



Daffodil
International
University

Internship Report

On

“Risk Management Process and analysis of BN Marketing International Company Limited”

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Daffodil International University

Date of Submission:



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Internship Report
On
“Risk Management Process and analysis of BN Marketing International Company
Limited”

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LETTER OF TRANSMITTAL

Date:

Md. Anhar Sharif Mollah
Assistant Professor
Department of Business Administration
Faculty of Business & Entrepreneurship
Daffodil International University
Subject: Submission of Internship Report

Dear Sir,

I am pleased to submit my internship report titled “Risk Management Process and Analysis of BN Marketing International Company Limited” as a part of the requirements for the [Course/Program Name]. This report is the result of my internship at BN Marketing International Company Limited, where I had the opportunity to gain practical insights into their risk management strategies, processes, and their overall analysis.

The internship allowed me to enhance my understanding of theoretical concepts and their application in a real-world business setting. I have made every effort to ensure the accuracy of the information presented, supported by relevant data and practical experiences from my time at the company.

I would like to express my gratitude for your guidance and support throughout this internship period. Please feel free to reach out if you require any further information regarding this report. I hope that this report meets your expectations and I look forward to your valuable feedback.

Thank you for your time and consideration.

Sincerely Yours,
Md. Sahoriar Islam
ID:201-11-986
Major: Finance
Department of Business Administration
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LETTER OF DECLARATION

I, Md. Sahoriar Islam, hereby declare that the internship report titled “Risk Management Process and Analysis of BN Marketing International Company Limited” is a result of my own work carried out during the internship period at BN Marketing International Company Limited.

I confirm that this report has not been submitted, in whole or in part, to any other institution or authority for the award of any degree, diploma, or other similar titles. Any references made to other works have been duly acknowledged, and all information gathered during the internship period is used solely for academic purposes.

I also declare that the findings and insights in this report are based on my personal observations and analysis during my internship, and I take full responsibility for the content of this report.

I understand that any violation of this declaration will lead to the cancellation of the internship report.



Md. Sahoriar Islam

ID:201-11-986

Major: Finance

Department of Business Administration

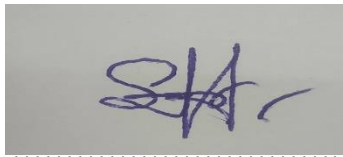
Faculty of Business & Entrepreneurship

Daffodil International University

CERTIFICATE OF APPROVAL

This is to certify that Md. Sahoriar Islam, ID; 201-11-986, Program: BBA, Major in Finance, is a regular student in the department of business administration, Faculty of business and economics at daffodil international university. He has successfully completed his internship at the BN Marketing International Company Limited under my supervision, he has prepared and submitted his internship report. His internship report topic is Risk Management Process and analysis of BN Marketing International Company Limited. I believe the report adequately meets the partial requirements for the BBA degree.

I wish him all success in life.

A rectangular box containing a handwritten signature in blue ink. The signature is stylized and appears to be 'SHA' with a flourish at the end.

Md. Anhar Sharif Mollah
Assistant Professor
Department of Business Administration
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Daffodil International University

Acknowledgment

I would like to express my deepest gratitude to several individuals and institutions whose guidance, support, and encouragement made this internship report possible.

First and foremost, I am sincerely thankful to my academic supervisor, Md. Anhar Sharif Mollah, Assistant Professor of Daffodil International University, for his continuous guidance, valuable insights, and constructive feedback throughout the preparation of this report. His expertise and advice have been instrumental in shaping my understanding of the subject matter.

I am also deeply grateful to Mr. Samsul Alam, Manager of BN Marketing International Company Limited, for providing me with the opportunity to work as an intern in his esteemed company. His professional advice, mentorship, and the practical experiences gained during my time at BN Marketing have significantly contributed to the completion of this report.

Lastly, I would like to extend my appreciation to Daffodil International University for providing the academic foundation and resources necessary for my education and personal growth. The knowledge and skills I acquired at this institution have been crucial in successfully completing this internship.

Thank you all for your invaluable support.

EXECUTIVE SUMMARY

This report provides a comprehensive analysis of BN Marketing International Company Limited, a company established in 2017 and chaired by Mr. Taher Bhuyan. Specializing in the export of wiping rags to Japan, BN Marketing has quickly emerged as a key player in this niche industry. The company's incorporation on July 25, 2017, marked the beginning of its operations in international trade, with a primary focus on delivering quality products to the Japanese market.

The report is divided into five main chapters. The first chapter introduces the study, outlining the purpose and scope of the research. The second chapter presents a detailed profile of BN Marketing, highlighting the company's history, vision, and operations. In the third chapter, an in-depth examination of the company's risk management practices is provided. This section identifies the various risks BN Marketing faces, including market fluctuations, supply chain disruptions, and regulatory challenges. Additionally, the report explores strategies to mitigate these risks and ensure continued business sustainability.

The fourth chapter focuses on the financial performance of BN Marketing over the past five years, offering key insights into its revenue trends, profitability, and financial stability. The analysis highlights the company's growth trajectory and identifies areas for improvement. Finally, the report concludes with key findings, recommendations, and a summary of potential strategies to enhance the company's operations, risk management, and financial performance.

In conclusion, this report underscores the importance of strategic risk management and financial planning for BN Marketing International Company Limited as it seeks to expand its footprint in the international market while maintaining long-term profitability and stability.

TABLE OF CONTENTS

SL No	Particulars	Page No
	Letter of Transmittal	i
	Letter of Declaration	ii
	Certificate of Approval	iii
	Acknowledgement	iv
	Executive Summary	v
	Table Of Content	vi-viii
Chapter One: Introduction of the Study		01
1.1	Introduction	02
1.2	Origin of the study	02
1.3	Scope of the study	02
1.4	Objective of the study	03
1.5	Methodology of the study	03-04
1.6	Limitations Of the Study	04-05
Chapter Two: Profile of the Organization		06
2.1	Company Profile	07
2.2	Vision of the company	07
2.3	Mission of the company	07-08
2.4	Goal of the company	08
2.5	Commitments of the company	08
2.6	An Overview of the company	08-09
Chapter Three: Literature Review		10
3.1	Introduction to Risk Management	11

3.1.1	Risk Identification and Categorization	11
3.1.2	Risk Management Practices	11-12
3.1.3	Financial Risk Analysis	12
3.2	Risks Associated with BNM	12
3.2.1	Market Risk	13
3.2.2	Operational Risk	13
3.2.3	Regulatory and Compliance Risk	13
3.2.4	Environmental and Natural Disaster Risk	13-14
3.2.5	Financial and Currency Risk	14
3.2.6	Reputational Risk	14-15
Chapter Four: Risk Management Process of BNM		16
4.1	Introduction	17
4.1.1	Risk Identification and Assessment	17
4.1.2	Risk Prioritization and Analysis	17
4.2	Risk Mitigation Strategies	17
4.2.1	Market Risk	18
4.2.2	Operational Risk	18
4.2.3	Compliance and Regulatory Risk	18
4.2.4	Environmental Risk	18
4.2.5	Financial and Currency Risk	18-19
4.3	Risk Monitoring and Reporting	19
4.4	Continuous Improvement	19
4.5	Financial Risk Analysis	19-20
4.6	Current Ratio of BNM	20-21

4.6.1	Risks and Management Process regarding current Ratio	21-22
4.7	Quick Ratio of BNM	22-23
4.7.1	Risk Management process regarding Quick Ratio	23-24
4.8	Inventory Turn Over Ratio of BNM	24-25
4.8.1	Risk and Management process regarding Inventory Turn Over Ratio	25-26
4.9	Debt to Equity Ratio of BNM	26-27
4.9.1	Risks and Management Process regarding Debt-to-Equity Ratio	27-28
4.10	Profitability Ratio of BNM	28-29
4.10.1	Risks and Management Process regarding Profitability Ratio	29-30
4.11	ROE of BNM	31-32
4.11.1	Risks and Management Process regarding ROE Ratio	32-33
Chapter Five: Findings, Recommendation & Conclusion		34
5.1	Findings & Recommendations	34-38
5.2	Conclusion	39



Chapter one:

Introduction of the Study



1.1 Introduction

BN Marketing International Company Limited, established in 2017, specializes in the export of high-quality wiping rags. With a focus on sustainability and efficiency, the company has built a strong reputation in the Japanese market. Through strict quality control and customer-focused services, BN Marketing International ensures that their products meet the specific needs of their clients. The company continues to grow by adhering to international standards and maintaining long-term relationships with its partners in Japan. Their commitment to environmental responsibility and reliable supply has solidified their place in the global textile industry.

1.2 Origine of the Study

After completing 123 credits of my BBA program, I began a three-month internship at BN Marketing International Company Limited, as part of the final requirement to complete my degree. This internship allowed me to gain hands-on experience in the intricacies of risk management processes at a prominent marketing firm. During the internship, I actively gathered information and developed the skills recommended by the management team at BN Marketing International. This report is the result of my three-month journey, providing insights and analysis into the risk management practices observed and learned during my internship at BN Marketing International Company Limited.

1.3 Scope of the Study

This study focuses on the Risk Management Process and Analysis of BN Marketing International Company Limited, with particular attention to its export operations to Japan. The scope includes identifying key risks associated with the company's supply chain, regulatory environment, market fluctuations, and operational challenges. It will evaluate internal and external factors affecting the company's ability to manage these risks, such as trade policies, currency exchange rates, and logistical disruptions. The study will also explore the company's existing risk management strategies, assess their effectiveness, and propose recommendations for improvement. By concentrating on these areas, the study aims to provide a comprehensive understanding of the risk landscape and develop strategies that can help BN Marketing International sustain its business growth and enhance its competitive edge in the international market.

1.4 Objective of the Study

The primary objective of this study is to analyze the Risk Management Process of BN Marketing International Company Limited and identify the potential risks that could impact its export operations to Japan. The specific objectives include:

- To evaluate the effectiveness of BN Marketing's current risk management strategies and practices in mitigating operational and market risks.
- To identify the internal and external factors contributing to financial, regulatory, and reputational risks in the company's export operations.
- To analyze the impact of supply chain disruptions and currency exchange fluctuations on the company's profitability and sustainability.
- To propose actionable recommendations for improving risk mitigation processes to ensure long-term business resilience.

1.5 Methodology of the Study

The methodology section outlines the research design and methods used to study credit operation management at BN Marketing International Company Limited. This study aims to provide a comprehensive understanding of the credit operations, identify key challenges and suggest improvements.

1.5.1 Research Design

This study adopts a descriptive research design to explore the risk management processes at BN Marketing International Company Limited. The goal of this design is to provide a detailed account of how the company identifies, assesses, and mitigates various risks. By using a descriptive approach, the study focuses on observing and analyzing the existing risk management practices without influencing any variables. This design helps in understanding the company's methods and processes in managing risk effectively.

1.5.2 Sources of Data

To ensure a comprehensive analysis, the study uses both primary and secondary sources of data.

Primary Sources

- Officers of the BN marketing
- Buyer of the BN marketing
- Parties involved in BN marketing

Secondary Sources

- Annual Report
- Official website
- Official files and documents
- Unpublished documents
- Field Report

Method of data collection

- Method of data collection:
- Face to face conversation with the officers and employees.
- Practical desk work and field work
- Informal conversation with the parties involved with the company

1.6 Limitations of the Study

While conducting this study on the risk management process and analysis of BN Marketing International Company Limited, several limitations were encountered that may have impacted the scope and depth of the findings. These limitations are outlined below:

1. Limited Access to Confidential Data: Due to the confidentiality policies of BN Marketing International, access to certain key data and documents related to risk management strategies and decision-making processes was restricted. As a result, some critical insights into risk mitigation measures could not be thoroughly examined.

2. Time Constraints: The duration allocated for this study was limited, which restricted the opportunity for an in-depth analysis of long-term risk management outcomes and their implications for the company's future growth and stability.

3. Sample Size: The study was conducted using a limited number of participants from the company, including only specific departments involved in the risk management process. A broader

sample size involving other departments or external stakeholders could have provided a more comprehensive view of the company's overall risk management practices.

4. Subjectivity of Interviews: The data collected from interviews and surveys relied on the subjective opinions of company employees, which may introduce bias. While efforts were made to minimize this through careful questioning, the possibility of personal perspectives influencing the findings cannot be completely ruled out.

5. Changing Market Conditions: The risk management strategies analyzed during the study were based on current market conditions. Any significant shifts in the market during or after the study could result in changes to the company's risk management approach, making some findings less applicable over time.

6. External Factors: The analysis focused primarily on internal risk management processes, with limited examination of external factors such as geopolitical risks, economic fluctuations, or sudden industry-wide changes, which may also play a significant role in the company's overall risk exposure.



Chapter Two: Profile of the Organization



2.1 Company profile

BN Marketing International Company Limited

BN Marketing International Company Limited is a leading export-oriented company that specializes in the production and export of wiping rags. Established on July 25, 2017, the company has been successfully exporting its high-quality wiping rags to Japan, building a strong reputation in the international market. The company was founded by **Mr. Taher Bhuyan, who serves as the Chairman, and under his leadership, it has grown steadily over the years.

The corporate office is strategically located in Ambag, Konabari, Gazipur, Bangladesh, allowing efficient management of international operations. Meanwhile, the **factory office is based in Dholar Bazar, Mithapukur, Rangpur, Bangladesh, where production activities are managed with precision and care. The company's modern facilities and skilled workforce ensure that it meets the growing demands of its Japanese clients with consistency.

BN Marketing International focuses on customer satisfaction by delivering products on time and adhering to strict quality standards. Its commitment to maintaining long-term relationships with clients, combined with its dedication to continuous improvement, has made it a trusted name in the industry. With an eye toward future growth, BN Marketing aims to expand its global reach and continue enhancing its product line to serve a broader market.

2.2 Vision

To establish BN Marketing International as a premier global exporter of wiping rags, recognized for our exceptional quality and commitment to customer satisfaction, while promoting sustainable practices and contributing positively to the environment and communities we serve.

2.3 Mission:

Our mission is to provide superior wiping rags to the Japanese market and beyond, ensuring that we exceed customer expectations through consistent quality, timely deliveries, and innovative



solutions. We aim to build strong relationships with our partners and stakeholders, fostering a culture of excellence within our organization.

2.4 Goal:

To enhance our position in the global market by expanding our reach and diversifying our product offerings, all while maintaining our high standards of quality and service. We aspire to be a trusted partner for our clients, contributing to their success and growth.

2.5 Commitment:

BN Marketing International is dedicated to:

- Delivering high-quality products that comply with international standards.
- Ensuring prompt and reliable shipping to meet our customers' needs.
- Promoting ethical business practices and transparency in all operations.
- Investing in the development and well-being of our employees, recognizing that they are vital to our success.
- Implementing sustainable practices in our production processes to minimize environmental impact.

2.6 Overview of the company

Overview of BN Marketing International Company Limited based on the provided example:

BN Marketing International Company Limited is a specialized export company that has been supplying high-quality wiping rags to the Japanese market since 2017. Over the years, the company has built a solid reputation among its international clients by consistently meeting their needs and maintaining high standards of service. BN Marketing focuses on fostering long-term relationships with its customers, whether they are long-standing partners or new clients.

Key factors contributing to BN Marketing's success include:

1. Commitment to Quality: The company prioritizes delivering top-quality wiping rags that meet the expectations of its Japanese buyers, ensuring high levels of customer satisfaction.



2. **Timely Shipments:** BN Marketing is known for its reliability, ensuring that products are delivered on time, maintaining the trust of its clients.
3. **Customer-Centric Approach:** The company places great importance on understanding and addressing the specific needs and preferences of each customer.
4. **Efficient Workforce:** The company's team is dedicated and skilled, contributing to its ability to maintain high-quality standards and meet deadlines.



Chapter Three:

LITERATURE REVIEW

3.1 Introduction to Risk Management in Export-Oriented Companies

Risk management is essential for companies like BN Marketing International Company Limited, which operate in the export industry. Exporting products, especially to markets with stringent quality standards like Japan, involves various operational, financial, and market risks. Risk management processes help organizations identify, evaluate, mitigate, and monitor these risks to sustain operations and maintain profitability.

3.1.1 Risk Identification and Categorization

The risks faced by BN Marketing can be categorized as follows:

- ✓ **Market Risks:** These include demand fluctuations, economic shifts, and competitive pressures in the Japanese market. Consumer preferences and purchasing power changes can significantly affect profitability.
- ✓ **Operational Risks:** Issues such as supply chain disruptions, equipment breakdowns, and delays in production can harm client relationships and disrupt delivery schedules.
- ✓ **Regulatory and Compliance Risks:** Adherence to strict export-import regulations and quality standards is crucial. Any lapses could lead to penalties, shipment rejections, or reputational damage.
- ✓ **Environmental Risks:** Natural disasters in Bangladesh and Japan (e.g., floods, cyclones, earthquakes) pose significant challenges to production and logistics.
- ✓ **Financial and Currency Risks:** Exchange rate volatility between Bangladeshi Taka and Japanese Yen directly impacts profit margins. Delayed payments from clients can exacerbate financial stress.
- ✓ **Reputational Risks:** As an export business, BN Marketing's reputation is critical. Any compromise in quality or service can lead to loss of trust and clients.

3.1.2 Risk Management Practices

BN Marketing employs a structured risk management process that includes:

- ✓ **Risk Identification and Assessment:** A systematic evaluation of both internal and external factors, prioritizing risks based on their likelihood and impact.

Mitigation Strategies: Targeted measures include:

- ✓ Conducting market research and diversifying client bases.
- ✓ Implementing robust quality control protocols.
- ✓ Maintaining alternative supply chains and backup logistics for environmental risks.
- ✓ Hedging currency risks through forward contracts.
- ✓ Enhancing compliance mechanisms to keep up with regulatory changes. Risk Monitoring and Reporting: Regular audits and monitoring help the company detect and address emerging risks promptly.

3.1.3 Financial Risk Analysis

Key financial indicators such as current ratio, quick ratio, inventory turnover ratio, debt-to-equity ratio, profitability ratio, and return on equity (ROE) are analyzed to assess financial health and risk exposure:

- ✓ Current Ratio and Quick Ratio: These ratios indicate liquidity levels. Improvements in recent years suggest better management of short-term liabilities.
- ✓ Inventory Turnover Ratio: Although fluctuating, recent improvements reflect better inventory management.
- ✓ Debt-to-Equity Ratio: A decline in this ratio shows reduced reliance on debt, minimizing financial risk.
- ✓ Profitability Ratio and ROE: While profitability has improved, declining ROE in recent years suggests challenges in efficiently utilizing shareholder equity.

3.2 Risks Associated with BN Marketing International Company Limited

As a specialized exporter of high-quality wiping rags to Japan, BN Marketing International Company Limited operates in a dynamic, competitive market and faces several inherent risks across its operations. These risks include market, operational, regulatory, environmental, and financial challenges that can impact the company's stability, reputation, and profitability.

3.2.1 Market Risk

Market risk encompasses the uncertainties related to the Japanese market, a highly competitive space with stringent quality expectations. Changes in consumer preferences, competitor actions, or demand fluctuations can influence the demand for BN Marketing's products. Additionally, economic shifts, such as inflation or changes in Japan's economy, can affect purchasing power, potentially leading to reduced orders or pressure to lower prices, which could impact profitability.

3.2.2 Operational Risk

Operational risk arises from the internal processes involved in producing and delivering high-quality wiping rags. For BN Marketing, these risks include possible disruptions in the supply chain, unexpected equipment breakdowns, and production delays that could hinder the company's ability to meet customer deadlines. Maintaining high standards requires ongoing investments in quality control, employee training, and efficient production management. Any lapses in these areas, such as a decline in product quality or delays in delivery schedules, could harm the company's reputation and lead to client dissatisfaction or loss of future business.

3.2.3 Regulatory and Compliance Risk

Operating in the international export sector brings regulatory and compliance challenges. BN Marketing must adhere to various regulations related to labor laws, environmental standards, and product quality both in Bangladesh and Japan. Changes in export-import policies, trade tariffs, or international trade agreements can impact the ease of doing business, potentially leading to additional costs, delays, or even restrictions on shipments. Compliance with Japanese quality standards, which are stringent, is essential to prevent rejections at customs, fines, or reputational damage. The company also faces pressure to ensure transparency and ethical practices in its operations to align with international standards.

3.2.4 Environmental and Natural Disaster Risk



BN Marketing's operations, from production in Bangladesh to export to Japan, are exposed to environmental risks, particularly natural disasters. Bangladesh is prone to floods, cyclones, and other extreme weather events that can disrupt production, damage infrastructure, or halt transportation. Likewise, Japan, being prone to earthquakes and typhoons, can experience logistics challenges that delay product delivery. These risks require the company to have contingency plans and backup logistics options to minimize disruption. Environmental regulations related to waste management and carbon emissions are also increasingly strict in international markets, adding pressure to maintain environmentally friendly practices.

3.2.5 Financial and Currency Risk

As an export business, BN Marketing is vulnerable to currency fluctuations between the Bangladeshi Taka and Japanese Yen, which can affect profit margins. Adverse changes in exchange rates can lead to lower revenues or increase the cost of imported materials, impacting the company's bottom line. Additionally, the company faces credit risks, especially if clients delay payments or fail to honor contracts. This could disrupt cash flow, making it challenging to manage daily operations or invest in necessary improvements. Financial risk management is crucial, especially as the company grows and engages with a broader client base that may involve varying payment terms and creditworthiness.

3.2.6 Reputational Risk

Reputation is key in the international export market, where clients depend on consistent quality and reliable service. BN Marketing has worked hard to establish a solid reputation among Japanese clients. However, any issues with product quality, shipment delays, or regulatory violations could harm this reputation, leading to a loss of trust and potential business. In today's interconnected world, negative feedback can spread quickly, especially in business circles, making reputational risk a significant concern. The company must ensure high standards of communication, quality control, and customer service to sustain its positive image in the industry.



BN Marketing's ability to identify, manage, and mitigate these risks is essential for sustaining its growth and competitive edge. Adopting a proactive risk management strategy allows the company to respond quickly to challenges, protecting its market position while maintaining high standards for its clients.



Chapter Four:

Risk Management of BN Marketing International Company Limited



4.1 Risk Management Process for BN Marketing International Company Limited.

BN Marketing International Company Limited manages various risks in its mission to provide high-quality wiping rags to the Japanese market. To sustain its reputation and client trust, the company employs a structured risk management process, helping it to anticipate, address, and mitigate risks across market, operational, regulatory, environmental, financial, and reputational areas.

4.1.1 Risk Identification and Assessment

The first step in BN Marketing's risk management process is identifying potential risks across all areas of its operations. This involves systematically analyzing internal and external factors, including market trends, supply chain processes, regulatory requirements, environmental challenges, and financial stability. Each risk is evaluated based on its potential impact on the business and the likelihood of occurrence. This initial assessment helps the company prioritize risks, focusing on those that pose the most significant threat to operational efficiency, client satisfaction, and profitability.

4.1.2 Risk Prioritization and Analysis

After identifying risks, BN Marketing prioritizes them by analyzing both their financial and operational implications. Risks such as currency fluctuations, which directly impact profitability, are typically given high priority, as are compliance and operational risks that could affect product quality and delivery timelines. By analyzing risks in terms of potential consequences, BN Marketing can allocate resources effectively, ensuring that high-priority risks receive the attention they require.

4.2 Risk Mitigation Strategies

To address each category of risk, BN Marketing applies targeted mitigation strategies



4.2.1 Market Risk

The company conducts regular market research to stay informed on shifts in consumer preferences and competitive activity. Diversifying its customer base within Japan and exploring alternative markets can also reduce dependency on a single market segment, providing greater resilience against economic changes.

4.2.2 Operational Risk

To minimize operational risks, BN Marketing has stringent quality control protocols in place throughout the production process. The company invests in reliable equipment, maintains a robust training program for employees, and has developed contingency plans for critical stages of production. This ensures continuity and consistency in fulfilling client orders even if equipment fails or supply chain issues arise.

4.2.3 Compliance and Regulatory Risk

Regular monitoring of international trade regulations is essential for BN Marketing to prevent non-compliance issues. The company employs a team dedicated to staying updated on regulatory changes and industry standards, particularly in the Japanese market. By ensuring that its products meet Japanese quality standards and labor laws, BN Marketing minimizes the risk of penalties, delays, or damage to its reputation.

4.2.4 Environmental Risk

The company has established contingency protocols for natural disasters, such as identifying alternative suppliers and logistics partners who can step in during emergencies. These measures allow BN Marketing to maintain production and distribution even when facing environmental disruptions. Furthermore, the company is mindful of environmental standards in production, aiming to minimize waste and reduce its carbon footprint, which helps ensure compliance with environmental regulations in its export markets

4.2.5 Financial and Currency Risk

Currency fluctuations are managed through hedging strategies and long-term contracts with stable currency terms wherever possible. By securing favorable exchange rates or incorporating risk-



sharing clauses in contracts, BN Marketing can protect itself against volatile currency movements. Additionally, the company maintains an efficient invoicing and collections system to mitigate credit risks and ensure a steady cash flow.

4.3 Risk Monitoring and Reporting

BN Marketing regularly monitors risk factors, ensuring that new and existing risks are under control. By implementing performance indicators related to production, market trends, compliance status, and customer satisfaction, the company can detect emerging risks promptly. Internal audits are conducted periodically to assess the effectiveness of risk mitigation strategies, allowing management to make data-driven decisions and improve the process where necessary.

4.4 Continuous Improvement

Risk management is a dynamic process, requiring BN Marketing to adapt to changes in the market, industry regulations, and operational circumstances. The company promotes a culture of continuous improvement, where lessons learned from past challenges inform future strategies. Regularly reviewing and updating risk management

By following these steps, BN Marketing International Company Limited effectively manages its risk exposure, which is crucial to maintaining its reputation and fulfilling its commitment to high-quality service. Through proactive and adaptive risk management, the company can continue growing in the competitive Japanese market while safeguarding its operational and financial stability

4.5 Financial Risk Analysis

The financial risk analysis of BN Marketing International Company Limited provides a comprehensive overview of the company's financial health, performance, and stability. Established as a specialized exporter of high-quality wiping rags to Japan since 2017, BN Marketing has consistently aimed to deliver value to its clients while navigating the competitive landscape of international trade. This chapter examines key financial indicators, including profitability, liquidity, and efficiency ratios, to assess how effectively BN Marketing manages its



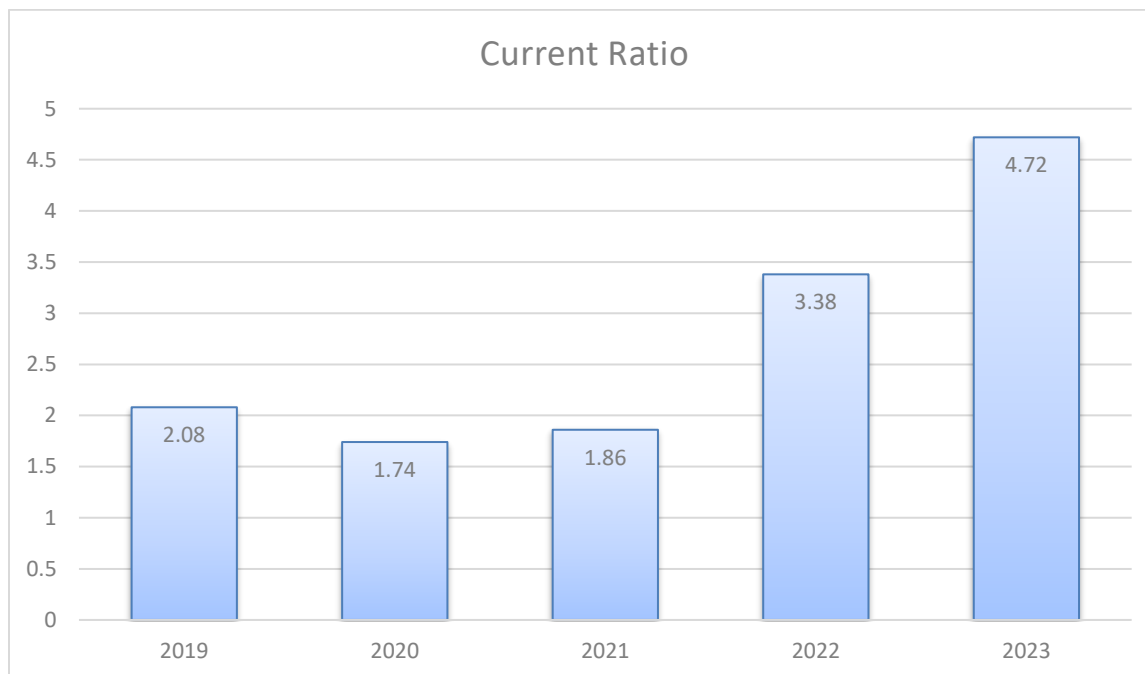
resources, meets operational costs, and sustains growth. By analyzing these financial metrics, this section aims to offer insights into the company's financial strengths and potential areas for improvement, supporting better strategic planning and decision-making. Through this analysis, stakeholders can better understand BN Marketing's financial resilience and its capacity to uphold quality and client satisfaction in a dynamic market.

4.6 Current Ratio of BN Marketing International Company Limited.

The current ratio is a financial metric that measures a company's ability to cover its short-term liabilities with its short-term assets. It is calculated by dividing current assets by current liabilities. This ratio provides insight into the company's short-term liquidity and financial health, with a higher ratio indicating a better ability to meet short-term obligations.

$$\text{Current Ratio} = \frac{\text{Current Asset}}{\text{Current Liabilities}}$$

Year	2019	2020	2021	2022	2023
Current Asset	1594630	1447543	1619515	14944093	2785713
Current Liabilities	763507	830605	868813	441520	589960
Current Ratio	2.08	1.74	1.86	3.38	4.72



The current ratio of the company shows a fluctuating trend from 2019 to 2023. In 2019, the ratio was 2.08, indicating the company's ability to meet its short-term obligations was healthy. However, it declined to 1.74 in 2020, showing a reduction in liquidity. The ratio improved slightly to 1.86 in 2021, signaling better financial stability. A significant increase occurred in 2022, with the ratio rising to 3.38, and it further surged to 4.72 in 2023, demonstrating a strong liquidity position. This upward trend in the later years reflects the company's enhanced capacity to cover short-term liabilities with its current assets.

4.6.1 Risks and Management process Regarding Current Ratio:

1. Low Current Ratio Risk (2019-2020):

➤ **Risk**

- ✓ A decline in the current ratio from 2.08 in 2019 to 1.74 in 2020 indicates a reduction in liquidity, which could signal potential liquidity problems. When the current ratio falls below 1, the company may face difficulty meeting its short-term liabilities. A ratio between 1.5 and 2 is generally considered acceptable, but a decline may raise concerns regarding the adequacy of current assets to cover short-term obligations.

➤ **Management Strategy:**

- ✓ **Improve Working Capital:** The company can focus on improving working capital by enhancing cash flow management, reducing short-term debt, or efficiently managing inventory and receivables.
- ✓ **Optimize Inventory Management:** Reducing excess or obsolete inventory to free up cash can increase the current ratio.

2.Improved Liquidity (2022-2023):

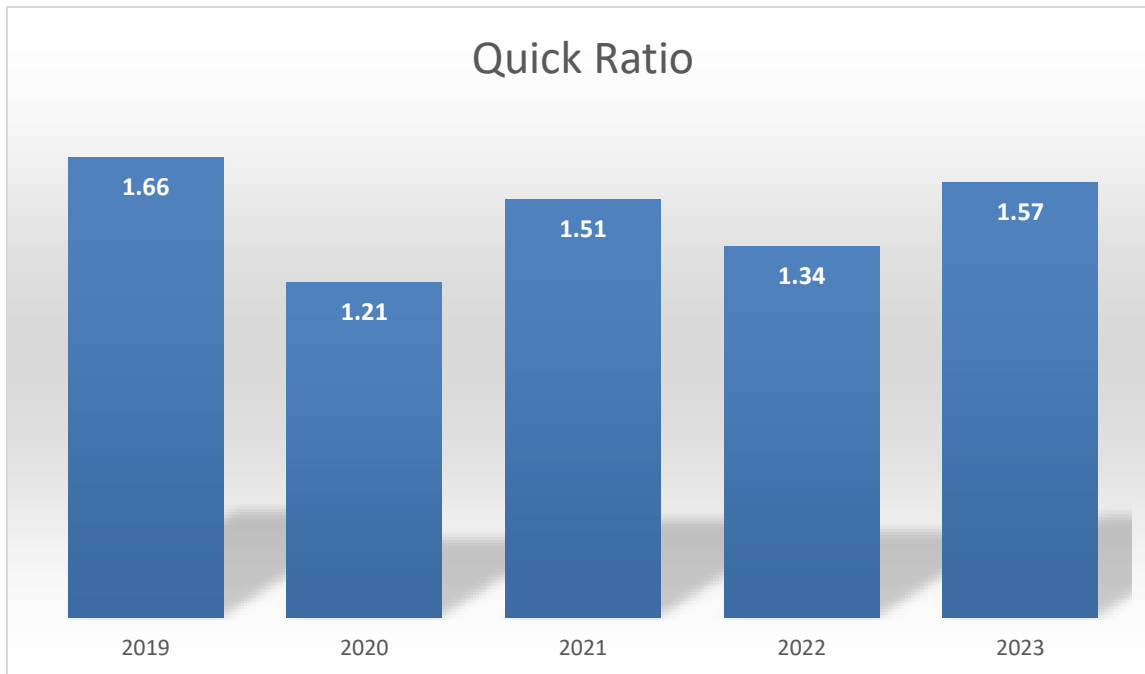
- **Risk**
 - ✓ While a high current ratio of 3.38 in 2022 and 4.72 in 2023 indicates a strong liquidity position, it can also signal potential inefficiencies in asset utilization. A very high current ratio might suggest that the company is not making the most of its assets to generate returns. Excess cash, receivables, or inventory could indicate that the company is not investing or deploying resources effectively for growth.
- **Management Strategy:**
 - ✓ **Invest Excess Cash:** The company can invest excess cash or liquid assets in growth opportunities, such as research and development, capital expenditures, or acquisitions, rather than holding large amounts of idle cash.
 - ✓ **Evaluate Operational Efficiency:** A high ratio might indicate that some current assets (like receivables or inventory) are not being converted into cash quickly. The company should streamline operations, improve sales cycles, and reduce the time between purchasing inventory and converting it into revenue.

4.7 Quick Ratio of BN Marketing International Company Limited.

The quick ratio, also known as the acid-test ratio, is a financial measure that assesses a company's ability to meet its short-term liabilities using its most liquid assets. Unlike the current ratio, it excludes less liquid assets such as inventory and prepaid expenses, focusing instead on cash, marketable securities, and accounts receivable. By comparing these quick assets to current liabilities, the quick ratio provides a clear picture of whether a company can cover immediate obligations without relying on asset sales. A ratio above 1 typically indicates strong liquidity, though the ideal value varies by industry.

$$\text{Quick Ratio} = \frac{\text{Current Asset} - \text{Inventories} - \text{Prepaid expense}}{\text{Current Liabilities} - \text{Bank over Draft} - \text{Accruals}}$$

Year	2019	2020	2021	2022	2023
Quick Ratio	1.66	1.21	1.51	1.34	1.57



A Quick Ratio of 1 or higher indicates that the company has sufficient liquid assets to cover its short-term liabilities without needing to sell inventory. 2019 had the highest quick ratio at 1.66, which means it had a very healthy liquidity position. 2020 showed a slight decrease to 1.21, but still indicates good liquidity. 2021, 2022, and 2023 maintained solid liquidity, with 2023 showing the highest improvement at 1.57, indicating even stronger financial health in covering short-term obligations.

4.7.1 Risk and Management process Regarding Quick Ratio Analysis:

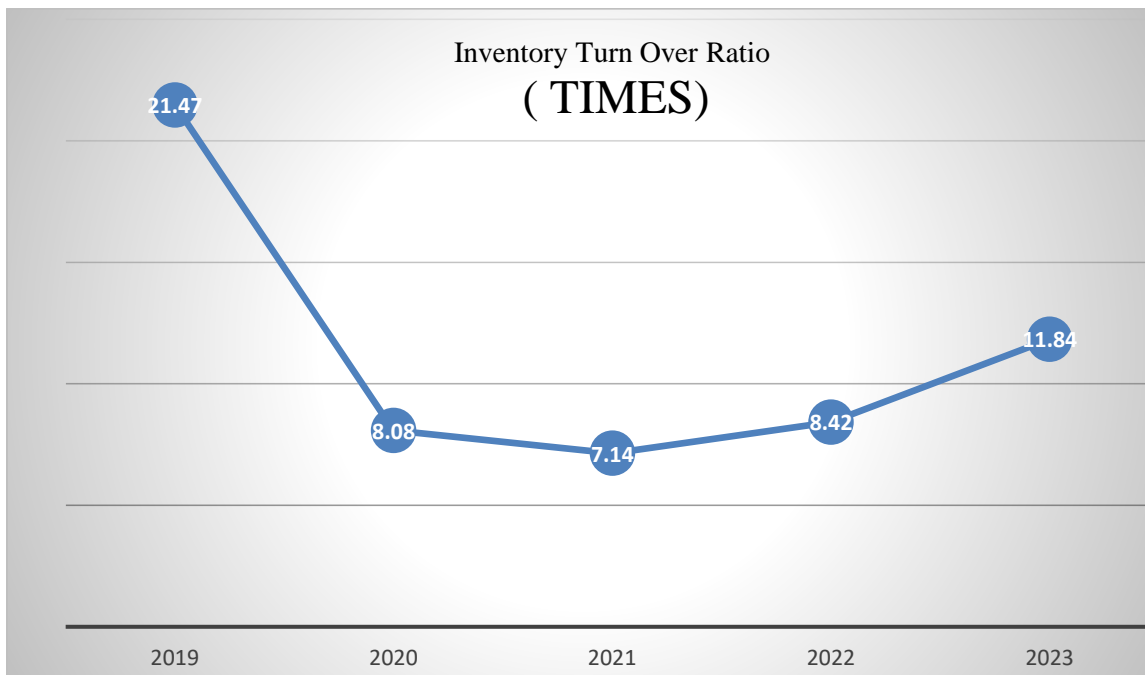
While the quick ratio for the company from 2019 to 2023 has remained above 1.0, which indicates healthy liquidity, there are risks associated with both insufficient liquidity (as seen in 2020) and excess liquidity (as seen in 2023). Managing these risks requires focusing on efficient use of liquid

assets, reducing short-term liabilities, and ensuring liquidity levels are balanced with the company’s investment and growth strategies. By doing so, the company can maintain financial stability and optimize its capital structure for future growth.

4.8 Inventory Turn Over Ratio of BN Marketing International Company Limited

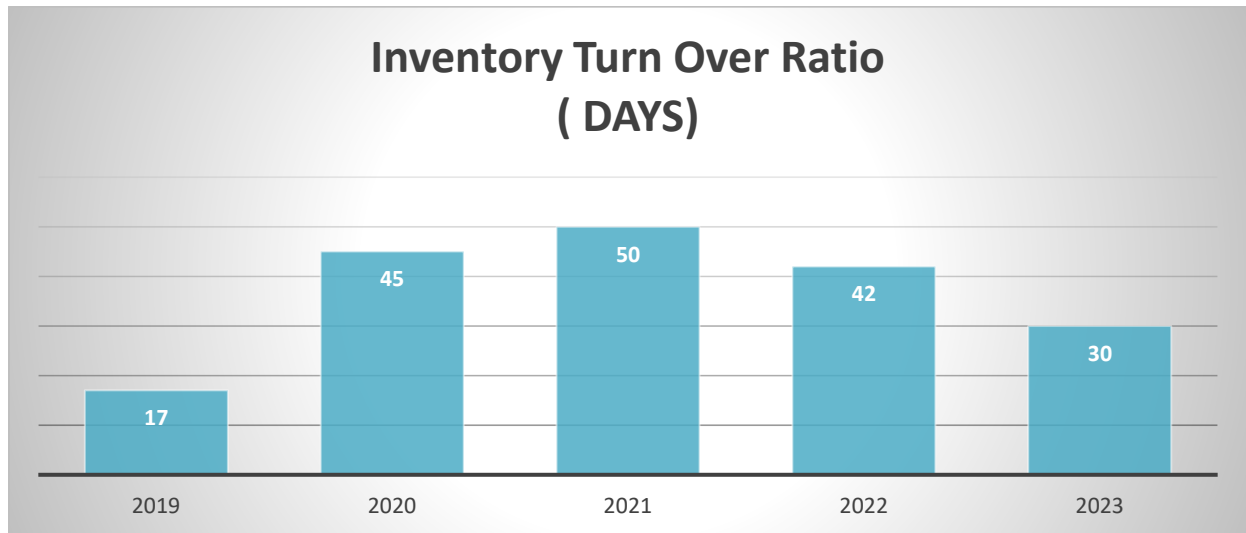
Inventory turnover is a financial ratio that measures how quickly a company sells and replaces its inventory over a specific period, such as a year. A high inventory turnover indicates efficient inventory management, where products are sold quickly, while a low turnover could suggest issues like overstocking or slow sales.

Year	2019	2020	2021	2022	2023
COGS	11731360	6146764	12616843	19176743	18600670
Avg.Inventories	546254	765790	1765755	2275000	1570589
Times	21.47	8.02	7.14	8.42	11.84
Days	17	45	50	42	30



The inventory turnover ratio for the years 2019 to 2023 shows a fluctuating trend. In 2019, the ratio was high at 21.47 times, indicating efficient inventory management and rapid sales. However,

the ratio sharply dropped in 2020 to 8.02 times, suggesting a slowdown in inventory turnover, possibly due to external factors like market demand changes or operational disruptions. It then further declined slightly to 7.14 times in 2021. Afterward, the ratio rebounded in 2022 to 8.24 times, and continued to improve in 2023, reaching 11.84 times, reflecting a stronger inventory turnover and potential improvements in sales or inventory management. The overall pattern indicates variability but a positive recovery trend in the latter years.



The inventory turnover ratio over the years shows a fluctuating trend in how quickly the company is able to sell and replace its inventory. In 2019, the company had a strong inventory turnover with just 17 days, indicating efficient inventory management. However, in 2020, the turnover rate slowed significantly, reaching 45 days, which suggests a decrease in efficiency or challenges in product movement. The trend worsened in 2021, with the turnover rate increasing to 50 days. Although there was some improvement in 2022 (42 days), the company made a notable recovery in 2023, with the turnover rate decreasing to 30 days. This suggests that the company has been improving its inventory management, reducing holding periods and potentially enhancing sales performance. The graph would clearly show a peak in 2021, followed by a gradual decline in the subsequent years, indicating recovery and better inventory efficiency.

4.8.1 Risk and Management process Regarding Inventory Turnover Ratio:

1. Slow Inventory Turnover (2020-2021):

- **Risk**
- ✓ The drop in the inventory turnover ratio from 21.47 in 2019 to 8.02 in 2020 and 7.14 in 2021 suggests inefficiency in managing inventory, potentially due to reduced demand or operational disruptions. This leads to higher holding costs and tied-up capital.
- **Management Strategy:**
- ✓ **Optimize Inventory Levels:** Reduce excess inventory by forecasting demand more accurately and avoiding overstocking.
- Supplier Relationships:** Negotiate better lead times and flexible supply chain management to adjust inventory quickly based on demand shifts.

2. Recovery and Increasing Turnover (2022-2023):

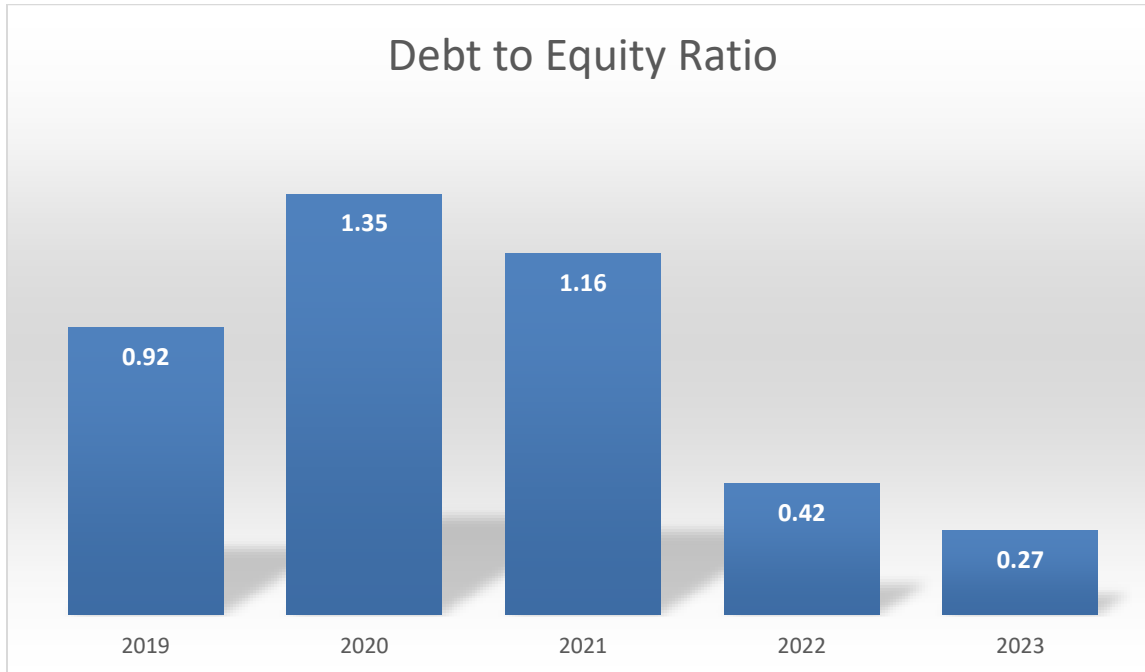
- **Risk**
- ✓ While the recovery to 8.24 times in 2022 and 11.84 times in 2023 indicates improved efficiency, the ratio still needs monitoring to avoid overstocking or stockouts.
- **Management Strategy:**
- ✓ **Maintain Balanced Stock Levels:** While improving turnover, ensure that inventory isn't too low, which could lead to stockouts and missed sales opportunities.

4.9 Debt to Equity Ratio of BN Marketing International Company Limited.

The Debt-to-equity ratio is a financial metric used to evaluate the relative proportion of a company's debt and equity financing. It is calculated by dividing the company's total liabilities (debt) by its shareholders' equity. This ratio helps assess the financial leverage of a company, indicating how much debt is used to fund its operations relative to the equity invested by shareholders. A higher ratio suggests a company relies more on debt, which can increase financial risk, while a lower ratio indicates a greater reliance on equity, generally considered less risky.

$$\text{Current Ratio} = \frac{\text{Total Liabilities}}{\text{Total equity}}$$

Year	2019	2020	2021	2022	2023
Quick Ratio	0.92	1.35	1.16	0.42	0.27



The ratio of 0.92 indicates that, for every dollar of equity, the company had approximately 92 cents in debt. This suggests a balanced capital structure where debt is nearly equal to equity. A ratio of 1.35 shows that the company had \$1.35 of debt for every dollar of equity. This represents a higher level of financial risk, as the company is more leveraged compared to 2019. With a ratio of 1.16, the company's debt level slightly decreased from 2020 but was still relatively high. For every dollar of equity, there was \$1.16 in debt. This indicates that the company continued to be heavily dependent on debt financing. The ratio dropped significantly to 0.42, indicating a substantial reduction in debt. For every dollar of equity, the company had only 42 cents in debt. This marks a shift towards a more conservative financial structure, likely reducing the company's financial risk. The ratio further decreased to 0.27, which is a very low level of debt relative to equity. For every dollar of equity, the company had only 27 cents of debt. This suggests that the company is in a very strong financial position with minimal reliance on debt.

4.9.1 Risks and Management Process regarding Debt-to-Equity Ratio:



Ratio of 1.35

Risk: High financial leverage. The company is more dependent on debt, which increases the risk of default or insolvency, especially in tough economic conditions.

Ratio of 1.16

Risk: Still relatively high leverage, indicating a continued heavy reliance on debt financing.

Ratios of 0.42 and 0.27

Risk: Low reliance on debt. While this reduces financial risk, it could signal underutilization of debt financing, missing opportunities for growth or higher returns on equity.

Management of Risks:

1. Maintain a Balanced Ratio (0.92):

- ✓ Keep the D/E ratio near 1:1 to balance debt and equity, ensuring adequate leverage for growth while mitigating the risk of financial distress.

2. Reduce High Leverage (Above 1.0):

- ✓ For ratios like 1.35 or 1.16, consider reducing debt over time by increasing equity, improving profitability, or refinancing debt to lower-cost options to ease financial pressure.

3. Use Debt Strategically:

- ✓ With lower ratios like 0.42 or 0.27, explore opportunities to use debt for expansion or investment in high-return projects without overextending financial risk.

4. Monitor Economic Conditions:

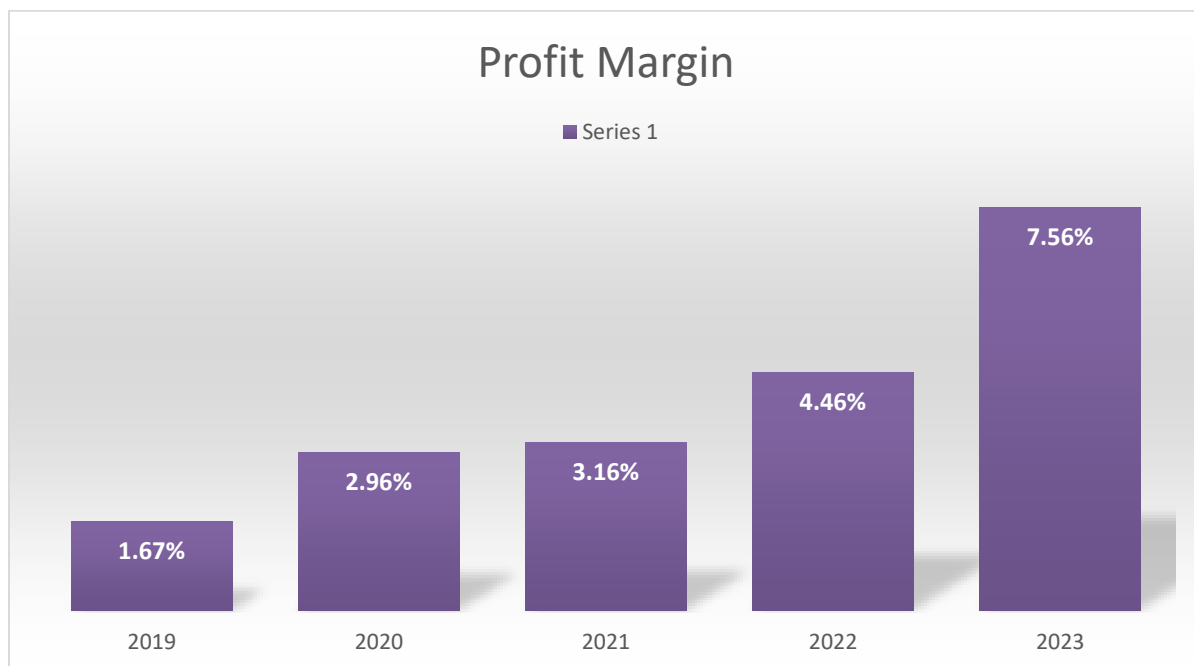
- ✓ Regularly assess the external economic environment. In times of low interest rates, higher leverage can be beneficial, but during periods of economic instability, reducing debt will lower risk.

4.10 Profitability Ratio of BN Marketing International Company Limited.

The net profit margin ratio is a financial metric that measures how much profit a company makes for every dollar of revenue, after all expenses have been subtracted. It shows the percentage of revenue that translates into profit, providing insight into a company's overall financial health,

efficiency, and profitability. It’s an important tool for investors, analysts, and business owners to understand how well a company controls its costs and how effectively it turns revenue into profit.

Year	2019	2020	2021	2022	2023
Net Profit After Tax	231123	214315	191394	301871	3645257
Sales	13801600	7231500	6050000	6500000	48000000
Profit Margin	1.67%	2.96%	3.16%	4.46%	7.56%



The net profit margin ratio from 2019 to 2023 demonstrates a consistent upward trend, reflecting improved profitability over the years. Starting at 1.67% in 2019, the ratio saw a gradual increase to 2.96% in 2020 and 3.16% in 2021, indicating steady financial growth. In 2022, the margin rose more significantly to 4.46%, and by 2023, it peaked at 7.59%, showing a robust enhancement in operational efficiency and cost management. This progression suggests that the company has successfully expanded its profit margins over time, likely due to increased revenues, better resource utilization, or reduced expenses.

4.10.1 Risks and Management Process regarding Profitability Ratio:

Risks of Profitability Ratio:

1. Sustainability of Profit Growth:

- ✓ Risk: A significant increase in profitability (from 4.46% to 7.59%) might be driven by temporary factors, such as one-time cost reductions or favorable market conditions, which may not be sustainable.

2. Market and External Factors:

- ✓ Risk: Profitability improvements might be influenced by external conditions like lower input costs or favorable market trends. If these conditions change, profitability may decline.

Managing the Risks:

1. Focus on Sustainable Profitability:

- ✓ Ensure that profitability growth is driven by consistent revenue growth and operational efficiency rather than short-term cost cuts. Focus on long-term improvements in processes and customer value.

2. Diversify Revenue Streams:

- ✓ To avoid dependence on external factors or short-term conditions, diversify revenue sources and ensure the company is resilient to market fluctuations.

3. Invest in Key Areas:

- ✓ Balance cost-cutting efforts with investments in innovation, employee development, and customer satisfaction to ensure profitability gains are sustainable and not at the cost of long-term growth.

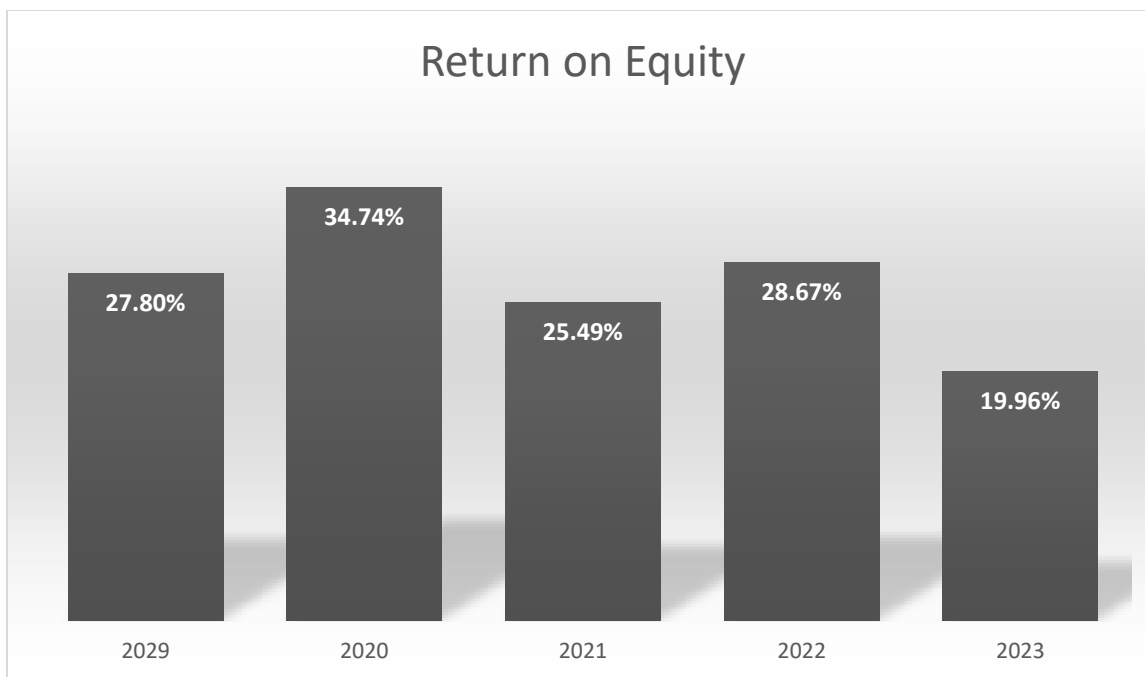
4. Regular Monitoring:

- ✓ Continuously assess market conditions, cost structures, and profit drivers. This helps identify potential risks to profitability and allows the company to adapt to changing circumstances quickly.

4.11 Return on Equity (ROE) of BN Marketing International Company Limited

Return on Equity (ROE) is a financial metric that measures how effectively a company uses the equity invested by its shareholders to generate profit. It shows the relationship between the net income (the profit after all expenses, taxes, and costs) and shareholders' equity (the total value of shareholders' investment, including retained earnings). A high ROE indicates that the company is efficiently using shareholder funds to create value, while a low ROE may signal inefficiencies or weaker profitability.

Year	2019	2020	2021	2022	2023
ROE	27.80%	34.74%	25.49%	28.67%	19.96%



The return on equity (ROE) data from 2019 to 2023 illustrates a fluctuating trend. The ROE peaked in 2020 at 34.74%, indicating high profitability relative to shareholder equity during that year. It dropped significantly in 2021 to 25.49%, recovered slightly to 28.67% in 2022, and then declined

further to 19.96% in 2023. This overall downward trend from the peak in 2020 suggests increasing challenges in maintaining profitability or efficient equity utilization over the years.

4.11.1 Risk and Management Process regarding Return on Equity Ratio:

Risks of Return on Equity (ROE):

1.Fluctuating ROE:

- ✓ **Risk:** The significant fluctuations in ROE, particularly the sharp drop from 34.74% in 2020 to 19.96% in 2023, suggest potential instability in profitability or equity utilization. This volatility can signal challenges in maintaining consistent financial performance, which may worry investors and affect stock prices.

2.Declining ROE Over Time:

- ✓ Risk: The downward trend in ROE could indicate weakening profitability, lower operational efficiency, or diminishing returns on shareholders' equity.

3.Excessive Leverage Impact:

- ✓ Risk: A high ROE, like the 34.74% peak in 2020, could be artificially inflated by excessive financial leverage. If the company is relying too heavily on debt, the ROE might not reflect true operational efficiency.

Managing the Risks:

1.Improve Consistency in Profitability:

- ✓ Focus on stabilizing revenue streams and reducing operational volatility. This could involve improving core business processes, managing costs better, and ensuring strong customer retention to mitigate the risk of declining profitability.

2.Monitor and Optimize Capital Structure:

- ✓ Balance the use of debt and equity to avoid excessive leverage, which can artificially inflate ROE and increase financial risk. Maintaining a healthy capital structure will help ensure that ROE reflects true operational performance rather than being driven by high financial leverage.



3.Focus on Long-Term Value Creation:

- ✓ Shift focus from short-term gains to sustainable growth by investing in innovation, product development, and market expansion. This can help stabilize ROE and foster a more predictable and solid return on equity over time.



Chapter Five:

Findings, Recommendation & Conclusion



5.1 Findings

The analysis of the risk management process of BN Marketing International Company Limited has uncovered several critical issues and limitations.

Effectiveness of Risk Management:

BN Marketing International Company Limited has implemented structured risk management processes, including risk identification, assessment, and mitigation strategies. These processes effectively address market, operational, financial, and regulatory risks, ensuring business continuity and client satisfaction.

Financial Performance Trends:

The company's financial health has shown improvement over the years. Metrics such as the current ratio and quick ratio indicate a strong liquidity position, while profitability ratios reflect consistent growth in profit margins.

Operational Efficiency:

Despite fluctuations in inventory turnover, recent improvements suggest enhanced inventory management. This reflects the company's efforts to optimize production and align with market demands.

Market Dependence:

A significant reliance on the Japanese market poses risks related to demand fluctuations and economic conditions. Diversification into other international markets could mitigate these risks.

Sustainability Practices:

The company's commitment to environmental responsibility is evident in its adoption of eco-friendly production processes. However, there is scope for further alignment with international sustainability standards.



Currency Exchange Volatility:

Fluctuations in the exchange rate between Bangladeshi taka and Japanese Yen significantly affect profitability, creating financial uncertain.

5.2 Recommendations for Enhanced Risk Management

The study proposes several recommendations to strengthen risk management:

Diversify Market Base

Expand operations into new geographical markets beyond Japan to reduce dependency and mitigate market risk.

Strengthen Quality Control Systems

Implement advanced quality assurance measures to consistently meet stringent client expectations and avoid reputational damage.

Develop Robust Contingency Plans

Prepare comprehensive disaster recovery plans for production and logistics to ensure minimal disruption during emergencies.

Invest in Supply Chain Redundancy

Establish alternative suppliers and transportation routes to reduce dependency on a single supply chain network.

Hedge Currency Risks

Use financial instruments like forward contracts or currency swaps to mitigate the impact of exchange rate volatility.

Enhance Environmental Initiatives

Adopt sustainable production practices, such as waste recycling and energy-efficient processes, to align with international environmental standards.

Implement a Proactive Compliance System

Create a compliance task force to stay updated on changing regulations and ensure timely adaptations to avoid penalties.



Improve Cash Flow Management

Strengthen invoicing systems and client payment tracking to minimize financial disruptions caused by delayed payments.

Increase Employee Training

Conduct regular training sessions for employees to ensure operational excellence and compliance with industry standards.

Build Client Relationship Programs

Develop programs to foster stronger relationships with clients, ensuring trust and long-term partnerships.

Establish Reputation Monitoring Systems

Set up systems to track customer feedback and address issues promptly, protecting the company's reputation.

Introduce Performance Metrics for Risk Management

Define key performance indicators (KPIs) to measure the effectiveness of risk management initiatives regularly

Pursue Certifications and Standards

Obtain international certifications, such as ISO standards, to demonstrate the company's commitment to quality and compliance.



5.3 Conclusion

BN Marketing International Company Limited operates in a competitive and dynamic environment, with several inherent risks stemming from its reliance on the Japanese market, operational complexities, regulatory challenges, environmental factors, and financial uncertainties. The company has made commendable efforts to maintain quality and client satisfaction; however, further strengthening its risk management processes is crucial for sustained growth and resilience.

Adopting the recommended strategies, such as diversifying the market base, improving compliance systems, and enhancing environmental practices, will help mitigate potential threats and align with global business standards. Furthermore, proactive risk management through technology, employee training, and contingency planning will safeguard the company's reputation and operational stability.

By continuously monitoring and updating its risk management framework, BN Marketing can not only minimize disruptions but also capitalize on opportunities, ensuring a competitive edge in the international market. A strategic focus on resilience and adaptability will enable the company to achieve its long-term goals while maintaining strong client trust and operational excellence.



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PAGE 3

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PAGE 5

PAGE 6

PAGE 7

PAGE 8

PAGE 9

PAGE 10

PAGE 11

PAGE 12

PAGE 13

PAGE 14

PAGE 15

PAGE 16

PAGE 17

PAGE 18

PAGE 19

PAGE 20

PAGE 21

PAGE 22

PAGE 23

PAGE 24

PAGE 25

PAGE 26

PAGE 27

PAGE 28

PAGE 29

PAGE 30

PAGE 31

PAGE 32

PAGE 33

PAGE 34

PAGE 35

PAGE 36

PAGE 37

PAGE 38

PAGE 39

PAGE 40

PAGE 41

PAGE 42

PAGE 43

PAGE 44

PAGE 45

PAGE 46

PAGE 47
