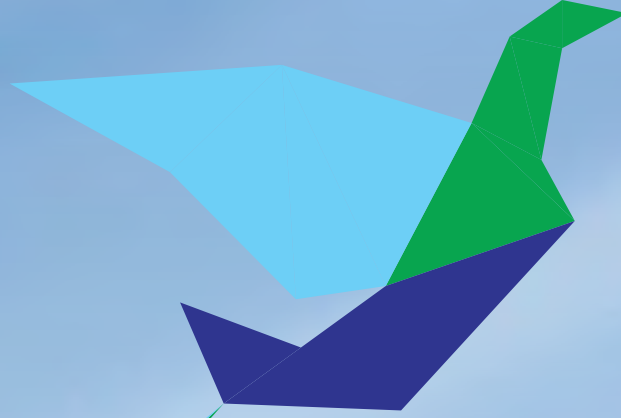


ANNUAL REPORT 2022



BDBL

বাংলাদেশ ডেভেলপমেন্ট ব্যাংক লিমিটেড
BANGLADESH DEVELOPMENT BANK LIMITED

(A STATE OWNED COMMERCIAL BANK)

Website : www.bdbl.com.bd

SWIFT Code : BDDBBDDH



বাংলাদেশ ডেভেলপমেন্ট ব্যাংক লিমিটেড (বিডিবিএল) এর সেবাসমূহ

সঞ্চয় স্কীমসমূহ

- মাসিক ডিপোজিট স্কীম (MDS)
- মাসিক আয় স্কীম (MIS)
- বিডিবিএল ত্রৈমাসিক আয় স্কীম (BTIS)
- বিডিবিএল লাখপতি ডিপোজিট স্কীম (BLDS)
- বিডিবিএল ডাবল বেনিফিট স্কীম (BDBS)
- বিডিবিএল সুপার সেভিংস স্কীম (BSSS)
- বিডিবিএল ওয়েজ আর্নার্স ডিপোজিট স্কীম (BWEDS)
- বিডিবিএল পল্লী সঞ্চয় স্কীম (BPSS)
- হজ্ব আমানত স্কীম (HAS)
- বিডিবিএল শিক্ষা সঞ্চয় স্কীম (SSS)
- চিকিৎসা সঞ্চয় স্কীম (CSS)

বৈদেশিক বাণিজ্য

- আমদানী
- রপ্তানী

ঋণসমূহ

- মেয়াদী ঋণ
- এসএমই ঋণ
- নারী উদ্যোক্তা ঋণ
- কৃষি ও পল্লী ঋণ
- চলতি মূলধন ঋণ
- ক্যাশ ক্রেডিট
- ব্যক্তিগত ঋণ
- স্টুডেন্ট ঋণ
- সকল ধরনের গৃহ নির্মাণ ঋণ
- ওভার ড্রাফট ঋণ
- ই-জিপি ঋণ
- এনজিও লিংকেজ ঋণ
- অন্যান্য

ব্যাংকের বিদ্যমান সুবিধাসমূহ

- সুইফট (SWIFT)
- বিইএফটিএন (BEFTN)
- আরটিজিএস (RTGS)
- এনপিএসবি (NPSB)
- ব্যাচ (BACH)
- ই-জিপি (e-GP)
- সঞ্চয়পত্র
- ট্রেজারী চালান (এ-চালান)
- গ্যাস, বিদ্যুৎ বিল
- ইন্টারনেট ব্যাংকিং
- ডেবিট কার্ড
- মোবাইল এ্যাপস
- রেমিট্যান্স

ব্যাংক থেকে ঋণ গ্রহণ করুন,
দেশের উন্নয়নে হাল ধরুন

About

Bangladesh Development Bank Limited (BDBL)

What We are

BDBL was established on November 16, 2009 with merger of former Bangladesh Shilpa Bank (BSB) and Bangladesh Shilpa Rin Sangstha (BSRS), two State-Owned Development Financing Institutions (DFIs).

Since then, the bank has been contributing significantly to the economic growth of the country in conformity with the Government's aim of achieving the target of attaining upper middle income status by 2031 & also aiming to achieve higher income status by 2041.

The Board and Management of BDBL have put their consistent and continued efforts, applied policy guidelines and maintained good governance to move forward with its vision and mission. BDBL has achieved increased growth in almost all its Key Performance Indicators (KPI). As a result, BDBL has been able to reach take-off stage which is shown with BDBL's three dimensional logo color: Blue, Green and Sky Blue along with a flying bird that symbolizes upward moving of the bank.

Corporate Profile

- | | | |
|------|---|--|
| (1) | Name | : Bangladesh Development Bank Limited (BDBL)
(Established through amalgamation of former BSB & BSRS) |
| (2) | Registered Office | : BDBL Bhaban, 8 RAJUK Avenue, Dhaka-1000 |
| (3) | Legal Status | : Public Limited Company |
| (4) | Date of Incorporation | : November 16, 2009 |
| (5) | Extent of Shareholding | : 100% share owned by the Government of Bangladesh. |
| (6) | Authorized Capital | : Tk.1000.00 crore |
| (7) | Paid - Up Capital | : Tk. 600.00 crore |
| (8) | Face Value Per Share | : Tk. 100.00 |
| (9) | Accounting Period | : January – December |
| (10) | Date of Business Commencement Certificate | : November 16, 2009 |
| (11) | Banking License Issued by Bangladesh Bank | : November 19, 2009 |
| (12) | Date of Vendors' Agreements Signed | : December 31, 2009 between the Government of the People's Republic of Bangladesh and Bangladesh Development Bank Limited. |
| (13) | Start of Journey | : January 03, 2010 |
| (14) | Line of Business | : All Types of Banking Businesses including Capital Market Operations. |
| (15) | Domestic Network | |
| | • Number of Divisions in Head Office | : 11 |
| | • Number of Departments in Head Office | : 31 |
| | • Number of Zonal Office | : 6 |
| | • Number of Branch Office | : 50 |
| | • Number of Urban Branch | : 33 |
| | • Number of Rural Branch | : 17 |
| | • Number of AD Branch | : 5 |
| | • Number of Human Resource | : 659 |
| (16) | Subsidiary Companies | : (1) BDBL Securities Limited, 12 Karwan Bazar, Dhaka.
(2) BDBL Investment Services Limited, 8 RAJUK Avenue, Dhaka. |
| (17) | Corporate Tax Rate | : 40 % |
| (18) | Auditors | : Hoda Vasi Chowdhury & Co. and Khan Wahab Shafique Rahman & Co. |
| (19) | Income Tax Adviser | : K.M. HASAN & CO
Chartered Accountants |
| (20) | Credit Rating Agency | : Credit Rating Agency of Bangladesh (CRAB) |
| (21) | Website | : www.bdbl.com.bd |
| (22) | SWIFT Code | : BDDBBDDH |



Letter of Transmittal



To
All Shareholders
Registrar of Joint Stock Companies & Firms
Bangladesh Bank
Bangladesh Securities and Exchange Commission

Sub : Annual Report for the year ended December 31, 2022.

Dear Sir(s),

We are pleased to enclose herewith a copy of the Annual Report–2022 together with the Audited Financial Statements of Bangladesh Development Bank Limited and its subsidiaries – BDBL Securities Limited (BSL) and BDBL Investment Services Limited (BISL) for your kind information and record.

Yours Sincerely,



Md. Habibur Rahman Gazi
Managing Director & CEO

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Notice of the 13th Annual General Meeting



বাংলাদেশ ডেভেলপমেন্ট ব্যাংক লিমিটেড

BANGLADESH DEVELOPMENT BANK LIMITED

(A STATE OWNED COMMERCIAL BANK)

বোর্ড ডিভিশন

নং-০৫.১.৩/৬২৫-৩৩

আষাঢ় ৫, ১৪২৯

জুন ১৯, ২০২৩

বিডিবিএল-এর সম্মানিত শেয়ারহোল্ডার এবং
পর্ষদের চেয়ারম্যান ও পরিচালকগণের প্রতি।

বিষয়: বাংলাদেশ ডেভেলপমেন্ট ব্যাংক লিমিটেড-এর শেয়ারহোল্ডারদের ১৩তম বার্ষিক সাধারণ সভা।

মহোদয়,

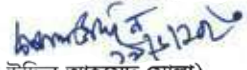
আপনার সদয় অবগতির জন্য জানানো যাচ্ছে যে, বাংলাদেশ ডেভেলপমেন্ট ব্যাংক লিমিটেড-এর শেয়ারহোল্ডারদের ১৩তম বার্ষিক সাধারণ সভা আগামী ১১ জুলাই, ২০২৩/ ২৭ আষাঢ়, ১৪৩০ তারিখ, মঙ্গলবার বেলা ১২:০০ ঘটিকায় ব্যাংকের প্রধান কার্যালয় (লেভেল ৩), ৮, রাজউক এভিনিউ, ঢাকায় অনুষ্ঠিত হবে।

০২। সভার আলোচ্যসূচী নিম্নরূপ:

- (০১) ৩১ জুলাই, ২০২২ তারিখে অনুষ্ঠিত বিডিবিএল-এর শেয়ারহোল্ডারদের ১২তম বার্ষিক সাধারণ সভার কার্যবিবরণী অবহিতকরণ;
- (০২) ব্যাংকের ২০২২ সালের ডাইরেক্টরস রিপোর্ট উপস্থাপন ও অনুমোদন;
- (০৩) ব্যাংকের ২০২২ সালের অডিটরস রিপোর্টসহ নিরীক্ষিত বার্ষিক হিসাব উপস্থাপন, গ্রহণ ও অনুমোদন;
- (০৪) পরবর্তী সাধারণ সভা পর্যন্ত নিরীক্ষক নিয়োগ ও নিরীক্ষকদের ফি নির্ধারণ;
- (০৫) বিডিবিএল-এর আর্টিকেলস অব এসোসিয়েশনের ১০৯(২), ১১০(১) ও ১১০(২) ধারা অনুযায়ী পরিচালকদের অবসর গ্রহণ ও পুনর্নিয়োগ; এবং
- (০৬) সভাপতি মহোদয়ের অনুমতিক্রমে অন্যান্য বিষয় (যদি থাকে)।

০৩। উক্ত সভায় অংশগ্রহণের জন্য আপনাকে বিনীত অনুরোধ করছি।

পরিচালনা পর্ষদের আদেশক্রমে,


(কামাল উদ্দিন আহমেদ মোল্লা)
কোম্পানী সচিব
ফোন-০২২২৩৩৫০৫২৭
মোবাইল-০১৭১৫০৫০০৭৭

List of Acronyms

AD	Authorized Dealer	ICAAP	Internal Capital Adequacy Assessment Process
ADB	Asian Development Bank	ICAB	Institute of Chartered Accountants of Bangladesh
ADP	Annual Development Program	ICMAB	Institute of Cost & Management Accountants of Bangladesh
ADR	Advance Deposit Ratio	ICT	Information & Communication Technology
AGM	Annual General Meeting	IMF	International Monetary Fund
ALCO	Asset Liability Committee	IT	Information Technology
ALM	Asset Liability Management	KPIs	Key Performance Indicators
AML	Anti- Money Laundering	KYC	Know Your Customer
ATM	Automated Teller Machine	LAN	Local Area Network
BACH	Bangladesh Automated Clearing House	LCR	Liquidity Coverage Ratio
BACPS	Bangladesh Automated Cheque Processing System	LIM	Loan Against Imported Merchandise
BAS	Bangladesh Accounting Standards	LRM	Liquidity Risk Management
BB	Bangladesh Bank	LTR	Loan Against Trust Receipt
BBTA	Bangladesh Bank Training Academy	MANCOM	Management Committee
BDBL	Bangladesh Development Bank Limited	MCO	Maximum Cumulative Outflow
BEFTN	Bangladesh Electronic Fund Transfer Network	MCR	Minimum Capital Requirement
BFRS	Bangladesh Financial Reporting Standards	MDGs	Millennium Development Goals
BIBM	Bangladesh Institute of Bank Management	MICR	Magnetic Ink Character Recognition
BISL	BDBL Investment Services Limited	MTF	Medium Term Funding
BO	Beneficiary Owner	MVA	Market Value Added
BRPD	Banking Regulatory and Policy Department	NAV	Net Asset Value
BSB	Bangladesh Shilpa Bank	NBFI	Non-Banking Financial Institution
BSEC	Bangladesh Securities and Exchange Commission	NFAs	No Frill Accounts
BSL	BDBL Securities Limited	NFI	Net Factor Income
BSRS	Bangladesh Shilpa Rin Sangstha	NII	Net Interest Income
CAMELS	Capital Adequacy, Asset Quality, Management, Earnings, Liquidity and Sensitivity to Market Risk	NPA	Non – Performing Assets
CAR	Capital Adequacy Ratio	NPL	Non – Performing Loan
CBS	Core Banking System	NSC	National Savings Certificate
CDR	Credit Deposit Ratio	NSFR	Net Stable Funding Ratio
CEO	Chief Executive Officer	OBS	Off – Balance Sheet
CFO	Chief Financial Officer	PAD	Payment Against Document
CFS	Consolidated Financial Statement	PCB	Private Commercial Bank
CIB	Credit Information Bureau	POL	Petroleum, Oil & Lubricants
CRG	Credit Risk Grading	POS	Point of Sales
CRM	Credit Risk Management	PPP	Public Private Partnership
CRR	Cash Reserve Requirement	PRSP	Poverty Reduction Strategy Paper
CSR	Corporate Social Responsibility	RBCA	Risk Based Capital Adequacy
CSE	Chattogram Stock Exchange	RE	Retained Earnings
CTR	Cash Transaction Report	RMC	Risk Management Committee
DOS	Department of Offsite Supervision	RMD	Risk Management Department
DSE	Dhaka Stock Exchange	RMU	Risk Management Unit
EEF	Equity Entrepreneurship Fund	ROA	Return on Asset
EFT	Electronic Fund Transfer	ROE	Return on Equity
EPS	Earnings Per Share	ROI	Return on Investment
ERM	Environmental Risk Management	RU	Recovery Unit
ERP	Enterprise Resources Planning	RWA	Risk Weighted Assets
ERQ	Exporter's Retention Quota	SAFA	South Asian Federation of Accountants
ERR	Environment Risk Rating	SCB	State – Owned Commercial Bank
ETPs	Effluent Treatment Plants	SLR	Statutory Liquidity Ratio
EVA	Economic Value Added	SMA	Special Mention Account
FBP	Foreign Bill Purchased	SME	Small and Medium Enterprises
FDI	Foreign Direct Investment	SOE	State – Owned Enterprise
FY	Financial Year (July – June)	SREP	Supervisory Review Evaluation Process
GAAP	Generally Accepted Accounting Principles	SRP	Supervisory Review Process
GDP	Gross Domestic Product	STR	Suspicious Transaction Report
GNI	Gross National Income	STRM	Short Term Road Map
GOB	Government of Bangladesh	SWIFT	Society for Worldwide Interbank Financial Telecommunication
HR	Human Resources	SWOT	Strength, Weakness, Opportunity & Threat
HRMD	Human Resources Management Department	TOR	Terms of Reference
IAS	International Accounting Standard	TP	Transaction Profile
IBP	Inland Bill Purchased	UC	Unclassified
		VAT	Value Added Tax

Vision, Mission, Core Values and Strategic Priorities

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.



Mission

To be competitive with other Banks and Financial Institutions in rendering services ;

To contribute to the country's socio-economic development by identifying new and profitable areas for investment ;

To mobilize deposit for productive investment ;

To expand branch network in commercially and geographically important places ;

To employ quality human resources and enhance their capability through motivation and right-type of training at home and abroad ;

To delegate maximum authority ensuring proper accountability ;

To maintain continuous improvement and up gradation in business policies and procedures ;

To adopt and adapt to new technology ;

To maximize profit by strong, efficient and prudent financial performance ; and

To introduce new product lines according to market needs.

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.

Strategic Priorities

ECO FRIENDLY INVEST

SELECT GEOGRAPHICAL LOCATION

POTENTIAL CUSTOMER

PUBLICATION

SWOT ANALYSIS

Strategic Imperatives	Strategy
<p>ECO FRIENDLY INVEST</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>SELECT GEOGRAPHICAL LOCATION</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>POTENTIAL CUSTOMER</p>	<p>Identify prospective and potential entrepreneurs and investors / clients and motivate, guide and help them select profitable industrial venture for investment.</p>
<p>PUBLICATION</p>	<p>Regularly publish financial disclosures.</p>
<p>SWOT ANALYSIS</p>	<p>Undertake from time to time SWOT (Strengths, Weaknesses, Opportunity and Threats) analysis for reviewing bank and its market position.</p>

BUSINESS CHALLENGES

- Intense competition in the domestic market
- Global economic slowdown
- Strict capital requirement under Basel – III
- Sharp fall in the interest rates on deposit
- Increasing Business Risk

OUR PROSPECTS

- Diversification of asset portfolios through introducing new lines of products
- Expansion of branch network
- Progressive automation

OUR STRENGTHS

- Good Corporate Governance & Practices
- Sound and strong capital & asset base
- Deep focus on quality control
- A dedicated line of human resource
- Culture of internal control and compliance

OUR CONFIDENCE

- Well-defined strategy and targets
- A spirit of care, concern and consciousness

Ethical Principles

A bank is a financial intermediary that accepts deposits and channels those deposits into lending activities, either directly by loaning or indirectly through capital markets. A bank links together customers that have capital deficits and customers with capital surpluses.

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.

BDBL 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.



Statement of Forward Looking Approach

Annual Report contains basically management's views and advance thinking based on BDBL'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:

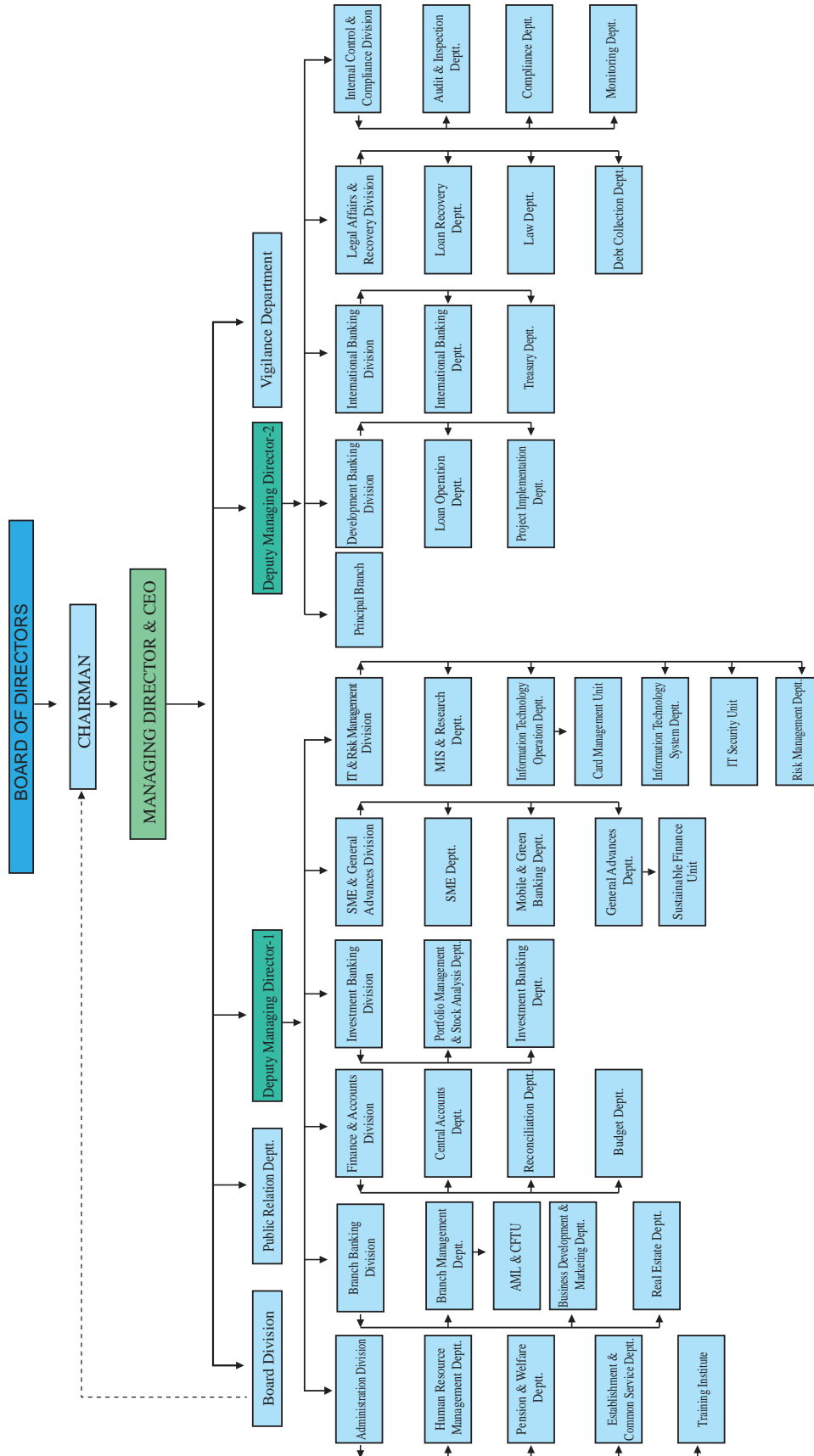
- Volatility in money market
- Instability in capital market
- Changes in regulatory guidelines
- Increase in CRR of the bank
- Volatility of interest rate
- Changes in corporate tax structure
- Changes in accounting standards
- Changes in legislation and regulation of VAT on banking services
- Changes 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.



Corporate Organogram

BANGLADESH DEVELOPMENT BANK LIMITED



Board of Directors

Name	Position
Shamima Nargis	Chairman
Md. Ekhlasur Rahman	Director
Md. Abu Hanif Khan	Director
Subhash Chandra Sarker	Director
Quazi Shairul Hassan	Director
Md. Azizur Rahman	Director
K. M. Tariqul Islam	Director
Md. Habibur Rahman Gazi	Managing Director & CEO

Directors' Profile

01. SHAMIMA NARGIS, Chairman

Current Responsibility

- **Chairman**, Board of Directors, Bangladesh Development Bank Limited.

Past Responsibilities

- **Member (Senior Secretary)**, Physical Infrastructure Division (PID), Planning Commission, Government of the People's Republic of Bangladesh.
- **Member (Secretary)**, Industry and Energy Division, Planning Commission Government of the People's Republic of Bangladesh.
- **Additional Secretary**, Economic Relations Division (ERD), Government of the People's Republic of Bangladesh.

Education

- B.A (Hons) in English Literature, Dhaka University.
- M. A in English Literature, Dhaka University.
- Hubert H. Humphrey Fellowship, University of Minnesota, USA.



02. MD. EKHLASUR RAHMAN, Director

Current Responsibilities

- **Director**, Board of Directors, Bangladesh Development Bank Limited.
- **Managing Director & CEO**, National Human Resource Development Fund (NHRDF).

Past Responsibility

- **Additional Secretary**, Finance Division, Ministry of Finance, Government of the People's Republic of Bangladesh.

Education

- B.S.S. (Honours), M.S.S. in International Relations, University of Dhaka.
- Post Graduate Diploma in International Relations and Development, Institute of Social Studies (ISS), The Hague, The Netherlands.
- MBA, Maastricht School of Management (MSM), The Netherlands.



03. MD. ABU HANIF KHAN, Director

Current Responsibility

- **Director**, Board of Directors, Bangladesh Development Bank Limited.

Past Responsibilities

- **Deputy Managing Director**, Rupali Bank Limited.
- **Deputy Managing Director**, Rajshahi Krishi Unnayan Bank.
- **General Manager**, Karmasangsthan Bank.
- **General Manager**, Rajshahi Krishi Unnayan Bank.
- **Deputy General Manager**, Bangladesh Krishi Bank.

Education

- B. Sc. (Honours), M. Sc. in Economics.



Directors' Profile

04. SUBHASH CHANDRA SARKER, Director

Current Responsibility

- **Director**, Board of Directors, Bangladesh Development Bank Limited.

Past Responsibilities

- **Additional Secretary**, Ministry of Textiles and Jute, Government of the People's Republic of Bangladesh.
- **Additional Secretary**, Health Services Division, Ministry of Health and Family Welfare, Government of the People's Republic of Bangladesh.
- **Deputy Secretary, Joint Secretary & Additional Secretary**, Ministry of Health and Family Welfare, Government of the People's Republic of Bangladesh.

Education

- B.S.S (Honours), M.S.S (Social Science).
- M. Sc (Econ), University of Wales Swansea, UK.



5. QUAZI SHAIRUL HASSAN, Director

Current Responsibility

- **Director**, Board of Directors, Bangladesh Development Bank Limited.

Past Responsibilities

- **Managing Director**, Saudi-Bangladesh Industrial and Agricultural Investment Company Limited (SABINCO).
- **Senior Executive Vice President (SEVP)**, Head of Retail Banking, SME and Remittance, ONE Bank Limited (OBL).
- **Senior Vice President (SVP)**, Head of Consumer Banking, Eastern Bank Limited (EBL).
- **Manager**, Bangladesh (TRS Business) American Express Bank Limited, Dhaka, Bangladesh.

Education

- MBA (Marketing), Institute of Business Administration (IBA), University of Dhaka.
- Post Graduate Diploma in Industrial Management (PGDIM), BMDC, Dhaka.



6. MD. AZIZUR RAHMAN, Director

Current Responsibilities

- **Director, Board of Directors**, Bangladesh Development Bank Limited.
- **Secretary**, Medical Education and Family Welfare Division, Ministry of Health and Family Welfare, Government of the People's Republic of Bangladesh.

Past Responsibilities

- **Director General-II (Additional Secretary)**, Prime Minister's Office, Dhaka.
- **Director General-III**, Prime Minister's Office, Dhaka.
- **Director**, Prime Minister's Office, Dhaka.
- **Counsellor**, Bangladesh Embassy, Bangkok, Thailand.
- **Director**, Prime Minister's Office, Dhaka.
- **Deputy Secretary**, Ministry of Public Administration, Dhaka.

Education

- B.B.S (Honours), M.B.S (Management).



Directors' Profile

7. K. M. Tariqul Islam, Director

Current Responsibility

- **Director**, Board of Directors, Bangladesh Development Bank Limited.

Past Responsibilities

- **Director General (Grade-1)**, NGO Affairs Bureau, Prime Minister's Office, Dhaka.
- **Director (Ex officio)**, Karmasangsthan Bank.
- **Chairman**, Bangladesh Land Port Authority.
- **Divisional Commissioner**, Rangpur.
- **Director (Ex officio)**, Rajshahi Krishi Unnayan Bank.
- **Deputy Commissioner**, Bandarban.



8. MD. HABIBUR RAHMAN GAZI, Managing Director & CEO

Current Responsibility

- **Managing Director & CEO**, Bangladesh Development Bank Limited.

Past Responsibilities

- **Deputy Managing Director**, Agrani Bank Limited (ABL).
- **General Manager**, Janata Bank Limited (JBL).
- **Deputy General Manager**, Janata Bank Limited (JBL).

Education

Master of Science (M. Sc.) in Geography, University of Dhaka.
Post Graduate Diploma in Personnel Management, Bangladesh Institute of Management (BIM).

Certifications

- Diplomaed Associate of the Institute of Bankers, Bangladesh (DAIBB)



Board's Committee

Executive Committee

1.	Shamima Nargis, Chairman	Chairman of the Committee
2.	Md. Azizur Rahman, Director	Member
3.	K. M. Tariqul Islam, Director	Member
4.	Md. Habibur Rahman Gazi Managing Director & CEO	Member

Audit Committee

1.	Md. Ekhlashur Rahman, Director	Chairman of the Committee
2.	Md. Abu Hanif Khan, Director	Member
3.	Subhash Chandra Sarker, Director	Member
4.	Quazi Shairul Hassan, Director	Member

Board Risk Management Committee

1.	Shamima Nargis, Chairman	Chairman of the Committee
2.	Md. Abu Hanif Khan, Director	Member
3.	Quazi Shairul Hassan, Director	Member
4.	Md. Azizur Rahman, Director	Member
5.	K. M. Tariqul Islam, Director	Member

Managing Director & CEO and his Management Team

Managing Director & CEO



Md. Habibur Rahman Gazi
Managing Director & CEO

Deputy Managing Director



Shachindra Nath Samadder
Deputy Managing Director

Head of Divisions



Paritosh Sarker
General Manager
IT and Risk Management Division
&
International Banking Division



M Shafiqul Islam
General Manager
Finance & Accounts Division



Md. Shafiqul Islam
General Manager
CEO, BDBL Securities LTD



Afroza Nasrin Chowdhury
General Manager
Administration Division
&
Internal Control and Compliance Division



Md. Abdul Mannan Shaikh
General Manager
Legal Affairs and Recovery Division



Susmita Mandal
General Manager
Investment Banking Division



Md. Humayun Kabir
General Manager
Development Banking Division



Md. Ekhtiar Uddin
General Manager
Principal Branch, Dhaka



A.K.M Shamsul Islam
General Manager
Branch Banking Division



Kabir Ahmed
General Manager
SME & General Advance Division



Kamal Uddin Ahmed Mollah
Deputy General Manager
&
Company Secretary

Head of Departments



Shamal Kumar Das
Deputy General Manager
Business Development &
Marketing Department



Md. Jasim Uddin Khan
Deputy General Manager
Public Relation Department



Saifuddin Ahmad
Deputy General Manager
Information Technology Operation Department



Abdullah Al Bashed
Deputy General Manager
Establishment & Common Service Department



S M Wahiduzzaman
Deputy General Manager
Loan Recovery Department



Md. Shamsus Saber
Deputy General Manager
Loan Operation Department
&
Project Implementation Dept. (Add)



Mussammat Ummey Honey
Deputy General Manager
Reconciliation Department



Mohammad Anisur Rahman
Deputy General Manager
Law Department
&
Vigilance Department (Add.)



Ranjan Kumar Roy
Deputy General Manager
General Advances Department



Md. Masum Syeed
Deputy General Manager
BDBL Investment Services LTD



Md. Golam Hasnayen Khan
Deputy General Manager
Compliance Department
&
Monitoring Department (Add.)



Md. Reazul Islam
Deputy General Manager
Risk Management Department



A.K.M. Sharif Hossain
Deputy General Manager
Central Accounts Department
&
Budget Department (Add)



Md. Mahbub Morshed Khan
Deputy General Manager
International Banking Department



A.B.M. Mobinul Islam
Deputy General Manager
Treasury Department



Md. Asaduzzaman
Deputy General Manager
Real Estate Department



Mohd. Momtaz Uddin
Deputy General Manager
Investment Banking Department



Md. Imamur Rashid
Deputy General Manager
Debt Collection Department



Mohammad Mobasher Hossen
Deputy General Manager
Human Resource Management
Department



Fatema Khanam
Deputy General Manager
Branch Management Department



Shamima Begum
Deputy General Manager
Audit & Inspection Department



Afsana Ferdousi
Deputy General Manager
MIS & Research Department



Mohammad Mannan Hossain
Deputy General Manager
SME Department



Md. Rokouzzaman
Deputy General Manager
Information Technology System Department
&
Head of Card Management Unite.



Syeda Saleha Begum
Deputy General Manager
Training Institute

Head of Zonal Offices



Md. Rakeeb Hossain
Deputy General Manager
Zonal Office Dhaka South



Shaikh Sharafat Islam
Deputy General Manager
Zonal Office, Dhaka North



Mohammad Ayub Ali
Deputy General Manager
Zonal Office, Khulna



Liton Chandra Mazumder
Deputy General Manager
Zonal Office Sylhet



Delwer Hossain
Deputy General Manager
Zonal Office, Chittagong



Shankar Kumar Bhoumik
Deputy General Manager
Zonal Office, Rajshahi

Head of Branches



Md. Ekhtiar Uddin
General Manager
Principal Branch, Dhaka



Md. Iqbal Hossain
Deputy General Manager
Motijheel Branch, Dhaka



Md. Asaduzzaman
Deputy General Manager
Rangpur Branch, Rangpur



Md. Faidur Rahman
Deputy General Manager
Elephant Road Branch, Dhaka



Tanveer Ahmed Siddquee
Deputy General Manager
Ashuganj Branch, Ashuganj



Mohammad Moniruzzaman
Deputy General Manager
Mymensingh Branch, Mymensingh



Mohammad Manir Husain
Deputy General Manager
Agrabad Branch, Chattogram



Kazi Muhammad Najmul Hasan Khan
Assistant General Manager
Sreenagar Branch, Munshiganj



Biplob Chandra Ghosh
Assistant General Manager
Karwan Bazar Branch, Dhaka



Md. Younus Ali
Assistant General Manager
Moulvibazar Branch, Moulvibazar



Md. Imam Hossain
Assistant General Manager
Rajshahi Branch, Rajshahi



Argun Biswas
Senior Principal Officer
Jhinaidah Branch, Jhinaidah



Md. Abdul Monnaf
Senior Principal Officer
Dinajpur Branch, Dinajpur



Md. Rajib Hossain
Senior Principal Officer
Khulna Branch, Khulna



Harashit Kumar Mondal
Senior Principal Officer
Jashore Branch, Jashore



Mafizur Rahman
Senior Principal Officer
Hemayetpur Branch, Dhaka



S. M. Gias Uddin
Senior Principal Officer
Pabna Branch, Pabna



Mohammad Mushiur Rahman
Senior Principal Officer
Mirpur-10 Branch, Dhaka



Md. Rafiqul Islam Rakib
Senior Principal Officer
Jainabazar Branch, Gazipur



Nasir Ahmed
Senior Principal Officer
Ashulia Branch, Dhaka



Saibal Barua
Senior Principal Officer
Khatunganj Branch, Chattogram



F. M. H. Ahmed Bakhtiar
Senior Principal Officer
Tomaltola Branch, Natore



Khokan Kanti Das
Senior Principal Officer
Cumilla Branch, Cumilla



Md. Hasibuzzaman
Senior Principal Officer
Hossainpur Branch, Kishoreganj



Masura Sikder
Senior Principal Officer
Narayanganj Branch, Narayanganj



Md. Mizanur Rahman Khan
Senior Principal Officer
Islampur Branch, Sylhet



Sanjoy Kumar Biswas
Senior Principal Officer
Saturia Branch, Manikganj



Zohirul Islam Bhuiya
Senior Principal Officer
Osmaninagar Branch, Sylhet



Md. Abdur Razzak
Senior Principal Officer
Bogura Branch, Bogura



Raihan Sadiq
Senior Principal Officer
Mohadebpur Branch, Manikganj



Md. Mahfuzur Rahman
Senior Principal Officer
Poradaha Branch, Kushtia



Md. Nuruzzaman
Senior Principal Officer
Kazirhat Branch, Nilphamari



Md. Zillur Rahman
Senior Principal Officer
Mokamtola Branch, Bogura



Muhammad Rokibuzzaman
Senior Principal Officer
Faridpur Branch, Faridpur



Amzad Mahmud
Senior Principal Officer
Cox's Bazar Branch, Cox's Bazar



G.M. Zellur Rahman
Senior Principal Officer
Muksudpur Branch, Gopalganj



Partha Sarathi Das
Senior Principal Officer
Noakhali Branch, Noakhali



Sunirmal Chanda
Senior Principal Officer
Tangail Branch, Tangail.



Jony Kanu
Senior Principal Officer
Keraniganj Branch, Dhaka



Md. Zinnatul Alam
Senior Principal Officer
Naogaon Branch, Naogaon



Khondoker Mostafizur Rahaman
Senior Principal Officer
Barisal Branch, Barisal



Md. Rakibul Alam
Senior Principal Officer
Moharajpurhut Branch Chapai Nawabganj



Md. Ashraf-Ul-Alam
Senior Principal Officer
Sylhet Branch, Sylhet



Kalon Miah
Senior Principal Officer
Nabinagar Branch, Brahmanbaria



Mohd. Nurul Alam
Senior Principal Officer
Feni Branch, Feni



Md. Habib Ullah Milon
Senior Principal Officer
Madhobdi Branch, Narshingdi



Suman Chakraborty
Senior Principal Officer
Kanchpur Branch, Narayanganj



Subroto Kumar Biswas
Senior Principal Officer
Hobiganj Branch, Hobiganj



Sayeed Uddin Ahmed
Principal Officer
Brahmanbaria Branch, Brahmanbaria



Meher Chandra Howlader
Principal Officer
Bhola Branch, Bhola

Chairman's Foreword



Shamima Nargis
Chairman
Bangladesh Development Bank Limited

“As a Financial Intermediary, we emphasize to maintain balance between sustainable banking and profit growth.”

Chairman's Foreword

Respected Shareholders

Assalamu Alaikum

It is my great pleasure to welcome you all to the 13th Annual General Meeting of Bangladesh Development Bank Limited. On behalf of the Board of Directors and from myself, I would like to express my sincere thanks and gratitude to all of you for your active support and cooperation towards BDBL.

Though BDBL has crossed only 13 years since its amalgamation, it has had the rich historical experience of supporting industrial growth and development in Bangladesh through supply of technical and financial resources. The erstwhile Bangladesh Shilpa Bank (BSB) and Bangladesh Shilpa Rin Sanghtha (BSRS) were created in 1972 by the government of the Father of the Nation Bangabondhu Shiekh Mujibur Rahman to lay the foundation for a happy and prosperous Bangladesh. These two banks were pioneers in bankrolling nascent industrialization efforts in independent Bangladesh. A large section of the established industrial conglomerates in Bangladesh received technical and financial support from both BSB and BSRS that paved the path for future growth. I would like to recognize the efforts and contributions of former employees and Board of Directors of these two institutions.

Though BDBL has not grown till now in size and heft like some of the NCBs in Bangladesh, but it is contributing to national growth in its own modest ways. The capital base of the bank is quite deep and it suffers not from any provision shortfalls. It is also making some modest profits for the last few years in a row after paying tax. However, the bank is riddled with an unacceptably load of non-performing loans (NPLs) and is stuck in high cost deposit that are preventing its growth and expansion. Before presenting the report of the bank for the year 2022, a brief review of the global economic situation along with the performance of the Bangladesh Economy in 2022 are briefly enumerated here under :-

GLOBAL ECONOMIC GROWTH

According to the World Economic Outlook April 2023, Global economic growth was 6 % in 2021 and 3.4 % in 2022 and projected to decline to 2.8 % in 2023. Advanced economies was 5.2 % in 2021 and 2.7 % in 2022 and negative to 1.3 % in 2023 form in 2022. Emerging markets and developing economies was 6.6 % in 2021 and projected to decrease by 4 % in 2022.

BANGLADESH ECONOMY:

With multifaceted challenges from internal and external fronts, Bangladesh economy managed to maintain GDP growth rate in FY 2021-22 at 7.25 %. The industry sector contributed 37.07 %, The Agriculture sector contributed 11.5 % and the Service sector contributed 51.43 % to the GDP in FY 2021-22.

Inflationary downward pressures on the purchasing power of the consumers continued to soften due to fall in food inflation although the non-food inflation was high. As a result, annual average Consumer Price Index (CPI) inflation increased to 6.15 % in FY 2021-22 from 5.56 % in FY 2020-21.

Export earnings increased to 34.38% in FY 2021-22 from FY 2020-21. Import increased by 35.95% in FY 2021-22 from FY 2020-21.

The weighted averages of interest rate on bank advances decreased to 7.09% in FY 2021-22 from 7.33% in FY 2020-21 and deposits decreased to 3.97 % in FY 2021-22 from 4.13 % in FY 2020-21.

Government has focused on formulating economic policy-strategies & action plans such as the Government Election Manifesto 2018, Perspective Plan 2021-2041, Eighth Five Year Plan 2021-2025, Bangladesh Delta Plan 2100 and Sustainable Development Goals 2030 (SDGs)

Bangladesh is now the 41th largest economy in the world in terms of nominal GDP while the country's position is 30th in terms of purchasing power parity. The country has achieved near self-sufficiency in food production. Per capita income is \$ 2824 in FY 2021-22. Bangladesh is one of the world's fastest growing economy.

BANKING BUSINESS ENVIRONMENT

The overall business environment in the banking sector in 2022 was significantly more challenging than expected. Besides, the impact of COVID-19 pandemic and The Russia-Ukraine war, temporary relaxation in the loan classification policy, sluggish trend in the country's capital market, cautious monetary policy and Expenditure-Income Ratio (EI) caused significant reduction in the profitability of banks. The most important threat to the banking sector was the accumulation of huge amount of Non Performing Loans (NPL). The ratio of gross NPLs by type of banks such as SCBs, SBs, PCBs, and FCBs were 21.9, 11.7, 6.0 and 4.4% respectively in FY 2021-22. Total NPL ratio was 9.0 % in FY 2021-22 which was 7.9 % in FY 2020-21, showing an increasing trend.

BDBL's PERFORMANCE

Like the previous years, BDBL has posted profit. The bank took a strategy of quality growth by following regulatory and policy prescription compliance in all spheres of operations.

As a continued policy, the bank remained focused in all key areas covering capital adequacy, maintenance of required provision, sound management, good earnings and strong liquidity. As a result, the operating profit stood at Tk. 50.03 crore for the year 2022. Net Profit after Provision and Tax stood at Tk. 10.13 crore in 2022. In 2022, the Return On Asset (ROA) and Return On Equity (ROE) increased to 0.17% and 0.53% respectively than the Return On Asset (ROA) and Return On Equity (ROE) of 0.10% and 0.34% in 2021. At the same time, Earnings Per Share (EPS) stood at Tk. 1.69 in 2022 which was Tk. 1.06 in 2021.

Deposits of the bank slightly increased to Tk. 2914.50 crore during 2022 from Tk. 2900.51 crore in 2021. Loans and advances showed increasing growth by 2.74% to Tk. 2479.66 crore during the year 2022.

As I mentioned earlier, Non-Performing Loans, a huge burden for BDBL, stands as a barrier and threat for income generation and creates stumbling block to its profitability. However, the bank have taken a number of pro-active steps to recover the classified loans so that the Non Performing Loans decline to an acceptable level within the shortest possible time. The top management and also the Board remain fully engaged with the overall effort to bring down the NPLs of the bank to 25 % or less in the shortest possible time. As a mention, Bangladesh Development Bank Limited has signed Memorandum of Understanding with Bangladesh Bank.

In the year 2022, Capital to Risk Weighted Asset Ratio of the bank was 23.13% (core capital to Risk Weighted Assets 22.67% and supplementary capital to Risk Weighted Assets 0.46%) on solo basis, which was above the stipulated rate of 12.5%.

The bank operates under the overall supervision and guidance of the management and policy supports from the Board of Directors. The Board throughout the year remained vigilant about compliance of the existing rules and regulations. It also spent much of its time in delivering and updating policy directives to the management for improving the performance of the bank including service delivery. All these measures together enhanced the competitiveness of the bank during the year under review.

The bank always believes that human resource is one of the important assets for achieving goals of the bank. So, the bank invests substantially in human resource development. The bank hires, develops and retains the human resource base with the right level of attitude, skills and talent to meet current and future demand. The employees of the bank are given on-the-job training and sent to different training programs/seminars and workshop. The Training Institute of the bank arranges various courses on current issues of banking including workshops and seminars.

For improving the strength in latest technology driven activities, the IT Division of the bank has been working hard with a team of highly skilled officers. The IT team developed various in-house software which made the operating system faster and customer-friendly.

As a part of inclusive banking, BDBL's strategy is to reach the doorsteps of the customers/entrepreneurs to provide full range of banking services based on technology at a reasonable cost.

BDBL is well positioned to meet the challenges of 2022 and expects to achieve sustainable growth with improved asset quality that will maximize profit of the bank. The bank will focus on its small, medium and large customer base to generate more business from existing and new customers. It will also continue to harness the potential of Retail Banking, Remittance and Foreign Trade Financing including other businesses. In its pursuit of growth, the bank will always adhere to good corporate governance and practices and sound risk management policies and credit evaluation procedure. The bank also follows core principles of sustainability and flexibility to cope with internal and external shocks.

I would like to express my gratitude to the Government of the People's Republic of Bangladesh, Bangladesh Bank, Bangladesh Securities & Exchange Commission, Office of the Registrar of the Joint Stock Companies and Firms and the stock exchanges for their continued support and guidance. I would also like to thank all valued clients, patrons, well-wishers and all employees for their continued support and cooperation without which the bank would not be able to achieve its present position.

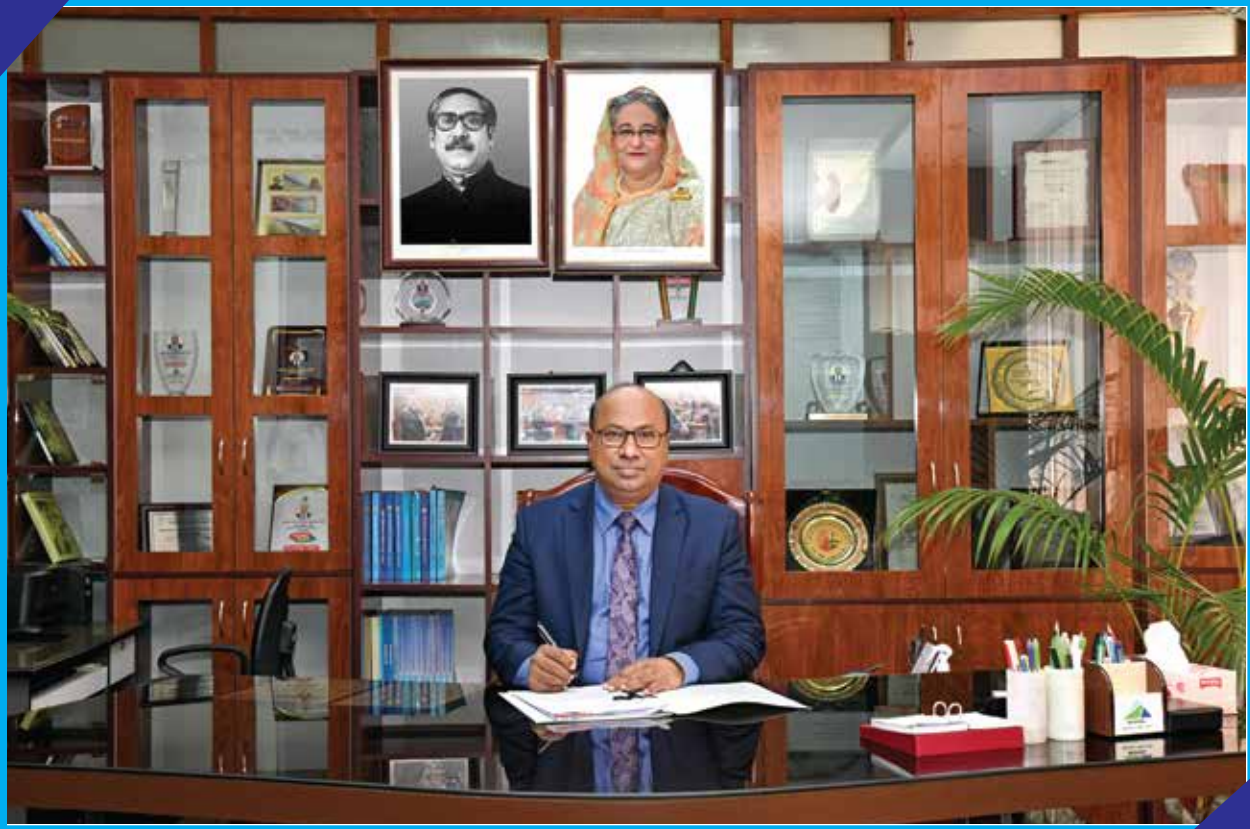
I am thankful to our statutory auditors, Hoda Vasi Chowdhury & Co. and Khan Wahab Shafique Rahman & Co. My appreciation also goes to my fellow members in the Board of Directors of the bank for their generous assistance, guidance and thoughtful leadership which contributed enormously in the steady growth of the bank's activities.

May Allah (SWT) lead us to more positive outlook in coming years.



(Shamima Nargis)
Chairman

From the Desk of Managing Director & CEO



Md. Habibur Rahman Gazi
Managing Director & CEO
Bangladesh Development Bank Limited

BDBL has been advancing towards achieving its goals with well defined targets and strategies of business activities under the guidance of expert and experienced Board of Directors.

From the Desk of Managing Director & CEO

It is my immense pleasure to welcome you all to the 13th Annual General Meeting of BDBL and to present the performance of the BDBL for 2022. I am also delighted to express my best regards and hearty felicitation to the respected shareholders, honorable Chairman and Directors of BDBL. Since its inception, BDBL has been endeavoring hard to achieve its desired goals with the continued support and co-operation of the visionary Board of Directors. As a result, the growth of BDBL through performing different business activities has been showing upward trend from year to year.

Before going to present operational and financial performance of the bank, it is pertinent to highlight on our domestic economic situation and state of banking industry during FY 2021-22.

DOMESTIC ECONOMIC REVIEW

GDP growth to hit 7.25 % in FY 2021-22. Bangladesh Bank's monetary and financial policies embraced, alongside price and macro-financial stability objectives, inclusivity and environmental sustainability dimensions in pursuit of employment creation focused inclusive growth support, in line with the government's SDG-focused sustainable development agenda.

BANKING INDUSTRY REVIEW

The Banking industry of the country in FY 2021-22 was passing through several backdrops, like the impact of COVID-19 pandemic and The Russia-Ukraine war, worldwide demand-supply chain anomaly, high cost global food, fuel and commodity price, besides growth-supportive monetary policy, uninterrupted inflow of credit to both the private and public sectors, re-fixation of the regulatory liquidity ratios to ensure additional liquidity, sufficient prudential guidelines to maintain proper office environment in the banks, issuance of various directives for banks as well as moderation of foreign trade and foreign currency transaction regulations, temporary relaxation in the loan classification policy, implementation of the government's stimulus packages for different segments of the economy and refinance schemes, introduction of special fund for capital market investment, policy regarding verification of audited financial statements submitted by borrowers before loan approval/renewal and temporary relaxation of loan classification, to contain Advance Deposit Ratio (ADR), All these had led to profit growth of banks in 2022.

PERFORMANCE REVIEW OF BDBL

The management of BDBL focused more on consolidating its strength in 2022 by way of capacity building, strong capital base and efficient liquidity management. Accordingly, in the area of capacity building, the bank adopted a number of administrative policies to make it more dynamic and delivery oriented. For this, it opened up new branches for expanding banking activities, liability marketing and branding. Strong Capital Base was also maintained to contain Advance Deposit Ratio (ADR) within the desired level.

The year 2022 was however good for BDBL. The Key Performance Indicators (KPIs) of banking operations are testimony to the achievement and growth of the bank. The bank earned Net Interest Income (NII) of Tk.38.92 crore against the target of Tk.35.60 crore, indicating 109.33 % achievement of the target. The total operating income of the bank increased by 8.80 % to Tk.176.75 crore in 2022 over the previous year.

As a result, the operating Profit before Provision and Tax stood at Tk.50.03 crore in 2022 against the target of Tk.46.36 crore. Net Profit after Provision and Tax stood at Tk.10.13 crore in 2022. Cost to Income Ratio decreased to 96.97% in 2022 which was 98.02% in 2021. Earning Per Share (EPS) of BDBL was decreased to Tk.1.69 in 2022 which was Tk.1.06 in 2021.

BUSINESS GROWTH IN 2022

Increased number of deposit accounts, intensified target and campaign were speed up in 2022. The campaign was strongly supported by opening of new branches, announcing deposit month, introducing online banking and upgrading IT infrastructure and increasing promotional activities including improved delivery capabilities to meet the growing needs of the customers.

At present, many banks of Bangladesh are operating in the money market with stiff competition for deposit hunting. The deposit of BDBL is Tk.2914.50 crore in 2022.

Loans and advances stood at Tk.2479.66 crore at the end of 2022 from Tk. 2413.43 crore in 2021, showing an increasing growth of about 2.74 % over the previous year.

The bank continued to grow and diversify its portfolio in 2022 to have a diversified client base to cover more and more sectors to reduce client specific and industry specific concentration and also to reduce overall portfolio risk.

NON-PERFORMING LOANS

Non-Performing loans of the bank increased to Tk.1025.90 crore in 2022 from Tk.742.62 crore in 2021. Due to failure of instalment against reschedule loan under BRPD Circular no 5/2019 again classified. The efforts to reduce non-performing loans ratio to total loans (excluding staff loan) did not yield desired result as was targeted in 2022. However, full provision was made against these classified loans. The bank took several measures to reduce the classified loan in future.

RISK MANAGEMENT

As a Financial Intermediary, BDBL also faces challenges from different types of risks that may have adverse impacts on the business and profitability. Risk management in bank's operation includes identification, measurement, assessment, monitoring and control of various risks with an aim to minimize adverse impact of risks taking on the financial outcome of the bank. The Risk Management Unit of the bank prepares monthly Risk Report on the financial health of the bank, ICAAP and Stress Test results on the financial position of the bank. This is presented to the Supervisory Review Process Team and high powered Board Risk Management Committee.

STRONG CAPITAL ADEQUACY

BDBL always puts much emphasis on strengthening and enhancing its risk management culture and internal control processes rather than increasing capital to cover up weak Risk Weighted Assets (RWA). As a result, the bank's Capital to Risk weighted Asset Ratio (CRAR) remains consistently at a higher level than required by the Basel-III . The Capital to Risk weighted Asset Ratio (CRAR) maintained at 23.13% (core capital 22.67% + supplementary capital 0.46%) in 2022 which was 23.38% (core capital 22.08% + supplementary capital 1.30%) in 2021.

BDBL'S CREDIT RATINGS

Credit rating is one of the important factors for deciding and establishing business relations including international trade. BDBL's Credit Rating has been done by Emerging Credit Rating Limited on the basis of Bank's Audited Financial Statements of 2021 as well as other qualitative and quantitative information like very good liquidity profile, strong capital base, good corporate governance, highly qualified management team, efficient fund management capacity and efficient human resource. As a separate entity, BDBL was awarded with A- for long term and ST-3 for short term with Stable outlook.

OTHER ACTIVITIES

BDBL is consistently improving its IT backbone to expand its products and services. It has always been striving to cater to the banking needs of a wider customer base and enhance the mission of promoting financial inclusiveness. Internet Banking, Mobile apps, e_KYC already have introduced. Credit Policy-2022, CMSME Credit Policy-2022, Audit Manual-2022 have been amended to enhance the loan activities.

It is true that the global financial industries contributed substantially to the ongoing crisis by their mindless pursuit of profit, causing negative impacts on the People and Planet. Our bank is more sensitive to the needs of the community and environment and not concentrates solely on profit maximization. Considering the needs, the bank formulated Green Banking Policy according to the guidelines given by the Central Bank in order to implement the same for betterment of the Society and Planet.

BUSINESS OUTLOOK FOR 2023

It is apprehended that the year 2023 would be more challenging year for the economy as well as for Banking Sector. The major challenges of the banking industry in 2023 would be optimum utilization of fund through achieving desired investment growth, preventing the deterioration of asset quality and maintenance of Capital Adequacy Ratio. We are quite optimistic that we would be able to achieve our goals in 2023 by strategic planning and implementation of the same through a dedicated line of human resource.

However, from the lessons of 2022, we will make every effort to focus the following in 2023:

- Explore potential depositors and take steps to make them our customers to increase investable fund and contain cost of fund by no cost and low cost deposit mix.
- Enhance image of the bank by taking customer focused, need-based and solution-driven activities.
- Enhance automation process & system in the bank.
- Ensure better customer services according to the needs of the customers at reasonable cost.
- Achieve business growth through enhancing non-funded activities and loans and advances with special thrust on CMSMEs, cluster-based finance, green projects, entrepreneurs finance including others aiming to speed up sustainable business growth.
- Drive Export-Import business in full swing.
- Determine realistic strategy to turn loss incurring branches into profit earning branches for healthy profit growth of the bank.
- Reduce NPL according to Short Term Road Map (STRM).
- Accelerate recovery process in commensurate with the annual target.
- Devise new strategy and processes to realize written-off loans.
- Stay vigilant about financial scams, irregularities and other operational failure.
- Maintain adequate liquidity to ensure smooth transactions.
- Maintain ethical standard in every step of the way through compliance of all directives from the ministry and the regulatory authority.
- Upgrade cyber security system to control the cyber crimes.
- BDBL has no branch in 29 districts. Therefore, at least 2 branches will be introduced in all these districts for making banking services available to the un-banked people of the society.

- Improve performance and productivity of the employees through pursuing greater cost efficiency and capacity building.
- Activate guidance, supervision and monitoring of the branch level activities by senior management which will play a lead role in achieving the strategic objectives of the bank.
- Work out SWOT analysis regularly for reviewing the bank and its market position.
- Increase digitized services to the customers such as Bangla QR Code Based Payment System for Cashless Banking, IVAC (Indian Visa Fee Collection), BREB (Prepaid Bill Collection), Online Merchant Payment and SOC (Security Operational Centre) will be set up for cyber security monitoring and immediate remedial/preventive measures.

We are optimistic in achieving our goals through well-defined strategy and targets thereby to provide long term sustainable improvement in our all indicators for our stakeholders with a dedicated line of human resources who act with special care, concern and consciousness.

Finally, I express sincere and special thanks to my colleagues of all levels for their efforts and dedication in achieving the desired results. I would like to express my sincere thanks and gratitude to the Financial Institution Division, Ministry of Finance for their directives and continual monitoring.

I would also like to express my gratitude to the Board of Directors of BDBL for their consistent guidance, support and cooperation.

We are also indebted to the Government of the People's Republic of Bangladesh, Bangladesh Bank, Bangladesh Securities & Exchange Commission, Office of the Registrar of Joint Stock Companies & Firms, DSE & CSE for their continued support and cooperation.

A handwritten signature in black ink, appearing to read 'Md. Habibur Rahman Gazi', is positioned above the printed name.

Md. Habibur Rahman Gazi
Managing Director & CEO

Management Discussion and Analysis



BUSINESS ENVIRONMENT

During 2022, the business environment of Bangladesh showed macro-economic stability and high growth by overcoming all type of barriers. Bangladesh economy maintained 7.25 % growth in GDP during FY 2021-22 with the support of high growth in industry and service sectors.

BANKING SECTOR OF BANGLADESH

The performance of banking sector during this time was influenced by some factors like the impact of COVID-19 pandemic and The Russia-Ukraine war, very high NPL rate in public sector banks, slower demand for credit etc.

The banking sector of Bangladesh is consists of four categories of scheduled banks. These are State-owned Commercial Banks (SCBs), State-owned Development Financial Institutions (DFIs), Private Commercial Banks (PCBs) and Foreign Commercial Banks (FCBs). The number of banks was 61 in as on June, 2022. These banks had a total number of 10963 branches as on June 2022. Total Deposits of the banks in as on June, 2022 rose to BDT 15785.5 billion.

LENDING AND DEPOSIT RATES

The weighted averages of interest rate on bank advances decreased to 7.09% in FY 2021-22 from 7.33% in FY 2020-21 and deposits decreased to 3.97 % in FY 2021-22 from 4.13 % in FY 2020-21. The spreads between lending rates and deposit rates also increased to 3.12 % in FY 2021-2022 from 3.20 % in FY 2020-2021.

CAPITAL ADEQUACY REQUIREMENT

The Basel Committee on Banking Supervision (BCBS) introduced Basel-III capital regulations as global regulatory standards to improve the banking sector's ability to absorb shocks arising from financial and economic stress with the aim of reducing the risk of spillover from the financial sector to the real economy. It is to mention that Basel-III is largely enshrined in the capital buffers. Both the buffers i.e. the capital conservation buffer and the countercyclical buffer are intended to protect the banking sector from periods of excess credit growth.

In line with the Basel framework, Bangladesh Bank issued transitional arrangements for Basel-III implementation by banks in phases starting from 2015 which would be fully implemented as on January 01, 2015. Under these arrangements, BDBL has implemented Basel-III regulations.

EMERGENCE OF BANGLADESH DEVELOPMENT BANK LIMITED

With the decision of the Government, Bangladesh Development Bank Ltd. (BDBL) was incorporated on 16 November, 2009 as a Public Company Limited by shares under the Companies Act, 1994 by merger of former Bangladesh Shilpa Bank (BSB) and Bangladesh Shilpa Rin Sangstha (BSRS), two Development Financial Institutions (DFIs) in the public sector.

Bangladesh Shilpa Bank (BSB) was established in October 31, 1972 for accelerating the industrial pace of the country through providing loan and equity to the industrial projects as per Bangladesh Shilpa Bank Order, 1972 (President's Order No. 129 of 1972).

With the same objective, Bangladesh Shilpa Rin Sangstha (BSRS) was also established in October 31, 1972 as per Bangladesh Shilpa Rin Sangstha Order, 1972 (President's Order No. 128 of 1972).

In order to carry on business of BDBL, Bangladesh Bank issued banking license on November 19, 2009.

Two Vendors' Agreements were signed between the Government of the People's Republic of Bangladesh and the BDBL on December 31, 2009 to acquire and take-over all of their (BSB & BSRS) assets, benefits, rights, powers, authorities, privileges, liabilities, borrowings and obligations and to carry on with the same business.

As a Public Limited Company, BDBL formally embarked its journey on January 03, 2010. It extends financial assistance for setting up industries and provides all kinds of commercial banking services to its customers through its branch network in Bangladesh.

BDBL also established two subsidiary companies namely, BDBL Securities Limited and BDBL Investment Services Limited. These act as stock dealer and stock broker and operate Brokerage Houses one at 12, Karwan Bazar, Dhaka and the other at 8 RAJUK Avenue, Motijheel, Dhaka to provide services to the Investors.

PRODUCTS AND SERVICES OF BDBL

The bank is always committed to serve the clients with the best values and innovative products and services to enrich its portfolio.

SAVINGS DEPOSIT OF BDBL

- ❖ Current Deposit
- ❖ Savings Deposit
- ❖ Short Term Deposit
- ❖ Fixed Deposit
- ❖ BDBL Provide 10 Tk A/C

Other Special Savings Deposit :

- (i) Shikkha Sanchay Scheme (SSS)
- (ii) Chikitsha Sanchay Scheme (CSS)
- (iii) Monthly Income Scheme (MIS)
- (iv) Monthly Deposit Scheme (MDS)
- (v) BDBL Wage_Earner's Deposit Scheme (BWEDS)
- (vi) BDBL Troimasik Income Scheme (BTIS)
- (vii) BDBL Lacpoti Deposit Scheme (BLDS)

- (viii) BDBL Palli Sanchay Scheme (BPSS)
- (ix) Hajj Amanat Scheme (HAS)
- (x) BDBL Double Benefit Scheme (BDBS)
- (xi) BDBL Super Savings Scheme (BSSS)
- (xii) BDBL Students Saving Account
- (xiii) Green Savings Deposit Scheme

LOAN PRODUCTS OF BDBL

Development Financing :

- ❖ Industrial loan with emphasis in syndicated arrangement (Power & Energy, Telecommunication, Fiber Optic Cable, etc.).
- ❖ Public - Private Partnership (PPP) project (Port Development, Transport & Communication like Road, Water & Air Ways etc.).
- ❖ Agro-based ventures depending on indigenous raw materials (like Jute Twine/Yarn and other industries).
- ❖ Green Banking (Environment & Eco- Friendly industries like automatic brick kiln, renewable energy, effluent treatment plant, etc.).
- ❖ Pay Order Limit under e-GP Loan Products
- ❖ House Building Loan (Residential/commercial) & Flat Buy Loan.

CMSME Loan:

- Purpose : To Encourage Cottage, Micro, Small & Medium Entrepreneur.
- Time Period : 1-5 Year (With highest 06 Month Grace Period).
- Interest Rate : 9% per annum.

CMSME Special Packages:

- Refinance Scheme Amounting BDT. 25000 Crore in CMSMEs Sector;
- Refinance Scheme for Providing Loan/ Investment Facility to Support COVID-19 Affected CMSMEs;
- COVID-19 Emergency Crisis Response Facility Project (CECRFP);
- Start-up Fund Refinance Facility Amounting BDT. 500 (Five Hundred) Crore by Bangladesh Bank;
- Refinance Scheme for setting up Agro-Based Product Processing Industries in Rural Areas;
- Small Enterprise Refinance Scheme;
- Refinance Scheme for New Entrepreneurs in Cottage, Micro and Small Enterprise Sector; and
- Incentive Facilities for women entrepreneurs in the CMSME sector against to Loan/ Investment.

Agriculture & Rural Credit:

- Purpose : To Encourage Marginal/ Landless Farmers.
- Time Period : 1-5 Year.
- Interest Rate : 8% per annum.

Agriculture & Rural Credit Special Packages:

- Refinance Scheme of 5000 Crore taka for agriculture sector to ensure Food Security of the Country;
- Special Agricultural Credit (Pulse, Oil Seed, Spices, Maize) at 4% concessional Interest Rate;
- “Ghore Phera” 500.00 (Five Hundred) Crore Refinance Scheme.

10/50/100 Account Holders Refinance Scheme:

- Refinance Scheme for Taka 10/50/100 Account Holders Marginal/ Landless Farmers, Low Income Professionals, School Banking Account Holders and Micro Businessmen under Financial Inclusion Program.

Short Term Loans :

- ❖ Cash Credit (Hypothecation)
- ❖ Working Capital (Hypothecation)
- ❖ Over Draft (OD)
- ❖ **Retail Banking :**
 - (i) Consumers' Credit
 - (ii) Personal Loan

FOREIGN TRADE FINANCING & FOREIGN EXCHANGE BUSINESS:

Export Finance:

- ❖ Export Cash Credit (ECC)
- ❖ Packing Credit (PC)
- ❖ Back to Back L/C
- ❖ Advising of Export L/C
- ❖ Export bill collection
- ❖ Letter of Credit Confirmation
- ❖ Advance against Bills for Collection

Import Finance:

- ❖ Purchase of local & foreign documentary bills
- ❖ Local L/C
- ❖ Import L/C (foreign) – Cash, Sight & Deferred
- ❖ Post Import Financing (LIM, LTR, etc.)
- ❖ Payment Against Documents (PAD)
- ❖ Foreign currency buy & sale.
- ❖ Issuance counter guarantee
- ❖ Remittance Service through Xpress Money Service Ltd.




OTHER BANKING SERVICES :





- ❖ Demand Draft Issue
- ❖ Payment Order Issue
- ❖ Selling of Prize Bond
- ❖ Selling of Savings Certificates, etc.

REVIEW OF BDBL'S BUSINESS PERFORMANCE

In the banking sector, BDBL is one of the leading State-owned Commercial Bank in terms of asset quality, profitably, product diversification, capital adequacy, service portfolio etc. With continuous challenges in overall banking sector, BDBL pursued a strategic approach of cost rationalization, service delivery excellence and innovative activities. This has resulted in positive growth in many of its indicators.

The prime achievements of BDBL in key areas during 2022 were:

-  In 2022 Net Profit after Provision and Tax was Tk.10.13 crore;
-  50 branches were computerized;
-  In 2022, the Capital Adequacy Ratio (CAR) maintained at 23.13% (Core Capital 22.67% + supplementary Capital 0.46%) which is 85.04% higher than the required rate of 12.50%;

-  In 2022, Earning Per Share (EPS) was Tk. 1.69 which was Tk. 1.06 in 2021;
-  In 2022, the rate of classified loan was 41.37 %;
-  Extended online banking network to all branches;
-  Ensured corporate governance and sustainable banking activities;

ACHIEVEMENTS IN 2022

The achievement of BDBL during the year 2022 are given below:-

a) Profit before Tax

The bank registered Profit before Tax at Tk.24.93 crore in 2022 against Tk.25.18 crore in 2021.

b) Net Profit after Provision and Tax

The Net Profit after Provision and Tax increased by Tk.10.13 crore in 2022 compared to Tk.6.38 crore in 2021. The growth of Net Profit after Provision and Tax of the bank contributed to Tier -I capital as well as total capital adequacy ratio and strengthened the capital base and business opportunities of the bank.

c) Deposit Volume and Growth

In the midst of challenging scenario in the money market, BDBL's deposit mobilization increased to Tk. 2914.50 crore in 2022 which was Tk. 2900.51 crore in 2021.

d) Investment Income

BDBL's investment income consists of interest/discount earned on treasury bills/bonds, gains on Government security trading, dividend received on shares, interest on reverse repo and capital gains from sale of securities of listed companies. Investment income of the bank in 2022 decreased by 26.57% to Tk. 74.66 crore over the previous year.

e) Growth of Interest Income

Due to tough economic situation, interest income of BDBL was 196.17 crore in 2022. Interest Income also increase by 11.80% compared to the previous year.

f) Classified Loan Recovery

BDBL management is very much concern and proactive about recovery and reduction of Classified Loans (CL) since its inception. So, keeping eye on the recovery of the broad spectrum of default loans, bank designed various action plans and also took all out efforts to implement the same for reducing classified loans and increased cash recovery as well.

g) Strengthening Capital Base

By maintaining growth of profit, BDBL always ensures internal generation of capital to meet the business growth. As a result, capital adequacy of the bank as per Basel -III on consolidated basis remained strong at 22.66% as against minimum statutory requirement of 12.50%.

BUSINESS ACTIVITIES OF BDBL

CMSME Banking

For enhancing domestic investment to meet rising demand for employment generation, women's empowerment and regional development, the role of CMSME is indispensable. In line with the Government and Bangladesh Bank's policy guidelines, promoting a dynamic CMSME sector is a priority for the bank to reduce poverty and stimulate economic growth.

For achieving these objectives as well as for financial inclusion of unbanked people, the CMSME department of the bank was entrusted with the following tasks:-

- To emphasize loan financing activities for priority sectors of CMSMEs in line with the policy guidelines of the Government and Bangladesh Bank.
- To guide, monitor and supervise CMSME related activities.
- To follow up and monitor timely implementation of projects under CMSME.
- To ensure regular recovery of CMSME loan so that loans do not turn into classified loan.

The bank took several steps for enhancing and accelerating CMSME loan portfolio, some of which were:

- Fixation of delegation of power categorically for sanctioning of CMSME loan by the Zonal, Branch Head and officers concerned in Head Office;
- Fixation of target for General and Women Entrepreneurs;
- For the convenience of selecting CMSME Projects, a list based on area, sectors and clusters was prepared and sent to all branches;
- Nomination of one Focal Officer in each branch as well as in CMSME department at Head Office;
- Set up of CMSME cell, a help desk / Women Entrepreneur Dedicated Desk at all branch offices to advise and assist CMSME entrepreneurs particularly, women entrepreneurs for advisory services including all related assistance;
- Set up of Women Entrepreneur Development Unit at all branch and zonal offices as per instruction of Bangladesh Bank;
- Compilation of NGO-Linkage Wholesale Credit Policy;
- Preparation of CMSME Manual relating to rules, regulations and other related up-to-date information;
- Creation of Database & Market Segmentation Reporting as per Software given by Bangladesh Bank;
- Creation of database of Women Entrepreneurs Reporting as per software given by Bangladesh Bank;
- Arrangement of Area-Based meeting with the entrepreneurs on a regular basis;
- Preparation of a comprehensive report on Flower Cultivation for financial inclusion of flowers cultivators according to instruction of Bangladesh Bank;
- Arrangement of different training programs by the Bank on CMSME related issues for enhancing knowledge and awareness of the employees on SME financing; and
- Participation in different CMSME fairs and seminars.

Treasury Function

Treasury operation concerned on funding operation and foreign exchange dealings. Treasury of BDBL provides diversified products and services and has three desks concentrated on funding operation, maintaining liquidity & managing market risk and foreign exchange dealings.

(a) Money Market Desk

The money market desk regularly participates in the inter-bank market of the country and exercises all types of existing money market products like call money, term placement, repo & reverse repo with the Bangladesh Bank and inter-bank mostly on overnight basis.

(b) Foreign Exchange Desk

One of the parts of treasury is Foreign Exchange Dealing. BDBL is a very young member of Foreign Exchange Dealing market in the country. The bank has started to set up a dealing room for Foreign Exchange Dealing purpose. Meanwhile, the bank has prepared a guideline for managing Foreign Exchange risk. Hope it would be functional very shortly. At present BDBL is purchasing and selling Foreign Exchange on need basis to fulfill the commitments of its customers, e.g. settlement of L/C liabilities and purchasing inland and foreign bills of our customers. Hence risk arising from Foreign Exchange is minimum.

(c) Asset Liability Management Desk

Treasury is the driving force of the Asset Liability Committee (ALCO). It executes the strategies of the ALCO for effective management and monitoring of various balance sheet gaps and risk limits set by the regulator. It takes various decisions regarding interest rate structure of deposits, loan pricing, credit-deposit ratio, contingency funding plan, stress testing, Liquidity Coverage Ratio (LCR), transfer pricing mechanism for internal funding and investments in Government securities including corporate bonds by evaluating the market trend and scenario.

(d) Regulatory Compliance

Treasury complies with regulatory requirement to maintain CRR and SLR. The department also maintains exchange position (overbought/oversold position) of the bank in line with Bangladesh Bank approved open position limit set for BDBL.

Information and Communication Technology

BDBL has always upgraded itself with the latest technology and time- to-time the bank has adopted different advantages of the technology which has enriched its IT infrastructure and IT based service facilities to the customer. Technological development of the bank tremendously increased its customer service as well as trustworthiness of the stakeholders towards the bank. The bank is dedicated towards its customer satisfaction with the help of the technological advantages. The IT division is well equipped not only with technology but also with a dedicated professional workforce which has been built up for support as well as development of new application. For developing IT backbone, the bank has invested throughout the year in an efficient manner considering return on investment. BDBL will established Disaster Recovery Site Software Technology Park in joshore. That is why BDBL will invest 25 crore taka. Already BDBL paid 1% Seed Money.

Bangladesh Automated Cheque Processing System (BACPS) and Bangladesh Electronic Funds Transfer Network (BEFTN)

As per the plan of Bangladesh Bank for automation of payment system of the country, Bangladesh Automated Clearing House (BACH) has been introduced in the bank since its inception. The two components of BACH namely Bangladesh Automated Cheque Processing System (BACPS) and Bangladesh Electronic Fund Transfer Network (BEFTN) are functioning in the bank. A total of 50 branches are operating BACPS successfully. BACH & BEFTN software has been interfaced with CBS. For this purpose, hardware, MICR cheque scanner, network connectivity has been installed at all branches. An account holder of BDBL can avail of the opportunity of a 24/7 banking transaction facility using a Debit Card. The registered Account holder of BDBL can avail of the opportunity for Money Transfer within Bank/ to other Bank and Mobile Financial Services (MFS): Bkash, Nagad, etc, TopUp/ Mobile recharge facility and Utility Bill Pay

Inauguration of New Branches

Opening of a new branch involves a series of actions. The key areas are carrying out detailed feasibility study of business through Business Development & Marketing Department, obtaining the Bangladesh Bank's permission, site/premises selection satisfying bank's distinctive requirement, testing structural feasibility of premises, hiring of suitable premises, interior and exterior design by divisional engineers/ architectural firm, supply of all kinds of electro-mechanical and electronic equipment and furniture/ fixture etc. In 2022, BDBL opened 1 new branches such as Mirpur-10, Dhaka district of the country.

Capital Management

Capital Management of the bank is based on the objective to maintain an adequate capital base to support the projected business and regulatory requirement. This is done by drawing an annual planned business growth vis-a-vis capital requirement. BDBL recognizes the impact of shareholders' return on the level of equity and seeks to maintain a prudent balance between Tier-I and Tier-II capital. Total capital fund of the bank stood at Tk. 1124.06 crore during 2022. Tier-I capital stood at Tk. 1101.81 crore during the year. Total capital fund is equivalent to 23.13% of total Risk Weighted Assets.

Human Resources

Like other resources, human resource is one of the important resources of the bank to carry on its activities. Human Resource Management Department entrusted with the task of managing its workforces in an effective and efficient manner. The department encompasses recruitment, assessment, overseeing, transfer posting and ensuring compliance with employment and service rules creating business values to strategic management with all the policy support from the Board and the management. The Administration Division is giving more importance on employees to equip them as human capital.

Knowledge and skill development is a continuous process, which is enriched by proper training. In order to enhance operational skill and efficiency of the officers, the bank established a Training Institute of its own. BDBL sent a large number of officers to participate in different training programs, workshops and seminars arranged by BIBM and Bangladesh Bank Training Academy (BBTA) including other institutions.

Besides, in house need-based training courses were also arranged with resource persons drawn from inside as well as from outside to keep the officers abreast of the latest development in the banking and financial sector.

Monitoring Performance through Key Performance

The bank tracks the performance against a number of bench marks known as Key Performance Indicators (KPIs) the KPIs fall under two categories- Financial and Non-financial. The KPIs are used to track performance against the planned targets, comparison of previous years' results and industry bench mark..

Financial Key Performance Indicators

There are some key performance indicators those are:

- Deposit performance is assessed in terms of cost of deposit, mix of deposit;
- Credit functioning is mentioned in terms of yield on advance and impairment charges;
- Credit –Deposit Ratio is observed and measured regularly;
- Asset-liability mix is monitored to expected profitability efficiency as well as to achieve diversification;
- Off-balance sheet exposure i.e. letter of credit, guarantee etc. are monitored as these are important source of fee based income;
- NPL ratio gives the idea of the asset quality of the bank and helps in managing asset portfolio;
- Net Profit before Tax measures the operating efficiency of the management and is important for determining the productivity of the employees;
- Return on Average Equity measures the return on the average capital invested in the business;
- The Earnings per Share ratio shows the level of earnings generated per ordinary shares.

Non-Financial Key Performance Indicators

- The most important indicator is customer satisfaction. It is the key to the development of business;
- The expansion of branch and increase of customers in branches indicates customer satisfaction.

Green Banking









Green banking is like a normal bank, which considers all the social and environment /ecological factors with an aim to protect the environment and conserve natural resources. It is also called as an ethical bank or a sustainable bank with an additional agenda toward taking care of the Earth's environment/habitants/resources. Basically green banking avoids as much paper work as possible and relies on online/ electronic transactions. As a part of financial intermediary as well as environmentally conscious bank, BDBL has been playing an important role in mitigating environmental hazards through green banking. The bank approved a considerable fund in the annual budget for green banking and disbursed in 2022.

Future outlook

The global financial meltdown caused a spillover effect in the economy around the world. The efficacy of policy tools and their applications in managing systematic crises were challenged. These almost inevitably compelled the policy makers and financial sectors supervisors to revisit their policy choices. The Russia-Ukraine war is inflicting high and rising human costs not only Bangladesh but also worldwide, and the necessary protection measures are severely impacting economic activity. As a result of the pandemic, the Bangladesh economy effects.

BDBL is well positioned to meet the challenges of 2023 and will continue to strive to innovate and capture opportunity for growth and value creation.

Against the backdrop for achieving the short and long term goals, BDBL will concentrate its focus on the following:

-  Continue to launch new deposit and improve deposit mix, loan products and innovating banking services.
-  Build relationship with customers and client with innovative and customized solutions and services.
-  Enhance customers' delight by ensuring customers' safety, adapting with dreams and changing demands of the customers.
-  Maintain asset quality and recover the dues in time.
-  Pursue a strategy of flexibility for absorbing shocks and adapting to new realities & challenges occurring in the market from internal and external causes.
-  Carry on expansion of branch network in rural and urban areas.
-  Ensure sustainable banking through green banking, corporate social responsibility and financial inclusion.
-  Continue to invest in people and technology to improve productivity and customers' satisfaction.

Stakeholders' Information

FINANCIAL HIGHLIGHTS

(Tk. in crore)

Particulars	2022	2021	Change %
Deposit	29 14.50	2900.51	16.76
Loans & Advances	24 79.66	2413.43	2.74
Operating Profit	50.03	41.08	21.79
Profit after Tax	10.13	6.38	58.78
Earning Per Share (EPS) in Tk.	1.69	1.06	59.43
Capital Adequacy Ratio (CAR)	23. 13	23.38	(1.07)
Number of Branches	50	49	2.04
Number of Employees	659	697	(5.45)
Import	215.96	195.96	10.21
Export	396.24	347.53	14.02

STAKEHOLDERS OF BDBL

The prime motto of BDBL is sustainable banking, which creates long-term resilient and sustainable economic, social and environmental values having a green, responsible and inclusive strategy through transparent and efficient utilization of resources. As a result, sustainability reporting helps the bank in devising a means to communicate and engage with its stakeholders. Our key stakeholders are: investors, customers, employees, suppliers, communities and the environment as a whole. So, we put importance on stakeholders' financial needs and objectives while designing a product or a service. At the same time, we ensure that these products and services should create positive outcomes for the society and the environment. We want to be a responsible business partner of our stakeholders by attaching highest priority to ethical conduct and integrity and by protecting their interest. Major groups of stakeholders of BDBL including their inclusiveness and engagement are mentioned as follows:

Stakeholders' Inclusiveness and Engagement

Government and other Regulators	Customers	Shareholders	Employees	Suppliers and Service Providers	Community
<ul style="list-style-type: none"> Ministry of Finance 	<ul style="list-style-type: none"> Retail Customers 	<ul style="list-style-type: none"> Government of the People's Republic of Bangladesh 	<ul style="list-style-type: none"> Permanent Staffs 	<ul style="list-style-type: none"> Correspondent Banks 	<ul style="list-style-type: none"> Professionals and Self-Employers
<ul style="list-style-type: none"> Bangladesh Bank 	<ul style="list-style-type: none"> Rural Credit Customers 		<ul style="list-style-type: none"> Contractual Staff 	<ul style="list-style-type: none"> Foreign Remittance Agent 	<ul style="list-style-type: none"> Civil Society
<ul style="list-style-type: none"> National Board of Revenue 	<ul style="list-style-type: none"> SME and Corporate Client 		<ul style="list-style-type: none"> Management Trainees & Interns 	<ul style="list-style-type: none"> Landlord of Leased Premises 	<ul style="list-style-type: none"> Student
<ul style="list-style-type: none"> BSEC 	<ul style="list-style-type: none"> Remittance Customers 		<ul style="list-style-type: none"> Outsourced Staffs 	<ul style="list-style-type: none"> Suppliers of Fixed Assets 	<ul style="list-style-type: none"> Different Communities
<ul style="list-style-type: none"> ICAB, ICMAB 	<ul style="list-style-type: none"> Importer & Exporter 			<ul style="list-style-type: none"> Maintenance and Security Service Provider 	
<ul style="list-style-type: none"> Comptroller of Auditor General of Bangladesh 					
<ul style="list-style-type: none"> External Auditors 					
<ul style="list-style-type: none"> All Business Chambers 					

5 (Five) Years Performance of BDBL: At a Glance



(Tk. in crore)

Sl. No.	Particulars	2022	2021	2020	2019	2018
Balance Sheet Matrix						
1	Authorized Capital	1000	1000	1000	1000	1000
2	Paid up Capital	600	600	400	400	400
3	Statutory Reserve	271.49	266.49	261.46	259.24	255.54
4	Retained Earnings	58.10	46.06	44.77	42.54	39.69
5	Other Reserve	981.01	986.91	1196.04	1205.36	1214.96
6	Total Equity	1910.60	1899.46	1902.3	1907.2	1910.2
7	Capital Required (As per Basel III)	607.53	630.40	577.56	563.35	501.01
8	Capital Maintained/Eligible Capital (As per Basel III)	1124.06	1178.87	1057.3	999.55	1137.2
9	Core Capital (Tier- I)	1101.81	1113.57	1044.6	987.98	1058.9
10	Supplementary Capital (Tier- II)	22.25	65.30	12.67	11.57	78.28
11	Capital Surplus (As per Basel III)	516.53	548.47	479.71	436.2	636.19
12	Total Risk Weighted Assets (Basel III)	4860.25	5043.19	4620.5	4506.8	4219
13	Capital Adequacy Ratio (Basel III)	23.13%	23.38%	22.88%	22.18%	26.95%
14	Deposits (including Bills Payable)	2914.50	2900.51	2421.9	2764.6	2831.2
15	Investments	869.84	839.72	840.45	972.06	981.41
16	Loans & Advances	2479.66	2413.43	2129	1998.4	1930.7
17	Fixed Assets	765.74	779.78	775.48	781.54	794.04
18	Total Assets	6096.86	6115.66	5530.2	5839.6	5919.1
19	Advances to Deposit Ratio (ADR)	84.46%	82.66%	87.91%	72.29%	68.19%
20	Classified Loans & Advances (excluding Staff Loan)	1025.90	742.62	596.26	766.25	889.56
21	% of Classified Loans & Advances (excluding Staff Loan)	41.37%	30.77%	28.01%	38.34%	46.07%
22	Required Provision against Classified Loans & Advances	387.80	406.14	389.75	389.64	380.28
23	Provision Maintained	388.63	406.16	389.75	389.75	380.46
24	Surplus of Loan Provision	0.83	0.02	0	0.11	0.18
25	Amount of Written of Loan	1520.42	1538.09	1544.8	1757.4	1778.9
26	Interest Income	196.17	175.46	192.83	234.84	273.89

Sl. No.	Particulars	2022	2021	2020	2019	2018
27	Interest Paid on Deposit & Borrowings	157.25	159.29	158.83	168.9	158.3
28	Net Interest Income	38.92	16.17	34.01	65.93	115.59
29	Income from Investment & Capital Market Operation	74.66	101.68	51.4	30.75	84.4
30	Non-Funded & Other Operating Income	63.17	44.60	44.64	51.68	48.85
31	Total Operating Income	176.75	162.45	130.05	148.36	248.84
32	Administrative & Operating Expenditure	126.72	121.37	118.99	104.85	131.57
33	Net Profit before Tax	24.93	25.17	11.06	18.46	109.18
34	Provision for Income Tax	14.80	18.79	6.57	11.90	34.29
35	Net Profit after tax	10.13	6.38	4.49	6.56	74.89
36	Import L/C (Sight)					
37	Import L/C (Deferred)	215.96	195.96	157.33	117.64	143.64
38	Export	396.24	347.53	209.28	167.89	147.28
39	Dividend Paid to the Govt.	-	200.00 (Stock Dividend)	-	-	-
40	Net Assets Value Per Share (Taka)	318.43	316.58	475.57	476.8	477.56
41	Earning Per Share (Taka)	1.69	1.06	1.12	1.64	18.72
G.						
42	Net Operating Income to Assets	2.90%	2.66%	2.35%	2.54%	2.25%
43	Cost of Fund	7.45%	7.78%	8.13%	7.85%	8.25%
44	Cost to Income Ratio	96.97%	98.02%	96.17%	86.28%	79.61%
45	Return On Assets (ROA)	0.17%	0.10%	0.08%	0.11%	1.27%
46	Return On Investment (ROI)	8.58%	12.11%	6.12%	3.16%	8.60%
47	Return On Equity (ROE)	0.53%	0.34%	0.24%	0.34%	3.98%
48	Number of Shareholders	100% Govt. owned	100% Govt. owned	100% Govt. owned	100% Govt. owned	100% Govt. owned
49	Number of Zonal Offices	6	6	6	4	4
50	Number of Branch Offices	50	49	47	46	44
51	Number of Employees (Regular)	659	697	748	753	772