAC University.

2. No part of the report has been plagiarized in form of another published or even written material except the areas where due reference and citation have been made.

3. Besides, this report was not submitted before, or in some part, to support the requirements needed to complete any degree, diploma, or other academic accolade in any institution or university.

4. This report has recognized all people and material that supported me and provided guidance.

Student's Full Name & Signature:

____

Antara Raisa
21204128

Supervisor's Full Name & Signature:

____

Dr. Md. Mizanur Rahman
Associate Professor, BRAC Business School
BRAC University

Letter of Transmittal

Dr. Md. Mizanur Rahman
Associate Professor
BRAC Business School
BRAC University
Merul Badda, Dhaka 1212.

Subject: Submission of internship report on **'KYC Process on Corporate Banking of City Bank PLC'**

Dear Sir,

I am happy to present my internship report, which is called KYC Process in Corporate Banking, that has been developed as a partial part of my degree completion in BRAC University, under your excellent supervision. In writing this report, I have tried to provide appropriate information, work insights, and analysis in a concise and systematic way, depending on my experience as an intern. I genuinely feel that this report is the result of the knowledge and the understanding I have acquired about the operations in corporate banking, specifically the KYC process. I believe that this report will satisfy you and address the academic needs. I would like to thank you because of your help and advice during the drafting of this report.

Sincerely yours,

Antara Raisa

21204128

BRAC Business School

BRAC University

Date 03 January, 2026

Non-Disclosure Agreement

The present agreement will be between City Bank PLC and the undersigned student of BRAC University. The student acknowledges that he or she will not reveal, copy or utilize any confidential or proprietary information of CBL received in the course of the internship but will only apply the information to his or her academic needs. This commitment will be effective both upon completion of the internship and in relation to the internship.

Acknowledgement

BUS490 internship course is an obligatory part of the undergraduate program at BRAC Business School, which is intended to give the students practical and professional experience. I would like to thank BRAC Business School as I was able to get a firsthand experience and compile this internship report on KYC Process in Corporate Banking.

I want to give my personal congratulations to the City Bank PLC that I had the honor to fulfill my internship in the Corporate Banking Division. I am particularly grateful to my supervisor at the company, Mr. Noor Hossan Sohag, who guided and helped me in need throughout the internship term. I also want to thank S. M. Ashiqur Rahman and Faizus Saquib Chowdhury who cooperated and helped me to learn about the KYC process.

I would also wish to acknowledge the support and cooperation of the officials of Corporate Banking Division of City Bank PLC. Lastly, I would like to thank my academic supervisor, Dr. Md. Mizanur Rahman, who gave me great guidance and continued supervision whenever preparing this report.

Executive Summary

The present internship report has been done as part of the completion of BUS490 internship course under the undergraduate program of BRAC Business School, BRAC University. This report aims to discuss and learn about Know Your Customer (KYC) process in Corporate Banking and its practical implication in City Bank PLC.

The internship was organized in the Corporate Banking Division where it was possible to have practical exposure to the processes of onboarding corporate clients and customer due diligence and regulatory compliance. The report has been formed mainly on the basis of first hand experience, first hand observation as well as communication with relevant authorities and examination of internal documents and other regulatory guidelines. The KYC process is crucial in guaranteeing the adherence to the regulations of the Bangladesh Bank as well as reducing the risks of money laundering, frauds, and terrorism financing. The results of the present report suggest that City Bank PLC adheres to the organized and detailed KYC model, such as identification of clients, risk assessment, verification of legal documents, finding beneficial ownership, and regular analysis of the profile of a customer. Nevertheless, the research also mentions the barriers like delays in documentation, time- consuming verification and the fact that the process requires more automation to enhance efficiency.

The conclusion of the report is that, although the current KYC practices of the City Bank are also efficient in ensuring regulatory compliance, the increase in levels of digitalization, staff training, and optimization of the processes may lead to more efficient work of the bank. The provided insights of this report can be used to enhance the existing knowledge about the process of KYC in corporate banking and can be referred to in future scholarly and professional research.

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List of Acronyms

- **AML** – Anti-Money Laundering
- **AoA** – Articles of Association
- **BDT** – Bangladeshi Taka
- **BIN** – Business Identification Number
- **BRAC** – Bangladesh Rural Advancement Committee
- **CAR** – Capital Adequacy Ratio
- **CBL** – City Bank Limited
- **CFO** – Chief Financial Officer
- **CIB** – Credit Information Bureau
- **COGS** – Cost of Goods Sold
- **CRM** – Credit Risk Management
- **ESDD** – Environmental and Social Due Diligence
- **FVP** – First Vice President
- **IRC** – Import Registration Certificate
- **IPR** – Internal Promotion Rate
- **IT-10B** – Statement of Assets and Liabilities (Bangladesh Tax Form)
- **KYC** – Know Your Customer
- **MoA** – Memorandum of Association
- **NAV** – Net Asset Value
- **NIM** – Net Interest Margin
- **NPL** – Non-Performing Loan
- **OFAC** – Office of Foreign Assets Control
- **P/E** – Price-Earnings Ratio
- **PLC** – Public Limited Company
- **RCC** – Reinforced Cement Concrete
- **RM** – Relationship Manager
- **ROA** – Return on Assets
- **ROCE** – Return on Capital Employed
- **ROE** – Return on Equity
- **TIN** – Taxpayer Identification Number
- **UN** – United Nations

Chapter 1: Overview of Internship

1.1 Student Information

Name: Antara Raisa
ID: 21204128
Program: Bachelors of Business Administration
Major: Human Resource Management
Minor: Marketing

1.2 Internship Information

1.2.1 Period, Company Name, Department/Division, Address

Internship Period: 7/October/2024 to 5/January/2025
Company Name: City Bank PLC
Department: Wholesale Banking, Corporate & Institutional Banking
Address: Head Office: City Bank Center 28, Gulshan Avenue, Gulshan 1 Dhaka-1212, Bangladesh

1.2.2 Internship Company Supervisor's Information: Name and Position

Company Supervisor: Noor Hossan Sohag
Position: FVP & Unit Head Corporate & Institutional Banking

1.2.3 Job Scope – Job Description/Duties/Responsibilities

During my internship at **City Bank PLC** in the **Corporate and Institutional Banking Division** under **Wholesale Banking**, my key responsibilities included:

- Visiting **City Bank branches** after onboarding new corporate clients and taking **all necessary documents for account opening**.
- Performing **Financial analysis** to evaluate clients' financial eligibility for loans and other credit facilities.
- Analyzing clients' **income statements, balance sheets, and cash flow statements** to assess their **financial stability and repayment capacity**.
- Reviewing both **quantitative and qualitative scores** of clients to determine their **creditworthiness**.

- Assisting relationship managers and associate relationship managers by **preparing and organizing client documentation**

1.3 Internship Outcomes

1.3.1 Students contribution to the company

The experience within a corporate banking setting that I gained by completing my internship at City Bank PLC between October 2024 and January 2025 was an opportunity to obtain hands-on experience. At this stage, I was introduced to the means of corporate client onboarding, KYC documentation, and account opening processes. During the post onboarding stage, I had the responsibility of gathering and arranging all required documents belonging to corporate clients, which made the opening of accounts a smoother process and saved time on the processing.

I was also able to gain practical experience on how to access financial statements of clients, such as income statements, balance sheets and cash flow statements, to aid in determining their eligibility to take a loan. This has enabled me to learn both quantitative and qualitative elements of corporate credit evaluation.

Moreover, I helped the officers in filling and cleaning client files and making sure that everything was documented and in line with the regulation requirements. This experience taught me more about the work of corporate banking, trained my skills of analysis, and provided an impression of how a working banking environment should be organized.

1.3.2 Benefits to the student

I was exposed to different elements of corporate banking operations during my internship in The City Bank PLC. My understanding of client onboarding, KYC documentation, and credit evaluation was made by the financial system, where I evaluated the financial statements of clients and evaluated their eligibility to take a loan. Being collaborating with experienced professionals allowed me to acquire good analytical, communication, and organization skills. City Bank made me learn the value of discipline, teamwork and transparency in all its operations, thus making the work environment to be professional and dynamic. On the whole, this internship gave me great information on the way corporate banking works and equipped me with the preparation for future employment.

1.3.3. Problems/Difficulties (faced during the internship period)

As an intern at City Bank PLC, I had to face various problems as I adapted to the corporate conditions and performed my work duties. The major challenges are as follows:

- **Adjusting to the Corporate Culture:**

Being the first time in the corporate world, the perception of the professional environment and the need to remain professional and communicatively appropriate initially seemed difficult. Nonetheless, in time, I managed to adjust to work culture and develop more confidence and efficiency.

- **Minimal Support by the Overcommitted Team Members:**

Corporate and Institutional Banking (CIB) Division is a very busy department and the majority of the staff members were busy up to 4pm, holding meetings with clients, transacting and intra-departmental communication. Consequently, I was occasionally delayed in getting guidance or information which slowed my development.

- **Commuting Difficulties:**

The office was very distant from my home and due to heavy traffic in Dhaka, my day in the office was time consuming and exhausting with some effects on my energy and timely performance.

- **Short Internship Duration:**

The internship period took three months, which was not enough to learn all the perspectives of corporate banking activities extensively, which restricted the scope of my lead.

1.3.4 Recommendations (to the company on future internships)

I have been able to do this after the completion of my three month internship at City Bank PLC as I have recognized some areas that can be improved in order to not only make the operation efficient but also improve the internship experience. It is suggested to recommend the following:

- **Enhance Digital Efficiency:**The bank can also increase the use of electronic systems, especially in the client onboarding and documentation areas by incorporating more automated applications to reduce cases of manual errors and delays.
- **Quick Document Verification:**Digital submission and centralized KYC verification systems would allow streamlining the process of verifying and collecting client documents to open an account.
- **Upgrade i-FAST System:**As i-FAST is an important tool in the financial analysis and credit assessment, the system must be upgraded and made to be more user-friendly in the entry of data, faster processing, and analytical representation.
- **Enhance Interpersonal communication between Branches and Head Office:**Corporate branches should be better coordinated with the head office, so they can transfer documents in time, and corporate clients will not have to wait as long to get their documents processed.

- **Formal Learning Opportunities:**To ensure that the interns learn to comprehend c better, the bank might establish knowledge-sharing sessions or training workshops that take place every week (but not more than four times a week).
- **Encourage Work-Life Balance:**By specifying working hours and limiting the number of working hours past the office hours, the bank must ensure that the interns and junior employees have a healthy work-life balance.
- **Offer Adequate Work Facilities:**It must provide interns with enough technological and logistical capabilities, including system logins, data access, and workstations to facilitate the smooth working process and active involvement.
- **Increase Internship Opportunities:**A division may have two or more interns, a division to encourage team building, sharing of knowledge and increase the general learning exposure.

Chapter 2: Organization Part

2.1 Introduction

2.1.1 Background of the Report

The report provides an overview of City Bank PLC and functions that it undertakes. It also features the managerial styles of the bank such as leadership styles, recruitment and selection procedures, pay system and performance management systems. Moreover, the report discusses the financial performance of the bank, accounting practice and marketing programs. It also examines the operations management practices and information systems applied by the bank as well as gives a comprehensive analysis of the industry environment and competitive position of the bank.

2.1.2 Objective of the Study

- The following are the goals that will be achieved in this section:
- To investigate the business operations undertaken by City Bank PLC
- To evaluate the management strategies and marketing policies of the bank.
- To discuss and analyse the financial performance of City Bank PLC
- To de-analyze its working procedures and information.

2.1.3 Scope of Study

Firstly, during the internship period, a range of management practices of the bank are covered according to the insights gained. Also, from the analysis of the reports (2022-2024), the bank's accounting methods and financial performance are evaluated. Information related to its marketing initiatives, strategies for operational plan and IT systems has also been gathered by using direct observation. Secondary data are available on several sources as well.

2.1.3 Methodology

As I worked as an intern for a few months at the City Bank, I prepared the report by the personal observation of mine. In addition, secondary data has been used from different sources to prepare some parts of this report. Based on those data, I have created a detailed and projective evaluation.

2.1.4 Limitations

The challenging part was collecting data independently. There were two main reasons behind that. The first one is that the duration of my internship period was limited and the second one was that the permanent employees were often busy with their own official responsibilities. As a result, for the lack of primary data I had to use secondary sources to collect some data. Also, the bank needs to maintain its own policy of confidentiality and for that reason I could not get the complete access to each and every information I needed for this report. With a little bit of more time and more access to certain sources of the bank, the report might have been more detailed.

2.1.5 Significance

The different functional activities of the bank are pointed out in this report. It also shows the financial state of the bank, if it needs any sort of improvement in any particular sector or not. Moreover, to come up with new efficient and effective strategies, this report has the analysis of vulnerabilities and difficulties.

2.2 Overview of the company

2.2.1 Introduction

City Bank PLC is one of the leading private commercial banks in Bangladesh. Its headquarters is located in Dhaka. It is also known for being its oldest bank in our country. (*City Bank*, 2024) The journey of this bank began on March 28, 1983 with an initial of 34 million BDT with the collaboration of 12 local entrepreneurs. At present, with the gradual rise of the profits; the capital shows approximately 3.3 Billion.

Mashrur Arefin (managing director and CEO) and Khalid Hossain (the director) are operating the bank currently. The headquarters is in Gulshan, Dhaka. (*City Bank*, 2025) Today The City Bank gives service to nearly 2.8 million people, operating its banking services from 134 branches, 52 sub-branches and also with the number of over 7,689 employees. A broad spectrum of financial services are offered by the bank, extending its retail, SME, corporate and investment banking and also treasury and market risk management. To run those operations properly the bank has got various operational departments. For instance; Wholesale Banking, Treasury and Market Risk Division, SME Medium Banking etc.

Like all other banks it can also issue Visa and Master cards along with the facility of Debit and Credit cards. But it is considered as the only authorised bank in Bangladesh that can provide American Express Cards. For the American Express card service in Bangladesh, it can manage all operations (i.e.customer care, accounting, billing, credit management, charge authorisation and marketing) related to it. (*City Bank*, 2024) This bank has transitioned from being traditional to being modern by having 7 priority centers and 3 airport lounges that use the best practices of technology from all over the world. City Bank is now expanding their business services by providing services to individuals, entrepreneurs who are having small businesses, and women along with providing them licenses of Visa and Mastercard. Also the American Express card can be used in two different currencies. The four subsidiary firms also show that extra addition to its banking services and those are City Hong Kong Limited, City Brokerage Limited, CBL Money transferred Sdn. Bhd. and City Bank Capital Resources Limited.

City Bank has been a winner of 60+ high profile awards in the past 12years due to its excellent performance in the financial sector.(*City Bank*, 2025) Some of them also won the year 2024 in Best Bank in Bangladesh FinanceAsia Awards, Bangladesh Best Bank in SMEs Euromoney Awards of Excellence, Best Financier to Women Entrepreneurs (Platinum), The Global SME Finance Award, Honorable Mention Climate and Environment SDG Brand Champion Award, Honorable Mention Women Empowerment SDG Brand Champion Award etc.

2.2.2 Mission, Vision & Values

Vision of City Bank PLC

Financial Supermarket that has a winning culture and enjoyable experiences.

Mission of City Bank PLC

The mission statement reads as follows:

- ➢ Have a large variety of products and services that are differentiated and thrilling to every customer segments
- ➢ Be the Employer of choice/place, that provides an environment in which people thrive and leaders are created
- ➢ Never stop challenging processes and platforms to make it more effective and efficient.
- ➢ Encourage innovation and automation and have a perspective of ensuring and improving.
- ➢ Be respectful of the community, good governance and adherent in all that we do.

Values of City Bank PLC

Some of the values practiced are:

- Result Driven
- Accountable & Transparent
- Courageous & Respectful
- Engaged & Inspired
- Focused on Customer Delight

2.2.3 Products & Services

- The City Bank Limited offers a large variety of products and services to fulfill and the requirements of the various sections of customers and enhance its base in Bangladesh. banking industry. The bank has many retail deposit products, such as Savings. Accounts, Current Accounts, DPS Accounts, Fixed Deposit Accounts and Special purpose. Student Savings Account, Freelancer Accounts, RMG Workers' are some of the schemes. Accounts, and City Alo women-targeted accounts.

- The bank offers the following loan products in terms of loan products: Personal Loan, Student Loan, Auto Loan, Facilities Home Loan, Secured Loan, Overdraft, and Insurance-Backed DPS. It also provides financing support under Corporate, Commercial, and SME Banking departments.
using Working Capital Financing, Term Loans, Pre- and Post-Shipment Financing, Supply Chain Finance solutions, and Structured Financing.

- Islamic Banking segment of the bank provides products that are Shariah compliant like Islamic. Islamic Term Deposits, Savings Accounts, Islamic Personal Finance, Home. The facilities in Finance, Auto Finance, Murabaha, Musharaka, and Salam based, as well as, Credit and debit Islamic credit card solutions.

- In the case of card services, City Bank offers a large variety of American Express, Visa, Mastercard, and UnionPay credit and debit cards, co-branded, and prepaid. cards which serve retail and corporate customers.

- Also, the bank provides all-inclusive digital banking services via applications such as Citytouch and City Live as well as Citypay QR, Smart IVR, and NFC-enabled 18 wearables. Services are fund transfers, virtual cards, digital wealth management, etc. nano loans, QR payments, in-app self-service features.

Citygem and Small Business Banking, the bank provides special products to meet the needs of the target customers. The bank offers special products to the target customers through specialized products like Priority Banking Citygem), Women Banking City Small Business Banking.
The City Bank PLC has maintained improvement of customer, Alo), Student Banking and SME Banking grow and develop its financial inclusion business in Bangladesh.

Figure 1: Products / Services of City Bank PLC

2.2.4. Subsidiaries

In a bid to have access to a new market, the organization has implemented the following subsidiaries.

and in order to increase brand awareness (City Bank, 2019)

Figure 2: Subsidiaries of City Bank PLC

CSR Activities of City Bank PLC
City Bank PLC pays great attention to the implementation of meaningful and sustainable programs that would help the society. (Safin Mostafiz, 2025) Its corporate social responsibility (CSR) initiative takes a broad spectrum of initiatives that aim at addressing the varied community needs. They are running healthcare programs, facilitating the education of disadvantaged populations, sports and cultural services and programs, disaster response, provision of income opportunities to low-income populations, law enforcement support agencies, awareness creation about Down syndrome, and counter-terrorism support activities.

2.3 Management Practices

2.3.1 City Bank Leadership Style

The utilization of abilities and skills of the employees in City Bank PLC is not determined in advance; it is influenced by the personal characteristics of the leader. Consequently, the bank is likely to employ a variety of leadership styles rather than relying on one style. This will enable them to enjoy the advantages of the various leadership approaches and the most appropriate practices are utilized throughout the organization. The leadership styles that City Bank is adhering to today are as follows:

Figure 3: Leadership Style of City Bank PLC

Autocratic Leadership:

City Bank leaders in this style decide on their own and provide employees with instructions, deadlines and the strategies to be implemented. They do not delegate duties and are very keen on tracking advancements. The method proves helpful in cases where rapid decision making is necessary or where employees have to follow strict instructions to achieve their results in a reasonable time and in the right way.

Democratic Leadership:

In this practice, the whole department is incorporated in decision-making. The staff will feel free to express their thoughts, and the leaders will listen to them and modify their approach where needed and make sure that the contribution of everyone is considered fairly.

Participative Leadership:

This style is used by City Bank especially when the workloads are enormous. Leaders enable employees through delegation of powers whereby they are allowed to make decisions and perform tasks on their own. This is a strategy that promotes innovativeness and allows a more creative working atmosphere.

2.3.2 Human Resource Planning Process (HRPP) of City Bank

Human resource planning assists an organization in knowing its present and future workforce requirements in order to meet its objectives. On the same note, City Bank PLC has a high emphasis on the appropriate HR planning to operate efficiently and smoothly. It is a process that involves the forecasting of the number of employees that may be required in the future, the determination of the competency, knowledge and capabilities necessary to remain competitive, the comparison of the current competencies and experience of the employees and how the bank can fill any gaps that may exist in the competencies or expertise needed.

The process of recruitment and selection is as follows:

City Bank HR department has a high emphasis in recruitment and selection as they realize that employees are important in ensuring that organizational goals are achieved. The bank has a systematic process of hiring employees, which consists of the following steps:

Placement of job vacancies is mostly done in BDJobs, newspapers, LinkedIn, Facebook and the official bank site. On receiving the applications, the screening of the CV is conducted to filter out those whose qualifications do not fit the minimum qualification set or who have failed to take the necessary tests or interviews. Shortlisted employees will have to achieve a minimum of 45% in a written test except in senior-level jobs.

The next stage is an interview panel with qualified candidates, which will be composed of HR representatives, representatives of the concerned related division, and the cross-functional team members. The people that succeed in the interview are subjected to a background check using the Corporate Memory Management System to ascertain their banking history and to determine whether they are fraudsters or not.

Successful applicants who pass all the stages are given the job and negotiation on the compensation may be done. The bank would pay the medical exams of shortlisted candidates and only physically fit candidates are sent their appointment letters. The information contained in these letters is job title, grade, and salary.

The candidates must also provide two references, one of them being an academic institution and the other a former supervisor. New employees have to submit such documents as E-TIN, NID, academic transcripts, release and appointment letters, and nominee details on the first working day of their joining. The inability to provide these documents can postpone the process of joining.

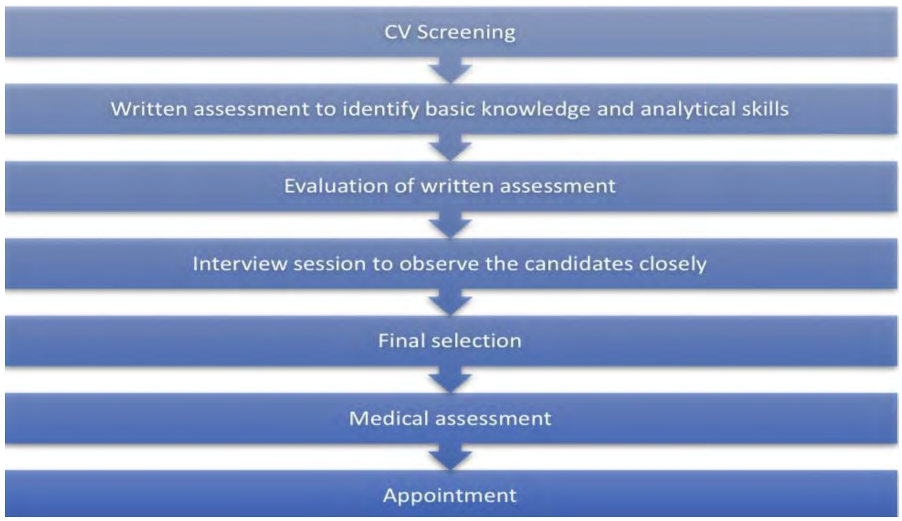

Figure 4: Recruitment & Selection Process of City Bank PLC

2.3.4 Compensation system

City Bank committed itself to having a flexible, fair, and competitive compensation and benefits policy. The management team revisits the salary structure on a regular basis to capture the changes in cost of living and the general banking sector. This review is initiated by the HR department and then the management accepts, revises or rejects the suggested adjustments. The Board of Directors then gives final approval.

The benefits in this structure apply to permanent employees of City Bank . All confidential salary records are also handled by the HR department in accordance with strong protocols of authorization by the Managing Director to maintain security and unauthorized access. Besides, the HR Operations officer approves payroll and benefit processing by the Finacle system.

2.3.5 Training and Development Programmes

Training and development is crucial in the improvement of the performance of the organization and the performance of individuals and teams. In such initiatives, employers have the opportunity to address their interests in enhancing skills and knowledge that employees have to be equipped with. These programs aid in the acquisition of new or revisiting of existing competencies by the staff and eventually enhance productivity.

City Bank PLC is also keen on training and development as a way of eliminating skills gaps, enhancing employees performance, as well as optimizing employee overall efficiency within the organization.(SintiakHaque, 2025) The bank provides on the job and off job training. On-the-job training puts employees in the field of work practising thus they can learn on the job and also contribute at once. On the contrary, off-the-job training involves lectures, video presentations, case study, simulation, and structured learning modules.

The training institute at the City Bank offers an extensive variety of training courses such as general, executive, computer related, and other short training which are designed to strengthen the abilities of the employees.

2.3.6 System for Performance Appraisal

It is provided that the performance appraisal system is carried out by the performance appraisal committee composed of branch head, a supervisor, and junior employees.

The performance assessment systems in the City Bank are used to make employees productive, accountable and motivated to do better. The company uses previous work experience, 360-degree feedback provided by managers, colleagues, and suppliers, and role-related KPIs (financial, customer satisfaction, legal, and team output, particularly in such a field as card services) to measure the performance of their employees.

Regular appraisals are given to the frontline teams, and evaluation of the most department is done three times a year. Promotion, bonuses and eligibility of training are influenced by assessment results. An open two way feedback system encourages open communication. Other employees have however complained that when it comes to assessing qualitative factors such as leadership and team work, the parameters are not clearly defined and that there should be clearer guidelines.

2.3.7 Organogram of City Bank

Figure 5: Organogram of City Bank PLC

2.4 Marketing Practices

2.4.1 Marketing strategy

Marketing is defined as those actions that a company is taking in order to make customers purchase or utilize its services or merchandise. It is a very important role to any organization since it aids in the forming of customer relationships as well as expanding the business. To promote the available services and the new ones, City Bank has different marketing strategies. The Brand and Communications department has the duty of establishing, sustaining and enhancing the image of the bank as a reliable source of quality financial services.

Similar to other banks, City Bank also focuses primarily on people who like to deposit their money and small and large businesses which need to deposit their money and receive loans in order to operate their business. Student banking is also encouraged by the bank and this is further reinforced by their City Alo program that helps women. To attract customers, the bank uses Facebook, newspaper, events and other promotional events to communicate with the customers. It brings out its services on such special occasions like Pohela Boishakh, Mother day and Independence Day, and so on.

City Bank constantly renews its products and services to increase its customer satisfaction and involvement. Recently, as an example, it launched the first digital nano loan service in Bangladesh in collaboration with bKash.

2.4.2 Target customers

City Bank Limited will focus on those over 18 years such as entrepreneurs and working couples as well as senior citizens. Most of the bank deposit and loan facilities are available to middle- and upper-income earners due to their financial abilities. Even though many people in the country live in the rural areas, banks usually target their marketing activities in the urban and semi-urban areas.

2.4.3 Marketing Mix

The 4p of City Bank will be addressed below:

Figure 5:4P's of City Bank PLC

Product

City Bank provides its customers with a broad assortment of products and services. These are different types of accounts that include Current, Easy Current, Easy Plus, Freelancer Solution, General Savings, Savings Delight, High-Value Savings, New Born Savings, Senior Savings, Student Savings, Goal-Based DPS, Insurance-Backed DPS, Fixed Deposits, Monthly Interest Account, Fortune transactional accounts, RMG Worker, basic savings, NFCD, RFCD and FCY. (Zigu, 2011)The bank also offers various loan services such as auto, personal, property, and student loans. American Express, Visa, MasterCard, and UnionPay are some of the debit cards that can be accessed by customers.

City Bank also has City Touch, Ekhoni Account, Smart IVR, the Credit Card and Customer Service Portal, City Live, and CityQ in terms of digital services. Its wholesale banking operations comprise Working Capital Finance, Trade Finance, Short- and Mid-Term Finance, Project and Structured Finance, Supply Chain Finance, Cash Management and Investment Banking. Priority services include Citygem, Sapphire, SME Banking, Employee Banking, Agent Banking and Treasury services.

Price

City Bank offers its interests according to the other rival banks to ensure pricing stability. Customers are very price-sensitive, which is why it is essential to implement the relevant pricing policy. Any considerable change in rates, be it an increase or a decrease, may influence customer retention and eventually profitability of the bank (Zigu, 2011).

Place

City Bank incorporates a direct sale strategy; a strategy that has been made available through its 134 strategically located branches countrywide so that its target customers find it easy to reach them (Zigu, 2011).

Promotion

City Bank also embraces various promotional techniques which include advertisement through various media, sponsoring of various events, among others. Such campaigns feature in enhancing awareness of the bank and its brand name (Zigu, 2011).

2.4.4 Marketing Channels

The marketing channels are very important to the owners of businesses since they influence all other marketing actions. The trade organizations are also studied by the production units in order to innovate new channels of distribution. City Bank has a number of marketing channels that are used to market its products and services as well as reaching a wider customer base in Bangladesh.

Traditional Channels

- TV advertisements
- Newspapers and magazines
- Billboards

Digital Channels

- Official website
- Social Media
- YouTube

2.4.5 Branding Activities

City Bank is headed by the head of digital marketing and has a team that specifically deals with branding. This team will deal with Facebook, YouTube, and Instagram marketing. The search engine specialist enhances the search engine by strategizing on contents, links, and the use of powerful keywords. The bank has content creators, who develop and curate content on the site. At the same time, the social media manager develops and implements social media promotional and advertising programs. The digital media strategist also facilitates such undertakings by designing and executing an ongoing, tactical digital marketing strategy.

2.4.6 Advertising and Promotional Strategies

City Bank strives to establish itself as a reliable financial organization that can serve several generations of Bangladeshi families. Such a strategy exploits the family-saving focus of cultures. To support this message, the bank conducts advertising campaigns on television and social media, underlining that this bank has a long history of presence, and it has a multi-generational appeal. Another promotional advertising conducted by the bank to target women is the City Alo which is a special banking service offered to the women clientele. In addition to this, they have been giving attractive offers on the most popular products in order to attract customers to use their cards. These measures are effective to promote the bank and build its brand, as it will meet the needs and preferences of its clients.

2.5 Accounting Procedures and Financial Performance

2.5.1 Financial Results (DuPont Analysis)

The relationship among three finally results in the determination of the Return on Equity (ROE) of City Bank PLC major drivers: leverage, profitability and efficiency. (Rashid, 2025) The Net Profit Margin of the bank expressed as a percentage of the earnings left after the deduction of all expenses is directly dependent on both the core Operating Profit Margin expressed as a percentage (%) and the Tax Effect expressed as a percentage (%) and the Effect of Non-operating items expressed as a percentage (%) to the bank. The resultant profit margin is then multiplied with the Total Asset Turnover (Times) which is an efficiency ratio that indicates the revenue earned against each taka of assets to obtain the Return on Assets (ROA) percentage. Lastly, the Financial Leverage (Times) amplifies the ROA by showing the ratio of assets that have been financed with debt to equity, which shows the effect of leverage on increasing the returns to shareholders to come up with the end ROE.

Particulars	2024	2023	2022	2021	2020
Return on Equity (ROE) (%)	26.10%	17.60%	9.00%	30.00%	4.07%
Return on Asset (ROA) (%)	1.70%	1.20%	2.00%	0.70%	11.00%
Net Profit Margin(%)	15.50%	13.50%	15.00%	20.00%	12.70%
Operating Profit Margin (%)	32.90%	29.60%	21.10%	20.00%	15.50%
Tax Effect (%)	61.00%	57.60%	37.50%	32.50%	30.00%
Effect of Non-operating item(%)	77.20%	79.10%	67.23%	44.68%	20.28%
Total Asset Turnover (Times)	0.11	0.09	0.07	0.05	0.05
Financial Leverage (Times)	15.09	15.17	10.82	11.45	11.32

Figure 6: City Bank PLC's DuPont Analysis

The DuPont of City Bank PLC has disclosed an active and finally good performance. trajectory from 2020 to 2024. The ROE is very volatile beginning with a high value. with a moderate 14.07% in 2020, and the high water mark of 30.00% in 2021, and then decreasing to 9.00% before a massive comeback to 26.10 per cent in 2024. This last ROE is broken down to its elements: a strong Return on Assets (ROA) of 1.70 percent, which is highly enhanced by a high. Financial Leverage of 15.09 times. The ROA is a product of an increasing Net Profit. Margins at 15.50% even though the Margin is lower than the skyrocketing Operating Profit Margin of 32.90, represents significant effects of provisions and non-operating factors-and an upward. improving Total Asset Turnover, which increased to 0.11 times, which represents better efficiency in utilizing assets to make revenue. As noted in the analysis, the bank has a great 2024 ROE. It was promoted by increased profitability of operations and leverages applied in a strategic manner, despite. The Tax Effect as well as the Non-operating items consumed large amounts of operating profit.

2.5.2. Accounting Practices

To carry out activities that relate to accounting, it needs proper accounting procedures, which include International. Accounting Standards (IAS) have been used in the accounting practices of CBL. Bangladesh Accounting Standards (BAS) International Financial in the preparation of 32the financial accounts. It is being supplanted by Reporting Standards (IFRS), and Bangladesh Financial Reporting Standards (BFRS). It is followed all through because it can be implemented in Bangladesh. They are constructed on tolerable grounds and sound judgment, assumptions and estimation to accounting are founded and constantly reviewed. The accounting is composed of the financial statements. The principles are also never compromised and the accounting estimates are aided by hardworking and common sense. The Companies Act 1994 is the Bangladesh Securities and exchange. As are also the Commission (Stock Dealer, Stock Broker and Authorised Representation) Rules 2000 as other relevant laws and regulations are also taken into consideration in preparation of the financial. Statements that are prepared using the International Financial Reporting Standards (IFRS) and those also disseminate International Accounting Standards (IAS). In addition, the financial statements are prepared in the BDT which is the functional currency of the organization and presentation currency of the organization. The financial statements include statement of financial position, statement of profits and losses and other comprehensive income statements that transform a statement of cash flows, a summary of key accounting policies and other explanatory information.

Total Assets

2020-2024 City Bank recorded an excellent and increasing growth in the total asset base. The growth of assets is 8.9 percent in 2021 to BDT 382,926 million, as compared to BDT 382,926 million in 2020. This rate of increase was further enhanced in 2022 and an amazing BDT 506,847million growth of 21.6 percent was registered. The bank finished the period with its most positive performance on a (BDT 555,738 million) which was the highest performance but it indicates 9.6% in 2023. An increment of 2024 to reach BDT 697,349 million is 25.5 percent. This consistent and often vigorous increase which has resulted in a cumulative increase of 82.1% in the next five years demonstrates the power of the successful penetration of the market and expansion of strategies within the bank.

Investments

The growth and the decline in the total investments of City Bank marked the period between 2020 and 2024. The explosive growth, which describes a great strategic restructuring. Investments grew by 18.7% in 2021 and 32.1 / investment in 2020 to a base of BDT 46,251 million in 2020. However, in 2023, its growth was even greater, and the cumulative growth was 58.0. 33The most impressive growth was again in 2024, when the entire investments grew to BDT 133,644 million and this is an unimaginable increase of 189.0 to the growth in 2020. This influx, which has seen the investment portfolio grow in the course of a year, is a very strong pointer of one superb strategy. Switch to investment securities that are most likely brought about by active participation in. government securities sales and adherence to new statutory liquidity requirements.

Liabilities

The City Bank total liabilities have been recording a steady and robust expansion in the years 2020-24. Introducing stable and stable growth in its asset base and maintaining leverage ratio high and stable. As of 2020, the liabilities were BDT 354,107 million that amounts to 92.5 percent of the total assets and BDT 385,678 million in 2021 of which the retention ratio stands at 92.5 percent. The nominal growth was maximum in 2022 when the liabilities were to BDT. 474,002 million and the ratio value was 93.5 as the highest. Its trend continued in 2023 (BDT 518,518 million) and 2024 (BDT 651,531 million) and the ratio of liabilities to assets settling at 93.3-93.4. This steady growth in liabilities which are the primary funding source of the aggressive asset by the bank. growth emphasizes the fact that City Bank relies on depositor funds and other borrowings to drive its market growth and borrowing and has always operated on a highly leveraged level.

Shareholders' equity

City Bank has recorded steady growth in the total shareholders equity between 2020 and 2024. compared to the trend in absolute terms, but its share ratio to total assets decreased, which is a strategy of leverage. The equity was 28,818 million in 2020, which was 7.5 percent of the capital. In 2021, it increased by 8.4 to BDT 31,224 million with the same ratio of 7.5. But with the increase in the growth rate of assets in and after 2022, the equity ratio went up. It decreased to 6.5% (BDT 32,845 million) in 2022. There is absolute growth although there has been further growth to BDT. The 37,220 million in 2023 and a significant growth to BDT 45,818 million in 2024, the equity to asset ratio was approximately at 6.6-6.7. This trend shows that the bank has experienced an increase in its activities although the rate of expansion is slowing down. The capital base was becoming strong, and its fast growth of assets was being financed largely by liabilities, resulting in an improvement of financial leverage at the time.

2.6 Information System Practices and Operations Management.

2.6.1. Operations Management practices.

City Bank PLC is a key player in the banking sector of Bangladesh with an integrated approach in terms of the sophistication of information systems and high efficiency. The company has strategic models that are based on trustworthy frameworks that guarantee the delivery of its services smoothly, proper internal coordination, and smooth customer experience Md. Abu Juwel (2013).

Information system and technology infrastructure

City Bank has constructed an IT infrastructure that is secure and up-to-date to facilitate its operations. In 2013, a significant upgrade, which was done with the support of Sun Microsystems, saw the introduction of SPARC servers and StorageTek, which greatly improved speed and cost of transactions.Md. Abu Juwel (2013) The bank has a Core Banking Solution (CBS) which provides real time processing and Citytouch and CityGo operate in harmony with integrated CRM systems to provide 24/7 digital banking. The bank is also guided by the guidelines of IT governance of Bangladesh Bank and therefore, there is a high level of cybersecurity, disaster recovery and regular audit of the bank systems to preserve its resilience and data security.

2.6.2 Databases and Office management software used

The City Bank PLC has a powerful office software and database system that is used in the day to day running of the business and customer relations. With the outbreak of the COVID-19 pandemic, it implemented the Microsoft Dynamics 365 to guarantee the safety of remote working. The SAP is also used by the bank to deal with the communication with vendors, payroll, HR, liquidity, as well as foreign transactions. Also, data warehousing systems bring together information in various departments thereby enhancing the regulatory reporting and decision-making. Such technological resources complement productivity, optimize the working process, and maintain the international standards.

2.6.3 Quality Management

In pursuit of high standards of service, City Bank has frequent internal audits, customer satisfaction surveys, and ongoing staff training. Risk assessment is implemented to detect the weak spots and deal with them in a timely manner. Md. Abu Juwel (2013) The KPIs are very closely monitored by the managers in order to better service delivery and respond to customer complaints. This quality culture encourages quality in the overall activities of the organization.

2.6.4 Workflow optimization and Scheduling.

City Bank PLC provides effective working by use of organised timetable systems and team roles. The weekly briefings, dashboards, and daily checklists are some of the tools used to track tasks and deadlines. Branch token systems enhance customer processing particularly in the teller transactions. Md. Abu Juwel (2013) Due processes- clearing cheques, compliance checks and transfers of funds follow rigid time schedules. IT teams plan the system updates when the network is not busy, and the real-time monitoring is used to ensure the timely solution to the problem and maintain the network activity level.

2.6.5 Resource Allocation

City Bank PLC uses its financial, technological, and human resources in accordance with its performance measurement and operational requirement. High-tech planning tools assist in realizing areas that are not performing at the expected pace like branches that require extra assistance. This can be improved by hiring additional staff, training them, or the introduction of new technologies, which should not interfere with the normal running of the business. This strategic placement improves quality of service, customer satisfaction, and general efficiency of operations in the entire network of the bank.

2.7 Industry and Competitive Analysis

2.7.1 SWOT Analysis

Figure 7: SWOT Analysis of City Bank PLC

Strengths

City Bank offers services to its customers that are of the highest-quality and hence.
The level of customer satisfaction is high and consequently, assists in achieving high customer loyalty. (Rashid, 2025) City Bank, is a very innovative technology oriented bank that embraces

the banking culture that is involved in the innovation actively in order to offer seamless products, services that are faster and enriched customer experience to its customers.

As an example, the City Bank is the pioneer Bank to have introduced a digital nano loan in collaboration with Bikash. They also possess varied IT systems with which they continually upgrade with time so as to enhance efficiency within the bank. City Bank has an immense creative banking system like R-ATM that is a Recycled Automated Teller Machine whereby one can deposit cash, and another can withdraw those deposited cash. The employee base is an extremely committed and hardworking team at the City Bank who has a healthy working environment. The bank has a distinctive corporate culture, and its brand image is greater in the entire banking industry. Once again, it boasts of a wide network throughout the country.

Weaknesses

City Bank has a number of internal and external challenges regardless of its strengths. Macroeconomic instability is still putting a strain on the bank in terms of increasing NPL. Customers can be dissatisfied with long loan acquisition procedures and credit regulations. The ATM booths are also not adequate in comparison to the increasing customer base, and hence it is not easily accessible. Certain branches are characterized by the lack of resources, which prevents the efficiency of the operations (Rashid, 2025).

The changes of policy rates which are frequent, inflationary pressure and low demand in the formal corporate market makes the forecasting of strategies and the pricing of loans a challenge. The bank has also limited the speed with which it can access new segments due to its minimal investments in marketing. Implementing more advanced technologies, although helpful, increases the cost of operations and maintenance. The long-term workforce stability is affected by the issue of employee retention, which is a continuous problem.

Opportunities

City Bank has a great potential to grow by improving its data and digital potentials. Partnerships with fintech companies, the further development of online and mobile banking, and AI-based analytics will be able to enhance customer experience and appeal to new segments. One of the ways that the bank can expand its network of branches and ATMs to penetrate the underserved markets is by expanding into semi-urban and rural regions.

New industries, including the renewable energy market, logistics and agriculture value chains and SMEs supported by the government, present good lending opportunities. (Rashid, 2025) The evolving nature of the capital market opens up opportunities to sophisticated investment/ wealth management services particularly to the NRBs and the high net worth individuals. Individual banking services depending on demographic and income profile can also be used as a way of enhancing market presence. The availability of expansion opportunities due to the support of the Bangladesh Bank and government initiatives is also an opportunity.

Threats

The competition is increasing, with fintech startups, mobile financial services companies, and digital first banks that provide faster, more tech-focused solutions, becoming the competition that City Bank must contend with. Threats of entry and expansion of foreign banks with superior banking systems are also a source of competitive threats.

Regulatory limitations imposed by Bangladesh bank, specifically, lending rates, compliance and capital requirements can act as a barrier to profitability. Unstable politics and economy, particularly before elections, may influence business confidence and destabilize the market conditions. Inflation and fluctuation in interest rates still pose the uncertainty and enhance the cost of risk management (Rashid, 2025).

2.7.2. Porters five forces analysis

The Five Forces Model by Porter can be used to evaluate the competition of the banking sector in Bangladesh by determining the presence of important forces that influence performance and strategy development. City bank PLC analysis is as follows:

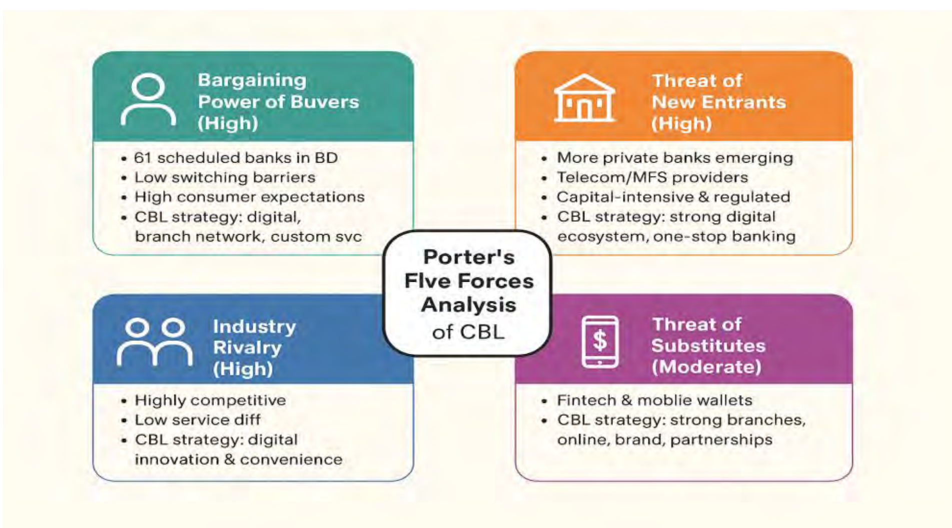

Figure 8: Porters Five Forces of City Bank PLC

a) Bargaining Power of Buyers - High

The bargaining power of customers in Bangladesh is high because **61 scheduled banks** and **43 private commercial banks** are operating in Bangladesh, providing the customers with the same financial products. There are low switching costs, and the customers are becoming price sensitive and digital savvy. (Safin Mostafiz, 2025) All these options increase customer demands and pressures banks to provide superior rates, quicker services, and online convenience. In order to retain its customers, City Bank focuses on customer-centered services, widespread network of branches, and convenient digital solutions, including **Citytouch** and **CityGo.**

b) Supplier Bargaining Power - Moderate

The banking ecosystem has suppliers, support in the form of technology providers, skilled human resources, as well as regulators like the Bangladesh bank.

The suppliers of technologies have an impact on banks because of increasing demand in advanced digital solutions.

There are shortages in talented staff and particularly in risk management, IT and fintech which increases the pressure on hiring and retention.

The requirements of strict compliance (CRR, SLR, Basel guidelines) imposed by regulators affect the way resources are distributed.

Even though there are several banks in operation in Bangladesh, which tends to diminish supplier power, these structural limitations increase supplier power to moderate levels. (Safin Mostafiz, 2025) City Bank handles this through investing in the culture of compliance and continuous digital upgrading and development of the workforce.

c) Industry Rivalry - Very High

The banking sector in Bangladesh is very competitive due to the presence of many private banks, government banks, foreign banks, NBFIs and fast growing fintechs in the country. Competition is based on the absence of significant product differentiation:

- Digital innovation
- Service quality
- Transaction speed
- Brand reputation
- Loan pricing and fees

City Bank enhances its competitiveness with digital transformation, the expansion of networks of QR/POS, optimization of customer experience, and nonstop innovation of products and services.

d) Threat of New Entrants - High

The barriers to entry are also becoming weak, despite regulatory necessities and costly capital entry, as the presence of more and more private-sector banks and digital-first players indicates. MFS providers, payment platforms controlled by telecom providers, and fintech startups emerge in the financial ecosystem with easy, quick, and cheap solutions. (Safin Mostafiz, 2025) These platforms are not subject to the traditional banking restrictions. City Bank reacts to this by reinforcing its digital foundation and establishing itself as an all-inclusive, technology-driven banking entity.

e) The threat of Substitutes- Moderate to high

Alternatives to conventional banking, including mobile wallets, digital payment system, mutual funds, insurance services, and fintech based financial products are also increasing in Bangladesh. They are convenient and fast, which draws younger and more tech-oriented customers.

Nevertheless, City Bank has a good defense as it has:

- Large branch and ATM network
- Trusted brand image
- Diverse financial products
- Good digital relationships, such as digital nano- loans via bKash.

These resources enable minimization of the threat of substitution, ensuring its mediocre to high level.

2.7.3 Competitive Analysis Grid

The table given below compares City Bank PLC to other topmost personal banks in Bangladesh based on annual reports of other banks and personal observations. Such points as product selection, digital programs, customer support, brand recognition and innovation potential were evaluated to demonstrate the position of City Bank in the market (Zigu, 2011).

Features / Competitors	City Bank PLC	BRAC Bank	Dutch-Bangla Bank	Eastern Bank Ltd
Brand Reputation	Long-established, first-generation private bank	Youthful, dynamic image	Strong presence in rural areas	Trusted by urban corporate clients
Customer Service	High-quality premium service, minor branch delays	Strong SME support, fast processing	Limited personalization	Responsive and consistent
Digital Banking	Citytouch and CityGo app, real-time banking, bKash integration	Strong agent banking network	Standard mobile banking features	Moderate digital tools
Innovation	Strong fintech focus, early adopter of AMEX and Citytouch	Moderate, SME-oriented	Technology-driven but less personalized	Strong product innovation
Product Diversity	Comprehensive retail, SME, and corporate offerings	Extensive SME-focused packages	Primarily payment and transfer services	Balanced product portfolio

Figure 9: Competitive Analysis of City Bank PLC

In this analysis, the competitive advantages of City Bank PLC are identified and emphasized including strong digital technologies, proven reputation, and holistic service towards meeting various financial requirements. Whereas BRAC Bank and Dutch-Bangla Bank are leaders in the SME services and rural outreach, City Bank stands out as an innovative and diversified actor in the Bangladesh financial industry. The bank has remained resilient in the fast changing market with shifting customer expectations and digital revolution through continuous improvement of its products, which adopt technology.

2.8 Summary and Conclusions

This chapter is a detailed examination of The City Bank Limited (CBL), its history, management, branches, subsidiaries, objectives, vision, and values. The analysis points to the good financial performance, the operations, and the customer service and innovation of CBL. CBL has developed an effective and motivated workforce through strategic human resource planning, a wide range of leadership styles, stringent recruitment, high-paying remuneration, and extensive training. Its contribution to the welfare of the society and community development is shown by the wide variety of products and services offered by the bank along with the CSR activities. The research also analyzes internal strengths and weaknesses and external opportunities and threats with the help of such tools as the SWOT analysis and Porters Five Forces, which highlights the competitive position of CBL in the banking sphere of Bangladesh. CBL has continued to grow, improve its profits, and enlarge its consumer base despite the unfair factors such as the COVID-19 pandemic through innovative strategies and operations. Since its small start with a capital of BDT 34 million as of its establishment through 134 branches spread across the country, the story of CBL can be seen to demonstrate its effort to realize its mission, vision, and the overall organizational objectives.

2.9 Recommendations/Implications

- ★ Modernize digital banking systems with faster, secure and easy services.
- ★ Collaborate with fintechs to provide new products and services.
- ★ Diversify the loans into SMEs, agriculture and consumer loans.
- ★ Offer interactive training to employees and have a rigid working schedule.
- ★ Increase ATM network to enhance accessibility and convenience to customers.
- ★ Improve health and safety control in branches.

Chapter 3: Project Part

3.1 Introduction

The usual practice for any credit relationship with Corporate Client begins with a visit to the client's office. This key activity ensures client identification, a vital role in knowing clients and also verifying operations.

3.1.1 Background and Problem Statement

Before setting any meetings with potential clients, RMs try to gain as much as market intelligence regarding the organizations as much as possible in order to have a rudimentary understanding of the creditworthiness of said company.

3.1.2 Objectives

During the meeting at client's office, the Relationship Managers (RM) usually discuss about the client's business performance, current financial condition and financial requirement. By way of this, RMs get an insight about the business and evaluate about potential business opportunities

3.1.3 Significance

By speaking with potential clients firsthand, RMs can then gauge the prospects of onboarding the prospective customer in line with bank's credit policies. It is based on this meeting that RMs decides whether or not a business relationship may be established with that particular client.

3.1.4 Scope of the Study

In the situation of a positive nod by the client, RMs usually inform their line managers and Senior Management regarding the prospects and engage in the next step of the on-boarding. Corporate clients vary in nature depending on the industries they operate in, but a majority portion of corporate clients have manufacturing facilities where some degree of value addition takes place, of which City Bank PLC has clients operating in industries such as in RMG and Textile, cellphone manufacturing, automobile manufacturing, etc to name a few.

3.2 Literature Review

Know Your Customer (KYC) is one of the basic regulatory and risk management constructs used by banks as a measure to avoid the financial crimes of money laundering, terrorist financing, and frauds. (Hawley, 2021) Banks must perform adequate customer identification, verification and constant due diligence prior to any business relationship being forged, particularly in cases involving corporate clients, which have increased compliance and credit risks relying on their complex ownership structures and transaction volumes, as stipulated by the guidelines of Bangladesh Bank.

KYC in corporate banking goes beyond simple identification of the customer and entails the need to know the type of business the client operates, company structure, origin of the funds, financial capability, and riskiness. According to scholars, good KYC practices enhance transparency and minimize information asymmetry between the banking system and borrowers, which enhances credit risk evaluation and decision-making. Corporate banking involves more than mere identification of the customer and requires an understanding of the nature of the business that the client is involved in, the company structure, source of funds, financial ability and risk. Scholars claim that good KYC practices play a crucial role in making the banking system and borrowers more transparent and reduce information asymmetry, leading to improved credit risk assessment and decision-making. The collusion of the KYC systems and credit appraisal systems such as Internal Credit Risk Rating Systems (ICRRS) is another aspect that would enhance the ability of a bank to determine the credibility and repayment ability of the borrower.

Other dimensions of physical verification, including factory checks, environmental and social due diligence are other issues of corporate KYC procedures highlighted through previous studies. (*Citibank AML Guide: Comprehensive Overview - Welf Lab*, 2024) Such measures help the banks to verify the validity of the information given by the clients and test the operational, environmental and reputational risks. The rules on the KYC have been of particular significance in the emerging economies like Bangladesh where he or she is more prone to the default risk and regulatory controls.

In general, it can be considered that the literature indicates that a strong corporate KYC framework does not only help to ensure regulatory compliance but also leads to sustainable banking operations since it helps to protect financial institutions against credit, operational and reputational risks.

Assuming a positive nod from the client, the next step involves making a visit to the client's manufacturing facility. *LinkedIn* (2025) This is usually done by the Business team (i.e. RMs), Risk team and Projection Inspection Team. The aim of this visit is quite simple; to assess the manufacturing process and authenticity of initially declared information while also checking the current status of the facilities by visiting the premises directly. Raza (2025) During the visit, the team usually meets with the plant in-charge and other key personnel involved in the manufacturing process. The Project Inspection Team makes queries regarding machinery (expected life, efficiency, production capacity, country of origin etc.), utility setup, civil construction, waste management system etc. The Risk Team (Credit Risk Management) tries to assess the relevant risks associated with the project and future outlook based on current operations. Based on this comprehensive visit, the business team proceeds with the process to obtain approval for the client.

Once the business team receives a go-ahead from their seniors, the RM starts the communication with clients regarding the on-boarding process. The process starts with opening a current account with the bank. This step serves as an integral part of the KYC process.

3.3 Methodology

The study is based on a descriptive research method and qualitative analysis of data to explore KYC in corporate banking. Primary data were gathered to have a profound insight of the KYC processes, compliance, risk assessment mechanisms. The paper is aimed at examining the implementation of corporate KYC in the banking processes and its contribution to guaranteeing compliance with regulations and reduction of risk.

3.4 Data Collection

To conduct this internship report, a qualitative method was used to discuss Know Your Customer (KYC) procedure in corporate banking at City Bank PLC. Primary information was obtained by direct interaction with the professionals in order to get a practical understanding of the banking operations.

The source of data collection was conducted using a semi-structured interview with a Relationship Manager in the Gulshan Head Office of the City Bank PLC. The interview centered on the general corporate banking KYC process such as client identification and verification procedures, collection and analysis of constitutional and regulatory documents, business operations and financial performance evaluation, and credit needs analysis of the clients. Group exposure analysis, risk assessment practices as well as compliance with internal bank policies and regulatory guidelines issued by Bangladesh Bank were also discussed.

Moreover, the interview investigated the implementation of preliminary due diligence, sanction screening and identification of risks in the corporate client onboarding process. The Relationship Manager gave some practical experiences, revealed the main difficulties in applying the requirements of KYC, and made recommendations on how to make the work of risk management more efficient, how to make the corporate banking KYC framework more effective, and how to make sure that the level of regulatory compliance is high.

A qualitative interview-based approach suited the internship study because it enabled gathering of the experience-based information that is detailed and directly collected by a banking professional. This helped to ensure that the results of the report are based on hands-on experience and reflect the KYC practices applied in corporate banking in City Bank PLC.

3.5 Findings and Analysis

This part gives the results of the interview carried out with the Relationship Manager and the Assistant Relationship Manager at the Gulshan Head Office of City Bank PLC. The insights show that the bank has a systematic KYC practice in corporate banking, which focuses on the correct identification of a client, the check of documents, the evaluation of business and financial condition, risk evaluation, and compliance with the rules. In general, the process guarantees a low risk and long-term relationships with the clients.

3.5.1 What is the legal structure, ownership, and group relations of your business, and are you in possession of all the necessary documentation (e.g. incorporation, licenses, financials, CIB, directors profiles, assets and land to secure)? Does it have any compliance gaps or penalties and do the requirements depend on business type or credit facility?

Once the business team receives a go-ahead from their seniors, the RM starts communication with clients regarding the on-boarding process. The process starts with opening a current account with the bank. This step serves as an integral part of the KYC process. The reasons are as follows:

i. Opening of a current account by a corporate entity requires submission of several constitutional and operational documents. This serves to identify that the client has all the essential documentation for conducting business in the industry they operate in while the bank also validates the authenticity of the same. By way of collecting these documentation, any gaps and points of non-compliance (if any) by the client. The document list is stated in the later portion of this report.

ii. Opening of any account requires checking of the internal sanction list in line with bank's policies and as per central bank's requirements. The Sanction List is a combination of several international sanctions such as UN Sanction, OFAC Sanction, UK Sanction and Local Sanction.

Thus, account opening serves the bank in adding layers in the preliminary KYC process.

In the next step, the RM starts preparation of the proposal for submission to the approval authority. This process entails gathering of various information/documents of the client for preparation of the proposal (a significant portion of these documents are used for account opening as stated above). The preliminary list of documents is as below:

- Audited Financials (Latest) and forecasted financials for next 3 Years.
- Updated Credit Rating Report.
- Group Liability Position.
- CIB Undertaking along with a short profile of company directors; National ID; TIN Certificates; Net Worth Statement/IT-10B of the company directors.
- MoA & AoA, Certificate of Incorporation, Trade License, TIN, BIN, IRC, Schedule X and Form XII.
- Project Profile of the company outlining company.
- Request letter and Board Resolution for availing credit facilities.
- Regulatory and Membership licenses certificates (as applicable).
- List of Machineries.
- Details of Key Management Personnel.
- Group Ownership Information.
- Stock and Receivables Report.

- All the relevant Land documents pertaining to the offered security (in case of Mortgage).

The required documents and information may vary based on the client's line of business, amount of credit facility requested and other factors depending on management discretion.

3.5.2 Please give an overview of your company and your group, background, project profile, and shareholding structure and core operations and diversification?

Upon receiving the information and documents as per the above list, the RM begins the preparation of the credit proposal which must be submitted to the management for on-boarding the client. The credit proposal – in essence - encapsulates the proposed credit facilities that the RM would like to provide to the client based on a variety of factors. The various information outlined in the business proposal are as follows:

- **Borrower Background –** A synopsis regarding the company (along with its group) is provided in this section. Information such as date of incorporation, annual sales, line of business, net worth, company address, paid-up capital etc. The intention of this section is just to give an instant picture of the company and its group.

- **Project Profile –** Project profile is included in a summarized manner in this section. A summary is sufficient as the engineering team, i.e. the Project and Inspection Team, who also participates in the visit prepares the detailed project report, however, the summary serves as a key point of information for senior management. The project profile usually contains the location of the project, land & building area, utility facilities, number of machineries (based of type), building structure (RCC vs Prefab), production capacity details and waste management system.

- **Shareholding Structure and Group Concerns –** The shareholding structure of the client based on the updated Schedule X of the client is presented in the proposal for management review. This is necessary as this enables the bank management to review who are the entities involved in the business and the proportion of their shareholding, so as to ascertain the degree of control/influence in the borrowing entity.

A summary of the Group Concerns (non-borrowing entity) is also given. The presentation should be made clear to bank management in regard to what is the core operation of the borrowing entity and what is the core operation of the non-borrowing entity. This serves a very important aspect – diversification. High Diversification may result in weak supervision and loss of business focus which may ultimately result in incurring loss. As such, high diversification in terms of varying nature of business in a group of companies may not necessarily signal financial strength of the group as a whole when it comes to a credit evaluation for a concern.

3.5.3 What are the company products, target markets, business strategies and environmental risk management practices such as compliance with ESDD and Department of Environment requirements?

- **Products and Markets –** This is one of the core parts of the proposal. Clear disclosure needs to be made to the management regarding the product and market segment of the client. The product and market segment are key revenue drivers for any organization. The key focus when providing any credit facility to any client is to ascertain their revenue generating capability which will ultimately help the bank determine client's repayment capacity and thus their overall credit worthiness.

- **Business Strategy –** Key strategies that the client has undertaken in order to achieve business success is stated over here. This may include a unique buyer base (local and foreign), supply chain, human resource, pricing, a unique selling point for their products or services, etc. which is embedded and maintained by clients during their business operations.

- **Environmental Risk Factors –** City Bank places extra emphasis on environmental factors prior to onboarding any clients. As part of their vision to maintain their position as the top sustainable bank in the country, City Bank analyzes the potential detrimental impacts that the client's operations may have on the environment. In order to achieve this, they undertake the below:

i. Factory Visit – During the factory visit, the project inspection team not only assesses the plant operations, but also they observe the facility regarding environmental damages, and the initiatives and setup the client has established to prevent and harm to the environment. An example may include the installation of Effluent Treatment Plant (ETP) at factory premises for waste water management, which is applicable for companies which are involved in dyeing and washing operations.

ii. Approval from Department of Environment – For all applicable companies, Environmental Clearance Certificate (ECC) from the Department of Environment (DOE) is mandatory for availing Credit Facilities from City Bank. As such, this document is obtained from the client and is checked whether it is valid (usual validity is one year).

iii. Environmental and Social Due Diligence (ESDD) by Bangladesh – One of the most important parts of the environmental screening process is to complete the Environmental and Social Due Diligence (ESDD) for the client. This is a requirement by Bangladesh Bank and is a mandatory requirement for existing/potential clients of City Bank. This process has been fully digitized by City Bank and in order to complete it, the Relationship Managers usually fill the required fields and upload the required documents in the portal.

3.5.4 What is the competitive environment of your company, what are its core management capabilities and financial performance, its trends and ratios, and how all these influence the revenue generation and credit worthiness?

- **Competitive Landscape –** The management of the bank needs to be made aware of the competitive landscape within which the company operates. Too much competition can may lead to narrow profit margins which may ultimately result in losses in the situation of extreme competition. This analysis is necessary as the bank (as the lender) is concerned with this factor as any potential of losses may have a direct impact on the credit-worthiness of the company and this may impact their possibility of timely adjustment of credit facilities upon on-boarding.

- **Management Capability –** Disclosure needs to be made in regard to key management personnel (employee level). Shareholders of a company are usually not involved at the operational level of any organization. For example, the Chief Financial Officer (CFO) of a company are usually not the shareholders and is usually a paid employee (in the context of Bangladesh) but still plays an important role in managing the company's finances. As such, the bank needs to know about the individuals in such positions who are involved in the important day-to-day activities in regard to their designation in the company, age, aggregate experience, and education qualification.

- **Financial Analysis –** This is one of the core sections of the proposal which outlines the details of the financial scenario of the company. Based on the audited financials of the company, a financial spreadsheet is prepared for the company which provides a summary of various financial aspects of the company.

i. Trend Analysis – Trend of key figures like Sales, Cost of Goods Sold, Gross Profit, Operating Profit and Net Profit are seen. Based on this, the growth rate and compounded annual growth rate (CAGR) figures are derived. A positive trend in the key figures are usually preferred. However, in case of negative trend, justification from client is usually taken as to why the company faced de-growth and their mitigation/strategy for the future.

ii. Ratio Analysis – Ratio analysis plays a crucial part in the financial analysis of any corporate entity. This allows the bank to compare the performance of the client in comparison to their peers and also industry average. The main ratios that are analyzed are:

o Profitability Ratios – Profitability ratios measure the profit earning ability of the company. The ability to make profit ensures the sustainable continuity of the company's operations as any loss making concern does not survive in the long run. As such, the bank observes the level and trend of the key profitability ratios before according approval consent for the company. The key ratios are Mark-Up (COGS/Sales), Gross Margin (Gross Profit/Sales), Operating Margin (Operating Profit/Sales) and Net Profit Margin (Net Profit After Tax/Sales). A higher figure is always preferred. In case the ratios are lower than peers and industry, justification from client is taken.

o Liquidity Ratios – These ratios measure the cash converting ability of the client. Liquidity is always a preferred aspect for any company as it allows them to smoothly run their business and also combat against any unexpected urgency. This allows the bank to observe the ability of the client to meet its short term obligations. The common ratios are Current Ratio (Current Assets/Current Liabilities) and Quick Ratio (Current Asset after deducting ending inventory/Current Liabilities). Again, a higher ratio is preferred. However, excessively high liquidity ratio is also not preferred as it indicates inefficiency by the company as they are not utilizing their idle funds to generate adequate returns.

o Efficiency Ratios – These ratios measure ability of the company to utilize their assets to generate revenue. This is a key point for the bank as inefficient operations may not be a good signal and this may be a reason for potential default by the company. The key ratios are Inventory Turnover (COGS/Average Inventory), Receivables Turnover (Sales/Average Accounts Receivable), Payables Turnover (COGS/Average Accounts Receivable) and Fixed Asset Turnover (Sales/Average Fixed Assets).

o Solvency Ratios – These ratios measure the ability of the client to meet their long term obligations. This is one of the most important aspect of the financial analysis. Leverage, one of the key ratios, is the first ratio that is considered prior to on-boarding any client. Leverage measures the degree of debt a company has in comparison to their equity or asset. A highly leveraged client is not preferred as additional debt injection may significantly increase their chances of default which exposes the bank to credit risk. As such, solvency ratios are core part of financial analysis. These are taken into consideration in the event of both working capital and project financing. A lower figure is always preferred when considering a proposal. A high leverage also indicates low equity participation by the shareholders of the company, which is also not a positive signal for the company.

3.5.5 What are the reasons why the proposed limit on credit facility is justified in connection with the financial needs of your company, business cycle and current banking associations?

Limit Justification – The amount of credit facilities that is proposed needs to be justified with regard to the key parameters of the client. For example, the amount of limit to be given for raw material procurement depends on the annual sales and business cycle of the client. Similarly, any short-term loan for the purpose of operating expenses such as salary, utility, customs duty also depends on the level of the respective expenses and the working capital cycle of the client. Also, if the client already has banking relationships with other financial institutions, the facility availed from those institutions is also taken into consideration when providing fresh credit facilities. products, target markets, business strategies and environmental risk management practices such as compliance with ESDD and Department of Environment requirements.

3.5.6 What is the position of your company and your group entities in terms of liability and what does it indicate in your CIB report?

Group Liability Position and CIB Summary – If the client in subject is part of a group of companies, then the liability position of all the other sister concerns in a facility-wise manner in terms of limit versus outstanding is presented in this section. As mentioned in the earlier part, not only is entity leverage a key figure, but also the entire group leverage is taken into consideration during the approval. The reason for this is that group entities fall under the same ownership and there are linkages due to this by way of (common) ownership/shareholding. Credit Risk exists when the entire group is highly levered and this is interpreted as a negative signal by the banks. The accompanying information with the group liability position is the group CIB summary. CIB (Credit Information Bureau) is department of Bangladesh Bank which deals with the liability records of all entities availing credit facilities from any financial institutions. The reason the CIB is taken is because the liability position declared by client maybe distorted or understated. However, the CIB is information retrieved directly from information reported by financial institutions to Bangladesh Bank. As such, this is considered as the most credible source of credit information. That is why the CIB summary is presented in the business proposal to disclose to the approval authority of City Bank regarding the true liability position of the company and its sister concerns.

3.5.7 What are the main risks your company is exposed to (market, operational, political, seasonality), and what are the mitigation measures?

Exposure to Key Risks and Mitigation – This section gives a summary of the key risks that the organization is exposed to and the potential mitigation. The key risks presented are:

i. Market Risk - The projects might face risk in marketing their products in case of any adverse situation.

ii. Operation Risk - The projects might face operational risk if they have inexperienced and incapable management.

iii. Political Risk - Key political risks would include nationalization, expropriation and political unrest.

iv. Seasonality Risk - The degree to which seasonality impacts the business operations of the company.

3.5.8 What are the types of credit facilities that your company needs and the amount of the facilities that they are requesting, tenor and terms (e.g., LC, post-import, short-term loan, bill discounting, overdraft, long-term loan) ?

- **Transaction Request –** The amount of credit limit requested in a facility-wise manner is presented in this part. This is one of the core components of the business proposal. In this section, the details of the facility, pricing (interest rate and commission rate), margin, tenor of the facility are all given in detail. Some of the facilities offered are as follows:

a. Letter of Credit – One of the main services required by corporate clients. This enables clients to import raw materials and machineries for using in their production**.**

b. Post-Import – The LCs issued are usually settled by the client's own source. However, due to the nature of business of some organizations, financing is required to settle the LCs which gives clients additional time to make the payment.

c. Short-Term Loan - Loans with a tenure of 12 months or less fall under the category of short-term. These loans are disbursed to the clients for their various business requirements, such as salary, customs duty, utility payment etc.

d. Bill Discounting – This is a receivables financing provided to export based clients. The modality is quite simple. Upon executing the export, client submits the export documents and based on those documents, the bank finances the client based of the value of the export document. When the export proceeds are received, the loan provided to client is adjusted accordingly.

e. Overdraft Account - This is a continuous loan account by which client may available funded facility as per their requirement. However, the amount of fund which may be availed is dependent on the limit.

f. Long Term Loan - These are funds disbursed to client for the purpose of long term projects. These loans have a tenor of greater than 12 months. Clients usually deploy these funds for civil construction.

3.5.9 What are some of the examples of securities or collateral that your company can offer to back the requested credit facilities and what do they estimate the value to be?

> **Security Proposition –** Another core component is the security proposition section of the business proposal. It must be noted that corporate financing is usually done upon obtaining security from the client in order to recover funds in the event of default. Some common securities include mortgage, hypothecation on stock and book debts, corporate guarantee, personal guarantee, standard charge documents etc. It is vital that the management is made aware of the security offered as there needs to an alignment with respect to the amount of credit facility provided and the value of the security offered for the facilities.

3.5.10 Does your company show financial capability and a solid working history, both in quantitative (audited financials, ratios) and qualitative (security, overdue history, succession planning) ways?

> **Internal Credit Risk Rating System –** The Internal Credit Risk Rating System (ICRRS) is a rating system which evaluates clients based on quantitative and qualitative factors when providing credit. It is a mandatory requirement from Bangladesh Bank where banks are required to do an analysis on client's audited financials (which is a part of the quantitative analysis) and qualitative factors such as security proposition, client's previous overdue history, company's succession plan, etc. The ICRRS thus allows banks to evaluate the strength of a company's financials in conjunction with the qualitative

aspects (as mentioned previously) which allows competent approval authority to determine the credit worthiness of the borrower.

Basis for Recommendation – Highlighting key strengths of the client and business prospects are outlined and is placed for the business heads; Head of Corporate Banking and Head Wholesale Banking for their recommendation.

3.5.11 What does your organization do to make sure that proposed credit facilities are reviewed independently and their risks assessed before being finally approved?

Upon completing the process in **3.5.1**, the signed business proposal, ICRRS, constitutional and regulatory documents of the client are submitted to the Credit Risk Management Division. This is the start of the approval process. The process begins with assignment of a Risk Manager for the proposal. The Risk Manager is usually part of the team which made the initial client visit as stated in **3.5.3**. The Risk Manager is responsible for conducting an independent due diligence of the proposal and the accompanying document and begin preparation of the approval memo. They try to identify the key points of risks embedded with the proposal and client and make necessary disclosures and discussions to address them. The key risk they attempt to address is Credit Risk. The approval memo is the final memo by which the bank accords the credit approval for the client. By way of this, City Bank conducts a second level of due diligence of the business proposal placed by the relationship team to see if the proposed credit facilities are in line with the borrower's genuine requirements. The Risk Managers – in that perspective – also help in the KYC process of corporate banking clients as another level of due diligence is taking place.

CRM, during the course of its review, prepares a list of information and additional documents which they require for management clarification. The reason is that CRM usually works independently without any type of interaction with the client. As such, they view the proposal from a neutral perspective and attempt to isolate all the potential risks that the proposal may bring to the bank.

Upon isolating the relevant risks, a formal communication stating the queries are made to the business team by CRM. Upon receiving the queries, the required information/clarification and documents sought from the client. The business team usually engages in communicating the queries to the client and upon compiling the information, it is submitted to CRM.

Finally, upon receiving satisfactory response from the business team, CRM finalizes the approval memo and places for signing by the respective personnel. Based on the size and nature of the credit facility, the signing delegation (Management or Board of Director) is determined and arrangement of approval is then completed.

3.5.12 What are the security arrangements on approved credit facilities, and how are they documented?

Upon receiving approval for the credit facilities, the post-approval documentation and procedures begin. The first step is to prepare the Sanction Advice and Security Documents.

The Sanction Advice is the main communication from the bank to the client regarding approval of credit facilities in terms of the amount of limit approved and the respective facilities. This also serves as a means to communicate the security arrangement as well i.e. Mortgage, Hypothecation, Corporate Guarantee, Personal Guarantee and Standard Charge Documents etc. The brief of the security is given below:

i. Mortgage – A collateral which is kept by the bank as security for the credit facilities provided. Mortgage is usually done by way of execution of a Mortgage Deed where the rights to sell the underlying asset (land or building) is transferred under the name of the bank in the event of default. This is a usual practice in the event where the bank provides project financing for the client.

ii. Hypothecation - Similar in nature with mortgage, however, these are collateral in the form of floating assets (machineries, stock and receivables). The bank creates a charge at the Registrar of Joint Stock Companies with respect to the amount of credit facility provided to the client.

iii. Corporate Guarantee – A guarantee from a corporate entity (usually a sister concern of the borrower) is taken with the objective that in the event of default, the corporate entity will be held liable for coming forward to pay up the default amount.

iv. Personal Guarantee – A guarantee from the directors of the borrowing entity is taken with the objective that in the event of default, that individual will be held liable for coming forward to pay up the default amount.

v. Standard Charge Documents - Several documents such as Demand Promissory Note, Letter of Lien, Debit Authority, Letter of Disbursement, Letter of Continuity etc. are taken from the client and these are an integral part of the security documentation.

3.6 Summary and Conclusions

The overall process outlined above not only describes the approval process but also the KYC which is integral in on- boarding any corporate client to the bank.

3.7 Recommendations / Implications

The analysis of the KYC procedure in corporate banking made it possible to formulate a number of recommendations that can be made to improve the process efficiency and effectiveness. One, more comprehensive digitalization in the process of KYC documentation and verification will help to decrease the time spent on processing and eliminate mistakes in manual operations.It would be possible to expand centralized digital databases of customer information to retrieve and monitor client profiles faster.

Second, the regular KYC examinations must be enhanced to make sure the alterations in the ownership structure of a customer, business activities, or risk profile are detected as soon as possible. This would assist banks to be in line with the regulatory requirements and curb the emerging risks.

Third, the quality of due diligence can also be improved by further establishing coordination between Relationship Managers, Credit Risk Management, and Compliance teams. It is also important that the bank officials are well knowledgeable on the latest KYC and AML rules and are able to carry them out uniformly through regular training on these updated rules. In terms of implication, a good KYC framework will increase the overall credit quality, lower thenon-performing loans and promote the image of the bank as a regulator compliant and ethical banking institution. Sound KYC also helps the financial stability of the systems since it is used to stop the use of the banking channels to carry out other illegal actions. That is why the KYC process should be continuously improved in order to grow sustainably in corporate banking.

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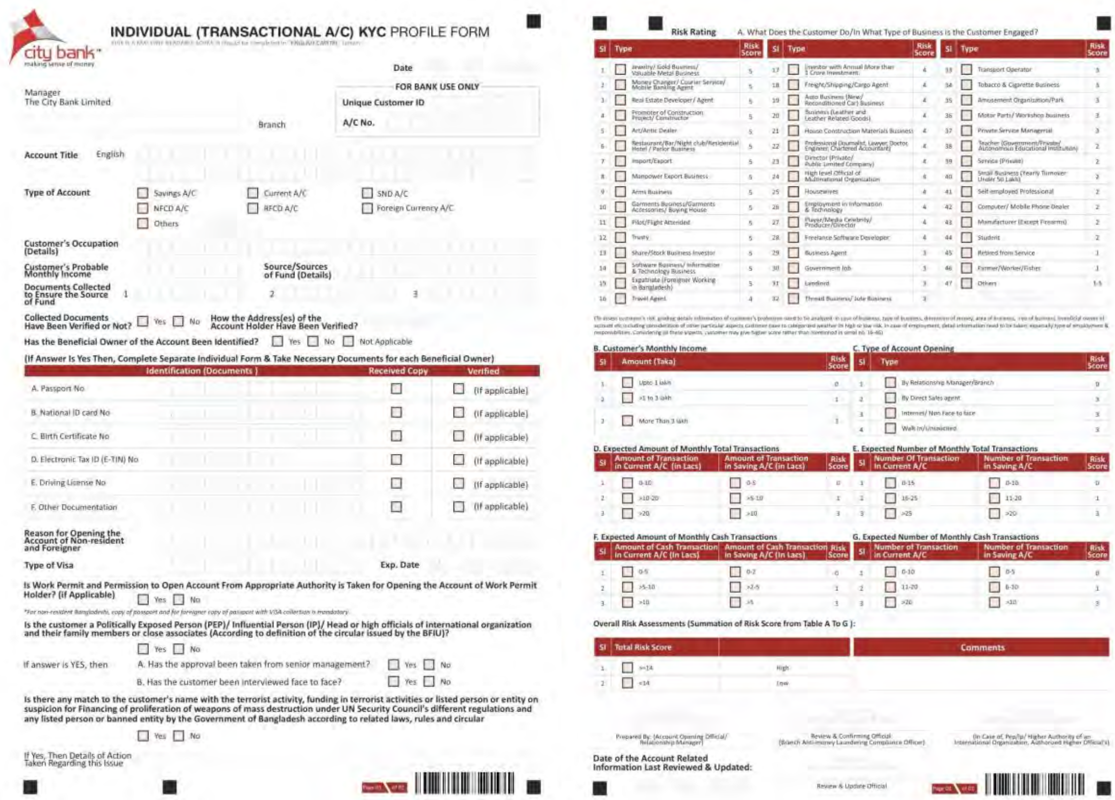
Appendix

Individual Form



INDIVIDUAL (TRANSACTIONAL A/C) KYC PROFILE FORM

city bank
making sense of money

Date

Manager
The City Bank Limited

Branch

FOR BANK USE ONLY
Unique Customer ID
A/C No.

Account Title English

Type of Account ☐ Savings A/C ☐ Current A/C ☐ SND A/C ☐ NFCD A/C ☐ RFCD A/C ☐ Foreign Currency A/C ☐ Others

Customer's Occupation (Details)

Customer's Probable Monthly Income

Source/Sources of Fund (Details)

Documents Collected to Ensure the Source of Fund 1 2 3

Collected Documents Have Been Verified or Not? ☐ Yes ☐ No

How the Address(es) of the Account Holder Have Been Verified?

Has the Beneficial Owner of the Account Been Identified? ☐ Yes ☐ No ☐ Not Applicable

(If Answer Is Yes Then, Complete Separate Individual Form & Take Necessary Documents for each Beneficial Owner)

Identification (Documents)	Received Copy	Verified
A. Passport No	☐	☐ (If applicable)
B. National ID card No	☐	☐ (If applicable)
C. Birth Certificate No	☐	☐ (If applicable)
D. Electronic Tax ID (E-TIN) No	☐	☐ (If applicable)
E. Driving License No	☐	☐ (If applicable)
F. Other Documentation	☐	☐ (If applicable)

Reason for Opening the Account of Non-resident and Foreigner

Type of Visa Exp. Date

Is Work Permit and Permission to Open Account From Appropriate Authority is Taken for Opening the Account of Work Permit Holder? (if Applicable) ☐ Yes ☐ No

*For non-resident Bangladeshi, copy of passport and for foreigner copy of passport with VISA collection is mandatory

Is the customer a Politically Exposed Person (PEP)/ Influential Person (IP)/ Head or high officials of international organization and their family members or close associates (According to definition of the circular issued by the BFIU)?

☐ Yes ☐ No

If answer is YES, then A. Has the approval been taken from senior management? ☐ Yes ☐ No
B. Has the customer been interviewed face to face? ☐ Yes ☐ No

Is there any match to the customer's name with the terrorist activity, funding in terrorist activities or listed person or entity on suspicion for Financing of proliferation of weapons of mass destruction under UN Security Council's different regulations and any listed person or banned entity by the Government of Bangladesh according to related laws, rules and circular

☐ Yes ☐ No

If Yes, Then Details of Action Taken Regarding this Issue

Risk Rating A. What Does the Customer Do/In What Type of Business is the Customer Engaged?

Sl	Type	Risk Score	Sl	Type	Risk Score	Sl	Type	Risk Score
1	Jewelry/ Gold Business/ Valuable Metal Business	5	17	Investor with Annual More than 1 Crore Investment	4	33	Transport Operator	3
2	Money Changer/ Courier Service/ Mobile Banking Agent	5	18	Freight/Shipping/Cargo Agent	4	34	Tobacco & Cigarette Business	3
3	Real Estate Developer/ Agent	5	19	Auto Business (New/ Reconditioned Car) Business	4	35	Amusement Organization/Park	3
4	Promoter of Construction Project/ Constructor	5	20	Business (Leather and Leather Related Goods)	4	36	Motor Parts/ Workshop business	3
5	Art/Antic Dealer	5	21	House Construction Materials Business	4	37	Private Service Managerial	3
6	Restaurant/Bar/Night club/Residential Hotel / Parlor Business	5	22	Professional (Journalist, Lawyer, Doctor, Engineer, Chartered Accountant)	4	38	Teacher (Government/Private/ Autonomous Educational Institution)	2
7	Import/Export	5	23	Director (Private/ Public Limited Company)	4	39	Service (Private)	2
8	Manpower Export Business	5	24	High level Official of Multinational Organization	4	40	Small Business (Yearly Turnover Under 50 Lakh)	2
9	Arms Business	5	25	Housewives	4	41	Self-employed Professional	2
10	Garments Business/Garments Accessories/ Buying House	5	26	Employment in Information & Technology	4	42	Computer/ Mobile Phone Dealer	2
11	Pilot/Flight Attended	5	27	Player/Media Celebrity/ Producer/Director	4	43	Manufacturer (Except Firearms)	2
12	Trusty	5	28	Freelance Software Developer	4	44	Student	2
13	Share/Stock Business Investor	5	29	Business Agent	3	45	Retired from Service	1
14	Software Business/ Information & Technology Business	5	30	Government Job	3	46	Farmer/Worker/Fisher	1
15	Expatriate (Foreigner Working in Bangladesh)	5	31	Landlord	3	47	Others	1-5
16	Travel Agent	4	32	Thread Business/ Jute Business	3			

B. Customer's Monthly Income

Sl	Amount (Taka)	Risk Score
1	Upto 1 lakh	0
2	>1 to 3 lakh	1
3	More Than 3 lakh	3

C. Type of Account Opening

Sl	Type	Risk Score
1	By Relationship Manager/Branch	0
2	By Direct Sales agent	3
3	Internet/ Non Face to face	3
4	Walk In/Unsolicited	3

D. Expected Amount of Monthly Total Transactions

Sl	Amount of Transaction in Current A/C (in Lacs)	Amount of Transaction in Saving A/C (in Lacs)	Risk Score
1	0-10	0-5	0
2	>10-20	>5-10	1
3	>20	>10	3

E. Expected Number of Monthly Total Transactions

Sl	Number Of Transaction in Current A/C	Number of Transaction in Saving A/C	Risk Score
1	0-15	0-10	0
2	16-25	11-20	1
3	>25	>20	3

F. Expected Amount of Monthly Cash Transactions

Sl	Amount of Cash Transaction in Current A/C (In Lacs)	Amount of Cash Transaction in Saving A/C (In Lacs)	Risk Score
1	0-5	0-2	0
2	>5-10	>2-5	1
3	>10	>5	3

G. Expected Number of Monthly Cash Transactions

Sl	Number of Transaction in Current A/C	Number of Transaction in Saving A/C	Risk Score
1	0-10	0-5	0
2	11-20	6-10	1
3	>20	>10	3

Overall Risk Assessments (Summation of Risk Score from Table A To G):

Sl	Total Risk Score		Comments
1	>=14	High	
2	<14	Low	

Prepared By: (Account Opening Official/ Relationship Manager)

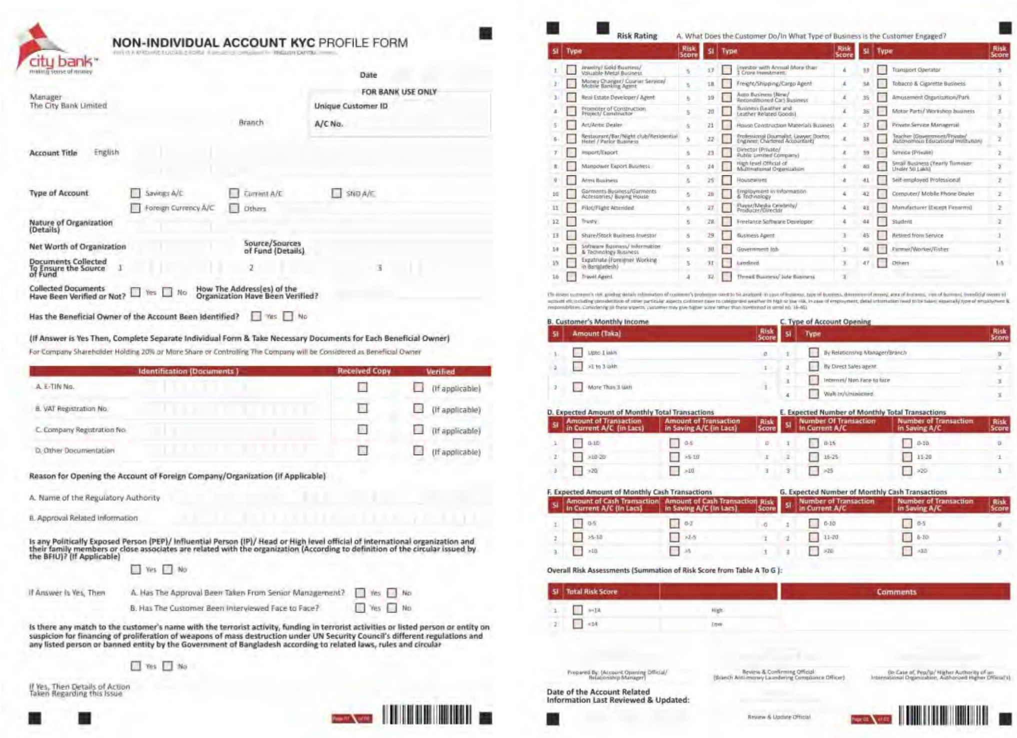
Review & Confirming Official (Branch Anti-money Laundering Compliance Officer)

(In Case of, Pep/Ip/ Higher Authority of an International Organization, Authorized Higher Official's)

Date of the Account Related Information Last Reviewed & Updated:

Review & Update Official

Non - Individual Form



NON-INDIVIDUAL ACCOUNT KYC PROFILE FORM

Date

FOR BANK USE ONLY

Manager
The City Bank Limited

Unique Customer ID

Branch

A/C No.

Account Title English

Type of Account: Savings A/C / Current A/C / SND A/C / Foreign Currency A/C / Others

Nature of Organization (Details)

Net Worth of Organization

Source/Sources of Fund (Details)

Documents Collected To Ensure the Source of Fund 1 2 3

Collected Documents Have Been Verified or Not? Yes No

How The Address(es) of the Organization Have Been Verified?

Has the Beneficial Owner of the Account Been Identified? Yes No

(If Answer is Yes Then, Complete Separate Individual Form & Take Necessary Documents for Each Beneficial Owner)

Identification (Documents)	Received Copy	Verified
A. E-TIN No.		(If applicable)
B. VAT Registration No.		(If applicable)
C. Company Registration No.		(If applicable)
D. Other Documentation		(If applicable)

Reason for Opening the Account of Foreign Company/Organization (If Applicable)

A. Name of the Regulatory Authority

B. Approval Related Information

Is any Politically Exposed Person (PEP)/ Influential Person (IP)/ Head or High level official of international organization and their family members or close associates are related with the organization (According to definition of the circular issued by the BFIU)? (If Applicable) Yes No

If Answer Is Yes, Then A. Has The Approval Been Taken From Senior Management? Yes No
B. Has The Customer Been Interviewed Face to Face? Yes No

Is there any match to the customer's name with the terrorist activity, funding in terrorist activities or listed person or entity on suspicion for financing of proliferation of weapons of mass destruction under UN Security Council's different regulations and any listed person or banned entity by the Government of Bangladesh according to related laws, rules and circular Yes No

If Yes, Then Details of Action Taken Regarding this Issue

Risk Rating A. What Does the Customer Do/In What Type of Business is the Customer Engaged?

B. Customer's Monthly Income

C. Type of Account Opening

D. Expected Amount of Monthly Total Transactions

E. Expected Number of Monthly Total Transactions

F. Expected Amount of Monthly Cash Transactions

G. Expected Number of Monthly Cash Transactions

Overall Risk Assessments (Summation of Risk Score from Table A To G):

Sl	Total Risk Score		Comments
1	>=14	High	
2	<14	Low	

Date of the Account Related Information Last Reviewed & Updated:

Interview Questions

1. **What is the legal structure, ownership, and group relations of your business, and are you in possession of all the necessary documentation (e.g. incorporation, licenses, financials, CIB, directors profiles, assets and land to secure)? Does it have any compliance gaps or penalties and do the requirements depend on business type or credit facility?**

2. **Please give an overview of your company and your group, background, project profile, and shareholding structure and core operations and diversification?**

3. **What are the company products, target markets, business strategies and environmental risk management practices such as compliance with ESDD and Department of Environment requirements?**

4. **What is the competitive environment of your company, what are its core management capabilities and financial performance, its trends and ratios, and how all these influence the revenue generation and credit worthiness?**

5. **What are the reasons why the proposed limit on credit facility is justified in connection with the financial needs of your company, business cycle and current banking associations?**

6. **What is the position of your company and your group entities in terms of liability and what does it indicate in your CIB report?**

7. **What are the main risks your company is exposed to (market, operational, political, seasonality), and what are the mitigation measures?**

8. **What are the types of credit facilities that your company needs and the amount of the facilities that they are requesting, tenor and terms (e.g., LC, post-import, short-term loan, bill discounting, overdraft, long-term loan) ?**

9. **What are some of the examples of securities or collateral that your company can offer to back the requested credit facilities and what do they estimate the value to be?**

10. **Does your company show financial capability and a solid working history, both in quantitative (audited financials, ratios) and qualitative (security, overdue history, succession planning) ways?**

11. **What does your organization do to make sure that proposed credit facilities are reviewed independently and their risks assessed before being finally approved?**

12. **What are the security arrangements on approved credit facilities, and how are they documented?**