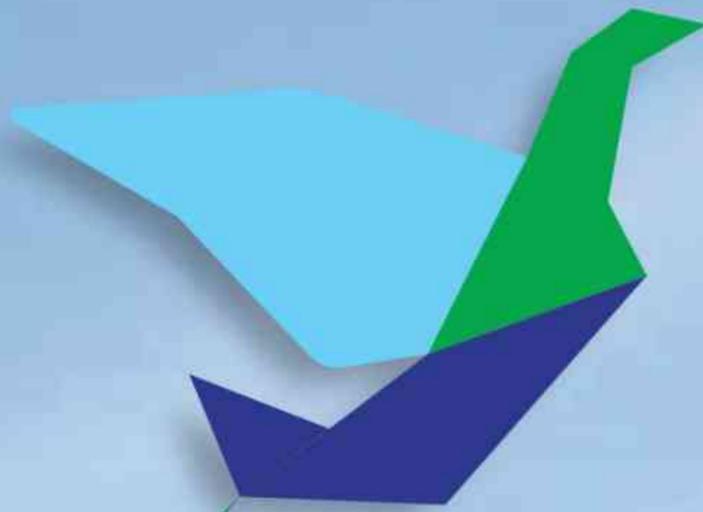


ANNUAL  
**Report**

2024



**BANGLADESH DEVELOPMENT BANK PLC.**

(A State Owned Commercial Bank)



# About

## **Bangladesh Development Bank PLC.**

Bangladesh Development Bank PLC (BDBPLC) was established on 16 November 2009 as a fully state-owned commercial bank through the merger of two prominent development financial institutions—the former Bangladesh Shilpa Bank (BSB) and Bangladesh Shilpa Rin Sangstha (BSRS)—under the directive of the Government of Bangladesh. Both legacy institutions played a pioneering role in fostering industrial development in the country, laying the groundwork for Bangladesh's economic transformation.

Since its inception, BDBPLC has remained steadfast in its commitment to supporting national economic growth. In addition to offering a full range of commercial banking services, the Bank maintains a significant footprint in the capital market. It operates two wholly-owned subsidiaries—BDBL Securities Limited (BSL) and BDBL Investment Services Limited (BISL)—both of which are members of the Dhaka and Chittagong Stock Exchanges. These subsidiaries are engaged in client-based share trading and actively manage sizeable proprietary investment portfolios.

# Letter of Transmittal

All Shareholders of Bangladesh Development Bank PLC.  
Government of the People's Republic of Bangladesh  
Registrar of Joint Stock Companies & Firms  
Bangladesh Securities and Exchange Commission  
Bangladesh Bank and  
Other Stakeholders

**Subject: Annual Report for the year ended 31 December 2024.**

Dear Sir(s),

We are pleased to enclose a copy of the Annual Report 2024, including the Audited Financial Statements (both Consolidated and Solo) of Bangladesh Development Bank PLC for the year ended 31 December 2024, for your kind information and record.

The Solo Financial Statements represent the financial position of Bangladesh Development Bank PLC, while the Consolidated Financial Statements include the financials of the Bank along with its operating subsidiaries—BDBL Securities Limited (BSL) and BDBL Investment Services Limited (BISL)—presented separately. Unless stated otherwise, all analyses and discussions in this report refer to the Bank's standalone (Solo) financials.

Yours sincerely,



**Md. Jashim Uddin**  
Managing Director & CEO  
Bangladesh Development Bank PLC.

# Report Navigator



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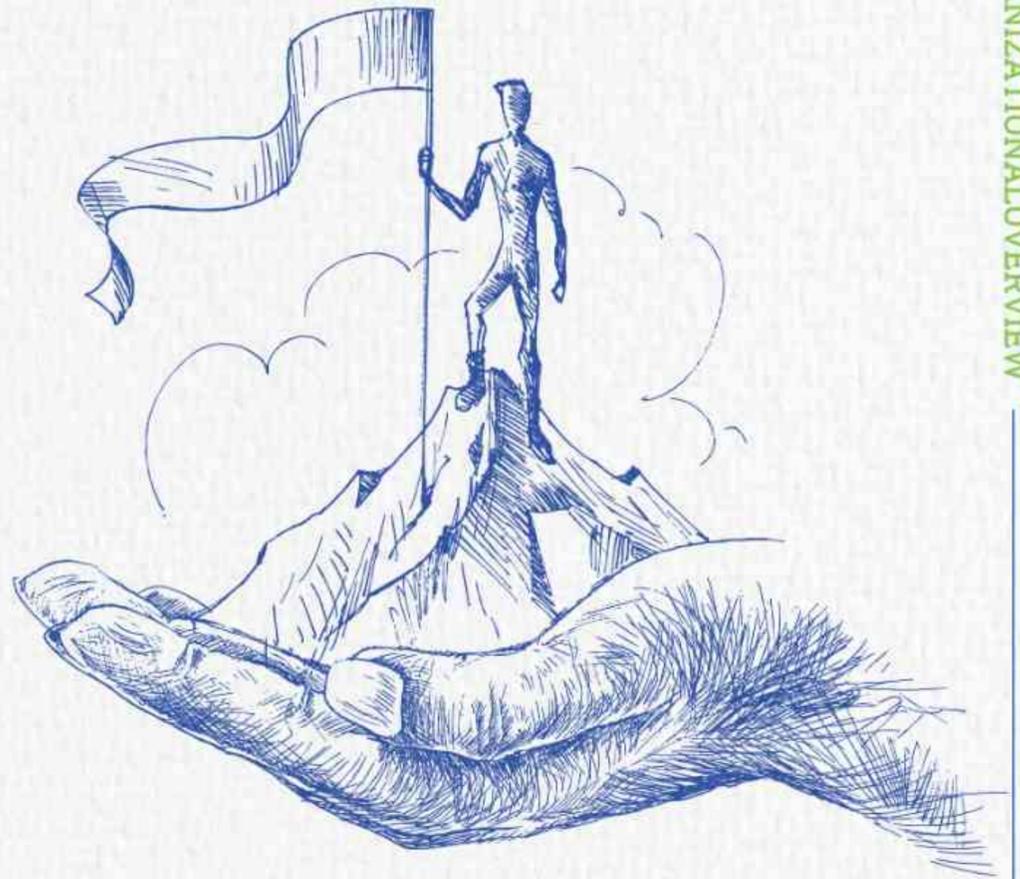
# **ORGANIZATIONAL OVERVIEW**

# Corporate Profile

Name of the Company	Bangladesh Development Bank PLC. (BDBPLC)
Legal Status	Public Limited Company
Date of Incorporation	November 16, 2009
Date of Business Commencement Certificate	November 16, 2009
License Issued by Bangladesh Bank	November 19, 2009
Date of Vendors' Agreements Signed	31 December 2009, between the Government of the People's Republic of Bangladesh and the Bank
Start of Journey	January 03, 2010
Authorized Capital	BDT 1000.00 crore
Paid-Up Capital	BDT 600.00 crore
Face Value Per Share	BDT 100.00
Extent of Shareholding	100% share owned by the Govt. of Bangladesh.
Accounting Period	January – December
Line of Business	All Types of Banking Businesses, including Capital Market Operations.
Domestic Network:	
• Divisions in the Head Office	11
• Departments in the Head Office	30
• Institute	01
• Zonal Offices	06
• Branch Offices (as of 16.01.2025)	51
• Urban Branches	33
• Rural Branches	18
• AD Branches	05
Human Resources	611
Subsidiary Companies	1. BDBL Securities Limited, 12 Karwan Bazar, Dhaka. 2. BDBL Investment Services Limited, 8 Rajuk Avenue, Dhaka.
Corporate Tax Rate	40 %
Auditors	UHY Syful Shamsul Alam & Co. and. Basu Banerjee Nath & Co.
Income Tax Adviser	K.M. HASAN & CO Chartered Accountants
Credit Rating Agency	Credit Rating Agency of Bangladesh (CRAB)
Registered Office	8 RAJUK Avenue, Dhaka-1000
Website	www.bdbl.com.bd
SWIFT Code	BDDBBDDH

## Vision

To emerge as the country's prime Financial Institution by supporting private sector industrial and other projects of great significance to the country's economic development. Also be active participant in commercial banking by introducing new lines of products and providing excellent services to the customers.



# Core Values



## Professionalism

We are committed to provide the best of our attention and ability for discharging our task, roles and responsibilities and continually upgrading our skill and knowledge base keeping abreast with ongoing local and global developments for attaining excellence in banking businesses.



## Transparency & Accountability

We are committed to remain transparent and accountable to our stakeholders in discharging our responsibilities.



## Customer Focus

We maintain strong customer focus and build relationships based on integrity, trust, commitment, timely solution and mutual benefit to accelerate the growth.



## Corporate Social Responsibility

We promote protection of the environment for our people and are law-abiding in all that we do.

# Ethical Principles

Bank is a financial intermediary that receives deposits and channels those deposits into lending activities, either directly by loaning or indirectly through capital markets. This enables it to link customers with capital deficits to those with capital surpluses, facilitating the movement of funds in the economy.

Banks perform 4 (Four) functions:

## 1. Intermediation

Banks serve as intermediaries between savers and investors. They mobilize savings from the members of the public in the form of deposits and make these savings available to those who are willing and able to make investment in the real sectors of the economy or to engage in trade which serves as the conduit for distribution of the produced goods and services to consumers and users of these goods and services.

## 2. Maturity Transformation

The banks accept deposits, a large part of which have to be returned immediately on demand or at short notice. But they use these deposits for giving loans and advances for investment which have longer gestation periods.

## 3. Credit Allocation

In granting loans & advances, banks determine allocation of credit by sectors, regions and groups of populations.

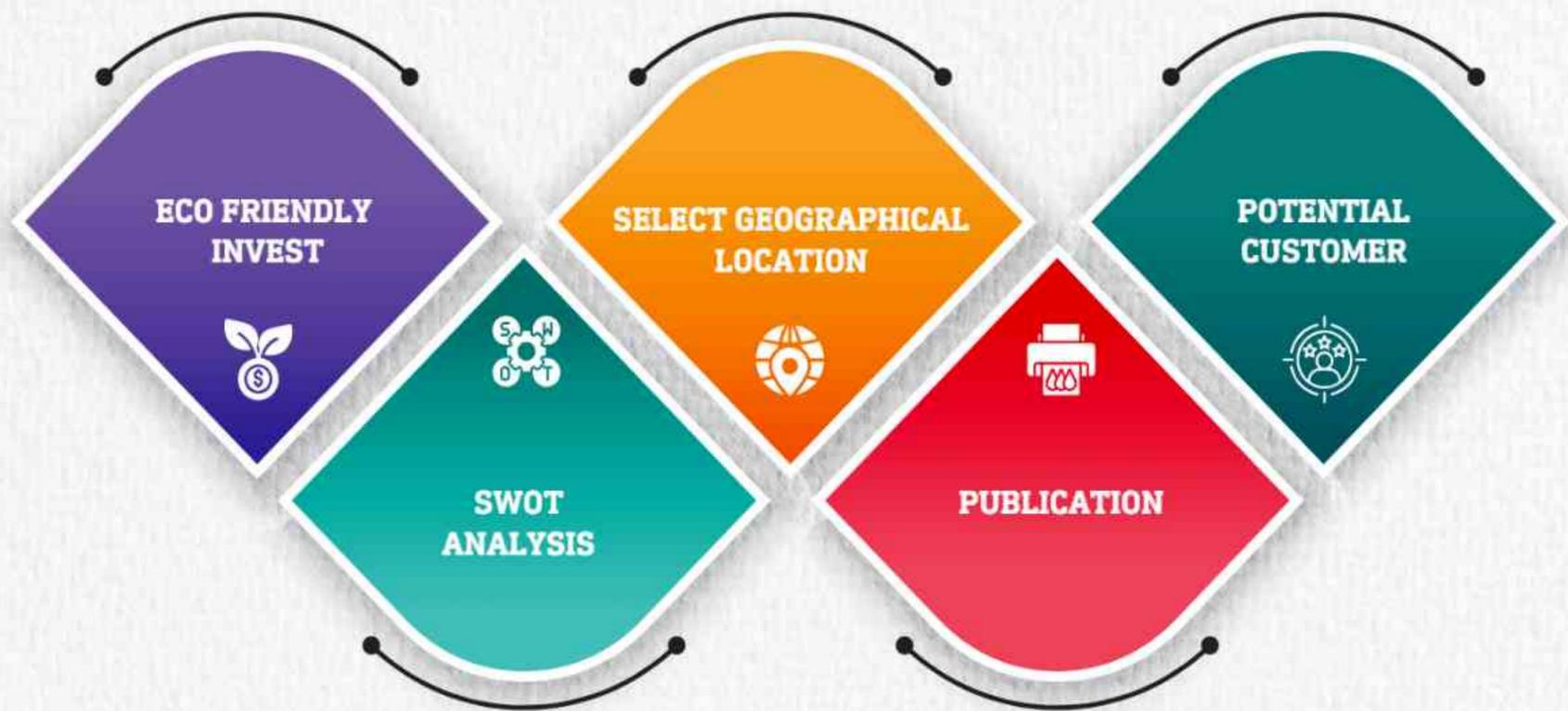
## 4. Facilitating Payments Flows

Between exporters and importers as well as between buyers and sellers of goods and services that is produced and consumed domestically. It is obvious that a modern and increasingly globalized economy could not operate if there were no banks to provide these services.

Bangladesh Development Bank PLC. protects and upholds ethics, integrity and trust in every area of its customer services, management and business activities. The basic characteristics of employees' code of ethics and business conduct are as follows:

- ❖ Customer focus and fairness ;
- ❖ Quality ;
- ❖ Honesty and integrity ;
- ❖ Belief in our people ;
- ❖ Teamwork ;
- ❖ Good corporate governance ; and
- ❖ Corporate Social Responsibility.

# Strategic Priorities



Strategic Imperatives	Strategy
<p><b>ECO FRIENDLY INVEST</b></p>	<p>Invest in Eco-friendly industries that help mitigate environmental degradation by lending more for renewable energy, and effluent treatment plants and other projects that employ energy efficient low-emission technologies including agro-based industries, small power projects, ICT, transport and infrastructure projects.</p>
<p><b>SELECT GEOGRAPHICAL LOCATION</b></p>	<p>Select and invest in industrial projects where locational advantages like local availability of raw materials, good infrastructural facilities (road communication, transport facilities, etc.) and utilities (power, gas, water, etc.) shall be available.</p>
<p><b>POTENTIAL CUSTOMER</b></p>	<p>Identify prospective and potential entrepreneurs and investors / clients and motivate, guide and help them select profitable industrial venture for investment.</p>
<p><b>PUBLICATION</b></p>	<p>Regularly publish financial disclosures.</p>
<p><b>SWOT ANALYSIS</b></p>	<p>Undertake from time-to-time SWOT (Strengths, Weaknesses, Opportunity and Threats) analysis for reviewing bank and its market position.</p>

# Statement of Forward Looking Approach

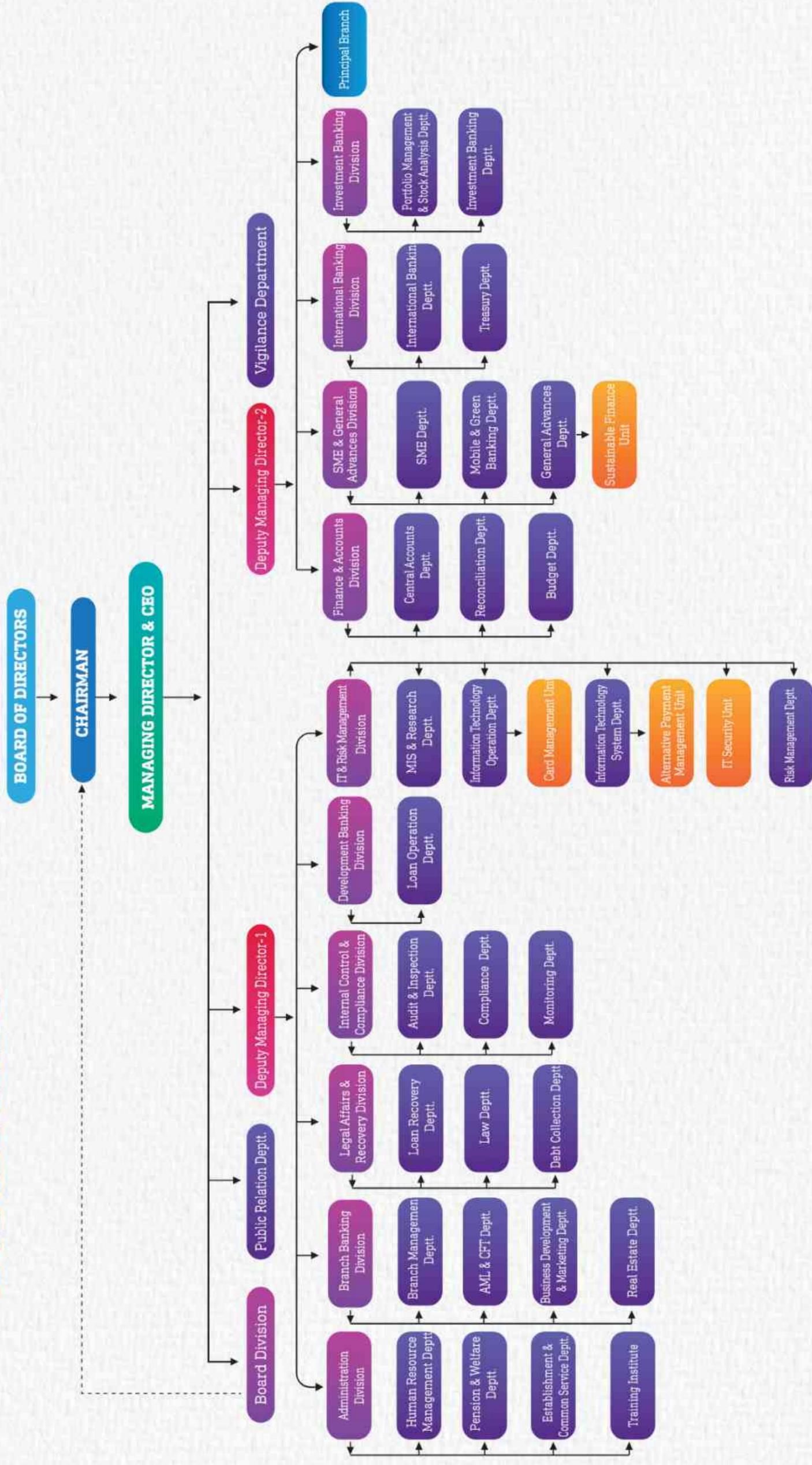
Annual Report contains basically management's views and advance thinking based on Bangladesh Development Bank PLC.'s business, future plans, economy and financial condition, circumstances including its implications and sustainability. Forward looking statements involve some inherent risks and uncertainties, which are really difficult to predict. Therefore, future forecast, actual results and trend of business stated in forward looking statements may change significantly due to the following factors:

- Volatility in money market
- Instability in capital market
- Changes in regulatory guidelines
- Increase in CRR of the bank
- Volatility of interest rate
- Changes in corporate tax structure
- Changes in accounting standards
- Changes in legislation and regulation of VAT on banking services
- Changes in monetary and fiscal policies
- Changes in economic and financial conditions
- Changes in socio-economic condition arises from natural calamity and political disturbance
- Adverse impact of inflationary pressure
- Increases of business competitors
- Volatility in Foreign Exchange Market and fluctuation of exchange rate
- Increase of provision requirements causing reduction to ROA and ROE.

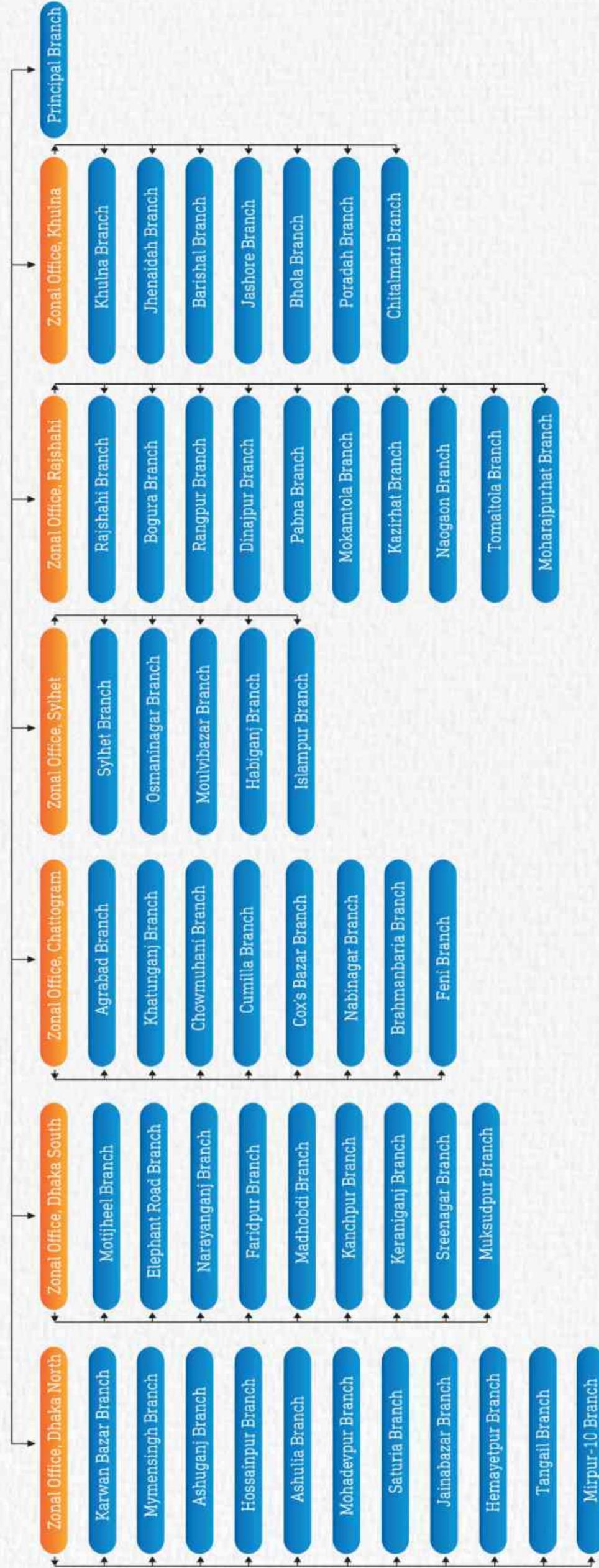
Besides the above factors, internal factors may also affect businesses resulting from inadequate or failure of internal processes & control, people and systems.



# Organizational Structure



## Branch Banking Division



# "আপনার সঞ্চয় আপনার সুরক্ষা"



## স্পেশাল মাসিক ডিপোজিট স্কীম

মাসিক কিস্তির পরিমাণ	স্কীমের মেয়াদ (বছর)	গ্রাহক কর্তৃক জমাকৃত মোট টাকার পরিমাণ	সুদ/মুনাফার পরিমাণ	মোট প্রদেয়
১,০০০/-	৩ বছর	৩৬,০০০/-	৫,৪৬১/-	৪১,৪৬১/-
১,০০০/-	৫ বছর	৬০,০০০/-	১৬,৫০৬/-	৭৬,৫০৬/-
১,০০০/-	১০ বছর	১,২০,০০০/-	৮০,৬৫৭/-	২,০০,৬৫৭/-
২,০০০/-	৩ বছর	৭২,০০০/-	১০,৯২১/-	৮২,৯২১/-
৩,০০০/-	৫ বছর	১,৮০,০০০/-	৪৯,৫১৯/-	২,২৯,৫১৯/-
৪,০০০/-	৫ বছর	২,৪০,০০০/-	৬৬,০২৪/-	৩,০৬,০২৪/-
৫,০০০/-	১০ বছর	৬,০০,০০০/-	৪,০৩,২৮৫/-	১০,০৩,২৮৫/-
৬,০০০/-	১০ বছর	৭,২০,০০০/-	৪,৮৩,৯৪২/-	১২,০৩,৯৪২/-
৮,০০০/-	১০ বছর	৯,৬০,০০০/-	৬,৪৫,২৫৩/-	১৬,০৫,২৫৩/-
১০,০০০/-	১০ বছর	১২,০০,০০০/-	৮,০৬,৫৬৭/-	২০,০৬,৫৬৭/-



**BANGLADESH DEVELOPMENT BANK PLC.**

(A State Owned Commercial Bank)



**CORPORATE  
INFORMATION**



## THE BOARD OF DIRECTORS

(As of 30.06.2025)

### Standing from Left

- Ms. Mahbubun Nahar, Director
- Mr. Md. Chaynul Haque, Director
- Mr. Md. Shah Alam Mia, Director
- Mr. Sultan Mahmud Bin Zulfiqar, Director
- Mr. K. M Tariqul Islam, Director
- Mr. Ahmed Ismet, Chairman
- Mr. Md. Adbul Mojid, Director
- Mr. Md. Shah Alam, Director
- Mr. Md. Jashim Uddin, Managing Director & CEO

# Committees of The Board of Directors (As of 30.06.2025)

## EXECUTIVE COMMITTEE

SL.	Name	Status with the Bank	Status with the Committee
1.	Mr. Ahmed Ismet	Chairman	Chairman
2.	Mr. Md. Abdul Mojid	Director	Member
3.	Mr. Sultan Mahmud Bin Zulfiqar	Director	Member
4.	Mr. Md. Shah Alam Mia	Director	Member
5.	Mr. Md. Chaynul Haque	Director	Member

## AUDIT COMMITTEE

SL.	Name	Status with the Bank	Status with the Committee
1.	Mr. K. M. Tariqul Islam	Director	Chairman
2.	Mr. Md. Shah Alam	Director	Member
3.	Ms. Mahbubun Nahar	Director	Member

## RISK MANAGEMENT COMMITTEE

SL.	Name	Status with the Bank	Status with the Committee
1.	Mr. Sultan Mahmud Bin Zulfiqar	Director	Chairman
2.	Mr. K. M. Tariqul Islam	Director	Member
3.	Mr. Md. Abdul Mojid	Director	Member
4.	Mr. Md. Shah Alam	Director	Member
5.	Mr. Md. Chaynul Haque	Director	Member

# Profiles of the Directors

## MR. AHMED ISMET CHAIRMAN



### COMMITTEE MEMBERSHIP

- Chairman  
Executive Committee

### BRIEF RESUME

Mr. Ahmed Ismet currently serves as the Chairman of the Board of Directors of Bangladesh Development Bank PLC. He brings with him a distinguished career spanning several decades in the banking and financial services sector. His leadership is shaped by a wealth of experience in both domestic and international institutions, covering areas such as commercial banking, financial policy and strategic advisory. As Chairman of the Bank's Executive Committee, he plays a pivotal role in guiding high-level strategic and operational decisions in alignment with regulatory expectations and long-term institutional goals.

Mr. Ismet brings a long and diverse career with notable contributions to both global and local financial sectors. Internationally, he served as a Consultant and Senior Research Officer at the Central Bank of UAE, where he was involved in advanced economic research, AML regulations and prudential and supervisory guidelines. His roles also included working in the Banking Supervision Department and the UAE Financial Intelligence Unit, where he played a key role in capacity building and collaboration with other relevant entities for financial integrity. Additionally, he served as Advisor to the Board of Wall Street Exchange, a government-owned financial institution in UAE. In Bangladesh, Mr. Ismet held senior leadership roles at Eastern Bank PLC, including Executive Vice President and Managing Director (Current Charge), overseeing core banking operations and leading the consumer banking division.

Mr. Ismet holds a Bachelor of Arts (Honours) and a Master of Arts in Economics from University of Dhaka. His strong academic foundation in economics has underpinned his expertise in banking leadership, financial governance and institutional development.

## MR. K. M. TARIQUL ISLAM

DIRECTOR



### COMMITTEE MEMBERSHIP

- **Chairman**  
Audit Committee
- **Member**  
Risk Management Committee

### BRIEF RESUME

Mr. K. M. Tariqul Islam serves as a Director of the Board of Bangladesh Development Bank PLC, bringing with him extensive experience in public administration and institutional governance. He currently holds the position of Chairman of the Audit Committee and serves as a member of the Risk Management Committee, where he provides strategic oversight in strengthening the Bank's internal control, compliance and risk management frameworks.

Mr. Islam has held several senior positions in the Bangladesh Civil Service, reflecting a career marked by leadership, policy implementation and institutional reform. He served as the Director General (Grade-1) of the NGO Affairs Bureau under the Prime Minister's Office, where he oversaw the regulation and coordination of NGO activities across the country. His leadership roles also include serving as Chairman of the Bangladesh Land Port Authority and Divisional Commissioner of Rangpur, where he was responsible for regional governance and development coordination. Earlier in his career, he served as Deputy Commissioner of Bandarban District, gaining vital experience in district administration and public service delivery. Additionally, he held ex-officio Director positions at Karmasangsthan Bank and Rajshahi Krishi Unnayan Bank, contributing to initiatives focused on rural development and financial inclusion.

Mr. Islam holds a Bachelor of Commerce (Honours) and a Master of Commerce in Management from University of Dhaka. His academic training in management has provided a strong foundation for his distinguished career in civil administration and institutional leadership.

**MR. MD. ABDUL  
MOJID**  
DIRECTOR



**COMMITTEE MEMBERSHIP**

- **Member**  
Executive Committee
- **Member**  
Risk Management Committee

**BRIEF RESUME**

Mr. Md. Abdul Mojid serves as a Director of the Board of Bangladesh Development Bank PLC. He brings deep expertise in development planning, particularly in Monitoring and Evaluation (M&E) of public sector programmes. He is a member of both the Executive Committee and the Risk Management Committee, where he plays an active role in advancing institutional governance and enhancing performance oversight.

Mr. Md. Abdul Mojid has extensive experience in Monitoring and Evaluation (M&E) of development programs, particularly in collaboration with the Ministry of Finance, LGED and other government agencies, with support from international development partners such as the ADB and World Bank. He served as M&E Specialist for the Skills for Employment Investment Program (SEIP) under the Ministry of Finance, recommended by ADB for the National Skills Development Authority. He also worked with the Haor Infrastructure & Livelihood Improvement Project, Urban Primary Health Care Services Delivery Project and the Bangladesh Forest Department in similar roles. His World Bank-funded assignments include the Skills and Training Enhancement Project, Secondary Education & Access Enhancement Project and the Deepening Medium-Term Budget Framework initiative. Mr. Mojid also held the position of Chief, Planning & Evaluation Cell, at the Department of Livestock Services, contributing to policy planning and performance evaluation. He has 29 years of government service experience.

He published a number of books relating to project management and economic development. Also published a number of articles relating to economic reforms.

Mr. Mojid holds a Bachelor of Arts (Honours) and Master of Arts in Economics from Rajshahi University and an LLB from Central Law College, Dhaka. His academic grounding in economics and law has informed his professional contributions to policy evaluation and governance reforms.

## MR. MD. SHAH ALAM

DIRECTOR



### COMMITTEE MEMBERSHIP

- **Member**  
Audit Committee
- **Member**  
Risk Management Committee

### BRIEF RESUME

Mr. Md. Shah Alam is currently serving as a Director of the Board of Bangladesh Development Bank PLC, where he brings his extensive experience in public financial management and governance to the institution. He is a member of both the Audit Committee and the Risk Management Committee, contributing to the Bank's oversight functions, financial transparency and institutional risk control.

Mr. Alam has held senior positions in key government ministries and agencies throughout his career in the Bangladesh Civil Service. He served as Additional Secretary in the Financial Institutions Division under the Ministry of Finance, where he was involved in high-level policy and financial sector oversight. His past roles also include serving as Director at the Directorate of National Savings, Deputy Secretary at the Bangladesh Public Service Commission and Director (Finance) at Bangladesh Railway. In addition, he worked as the Chief Accounts and Finance Officer at the Ministry of Public Administration, where he oversaw critical financial operations and compliance.

Mr. Alam holds an M.Sc. in Applied Physics and Electronics from University of Dhaka and an MBA from the International Islamic University, Chittagong. He has also received professional training in Management, Accounting, Auditing and Budgeting (MAAB) from the Financial Management Academy, Dhaka. He also received training on Financial Management from the National Institution of Financial Management, Faridabad, India.

# MR. SULTAN MAHMUD BIN ZULFIQAR

DIRECTOR



## COMMITTEE MEMBERSHIP

- **Chairman**  
Risk Management Committee
- **Member**  
Executive Committee

## BRIEF RESUME

Mr. Sultan Mahmud Bin Zulfiqar serves as a Director of the Board of Bangladesh Development Bank PLC. He currently chairs the Risk Management Committee, where he provides strategic guidance on institutional risk oversight and resilience. He also contributes to policy formulation and operational decision-making as a member of the Executive Committee.

Mr. Sultan also holds government-nominated directorships of the Boards of Beximco Ltd., Beximco Pharmaceuticals Ltd. and Shinepukur Ceramics Ltd., where he plays an active role in strengthening corporate governance and developing long-term strategies.

He brings over 30 years of experience in journalism and media, having held senior editorial roles at leading national dailies and TV channels, including the Daily Dinkal, the Daily Banglar Bani, the Daily Inqilab and Islamic TV. He currently serves as Deputy Editor of the Daily Amar Desh, shaping the newspaper's editorial focus on national economic, political and developmental issues.

Alongside his media career, he has previously served in leadership roles at the Economic Reporters' Forum (ERF) and Dhaka Reporters Unity (DRU) and is a permanent member of the National Press Club and Bangla Academy, reflecting his commitment to journalism, literature and cultural advancement. He has taught journalism, communication and social science-related subjects as a part-time faculty member at several universities.

As a Master Trainer, he has conducted workshops and training programs under the auspices of national and international organisations including the World Bank, UNDP, UNESCO, Internews and The Asia Foundation. He also served as a Senate Member of Khulna University and was a member of the Complaint Committee at Jashore University of Science and Technology (JUST), contributing to governance in higher education.

A frequent commentator on national television channels including BTV, Mr. Sultan offers expert insights on economic policy, diplomacy and global affairs. As a host and anchor of issue-based programs, he has built a strong public presence. He has travelled to nearly 50 countries across Asia, Europe and the Americas for professional and academic purposes, gaining extensive exposure to global best practices and cultural diversity.

## MR. MD. SHAH ALAM MIA

DIRECTOR



### COMMITTEE MEMBERSHIP

- Member  
Executive Committee

### BRIEF RESUME

Mr. Md. Shah Alam Mia serves as a Director of the Board of Bangladesh Development Bank PLC, where he contributes his legal acumen and understanding of judicial processes to the Bank's institutional governance. He is a member of the Executive Committee, playing an active role in policy review and oversight.

Mr. Mia previously served as a District Judge under the Bangladesh Judicial Service Commission, where he presided over a wide range of complex legal matters. His judicial career was marked by a strong commitment to justice, integrity and the transparent application of the law. His deep understanding of legal systems and regulatory frameworks now contributes significantly to institutional governance at the Board level of Bangladesh Development Bank PLC.

He holds a Bachelor of Arts (Honours) and a Master of Arts in Political Science from Rajshahi University. His academic foundation in political science has complemented his career in law and public service, enabling him to navigate the intersection of governance, policy and legal accountability.

# MS. MAHBUBUN NAHAR

DIRECTOR



## COMMITTEE MEMBERSHIP

- Member  
Audit Committee

## BRIEF RESUME

Ms. Mahbubun Nahar serves as a Director of the Board of Bangladesh Development Bank PLC, where she contributes her extensive experience in public administration to institutional governance. She is also a member of the Audit Committee, supporting oversight of financial reporting and regulatory compliance.

Prior to joining the Bangladesh Civil Service, Ms. Mahbubun Nahar worked at Janata Bank for over three years. After becoming a member of the BCS Administration Cadre in the year 1986, she served in progressively senior roles across various Ministries, including Senior Assistant Secretary, Deputy Secretary, Joint Secretary and ultimately Additional Secretary. Her postings spanned several key Ministries, including Civil Aviation and Tourism, Posts and Telecommunications, Finance, Information and Broadcasting, Primary and Mass Education and Power, Energy and Mineral Resources.

Alongside her official duties, she contributed to public service recruitment as an examiner and question moderator for the Bangladesh Public Service Commission and served as an adjunct faculty member in two private universities.

Currently, she is engaged in the development sector as an Advisor to Dhaka Ahsania Mission, continuing her commitment to national progress and institutional development.

Ms. Nahar holds a Bachelor of Arts (Honours) in English and an MBA from University of Dhaka, along with an LLB from the National University, equipping her with interdisciplinary expertise across administration, business and law.

## MR. MD. CHAYNUL HAQUE

DIRECTOR



### COMMITTEE MEMBERSHIP

- **Member**  
Executive Committee
- **Member**  
Risk Management Committee

### BRIEF RESUME

Mr. Md. Chaynul Haque currently serves as a Director of Bangladesh Development Bank PLC and is an active member of both the Executive Committee and the Risk Management Committee of the Board. In his present role, he contributes to strategic decision-making and governance oversight, drawing on his deep expertise in banking operations and information technology. He continues to serve the financial sector through voluntary advisory engagements and knowledge-sharing as a guest speaker, trainer and panellist in various forums.

With over 33 years of distinguished service in Janata Bank PLC, Mr. Haque held a wide range of senior leadership positions, including General Manager, Divisional Head, Area Office Head and Operations & ICT Manager in the UAE. His major accomplishments include the implementation of core banking automation (T-24), the establishment of the Central Data Centre (CDC), launching e-learning platforms, initiating SWIFT and Automated Clearing Systems and leading ICT audit and compliances functions. He also served as Director on the Boards of Jashore Jute Mills, Platinum Jute Mills, Eastern Jute Mills and Carew & Co. Ltd. Notably, his leadership transformed several loss-making branches into profitable units and played a vital role in integrating modern ICT solutions across banking operations both at home and abroad.

Mr. Haque holds an M.A. in Library and Information Science from University of Dhaka and a B.Sc. with Mathematics from University of Rajshahi. He is also a Diplomaed Associate of the Institute of Bankers, Bangladesh. He has received extensive training—both locally and internationally—covering Foreign Trade, Basel Regulations, ICT Management & Systems, Project Finance, Anti-Money Laundering and Internal Control & Compliances, among others.

He is a life member of the Bangladesh Computer Society (BCS), the Bangladesh Association of Librarians, Information Scientists & Documentalists (BALID), the Library Association of Bangladesh (LAB) and is actively engaged in various social and religious activities, reflecting his dedication to professional, social and ethical advancement.

## MR. MD. JASHIM UDDIN

MANAGING DIRECTOR & CEO



### BRIEF RESUME

Mr. Md. Jashim Uddin joined Bangladesh Development Bank PLC as Managing Director and CEO on 20 November 2024. As a visionary leader and seasoned banker, he is guiding the Bank towards sustainable growth and enhanced financial performance, leveraging his extensive expertise in banking operations, risk management and client-focused innovation.

Mr. Jashim Uddin's distinguished banking career spans over three decades, predominantly with Janata Bank PLC, where he commenced as a Senior Officer on 12 May 1988. He rose through the ranks to serve as General Manager, Deputy Managing Director and acting Managing Director & CEO (on-charge) in December 2021. He also served as Deputy Managing Director at Probashi Kalyan Bank for over a year.

His wide-ranging expertise covers capital collection, loan disbursement, non-performing loan (NPL) management, anti-money laundering (AML), cyber security, risk management and development of innovative financial products. He is credited with spearheading initiatives that enhanced operational efficiency, profitability and customer service excellence.

Mr. Jashim has completed numerous national and international training programs, including General Banking, Credit Management, Loan Monitoring and Recovery, BASEL-II implementation, Customer Financing, Investments and emerging opportunities such as green bonds in Bangladesh.

His dedication and outstanding contributions have earned him multiple letters of appreciation from various authorities and institutions, alongside nominations for special incentives, underscoring his commitment to banking excellence.

Mr. Jashim holds a BSS (Honours) and MSS in Economics from University of Dhaka and an MBA in Finance from Ahsanullah University of Science and Technology, Dhaka. He is also a Diplomaed Associate of the Institute of Bankers, Bangladesh, highlighting his professional qualifications.



## SENIOR MANAGEMENT TEAM

(As of 30.06.2025)

### Standing from Left

- **Mr. G. M. Monjur Hossain**, General Manager
- **Mr. Md. Masum Syeed**, General Manager
- **Mr. Shachindra Nath Samaddar**, Deputy Managing Director
- **Mr. Md. Jashim Uddin**, Managing Director & CEO
- **Mr. Md. Ekhtiar Uddin**, General Manager
- **Mr. A. K. M. Shamsul Islam**, General Manager
- **Mr. Md. Abdul Mannan Shaikh**, General Manager



**MD. JASHIM UDDIN**  
Managing Director & CEO



**SHACHINDRA NATH SAMADDAR**  
Deputy Managing Director



**MD. AMINUL HAQUE**  
General Manager



**MD. ABDUL MANNAN SHAIKH**  
General Manager



**MD. EKHTIAR UDDIN**  
General Manager



**A. K. M SHAMSUL ISLAM**  
General Manager



**MD. MASUM SYEED**  
General Manager



**G. M. MONJUR HOSSAIN**  
General Manager



**KAMAL UDDIN AHMED MOLLAH**  
Company Secretary & Deputy General Manager



**STEWARDSHIP**

# CHAIRMAN'S FOREWORD



## Honorable Shareholders, Colleagues and other Stakeholders,

### As-salamu Alaikum,

As Chair of the Board, I am delighted to present the Annual Report 2024 of Bangladesh Development Bank PLC (BDBPLC). This year unfolded amid global headwinds—a slowdown to 3.3% growth under surging trade tensions and mixed inflation trends, prompting divergent policies by the respective governments. In the domestic arena, the economy of Bangladesh has also faced challenges—a political transition, surging inflation and a crisis in the banking sector leading to liquidity constraints and erosion of confidence. In addition, Bangladesh Bank has initiated reforms of the banking sector which is expected to strengthen the sector and bring about a positive change in the economy.

In the face of such challenging situations, BDBPLC's steadfast commitment to prudent governance, strategic foresight and disciplined execution enabled us to address these challenges effectively. We sustained our fifteen-year record of profitability. Interest income rose to BDT 230.65 crore, while non-interest income climbed by 37%, driven by strategic investment gains. Higher funding costs compressed our net interest margin, yet rigorous cost control held operating expenses flat at BDT 126.53 crore. We closed the year with a profit before tax of BDT 17.24 crore and a profit after tax of BDT 5.58 crore.

Looking at our financial journey during 2024, most of the indicators show a declining trend, mainly due to the issue of the merger gaining momentum, leading to unduly negative public perception about the Bank which did not reflect the financial soundness thereof. As a result, total assets of the Bank contracted by 5.7% to BDT 5,989.7 crore, deposits declined by 9.8% to BDT 2,753.1 crore and loans and advances fell by 3.8% to BDT 2,554.9 crore. Yet we managed to maintain our Advance-Deposit Ratio to 85.2% and the Cost-to-Income Ratio at 82.1%, underscoring disciplined fund management. More importantly, our Capital to Risk-Weighted Assets Ratio (CRAR) remained robust at 22.38%, well above regulatory requirements and our liquidity coverage ratio stood at 157.5%, ensuring we could support stakeholders' obligations at this juncture.

In an industry grappling with record NPLs, our NPL ratio rose to 41.3% under revised classification standards. We responded by intensifying recovery efforts, strengthening provisioning and enhancing early-warning systems through our Risk Management Committee of the Board, Supervisory Review Process Team and Executive Risk Management Committee. These measures have bolstered our ability to anticipate and mitigate risks. Our aim is to bring down the NPL ratio within manageable limits gradually.

Digital transformation accelerated, reshaping service delivery and deepening financial inclusion. We improved mobile banking, e-KYC, integrated QR payments and upgraded our CBS for faster, secure transactions. These efforts empowered MSMEs and underserved communities to easily access credit, savings and payment services. Cyber security was strengthened, meeting global standards to safeguard data and confidentiality.

Sustainability remained central to our mission, with BDT 68.96 crore disbursed to renewable and eco-friendly projects. By integrating ESG into our credit framework, each taka lent promoted environmental resilience and social welfare. Our CSR initiatives further underscored our commitment to community support.

“ A blend of tradition and technology to provide a unique customer experience ensuring sound corporate governance, transparency, accountability and financial integrity ”

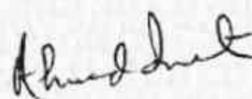
Our subsidiaries, BDBL Securities Limited and BDBL Investment Services Limited, amplified our impact in the capital markets. Despite volatility, BDBL Securities increased operating income by 13.9% and BDBL Investment Services maintained steady revenue through portfolio rebalancing and advisory services. Their efforts in underwriting bond issuances, facilitating IPOs and advising institutional clients reinforced our group's role in mobilizing long-term capital for national growth.

Governance and oversight remained non-negotiable priorities. We fully complied with Bangladesh Bank and BSEC guidelines, convened 21 Board meetings, eight Audit Committee meetings and three Risk Management Committee meetings. Enhanced internal controls, underpinned by our Audit Committee's vigilance, have strengthened our governance framework and positioned us for sustainable growth.

Looking to 2025, Bangladesh's GDP growth is projected to rebound to 6.75%, driven by key reforms and easing global pressures, per The Bangladesh National Budget for FY2024-25. Building on this, BDBPLC will prioritize five areas: deepen digital engagement with Bangla QR, TakaPay, and data analytics; strengthen asset quality via proactive recovery and diversified portfolios; expand branches and CRM/ATM booths in underserved districts for MSMEs, agro industries, and rural entrepreneurs; advance sustainable finance by growing green/social portfolios and exploring blended climate finance; and empower our workforce through continuous learning, leadership development, and performance-driven evaluation to foster innovation and accountability.

None of our achievements in 2024 or goals for 2025 would be possible without the support of our insightful, professional and vibrant Board of Directors, the dedication and commitment of our management team and staff. Their professionalism and customer focus drive our performance every day. I extend heartfelt gratitude to the Financial Institutions Division of the Ministry of Finance, Bangladesh Bank, BSEC and our partners in the Dhaka and Chittagong Stock Exchanges for their collaborative guidance. To our stakeholders, clients and well-wishers, your trust inspires us to raise the bar continuously.

Together, we will transform today's challenges into tomorrow's triumphs—boldly charting a course toward a modern, resilient and service-oriented bank with values as well as technological innovations to deliver a unique customer experience ensuring sound corporate governance, transparency, accountability and financial integrity and sustainable growth paradigm. We look forward to 2025 and beyond with hope, optimism and a positive outcome.



**Ahmed Ismet**  
Chairman  
Bangladesh Development Bank PLC.

**REFLECTIONS OF THE  
MANAGING DIRECTOR & CEO**



**Distinguished Stakeholders,****As-salamu Alaikum,**

It is with profound honor and unwavering enthusiasm that I'm addressing you at the 15th Annual General Meeting of Bangladesh Development Bank PLC. It is my distinct privilege to present an overview of our esteemed institution's performance during the year 2024. The year 2024 presented significant challenges for us due to instability stemming from merger-related issues and political transition.

In 2024, most financial indicators showed a downward trend. Total assets declined by 5.68%, falling from BDT 6,350.43 crore in 2023 to BDT 5,989.69 crore in 2024. Due to merger issues, deposits dropped by 9.84%, from BDT 3,053.56 crore in 2023 to BDT 2,753.06 crore in 2024. Loans and advances amounted to BDT 2,554.95 crore in 2024, reflecting a 3.84% decrease compared to the previous year.

Interest income increased by 2.21%, reaching BDT 230.65 crore. However, persistent inflationary pressures during the year led to a sharp rise in interest expenses, which surged to BDT 223.08 crore—up significantly from BDT 41.48 crore in the previous year. This substantial increase in interest expenses resulted in higher liability costs.

At the end of 2024, the Bank's Non-Performing Loan (NPL) ratio rose to 41.30%, up from 37.39% at the end of 2023. This deterioration was primarily due to Bangladesh Bank's revision of the loan classification standards, which shortened the overdue threshold. The Bank maintained a Statutory Liquidity Ratio (SLR) of BDT 451.13 crore in 2024, well above the required level of BDT 361.49 crore.

Despite a significant decline in dividend income and foreign exchange gains—driven by a stock market downturn and a dollar crisis in foreign trade—the Bank recorded an operating profit of BDT 27.59 crore in 2024. Net profit after provision and tax stood at BDT 5.58 crore. The Cost to Income Ratio improved slightly, decreasing to 82.10% from 83.09% in 2023. However, Earnings Per Share (EPS) declined to BDT 0.93 in 2024, down from BDT 1.70 in the previous year.

BDBL Securities Ltd. (BSL) recorded an operating profit of BDT 5.12 crore in 2024, while BDBL Investment Services Ltd. (BISL) posted an operating profit of BDT 5.78 crore. Their respective net profits stood at BDT 0.64 crore and BDT 0.63 crore. Despite market volatility, both subsidiaries maintained strong financial health and resilience, continuing to make positive contributions to the Bank's overall performance.

Strengthening our capital base has remained a central pillar of our risk management strategy. This steadfast focus has allowed us to uphold a solid capital position. In 2024, we achieved a Capital to Risk-Weighted Assets Ratio (CRAR) of 22.38%, significantly exceeding the Basel III minimum requirement of 12.5%, underscoring our financial resilience and prudent risk oversight.

In recognition of our financial strength, sound risk management and operational excellence, the Bank was awarded top-tier credit ratings that affirm our steadfast credibility. In 2024, we upheld a strong reputation for creditworthiness, with a long-term credit rating of 'AAA' and a short-term rating of 'ST-1'—a clear reflection of our solid financial standing and consistent ability to meet obligations across both horizons.

“**Resilience is the spark that turns challenges into triumphs.**”

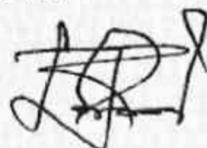
Despite the bank's Capital Adequacy Ratio (CRAR) and liquidity ratios (CRR, SLR, LCR, NSFR, etc.), remaining within satisfactory regulatory limits, profit generation has been constrained primarily due to the high rate of NPLs and written-off loans, a shortage of low-cost deposits and a limited branch banking network. To overcome this situation, establishing branches in the 28 districts where the bank currently lacks presence and opening at least one sub-branch per existing branch are essential initiatives. In this regard, cooperation of regulatory authorities—Bangladesh Bank and the Financial Institutions Division—is earnestly sought. Furthermore, to boost low-cost deposits strategic MoUs will be established with an expanded network of public and private sector entities.

Safeguarding asset quality will remain paramount. We will intensify NPL & Written-off loan recovery through dedicated teams, robust legal recourse and proactive digital outreach, while our upgraded CBS will feature early-warning dashboards for real-time monitoring and swift intervention in line with Bangladesh Bank's roadmap. To diversify income and mitigate margin pressures, we will enhance fee-based services such as trade finance, remittances and treasury operations, while forging strategic partnerships in bancassurance and wealth management—transforming each product line into a catalyst for sustainable revenue growth.

We are placing strong emphasis on automating key processes to enhance efficiency and reduce operational risks. This includes automating loan monitoring, documentation management and credit administration to ensure accuracy and timeliness. In parallel, we are streamlining workflows through an upgraded Management Information System (MIS), enabling better decision-making, improved transparency and enhanced productivity across the Bank.

Our people are our greatest asset. We will invest in upskilling programs centered on digital literacy, advanced risk analytics and customer-centric excellence, cultivating a culture where every colleague ignites creativity, anticipates client needs and drives success. Our performance management framework will reward adaptability, collaboration and a relentless focus on results.

I extend my deepest appreciation to our Board of Directors for their strategic guidance and to our regulators—the Bangladesh Bank, BSEC and others—for their constructive oversight. To every member of the BDBPLC family, your dedication, professionalism and unwavering spirit have lit the spark that transforms trials into triumphs. To our customers and partners, your trust fuels our journey and inspires us to set ever-higher standards of responsible banking. United by the conviction that resilience is the spark that turns challenges into triumphs, we enter 2025 with confidence, determination and a shared purpose: to overcome obstacles, seize new horizons and build a stronger, more inclusive and sustainable future for Bangladesh Development Bank PLC and all those we serve.



**Md. Jashim Uddin**  
Managing Director & CEO  
Bangladesh Development Bank PLC.

# Directors' Report 2024

The Board of Directors of Bangladesh Development Bank PLC (hereafter referred to as "the Bank" or "BDBPLC") welcomes you all to the 15th Annual General Meeting (AGM). We are pleased to present the Directors' Report and the Auditor's Report, along with the Audited Financial Statements of the bank for the year ended 31 December 2024, for your valued consideration, approval and adoption. A brief overview of the business and financial performance, as well as the global and regional headwinds influencing these, has been included in this report.

## Global Economic Review and Outlook

The global economy has faced a series of formidable challenges since the pandemic in 2020, compounded by geopolitical and regional headwinds, the erosion of global institutions and environmental risks. Following years of global shocks, the world economy remained stable but subdued through 2024.

### Global GDP Growth

According to the IMF's World Economic Outlook (April 2025), global growth remained stable at approximately 3.3% in 2024, matching the rate recorded in 2023 (3.2%). Advanced economies experienced a slight improvement, with growth rising from 1.7% to 1.8%, while growth in emerging and developing economies edged down from 4.4% to 4.3%.

#### Outlook for 2025 and 2026:

However, the outlook worsened significantly following the United States' imposition of sweeping tariffs on April 2, 2025, which prompted retaliatory actions from key trading partners. This escalation drove global tariff levels to their highest in a century, disrupting trade flows and fueling substantial policy uncertainty across markets. The outlook forecasts global growth at 2.8% in 2025, rising slightly to 3.0% in 2026. This modest pace reflects tight financial conditions, geopolitical uncertainty and weak global trade. Advanced economies are expected to grow by just 1.4%, constrained by high interest rates, ageing populations and sluggish productivity. The U.S. economy is projected to expand by 1.8%, while the euro area trails at 0.8%. In contrast, emerging and developing economies are set to grow at 3.7% in 2025 and 3.9% in 2026, aided by stronger domestic demand and easing inflation.

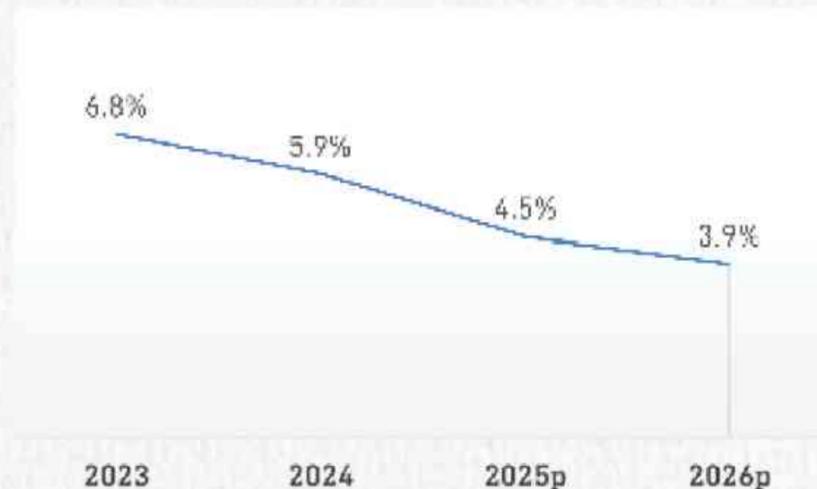
GDP growth (y-o-y, in percent)

Particulars	2024	2025p	2026p
World	3.3	2.8	3.0
Advanced Economies	1.8	1.4	1.5
USA	2.8	1.8	1.7
EuroArea	0.9	0.8	1.2
Emerging Markets and Developing Economies	4.3	3.7	3.9
Emerging and Developing Asia	5.3	4.5	4.6
China	5.0	4.0	4.0
India	6.5	6.2	6.3
Bangladesh	4.2	3.8	6.5

Source: IMF, World Economic Outlook (April 2025); 'p' for projection

### Global Inflation

Inflation saw a notable decline in 2024. IMF projected a gradual decline in global inflation—from 6.8% in 2023 to 5.9% in 2024, largely due to easing commodity prices and tighter monetary policies. It is expected to decline further to 4.5% in 2025 and 3.9% in 2026.



However, inflation is proving more persistent in some regions, particularly in emerging markets and low-income countries where food and fuel price shocks linger. As it remained elevated, particularly in emerging economies, central banks in the said countries have remained focused on controlling inflation through tight monetary policies, which may in turn restrict economic growth.

### Global Trade Volume

Global trade volume rose by 3.0% in 2024, driven by supply chain recovery and stronger demand in advanced economies. However, growth is expected to slow to 1.7% in 2025, with only a modest rebound to 2.5% in 2026. This outlook reflects ongoing trade tensions, the introduction of new tariffs—particularly by the U.S.—and heightened policy uncertainty. Trade momentum is further weighed down by weakening global demand and a shift toward more inward-looking policies. These dynamics underscore the vulnerability of the global trading system. Moreover, rising trade frictions, sudden financial tightening, demographic challenges and declining international support add to the risks facing global growth. These pressures are especially acute for emerging and low-income countries.

### Global FDI

According to UNCTAD's 2024 Global Investment Report, global Foreign Direct Investment (FDI) remained resilient despite economic uncertainties. The United States led in attracting inflows, especially in technology and pharmaceuticals, while China maintained steady investments in manufacturing and services. India strengthened its position as a key investment destination, driven by reforms, a large consumer base and digital growth. The European Union, led by Germany and France, saw stable FDI supported by advanced industrial infrastructure. Meanwhile, Vietnam and Indonesia emerged as attractive alternatives to China due to competitive labour costs and investor-friendly policies.

## An Overview of Bangladesh Economy

Bangladesh's economy endured a turbulent phase in 2024, diverging from its previous trajectory of stable growth and macroeconomic equilibrium. The nation grappled with a convergence of adverse factors, including sustained inflation, weakening investor sentiment, fragile fiscal health and increasing stress on foreign exchange reserves. The political landscape also underwent a dramatic transformation following a student-led mass uprising in August, which resulted in the formation of an interim government. Though the initial transition stirred uncertainty, it also opened the door to long-awaited structural reforms aimed at tackling deep-rooted economic vulnerabilities.

### GDP growth

According to the Bangladesh Bureau of Statistics (BBS), Bangladesh's economy faced a mixed performance in FY2024 compared to the previous fiscal year, reflecting both recovery efforts and persisting macroeconomic challenges. In FY2024, Bangladesh's real GDP growth declined to 4.22%, down from 5.78% in the previous fiscal year. This slowdown was primarily driven by stagnant private investment, sluggish industrial activity and cautious fiscal and monetary measures aimed at curbing inflation and managing external imbalances.



### Sectoral Growth

In FY2023–24, all three major sectors of the Bangladeshi economy—agriculture, industry and services—recorded slower growth compared to the previous year, as reported by the Bangladesh Bureau of Statistics (BBS). The industrial sector experienced the sharpest decline, with growth falling to 3.51% from 8.37% in the previous year. Agricultural growth edged down slightly to 3.30% from 3.37%, while the service sector's growth moderated to 5.09%, compared to 5.37% in the prior fiscal year.

GDP growth (y-o-y, in percent)

Particulars	2021-22	2022-23	2023-24
Agriculture	3.05	3.37	3.30
Industry	9.86	8.37	3.51
Service	6.26	5.37	5.09

Source: Bangladesh Bureau of Statistics (BBS)

The sectoral composition of GDP at current prices shows that the services sector remains the largest contributor, accounting for 53.18% of GDP, reflecting the continued expansion of trade, transport, real estate and public services. The industrial sector contributes 35.27%, driven primarily by manufacturing and construction activities. Meanwhile, the agriculture sector,

including forestry and fishing, represents a declining share at 11.55%, indicating a gradual structural shift of the economy from agriculture to industry and services.

### Sectoral Share of GDP



### Inflation

Inflation emerged as a central macroeconomic challenge. The average inflation rate in FY2024 stood at 9.73%, marginally higher than 9.02% in FY2023. The persistent rise in prices was fueled by food price volatility, depreciation of the Taka and elevated import costs. Despite BB's efforts through tight monetary policy and the government's fiscal restraint, inflation remained well above the target. Looking ahead, inflation is projected to ease to around 7.5% in FY2025 and near 6% by FY2026, depending on improved domestic supply chains, a stable exchange rate and declining global commodity prices.

### Savings

In FY2023-24, gross domestic savings stood at 23.96% of GDP, showing a slight decline from 25.76% in FY2022-23. Gross national savings also decreased to 28.42% from 29.95% in the previous year. This decline reflects a rising consumption trend, with total consumption reaching 76.04% of GDP—comprising 70.13% by the private sector and 5.91% by the general government.

### Investment

Total investment was recorded at 30.70% of GDP in FY2023-24, marginally down from 30.95% in the previous year. Of this, private investment accounted for 23.96%, while public investment contributed 6.74%.

### External Sector

External sector indicators reflected mixed performance. Export earnings increased slightly to USD 55.55 billion in FY2024 from USD 52.65 billion in the previous year, driven by stable demand for ready-made garments. Meanwhile, imports declined sharply to USD 75 billion from USD 89 billion, resulting in a narrower trade deficit. The current account deficit also improved, supported by strong remittance inflows and lower import payments.

The foreign exchange situation began to stabilise in the second half of FY2024. Remittances grew sharply by 27.6% during July–December 2024, aided by incentives and stronger enforcement against informal channels. This, along with modest export growth and stricter controls on trade-based money laundering, contributed to exchange rate stability. By December 2024, gross foreign exchange reserves rose to USD 26.21 billion.

### **Foreign Direct Investment (FDI)**

FDI declined to USD 1468 million in FY2024 from USD 1610 million in FY2023, marking a drop of about 8.8%. This decrease reflects ongoing challenges such as political uncertainty, foreign exchange volatility and regulatory hurdles that have dampened investor confidence. Despite this, reinvested earnings continued to form a large share of inflows.

### **Foreign Aid**

According to BBS, foreign assistance grew by 2.7% year on year, from USD 10.01 billion in FY2023 to USD 10.28 billion in FY2024.

### **Government's Revenue Performance**

The government's revenue performance in FY2024 shows mixed outcomes. The tax-GDP ratio saw a marginal improvement from 7.30% in FY2023 to 7.38% in FY2024 and the revenue-GDP ratio increased slightly from 8.16% to 8.18%, indicating modest gains in revenue mobilisation. However, despite setting a higher revenue target of BDT 5,000 billion in FY2024 (up from BDT 4,330 billion in FY2023), actual revenue collection stood at BDT 4,093 billion—reflecting a shortfall of BDT 907 billion. This gap, though narrower than the previous year's shortfall of BDT 664 billion, highlights persistent challenges in achieving fiscal targets. Positively, the outstanding public debt as a share of GDP declined from 17.83% to 17.02%, suggesting improved debt sustainability amid restrained borrowing. Overall, while there were minor improvements in ratios, the government continues to face constraints in revenue collection relative to ambitious targets.

### **Banking Sector's Performance**

The banking industry in Bangladesh is broadly divided into two distinct segments—state-owned commercial banks and private commercial banks. These segments differ significantly in their operational approaches, service quality, profitability and key financial soundness indicators such as governance, asset quality and capital adequacy. Amid persistent challenges such as rising NPLs, tight liquidity and sluggish deposit and credit growth, the sector faced heightened stress.

Following the mass uprising leading to a changed political landscape, the Interim Government launched various reforms as part of strengthening the economy. In this changed scenario, Bangladesh Bank (BB) initiated critical reforms to avert banking crisis and restore confidence. The central bank focused on stabilising the macro-financial environment, introducing legal and policy reforms, strengthening governance and recovering stolen assets. To this end, three task forces were formed to:

- i) conduct a comprehensive asset review of banks;
- ii) enhance BB's regulatory capacity and efficiency; and
- iii) recover embezzled funds.

BB has also formed a six-member task force to lead these reforms, including conducting an Asset Quality Review (AQR) of banks, with the support of the Asian Development Bank (ADB) and the World Bank. BB also restructured the boards of 11 financial institutions and placed them under intensified supervision.

To address liquidity constraints, BB injected support through interbank guarantees, boosting depositor confidence. Despite these interventions, structural liquidity shortages persisted into FY2025, driven by weak loan recovery and slow deposit mobilisation. Public mistrust—especially after irregularities in Shariah-based banks—worsened the situation. Contractionary monetary policies further limited liquidity, although BB continued to provide targeted support.

Deposits grew by 7.44% year-on-year in December 2024, down from 11.04% a year earlier. High inflation and erosion of trust in some banks, alongside rising cost of living, contributed to this decline. Domestic credit growth also fell to 9.12% in December 2024 from 11.89% a year earlier. Credit to the public sector rose sharply by 16.32% due to increased government borrowing, while private sector credit rose modestly by 7.28%, hindered by economic disruptions, high interest rates and weakened bank balance sheets.

Alarmingly, the gross NPL ratio jumped to 20.20% in December 2024 from 9.00% in 2023. The deterioration followed BB's revision of loan classification standards, shortening the overdue threshold. Consequently, the overall CRAR declined sharply to 6.48% by September 2024, well below the Basel III minimum, driven mainly by state-owned commercial banks. Nonetheless, the system maintained key liquidity indicators. As of December 2024, the liquidity coverage ratio stood at 157.50% and the net stable funding ratio at 105.41%, both above regulatory thresholds.

In 2024, BB launched key reforms including abolishing the Six-Month Moving Average Rate of Treasury Bills (SMART), introducing a crawling peg exchange rate, setting bank merger policies, rationalising credit card interest rates and increasing green finance targets. It also updated Core Banking Solution (CBS) guidelines, removed COVID-19 provisions, enabled revolving refinancing for CMSMEs, permitted domestic-to-offshore fund transfers up to 30% of regulatory capital and issued a new loan provisioning circular—marking a major step toward financial sector transformation.

### **Future Outlook**

Looking ahead, GDP growth is projected at 6.75% in FY2025 and 7.25% in FY2026, supported by macroeconomic stability, global recovery and reform implementation. Key challenges include inflation, external shocks, regional factors and financial sector risks. Strong governance, fiscal prudence, export diversification and financial inclusion are vital for inclusive growth.

Easing global commodity prices, reduced geopolitical tensions, exchange rate stability and higher policy rates are expected to ease inflationary pressures. Rising remittances and exports indicate a stronger external outlook. The RMG export policy should be pragmatic and aim for diversification of export destinations, reducing overreliance on a limited number of countries.

The banking sector's recovery will rely on regulatory enforcement, digital transformation, technological integration, enhanced financial discipline and strong Board-level commitment to ensure long-term resilience and growth.

## Performance Review of BDBPLC in 2024

Since its inception, BDBPLC has remained committed to national economic development by providing comprehensive commercial banking services and maintaining a strong presence in the capital market through its subsidiaries—BDBL Securities Limited and BDBL Investment Services Limited. The Bank has demonstrated sustained financial strength by remaining consistently profitable over the past fifteen years, with no signs of capital or liquidity stress. It has supported the national exchequer through regular revenue contributions, while strengthening its financial foundation by increasing its paid-up capital.

In 2024, the Bank's financial performance presented a mixed picture amid a challenging macroeconomic environment. The issue of a possible merger briefly disrupted the Bank's growth momentum.

### Profitability

Operating income stayed steady and cost control measures were maintained, but profitability was pressured by a sharp rise in funding costs and the need for provisions. Interest income rose slightly to BDT 230.65 crore from BDT 225.67 crore, while interest expenses increased significantly to BDT 223.08 crore from BDT 181.60 crore, squeezing the net interest margin. This caused Net Interest Income to fall sharply by 83% to BDT 7.57 crore. Non-interest income improved notably, increasing by 37% to BDT 146.54 crore, mainly due to a large rise in investment income, although commission and other income declined. Total operating income reached BDT 154.12 crore, with operating expenses stable at BDT 126.53 crore.

The Bank made provisions of BDT 10.35 crore, all related to reduced investment values. As a result, profit before tax dropped by 32.5% to BDT 17.24 crore and net profit after tax fell to BDT 5.58 crore from BDT 10.20 crore. Particulars of the Income Statement are as follows:

Particulars	2024	2023	% Change
Interest Income	230.65	225.67	2.21%
Interest Expense	223.08	181.60	22.84%
Net Interest Income (NII)	7.57	44.07	-82.81%
Non-Interest Income	146.55	107.03	36.91%
<b>Total Operating Income</b>	<b>154.12</b>	<b>151.10</b>	<b>2.00%</b>
Total Operating Expense	126.53	125.55	0.78%
<b>Operating Profit (Profit Before Provision And Tax)</b>	<b>27.59</b>	<b>25.55</b>	<b>7.99%</b>
Total Provisions	10.35	0.00	-
Profit Before Tax for the Year	17.24	25.55	-32.53%
Tax Provision for the Year	11.66	15.35	-24.02%
Profit After Tax (PAT)	5.58	10.20	-45.32%

### Appropriation of Profit

Retained earnings brought forward amounted to BDT 2.07 crore, compared to BDT 4.99 crore in 2023. Out of the current year's profit, BDT 3.45 crore was allocated to the Statutory Reserve, down from BDT 5.11 crore last year. No appropriation was made to the General Reserve in either year. Additionally, BDT 0.06 crore was transferred to the Start-up Fund, compared to BDT 0.10 crore in 2023. These figures reflect the overall reduction in profitability and a more limited scope for profit appropriation during the year.

BDT in crore

Particulars	2024	2023
Profit After Tax (PAT)	5.58	10.20
Retained Earnings brought forward	2.07	4.99
<b>Appropriation:</b>		
Transferred to Statutory Reserve	3.45	5.11
Transferred to General Reserve	-	-
Transferred to Start-up fund	0.06	0.10

### Balance Sheet Focus

The total assets of the Bank contracted by 5.68% to BDT 5,989.69 crore, reflecting stagnation under prevailing uncertainties from the merger issue. Shareholders' equity remained largely stable at BDT 1,909.30 crore, indicating sound capital strength.

Total deposits declined by 9.84% to BDT 2,753.06 crore, as depositor sentiment remained cautious. Similarly, loans and advances fell by 3.84% to BDT 2,554.95 crore, affected by operational uncertainties at the macro and micro levels, including the merger issue. Particulars of the Balance Sheet are as follows:

BDT in crore

Particulars	2024	2023	% Change
Total Assets	5989.69	6350.43	-5.68%
Shareholders' Equity	1909.30	1911.67	-0.12%
Total Deposits	2753.06	3053.56	-9.84%
Total Loan & Advances	2554.95	2657.11	-3.84%

### Status of Asset Quality

As of 31 December 2024, the NPL ratio of the banking industry stood at 20.20% which was 9% in December 2023. In contrast, the NPL ratio of BDBPLC was 41.30% at year-end 2024, which was 37.39% at the end of 2023. The deterioration followed BB's revision of loan classification standards, shortening the overdue threshold. The loan classification status of the Bank is as follows:

BDT in crore

Particulars	31.12.2024	31.12.2023	% Change
<b>Unclassified loans (UC)</b>	<b>1499.73</b>	<b>1663.69</b>	<b>-9.86%</b>
i) Standard (STD)	1438.43	1597.57	-9.96%
ii) Special Mention Accounts (SMA)	61.30	66.12	-7.29%
<b>Classified loans (CL)</b>	<b>1055.22</b>	<b>993.41</b>	<b>6.22%</b>
i) Sub-standard (SS)	75.41	35.06	115.09%
ii) Doubtful (DF)	58.08	16.17	259.11%
iii) Bad/loss (BL)	921.73	942.18	-2.17%
<b>Total loans</b>	<b>2554.95</b>	<b>2657.11</b>	<b>-3.84%</b>
<b>NPL %</b>	<b>41.30%</b>	<b>37.39%</b>	<b>3.91%</b>

### Performance Ratio

ROE declined to 0.29% from 0.53%, while ROA fell to 0.09% from 0.16%, indicating reduced profitability and efficiency. The Cost to Income Ratio improved slightly to 82.10% from 83.09%, suggesting marginal progress in managing operating expenses relative to income. Capital adequacy remained

strong, with the CRAR at 22.38%, only slightly lower than the previous year's 22.56% and well above the regulatory minimum. The Advance-Deposit Ratio rose to 85.23% from 83.52%, reflecting efficient fund deployment amid constrained deposit growth. EPS also declined to BDT 0.93 from BDT 1.70, consistent with the overall drop in profitability. Key performance ratios are as follows:

Particulars	2024	2023
Return on Equity (PAT/Equity)	0.29%	0.53%
Return on Assets (PAT/Assets)	0.09%	0.16%
Cost to Income Ratio (Operating expense/Operating income)	82.10%	83.09%
Capital to Risk-Weighted Assets Ratio (CRAR)	22.38%	22.56%
Advance-Deposit Ratio	85.23%	83.52%
EPS in BDT	0.93	1.70

### Capital Adequacy Status under Basel III

Bank's Capital to Risk Weighted Assets Ratio (CRAR) remains consistently in the comfort zone against the requirement of 12.50% (Minimum total capital ratio plus capital conservation buffer) and ended at 22.38% on 31 December 2024. For details, please see the Market Discipline (Basel III) section of this Annual Report.

### Credit Rating

The Credit Rating Agency of Bangladesh (CRAB) has rated the Bank, awarding it a long-term AAA rating (extremely strong capacity) and a short-term ST-1 rating (highest capacity) with government support and a long-term A3 rating (strong capacity) and short-term ST-3 rating (average capacity) without government support; all ratings are stable and valid through June 30, 2025.

### Corporate Governance

Corporate governance is the system of internal controls and procedures used to define and protect the rights and responsibilities of various stakeholders. The Bank has adequately complied with all the Corporate Governance Guidelines of BB and Bangladesh Securities and Exchange Commission (BSEC). The compliance status of BDBPLC with the said guidelines has been presented in the section 'Corporate Governance Report' of this Annual Report.

### Changes in the Board of Directors

During the period between the 14th and 15th Annual General Meetings, several changes took place in the composition of the Board of Directors of the Bank. These changes were made under applicable regulatory guidelines and upon approval from the competent authorities. Mr. Ahmed Ismet succeeded Ms. Shamima Nargis as Chairman (as appointed by the Financial Institutions Division of the Finance Ministry) and Mr. Md. Jashim Uddin replaced Mr. Md. Habibur Rahman Gazi as Managing Director & CEO. Mr. K. M. Tariqul Islam remained on the Board, while six new directors were appointed: Mr. Md. Abdul Mojid, Mr. Md. Shah Alam, Mr. Sultan Mahmud Bin Zulfiqar, Mr. Md. Shah Alam Mia, Ms. Mahbubun Nahar and Mr. Md. Chaynul Haque. Meanwhile, five Directors who were part of the Board during the 14th AGM are no longer serving.

### Meeting of the Board of Directors

In 2024, a total of 21 Board Meetings, 8 Audit Committee Meetings and 3 Risk Management Committee Meetings were held. Meeting dates for the Board and other committees are scheduled in advance, with written notices issued well before each meeting. These notices include a detailed agenda outlining the topics to be discussed.

### Internal Control System

The Audit Committee of the Board plays a crucial role in enhancing the Bank's internal control and compliance framework. It ensures that all banking activities comply with applicable laws, regulations and directives from regulatory authorities. Supporting the Board's oversight duties, the Committee reviews the financial reporting process, internal controls, financial risk management and audit procedures. It also ensures adherence to legal requirements and the Bank's code of conduct, aligning these practices with international standards.

### Risk Management Oversight

The Risk Management Committee (RMC) of the Board is responsible for formulating risk management strategies and overseeing the Bank's risk governance framework. It monitors the overall risk profile and ensures compliance with regulatory requirements, reporting to the Board at regular intervals.

To strengthen internal risk oversight, an Executive Risk Management Committee (ERMC), comprising 10 members and chaired by the Chief Risk Officer (CRO), has been formed to implement a robust risk management process. Additionally, the Supervisory Review Process (SRP) Team—led by the Managing Director & CEO and comprising 08 members—is tasked with assessing capital adequacy relative to the Bank's risk profile and ensuring the maintenance of adequate capital levels.

To support this, the Bank has established a dedicated Risk Management Department (RMD) and seven Core Risk Management Committees in line with BB guidelines and with the approval of the Board.

Further details are outlined in the "Risk Management Report" and "Report of the Risk Management Committee" sections of this Annual Report.

### Human Resources

Efficient Human Resource Management is vital to the success of any organisation. At our Bank, Human Resource Management goes beyond administrative functions to actively support employee interests and organisational goals. We believe that sustainable, long-term growth depends on attracting, developing and retaining the right talent. In line with this, our HR strategy focuses on placing the right people in the right roles at the right time and in the right numbers. Further details on our human resources initiatives can be found in the Sustainability Reporting section of this Annual Report.

## Information Technology

The Bank's network of 51 branches operates fully online on a robust Core Banking Software platform, ensuring seamless integration and efficient service delivery. Clearing operations are conducted through the Bangladesh Automated Cheque Processing System (BACPS) under the Bangladesh Automated Clearing House (BACH). Fund transfers are carried out using NPSB, BEFTN and RTGS systems. Digital services include a mobile banking app, e-KYC (e-Account) app, internet banking, QR code-based cashless payments and debit cards. Additional IT-enabled services across branches encompass online loan applications, IT asset management, digital lawsuit and training management systems, SMS alerts and paperless operations. The Bank also employs SWIFT technology for import-export transactions and maintains partnerships with Ria and Western Union for foreign remittance collection.

## Financial Inclusion

The Bank remains committed to financial inclusion to support the sustainable development of rural and urban areas. In line with BB's branch expansion policy, the Bank continues to expand its network to reach unbanked and underserved populations. Currently, all 51 branches are strategically located, fully online and equipped with secure, modern infrastructure—reflecting the Bank's dedication to accessible and inclusive banking nationwide.

## Sustainable Finance

Sustainable finance is a core priority of the Bank, reflecting its commitment to long-term economic development, environmental responsibility and social welfare. The Bank prioritises funding projects aligned with sustainability, including renewable energy, green infrastructure and socially responsible enterprises. In 2024, BDBPLC set a financing target of BDT 78.98 crore for sustainable projects and disbursed BDT 68.96 crore towards sustainable projects.

By integrating environmental, social and governance (ESG) criteria into its lending and investment decisions, the Bank supports initiatives that advance climate resilience and inclusive development. The Bank continually strengthens its sustainable finance framework to meet global best practices and regulatory standards, reinforcing its role as a driver of sustainable progress. The detailed report on green banking is available in the Sustainability Reporting section of this Annual Report.

## Green Finance

Green Banking integrates social and environmental considerations into financial services. BDBPLC actively supports eco-friendly enterprises and energy-efficient industries by financing projects in renewable energy, clean water and waste management. The Bank has allocated BDT 26.63 crore for green finance initiatives. As of December 2024, disbursements in green finance sectors amounted to BDT 5.90 crore. The Bank submits quarterly reports on its green and sustainable financing activities to BB and other regulatory authorities. A detailed account of these initiatives is provided in the Sustainability Reporting section of this Annual Report.

## CSR Activities

As a responsible corporate entity, BDBPLC actively pursued various CSR initiatives during the year, including notable contributions to charitable causes. Guided by a CSR Policy aligned with the SDGs, the Bank remains committed to fostering a sustainable and inclusive society. In 2024, the Bank contributed BDT 0.19 crore to CSR programs. Since inception, a total of BDT 4.72 crore has been allocated from profits to support social development and community welfare.

## Performance Review of the Subsidiaries

### BDBL Securities Limited (BSL)

BSL reported a total operating income of BDT 11.17 crore in 2024, which is 13.86% higher than the previous year; however, net profit after tax dropped by 69.37% to BDT 0.64 crore due to a significant rise in provisioning. Amid a bearish capital market driven by global and domestic uncertainties, BSL remained active in the secondary and primary markets, purchasing securities worth BDT 5.71 crore and investing BDT 1.17 crore through IPOs, while selling BDT 19.19 crore in shares from its dealer account. The year-end investment portfolio stood at BDT. 106.14 crore and margin loans rose to BDT 15.12 crore.

### BDBL Investment Services Limited (BISL)

BISL posted a total revenue of BDT 7.82 crore in 2024, slightly lower than the previous year's BDT 8.05 crore, mainly due to a notable decline in margin interest from clients. Despite this, realised gains on securities rose significantly to BDT 2.93 crore from BDT 1.18 crore in 2023, partially offsetting the drop in income. Operating profit stood at BDT 5.78 crore, with net profit after tax amounting to BDT 0.63 crore compared to BDT 0.67 crore in 2023. Provisions for investment and margin loan risks amounted to BDT 2.50 crore, impacting overall profitability. Interest expenses on overdrafts remained high at BDT 1.68 crore, while tax expenses totalled BDT 1.00 crore. Despite a challenging market, BISL maintained a stable financial position and ended the year with a total comprehensive income of BDT 0.63 crore.

## Contribution to the National Exchequer

The Bank consistently fulfils its fiscal obligations by making timely payments of corporate tax. In addition, we diligently deposit excise duty, tax and VAT to the government exchequer, which are deducted at source from customer transactions, employee salaries and payments to third parties, including vendors. Our contributions to the national exchequer for the years 2024 and 2023 are summarised below:

Particulars	BDT in crore	
	2024	2023
Advance Tax	17.46	21.75
Tax, ED & VAT deducted at Source	44.71	33.31
Dividend (For the year 2022)	2.00	0.00
<b>Total</b>	<b>64.17</b>	<b>55.06</b>

## Contribution to the National Economy

The Bank plays a vital role in driving the national economic growth by supporting both urban and rural economies through a nationwide network of 51 branches. It facilitates the expansion of key sectors by providing targeted industrial and commercial financing, thereby fostering employment generation, productivity and local production. The Bank supports sustainable financing and key development projects to boost the economy, improve lives and help government efforts for inclusive growth. It also ensures strong risk management and good corporate governance.

## Way Forward 2025

Amidst the current macroeconomic challenges, global uncertainties, liquidity constraints, market interest rates and monetary policy, the Bank aims to strengthen its growth and brand image in 2025. The focus will be on expanding business operations, prioritising CMSMEs, agro-based industries, green banking, trade finance, export-import, foreign remittances and retail banking. Expansion of the branch network, IT infrastructure upgrades and enhanced online banking will improve service quality and efficiency. Strengthening human resources remains a key priority to boost productivity and ensure sustainable growth.

## Key Challenges

- Economic stability remained challenging due to ongoing global geopolitical unrest, including the Russia-Ukraine conflict and other regional issues.
- Uncertainty in the socio-political and business environment, including the risks arising from US tariff policy, poses persistent operational and strategic risks.
- Inflationary pressures and capital market volatility further strained the financial stability of the economy.
- Loans and advances fell below projections, limiting the growth of earning assets and leading to a notable decrease in interest income.
- The Bank faced limited low-cost deposit availability.
- Elevated non-performing loans and declining recovery rates have impacted on asset quality, exacerbated by macro and micro-level factors.
- Maintaining competitive lending and deposit rates in a volatile financial market proved challenging.
- Limited branch banking network constrains outreach and growth.
- Ensuring the stability, security and integrity of the Bank's Information Technology systems is essential to support safe and legitimate transactions.

## Opportunities

- Diversify asset portfolios through the introduction of new product lines.
- With the approval of the concerned authorities, expand the branch and sub-branch network coverage to 28 unserved districts.
- Increase income and investable funds by recovering classified and written-off loans.

- Broaden capital market activities through the Bank's two subsidiary companies.
- Increase workforce through new recruitments and revising the organisational structure.
- Capacity building of the employees through training for qualitative improvement and skill upgradation.
- Drive digital transformation and technological advancement through automation, to be competitive and relevant in the industry.

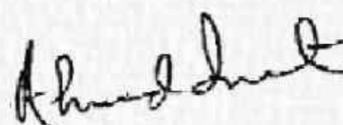
## Goals Set for 2025

- Control deposit costs by increasing the proportion of low-cost deposits and utilising Bangladesh Bank refinance facilities.
- Reduce operating expenses through enhanced employee productivity, optimised supplier management and effective promotion of banking services.
- Maintain asset quality by prudent borrower selection and robust credit risk management.
- Minimise provisions for bad debts by expediting recovery efforts using continuous and alternative mechanisms, supported by diligent monitoring.
- Ensure active involvement of management in all operational areas, including recovery of non-performing assets.
- Establish CRM/ATM booths at prime locations to improve customer convenience.
- Introduce Bangla QR and TakaPay debit card service.
- Implement Software-Defined Networking (SDN) and establish a Security Operation Centre (SOC) to improve service efficiency and security.

## Acknowledgement

The Board of Directors extends heartfelt gratitude to all stakeholders—depositors, customers, well-wishers, auditors and regulatory authorities—for their continued support and cooperation. Special appreciation is given to the Financial Institutions Division of the Ministry of Finance, Bangladesh Bank, BSEC, RJSC, DSE and CSE for their valuable guidance throughout the year. The Board also acknowledges the unwavering commitment and hard work of the bank's management and staff. It appreciates the timely completion of audits by UHY Syful Shamsul Alam & Co. and Basu Banerjee Nath & Co. Looking ahead, the Board reaffirms its commitment to enhancing shareholder value and transforming the bank into a modern, service-oriented and sustainable financial institution.

*On behalf of the Board of Directors*



**Ahmed Ismet**  
Chairman of the Board of Directors  
Bangladesh Development Bank PLC.