

# **AN INTERNSHIP REPORT**

## **ON**

# **FINANCIAL PERFORMANCE ANALYSIS**



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**Daffodil International University**



## Letter of Transmittal

December 17, 2019

To  
**Sayed Farrukh Ahmed**  
Assistant Professor  
Department of Business Administration  
Faculty of Business and Entrepreneurship  
Daffodil International University

**Subject-** Submission of Internship Report on **Financial Performance Analysis** of Bangladesh Commerce Bank Ltd.

Sir,

With Due respect, I want to state you that recently I have completed my **3 credit** Internship from **Bangladesh Commerce Bank Ltd.** As a part of this I have prepared a report on **Financial Performance Analysis** of **Bangladesh Commerce Bank Ltd.** As per your direction, guidance and from my practical knowledge which I have gathered throughout my internship period, I have tried to include all the information in report which can be able to make the report more relevant, smoother, workable and further usable one. It can be added that this report is made in such a way that I will bound to answer any query when evaluation take places.

I am grateful and want to give thanks to you for your valuable direction and guidance to make this report, without your support it was not possible. Now this report need your final approval to make it tangible.

So, I hope you will go through it for the last time and give permission to bring this report out to the existence.

Sincerely,

**Md. Asraful Islam**  
**161-11-4985**  
Department of Business Administration  
Faculty of Business and Entrepreneurship

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## Preface

Under Faculty of Business and Entrepreneurship, Department of Business Administration of Daffodil International University offer a **3 Credit Internship (On-Job-Training)** Program, to finish BBA Program, for a certain period of time. The main purpose of this Internship program is to introduce that particular student with how professional workplace looks like before entering Job market. After completing that Internship period every student must have to make a handout about what he/she acquire from that training. As a Part of this Internship Program this Internship Report is authored.

As a student of Business Administration with a **Major in Finance**, it was preferred banking sector more rather than other sector as their Internship Program. Banking sector offer a wide range of insight how financial sector works on its way. So to authorize this report the help of a Bank is taken.

**Bangladesh Commerce Bank Limited** is a well-known commercial Bank of Bangladesh. This report is written under reflection of it. Staff of this bank contribute a lot to make this report bring out to the existence. They contribute in such way that make sure all the information regarding bank perfectly reflect in that report.

The fundamental topic, on which this report is mainly focus on is **Finance Performance Analysis**. To make this report all the information regarding that topic is evaluated in every instance of banking sector. It is tried to cover up the whole topic with enough relevant data and information regarding bank. This report is also made with taking account some topic like different type of banking services provided to the party called client, including general banking, foreign exchange and investment. **One thing needed to be mentioned that** something that are not accepted by the theory but logical is accepted.

The person who needs information about it can get benefitted by the information given on it. On the other hand the person who wants to use it for further research can be benefitted a lot. Beyond doubt, it can be said that this report will be helpful for those who find bit interest towards this subject.

Although is not possible maintaining 100% accuracy and correction in the report, almost all the important and relevant information is included on report, but having some sort of limitation is not impossible. Also there can be some typing mistake which is not done by deliberately. It was impossible to include some information merely due to lacking of secondary sources of information.

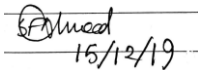
Above all, it is believed that the purpose for what the report is made is accomplished. Thanks to all who helped to make it possible. Without the help of all the subjective party is was quite impossible to make this report bring to light.



## Authorization of Supervisor

This is to simplify that **Md. Asraful Islam**, student of Department of Business Administration under Faculty of Business and Entrepreneurship and ID Bearing **161-11-4985**, has finished his Internship in **Bangladesh Commerce Bank Limited** and by his acquiring knowledge he has made this report on the topic of **Financial Performance Analysis**. He has made this report under my oversight. I have gone through this report all along and find nothing suspicious or which can conflict with any persons and subject, on the other hand I have found the report very much specific and useful on its way for further research and development. I think this report is ready for presentation.

So I am giving permission to place this report for presentation, and wish him for a successful presentation to complete his graduation.

  
15/12/19

**Sayed Farrukh Ahmed**

Assistant Professor

Department of Business Administration

Faculty of Business and Entrepreneurship

Daffodil International University

Date: 17/12/2019



## Affirmation

By the grace of Almighty Allah, without whom it was never be possible to bring this Report out to the existence and give me potential superiority to complete this report in time. During the time of making report I face a lot of trouble, which made the task difficult to complete this report. So thanks to all who helped to overcome all the difficulties.

The person who deserve a special thanks from me is **Sayed Farrukh Ahmed** Assistant Professor, Department of Business Administration of Daffodil International University. He showed me the path how to go ahead with this report on the right way, what can be difficulties toward to make this task difficult me. Finally I can say that this report is the fruitful result of his guidance.

I also would like to thanks to **Bimal Kumer Saha** (Head of Branch) who has given me the permission to work on his branch and all the staff, especially **Alamgir Kabir, Shohel Ahammed, Dipto Saha** and **Rasel Sarker** for their cordial assistance. During the time of intern I have learned lot from them. It can be say that they have a great contribution to make this report on.

It is my affirmation that all the information included on the report is true reflection of what I have done thought out my Internship period. I believe that all the information presented herewith is relevant with the subjective topic. I can strongly add that I didn't try to imitate information from any relatable sources, all is given here is novelty of information.

Finally, I do believe the aspiration for which the report is written is reflected in the report. Lastly, for once want to give thanks again to the almighty and all the party regarding with it, and my friends and family to make this arduous task accomplish.



## Executive Summary

Analysis of **Financial Performance** of a particular financial institution is not an easy task. There are so many difference in Financial Statement between financial institutions like Banking Industry and other industry like **Pharmaceutical** or **Tannery** Industry or some **Production based Industry**. So, as per demand analysis is made.

On the first chapter it is about the introductory information the report. Source of origin of the report, why this report is to study, scope of the report and which kind of objective has taken for accomplishment of subjective and methodology used for authorization of the report are designed respectively.

Chapter two is all about a corporate information the bank. In that chapter it is discussed that for which mission, vision and strategic priorities **BCBL** taken for. What kind of capital structure are followed on BCBL. Introduction of Board of Director, branch location of BCBL, Organogram of BCBL and their CSR activities, all this things are briefly discussed.

The chapter number three is all about the branch where the training of internship is done. Introduction of that branch, location and organogram of that branch's staff.

Financial performance analysis is situated on Chapter four. Where all kind of financial performance of bank is analyzed. In that chapter the reader of this report will find the **Financial Statement** of bank, **Ratio analysis** of BCBL. **5 factor ROE decomposition** of BCBL, **Sensitivity Analysis** of BCBL, **Common Size Analysis** and **Trend Analysis** of BCBL.

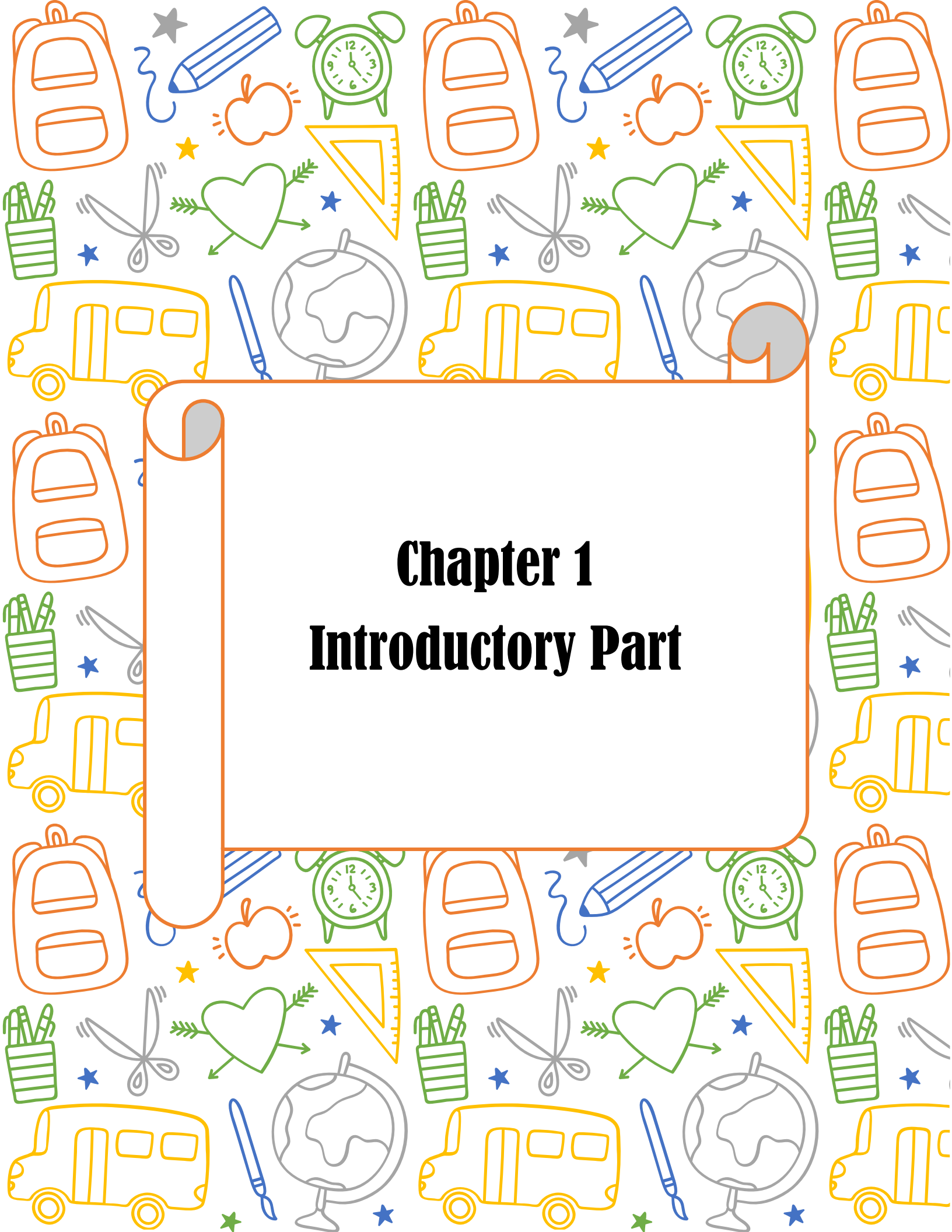
Finally it will be found in the **Denouncement Part** of chapter Five that the Findings and lacking are noticed from the throughout the internship in their banking activities, limitation of their banking operation, how to cope up with it, there are some recommendations are given from the author which can be beneficial to follow for **BCBL** and **Conclusion** of the report is given on Chapter Six

All kind of Reference and Source of collecting information are given at the end of the report.

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**Chapter 1**  
**Introductory Part**



## 1.1 INTRODUCTION

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Today's most popular word "**Bank**" is come from the Italian word "**Banco**". Bank is blood of modern economy. As, without money individual, society and Country can't run its operation, like that without bank we can't even think about money and its propaganda. In every country bank is the issuer of money and responsible for its propaganda.

The development of bank is not happen in one day. After introduction of money one party of people searched firstly for safety of money on the other hand another party people searched for the sources of money. When an individual did the task simultaneously like this kind of work, they found the actual meaning of Bank.

Actually bank is a financial intermediary institution, which collect money as deposit from people at a lower interest and build that money for further loan giving. The people who have a bank account can do transection with bank and get any kind of banking services. To operate a bank account a bank charge several kind of charges, like Letter of Credit, Pay Order, and for issuing Bank Draft Bank earn Commission, for debit card or credit card bank charges money. Some core function of bank is -

- Collection of Deposit
- Providing Loan
- Creation of Medium of Exchange
- Formation of Capital
- Maintenance of Fund
- Transection of Foreign currency
- Agency Banking.

As I did my internship on **Bangladesh Commerce Bank Limited**. I have found all the core task mentioned above is true doing of a bank. Which I have read earlier on a theoretical book. I have seen how people invest their money in term of deposit to the bank. Several kind of deposit product offered by BCBL. On the other hand they have a **different loan section** handled by a **loan officer**. By evaluating a particular project they offer different type of loan facility. Actually bank create a medium of exchange by Cheque, Bill of Exchange, Pay Order and Bank Draft. The people who live in a foreign country send remittance to the bank close to his relative's zone. A special task of bank is acting as an agency. They collect electricity bill of **Palli Biddut Samiti** as their agency. Nowadays people recharge their electricity meter from bank. Actually it acts like **Center of Settlement of Money**.

What I have found from my internship is not that all mentioned above. It is just fast and foremost finding of mine about a bank. The meaning of a bank can't be describe in a short article. So my findings it will be discuss upcoming chapter ahead with details.



## 1.2 ORIGIN OF THE REPORT

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After completing 123 credit, therefore a student of Department of Business Administration of Daffodil International University, have to sit for Internship. A student can take placement by himself, teacher or CDC. Whether which party arrange internship a student must have to sit for internship for a particular period of time (1-3 month). For this internship every student work under supervision of a teacher. By the assistance of that supervisor a student must have to filed what he/she find during his/her internship period, which we called an Internship Report. The origin of this report is also come to light on this way.

## 1.3 SIGNIFICANCE OF THE STUDY

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Being a student of finance it become a demand of time that operate that kind of Internship program in a financial institution. In the complex financial world it become a matter of need that a variety of knowledge is require about that financial sector like bank. I think this report gain significance in that term. If we want to be familiar with financial sector especially with bank then this report will be an essential element for further research. This report will describe how corporate world look like, how they are performing, what is their ultimate goal, mission and vision. This report will describe that a capital structure followed by a bank, which type of core value they have taken and for the welfare of a business the significant of CSR.

## 1.4 SCOPE OF THE REPORT

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In the of time of making the report is strictly followed that if anyone wants to study about its topic for further interest then the personnel will be benefitted by this. There are a lot of scope lying on this report about to study. This report will show a sector like banking industry, how to create customer value over bank, what kind of product and services are attract customer, like different deposit scheme, loan offering. This report will disclose how **Bangladesh Commerce Bank Limited** offer to its customer by different kind deposit scheme. How they define a sound loan to provide loan. How they manage their corporate information. How they are facing their mission, vision and value and what is their organizational structure to facilitate the principle of authority and responsibility. So it can be said that there are a lot of scope about this report to know to the person of interest. So this report will be helpful for those who are interested about how banking world is going on its way and to be successful as a banker by following this sector of scope mentioned on the report.

## 1.5 OBJECTIVE OF THE STUDY

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The reason for what this report is written on are divided into 2 category, are –

- + **Fundamental Objective:** Set the report in such a way that will make sure the core subjective issue gain a much greater level of significant.
  
- + **Sub-Ordinate Objective:** There are some sub ordinate objective that are taken for make fundamental objective not opaque but specific, given below –
  - To fastening the information about **Bangladesh Commerce Bank Limited** in such a way that make sure a complete corporate information is available about it.
  - To make the subjective topic much effective towards this bank.
  - To make information open to all in such a way that clarify the practical knowledge over theoretical knowledge.
  - Expressing the evaluated and analyzed performance of **Bangladesh Commerce Bank Limited** in such a way that that the readers of report for the first time of reading can understanding how the company is performing.
  - Disclosing how they are fulfilling the gap lying between the company offering and the perception of customer towards bank.
  - To know the reader about how different scheme of **Bangladesh Commerce Bank Limited** attracting customer.

## 1.6 METHODOLOGY OF THE REPORT

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When to make this report it is maintained that both Primary Sources and Secondary Source gain equal priority. So by this what can be primary and secondary source of data are divided and defined are given below –

- + **Primary Data:** The raw information are collected like this type –
  - Self-Observation
  - Face to face interaction with customer
  - Opinion sharing of executives
  - Self-Work Experience
  - Visiting field of party

+ **Secondary Data:** Existing data are collected like this type –

- Website of **BCBL**
- Internal Paper of **BCBL**
- Annual Report **2018-14**
- Publications of **BCBL**
- Bangladesh Bank website

## **1.7 LIMITATION OF THE REPORT**

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Everything on this world have more or less limitation, this report is not beyond limitations. Though it is prepared by following strict subjective topic some, having some weakness is not atypical. There are some weakness which can be mentioned for making this report more superior on its way.

- + This report is made by doing only 3 month of Internship which is not sufficient enough to forecast all information.
- + Some corporate information is strictly prohibited to disclose outer from upper management.
- + There are some qualitative data is used on the report rather than quantitative, as we know that qualitative data is not as accurate as quantitative data.
- + As some data is used from secondary sources it can be said that for secondary data the report has lost some accuracy.
- + Another limitation can be defined that as an author but not professional report maker there can be some unskilled mistake.
- + Another limitation which can be mentioned that is shortage of time, for this all information was not possible to include which was needed to be included.

Limitations mentioned above was unavoidable. There was a lot of limitations besides these, but they are converted in as scope and set fitted for this report. But it is believed that for which subjective element the report was made for is accomplished. So in that sense this can be said that for which this report is made for the purpose is achieved.



# Chapter 2

## Profile of BCBL

## **2.1 CORPORATE DIRECTORY OF BANGLADESH COMMERCE BANK LIMITED**

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A Public Limited company incorporated in Bangladesh on June 01, 1998 under the Companies Act 1994, the Bank Company Act 1991 and Act 12 of 1997. Bangladesh Commerce Bank Limited is known as a commercial bank. Like all commercial banks BCBL's core business is obtaining deposit and providing loans. It is a financial institution providing services for businesses, organizations and individuals. Service includes offering different types of deposit account such as current deposit accounts, saving deposit accounts and other scheme accounts as well as giving out loans to businesses and individuals.

BCB make its profit by taking small, short-term, relatively liquid deposits and transforming these into small, medium, larger loans for short, medium and longer maturity loans. These processes of asset transformation generate net income for BCB. BCB also does investment banking though it is not considered its main business area.

However, BCB is primarily engaged in deposit and lending activities to private and corporate clients in wholesale and retail banking. Other services typically include credit cards, mobile banking, custodial service and guarantees, cash management and settlement as well as trade finance.

## **2.2 MISSION, VISION AND STRATEGIC PRIORITIES OF BANGLADESH COMMERCE BANK LIMITED**

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### **Mission**

Bangladesh Commerce Bank Ltd. is committed to fulfill its customer needs and become their first choice in banking so that a sustainable growth, reasonable return and contribution to the development of the country can be ensured with a motivated and professional work force.

### **Vision**

To become a Bank of first choice by the customers with meaningful contributions to the society.



### **Strategic Priorities**

- To maintain a healthy growth of business in all core activities with desired image
- To acquire state-of-the-art technologies and adopt innovative ideas for financial inclusion
- To strengthen the risk management technique and compliance culture
- To expand the customer base and maintain an incremental deposit & reduce the non-performing assets
- To develop appropriate corporate governance system and culture with best practice
- To establish relationship banking & continuously improve service quality
- To extend banking services to all classes of people
- To ensure environment friendly investment in line with the “Green Banking Guideline” issued by Bangladesh Bank
- To take effective measures to increase capital base and provision shortfall.
- To enrich management capacity & human resources quality and develop a pro-active work force with a suitable compensation package
- To be a trend-setter in the socio-economic development of the country

## **2.3 CORPORATE INFORMATION OF BANGLADESH COMMERCE BANK LIMITED**

Authorized Capital	BDT 10,000 Million
Paid up Capital	BDT 1,989 Million
Face Value per Share	BDT 100 per share
Company Registration Number	C-35510(2286)/98
Legal Status	Public Limited Company
Bangladesh Bank License Number	BRPD(P)744(KHA)/99-2842
Registered Head Office	Eunoos Trade Center (Level-22), 52-53 Dilkusha C/A, Dhaka - 1000, PABX: 9559831, Fax: 9568218
Auditor	MABS & J Partners CA
Tax Consultant	K. M. Hasan & Co. CA
Phone	9571581, 9559831-2, 9563757
Website	<a href="https://bcblbd.com/contact">https://bcblbd.com/contact</a>

\* More Corporate Information about Bangladesh Commerce Bank Limited will be found in the section of board of director



## **2.4 PRODUCT AND SERVICE OF BANGLADESH COMMERCE BANK LIMITED**

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Bangladesh Commerce Bank Limited offer a wide range of product variety to its customer. As per customer demand and focusing the principle of profitability Bangladesh Commerce Bank Limited divided its Product and Services into 3 Category. They are –

- ✚ Retail Banking
- ✚ Corporate Banking
- ✚ SME & Agricultural Banking

### **Retail Banking**

#### **Under Retail banking most Popular Deposit Product & Service offered by BCBL –**

- Savings Bank Deposit
- BCB Srijoni (A Savings account for Working Women)
- BCB Nondita (A Savings Account only for Housewives)
- Current Deposit Account
- Special Notice Deposit (SND)
- BCB Students' Savings Account
- BCB Nirvar (A DPS Account)

#### **Under Retail banking most Popular Loan & Advances Product & Service offered by BCBL**

- BCB Teachers' Loan
- BCB Special Loan (For Service Holders)
- BCB Consumer Credit Scheme

Without this Retail Banking **BCBL** offer –

- BCB Debit Card
- BCB Credit Card
- Utility Bills Pay Service
- Sure Cash (Mobile Banking)
- Locker Service

## **Corporate Banking**

### **Under Corporate Banking most Popular Product & Service offered by BCBL –**

- General Loan
- Import Financing
- Export Financing
- Syndicate Financing
- Trade Financing
- Working Capital Financing

## **SME & Agricultural Banking**

### **Under SME & Agricultural Banking most Popular Product & Service offered by BCBL –**

- **SME Banking**
  - BCB Seasonal Loan
  - BCB Term Loan
  - BCB Cash Credit
  - BCB Kollani
- **Agricultural Banking**
  - BCB Agriculture & Rural Loan
  - BCB Apiculture
  - BCB Kollani

## **2.5 CAPITAL STRUCTURE OF BANGLADESH COMMERCE LIMITED**

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### **✚ CAPITAL STRUCTURE**

- **Qualitative Disclosure**

Bangladesh Commerce Bank Ltd.'s capital is segmented into Tier-1 & Tier-2 capital. Tier1 capital is 94% of total capital and comprises of 90% paid up capital & 6% statutory reserve. Tier-2 capital is 6% of total capital and comprises of general provision, revaluation reserve of Securities. Tier-2 capital is 6% of Tier-1 capital.

#### **Right Share Issuance of Bangladesh Commerce Bank Ltd. (BCBL)**

BCBL was able to raise the paid up capital by TK 106.87 crore through issuance of ‘Right Share’

▪ **Quantitative Disclosure:**

Sl. No.	Particulars	Solo Tk. (in crore)	Consolidated Tk. (in crore)
1.	<b>Tier-1 capital</b>		
	Fully Paid-up Capital	198.87	198.87
	Statutory Reserve	13.53	13.53
	Other Reserve	0.38	0.38
	Retained Earnings	2.97	2.97
	Share capital BCI	3.90	3.90
	<b>Total</b>	<b>220.44</b>	<b>220.44</b>
	<b>Less : Other deductions from capital</b>	<b>22.09</b>	<b>22.09</b>
	Provision Shortfall	22.09	22.09
	<b>Total Tier-1 capital (A)</b>	<b>198.35</b>	<b>198.35</b>
2.	<b>Tier-2 capital</b>		
	General Provision	10.34	10.34
	Provision for Off Balance Sheet Exposure	2.54	2.54
	Revaluation Reserve for HTM & HFT Securities (50%)	0.65	0.65
	Non-convertible Subordinated Bond		
	Exchange Equalization Account		
	<b>Total Tier – 2 capital (B)</b>	<b>13.53</b>	<b>13.53</b>
	<b>Total capital (A+B)</b>	<b>211.88</b>	<b>211.88</b>

\* Structure shown above is the Capital Structure of Bangladesh Commerce Bank Limited of a certain year. Where both equity and debt financing got priority.

## 2.6 BOARD OF DIRECTORS OF BANGLADESH COMMERCE BANK LIMITED

Name of Members of Board	Designation
DR. ENGR. RASHID AHMED CHOWDHURY	Chairman
Mr. Md. Wahiduzzaman Khandaker	Director
Mr. Md. Farhad Uddin	Director
Mr. Md. Azizur Rahman	Director
Mr. Mohammed Arshed	Director
Mr. Mohammad Hanif Chowdhury	Director
Mr. Md. Shafiqul Islam	Director
Mr. A A M Zakaria	Director
Mr. Humayun Bokhteyar	Director
Mr. Md. Anisur Rahman	Director
Mr. Md. Abdul Khaleque Khan	Managing Director

## 2.7 BRANCH LOCATION OF BANGLADESH COMMERCE BANK LIMITED

Branch Name	Location	Branch Name	Location	Branch Name	Location	Branch Name	Location
Barisal	Barisal	Jubilee Road	Chittagong	Banglabazar	Dhaka	Foreign Exchange	Dhaka
Batajor	Barisal	Khatunganj	Chittagong	Bangshal	Dhaka	Green Road	Dhaka
Bogra	Bogra	Muradpur	Chittagong	Bijoynagar	Dhaka	Gulshan	Dhaka
Chaktai	Chittagong	Comilla	Comilla	Dhamrai	Dhaka	Kathgora Bazar	Dhaka
Agrabad	Chittagong	Kangshanagar Bazar	Comilla	Dholaikhal	Dhaka	Khilgaon	Dhaka
Dewanhat	Chittagong	Bandura	Dhaka	Dilkusha	Dhaka	Merajnagar	Dhaka
Mirpur	Dhaka	Mouchak	Dhaka	Moulvibazar	Dhaka	Pragati Sarani	Dhaka
Principal	Dhaka	Savar	Dhaka	Uttara	Dhaka	Zigatola	Dhaka
Dinajpur	Dinajpur	Daulatpur	Khulna	Shibchar	Madaripur	Sonargaon	Narayanganj
Feni	Feni	Khulna	Khulna	Juri	Moulvibazar	Tanbazar	Narayanganj
Kaliakoir	Gazipur	Kopilmoni Bazar	Khulna	Seedstore Bazar	Mymensingh	Sylhet	Sylhet
Jessore	Jessore	Mandari Bazar	Lakshmipur	Naogaon	Naogaon	Balla	Tangail
Rajshahi	Rajshahi	Lohagara	Chittagong	A K Khan Moor	Chittagong	Ahmedpur	Nator
Pancdona	Narsingdi	Banani	Dhaka	Kopil Muni	Khulna	Shamshernagar	Moulvibazar

\* Branches mentioned above are already established and running its operation. Many more branches will established very soon.

## 2.8 ORGANOGRAM OF BANGLADESH COMMERCE BANK LIMITED

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\* Pyramid shown above is the most upper level to lower level Structure of BCBL.

## 2.9 CORPORATE MILESTONES OF BANGLADESH COMMERCE BANK LIMITED

Date	Event
08.02.1998	First ever board of BCBL directors been formed
01.06.1998	Incorporated as public limited company under the company act 1994, Banking Companies act 1991 and in accordance with the act no. 12 of 1997
06.09.1999	Banks has started it's operation with 24 branches around the country.
16.11.2002	25th Branch opened in Comilla
28.04.2011	BCB relocated its Corporate Office from Taranga Complex to 52-53 Dilkusha C/A, Eunoos Trade Centre, Level-22
25.05.2011	BCB launched "BCB Credit Card"
27.09.2011	26th Branch opened in Seedstore
20.10.2011	27th Branch opened in Uttara
30.11.2011	28th Branch opened in Feni
07.12.2011	29th Branch opened in Bijoy Nagar
15.12.2011	30th Branch opened in Muradpur
28.03.2012	BCB launched Mobile Banking (Mobile Financial Services)
30.07.2012	31st Branch opened in Mandaribazar
27.08.2012	32nd Branch opened in Bandura
06.09.2012	33rd Branch opened in Jashor
17.09.2012	34th Branch opened in Dinajpur
14.11.2012	35th Branch opened in Paltan as Foreign Exchange Branch
03.12.2012	36th Branch opened in Juri
17.12.2012	37th Branch opened in Savar
24.12.2012	38th Branch opened in Batajore
30.06.2013	39th Branch opened in Progati Soroni
04.07.2013	40th Branch opened in Kapilmuni
05.12.2013	41th Branch opened in Borishal
15.12.2013	42th Branch opened in Kathgora
05.05.2014	BCBL establish Central Trade Processing Unit (CTPU) to expand International Trade Financing in its Non-AD Branches

\* Milestones mentioned above are given according to BCBL Official Website latest's information.



## 2.10 CORPORATE SOCIAL RESPONSIBILITY OF BANGLADESH COMMERCE BANK LIMITED

Being a socio economic component the duty of the corporate citizen to add value and contribute to the society. Though Bank indirectly contributes in society by offering different banking service and generating Tax revenue for the Government in addition to that, as a corporate body Bank contributed in some potential which demand immediate attention. In the inner of 2017, for the betterment of the society **Bangladesh Commerce Bank Limited** has spent **BDT 0.24 Million** in addition of indirect contribution the corporate body make through providing service and tax.

SL.	Sector	(Figure in Million BDT)
1.	Education	0.09
2.	Others	0.15
<b>Total</b>		<b>0.24</b>

In Bangladesh Education is the sector which considerate to be the most neglected sector though the Government put so much emphasize on the sector. Lack of implementation of Government and lack of the proper distribution of resource turned into this sector in an unorganized disorder especially for poor and rural people. As a corporate body Bank has limitation to contribute in this sector but in this limited area **BCBL** has contributed to some beneficiary who had shortage in availing educational benefit. As a third world economic country Government attention mostly goes to basic needs and infrastructure development. **BCBL** expanded its contribution to the cultural sector of the country. **BCBL** spends a mentionable amount from its CSR budget in the recovery of natural and social disaster. Bangladesh is over populated country but that population can be converted into assets from liability by developing skill and knowledge. **BCBL** spends a major portion of its CSR fund for the development of **Human Resources**.







# Chapter 3

## Profile of Branch

### 3.1 BANGLADESH COMMERCE BANK LIMITED – KATHGORA BAZAR BRANCH

A branch of **Bangladesh Commerce Bank Limited** situated nearby in Ashulia, Dhaka. **Kathgora Bazar Branch** will be the best choice which is situated at **Hazi Nujomuddin Super Market**, Kathgora Bazar, Zirabo, Ashulia, Dhaka and definitely close to one's expected location. To learn about physical address, location, contact number, routing number, SWIFT code, service hours and what times and days Kathgora Bazar branch will be open and closed and having great experience with its best services check out following information –

Bank Name	Bangladesh Commerce Bank Limited
Branch Name	Kathgora Bazar Branch
Address	Hazi Nujomuddin Super Market, Kathgora Bazar, Zirabo, Ashulia, Dhaka
Telephone	096 13220000, 02 7792634
SWIFT Code	BCBLBDDH
Routing Number	030260094
District	Dhaka
Service Hours	Sunday: 10:00 am - 4:00 pm Monday: 10:00 am - 4:00 pm Tuesday: 10:00 am - 4:00 pm Wednesday: 10:00 am - 4:00 pm Thursday: 10:00 am - 4:00 pm Friday: Closed Saturday: Closed
Working Days	Sunday - Thursday (Except Holidays)

### 3.2 INITIALS OF EMPLOYEES OF BANGLADESH COMMERCE BANK LIMITED - KATHGORA BAZAR BRANCH

Name	Designation
Bimal Kumer Saha	FAVP & Head of Branch
Md. Nurul Alom	Operation Manager (EO)
Md. Alamgir Kabir	Credit In-Charge (EO)
Shohel Ahammed	Loan & Advance (AO)
Dipto Saha	General Banking (AO)
Md. Rasel Sarker	General Banking (AO)
Md. Anwarul Bashar	Cash In-Charge (Officer)
Mansur Ahmed	Cash (AO)
Abdul Kader Khan	Cash (AO)



**Md. Shahabuddin**  
**Md. Elias**

**Attendant**  
**Attendant**

# **Chapter 4**

## **Financial Performance**

### **Analysis of BCBL**



## 4.1 FINANCIAL STATEMENTS (INCOME STATEMENT AND BALANCE SHEET)

As our main focus and subjective topic is on “**Financial Performance Analysis**” so in that regard all kind of analysis given on this chapter has done with the help of **Income Statement & Balance Sheet** of Bangladesh Commerce Bank Limited. **Financial statements** are given following:

## 4.2 RATIO ANALYSIS

**Ratio analysis:** Ratio analysis is actually a relationship between two quantitative values of one thing to another and indication is to be measured by the quotient. The necessity of ratio analysis is categorized in several way. It indicates –

- Liquidity Position
- Long Term Solvency
- Operating Efficiency
- Cost & Expenditure Control
- Future Plan & Forecasting
- Interdepartmental Comparison
- Decision Making

By this indication ratio analysis help us to forecast our present performance and give a reason to do well in the upcoming future by doing a comparison.

In the analysis of Ratio, it has given emphasis to all kind of ratio which can give a forecast the performance analysis of **Bangladesh Commerce Bank Limited**. Here a **Statement of Ratio Analysis** of Bangladesh Commerce Bank Limited is given below:

Bangladesh Commerce Bank Limited					
Statement of Ratio Analysis					
As at December 31, 2018-14					
Particulars	2018	2017	2016	2015	2014
<b>(i) Liquidity Ratio</b>					
Cash Ratio	0.074	0.083	0.084	0.079	0.082
<b>(ii) Efficiency Ratio</b>					
Total Asset Turnover	0.019	0.020	0.020	0.015	0.022
Equity Turnover	0.579	0.208	0.176	0.133	0.189
<b>(iii) Solvency Ratio</b>					
Debt Ratio	0.967	0.904	0.889	0.887	0.882

Bangladesh Commerce Bank Limited					
Balance Sheet					
As at December 31, 2018-14					
Particulars	2018	2017	2016	2015	2014
<b>PROPERTY AND ASSETS</b>					
Cash	2,379,517,730	2,492,389,926	2,131,291,389	1,930,546,278	1,884,849,965
Cash in hand (including foreign currencies)	400,624,010	334,678,015	287,924,785	260,233,370	314,015,986
Balance with Bangladesh Bank and its agent bank (s)	1,978,893,720	2,157,711,911	1,843,366,604	1,670,312,908	1,570,833,979
Balance with other banks and financial institutions	6,680,103,615	8,289,428,351	6,695,915,843	6,651,621,098	5,732,174,289
Inside Bangladesh	6,625,840,010	8,277,482,176	6,670,522,143	6,614,294,247	5,706,744,449
Interest income	2,509,263,277	1,980,349,072	1,856,128,833	1,989,231,236	2,251,508,364
Outside Bangladesh	54,263,605	11,946,175	25,393,700	37,326,851	25,409,840
Interest on Deposit and Borrowings etc	1,772,316,000	1,252,735,475	1,245,548,448	1,553,752,924	1,621,856,842
Money at call on short notice	29,300,000	29,300,000	131,000,000	353,000,000	383,000,000
Net interest income	736,947,277	727,615,537	618,588,385	453,498,312	629,651,522
Investments	4,977,049,903	4,731,377,195	4,223,187,090	4,105,827,978	3,728,365,337
Income from Investments	302,713,107	346,819,766	326,196,710	1,980,577	3,200,000
GOVERNMENT	3,154,746,348	3,060,780,742	2,938,788,255	2,806,829,755	2,406,265,190
Other	157,838,508,555	136,207,986,453	108,438,835	828,000,223	132,560,067
Loans and Advances	70,948,422,999	159,844,440,468	16,634,966,074	16,058,882,455	15,746,388,024
Non-Interest Income	530,315,082	567,254,128	498,244,490	428,824,506	591,034,724
Other Income	2,315,082,005	2,725,644,116	1,881,746,856	1,808,410,776	1,573,074,248
Total operating income	1,267,262,315	1,252,867,652	1,108,824,875	883,322,818	1,220,686,246
Operating Expenses	146,353,944	576,786,134	541,072,092	521,066,210	551,177,132
Provision for depreciation on premises, furniture and fixtures	149,217,638,401	132,479,988,722	124,569,857	121,870,231,919	107,957,839
Other Expenses	833,478	1,424,917,137	1,208,429,113	1,110,572,959	942,958,845
Stamp Duty	29,192,114	26,000,916	24,352,228	23,982,776	17,934,372
Stationery, Printing, Advertisement etc.	17,321,790	15,610,762	11,268,819	13,290,209	18,320,322
Total Property and Assets	38,028,310,885	36,394,838,799	31,167,333,866	30,049,717,487	28,248,310,819
Managing Director's salary and liabilities	7,534,667	9,270,904	7,045,162	6,360,000	6,360,000
Liabilities	1,546,300	1,425,800	960,800	990,000	1,106,950
Borrowings from other banks, financial institutions and agents	230,000	230,000	78,200	36,225	95,893
Depreciation & Repair of Fixed Assets	40,471,302	57,904,244	53,672,956	53,901,835	57,455,897
Deposits and other accounts	31,632,895,296	30,009,139,141	25,223,477,302	24,252,945,083	23,065,318,168
Current Account and Other Accounts etc.	1,550,910,437	950,860,173	607,863,417	655,794,635	5,392,175,157
Profit Before Provision	283,648,177	302,278,009	213,956,464	8,288,972	342,066,567
Provision for Bank Deposits Advances	1,733,293,679,365	24,036,255,564	24,514,307,4	21,103,238,48	1,000,000,00
Provision for determination in value of Investment	17,236,395,613	14,464,383,131	9,673,347,551	10,764,286,677	11,283,344,324
Other Deposits and Schemes	59,737,123	23,766,344	5,111,536,209	4,582,452,631	4,505,319,972
Provision for Off Balance Sheet Items	28,777,501	5,137,340	0	0	1,000,000
Other Liabilities	4,788,344,811	2,708,556,613	2,470,403,094	2,189,414,558	1,829,058,43
Other provisions	10,249,516	107,350,180	4,788,788	0	70,747,561
Total Liabilities	36,755,470,815	32,899,657,296	27,701,198,604	26,645,647,016	24,919,129,011
Total provision	1,832,197,321	155,870,157	91,037,675	0	220,747,561
Capital/Shareholders' Equity	2,115,845,438	146,488,571	124,898,791	8,269,375	121,319,805
Profit (loss) before taxes	1,988,742,800	1,988,742,800	1,988,742,800	1,988,742,800	1,988,742,800
Paid-up Capital	1,988,742,800	1,988,742,800	1,988,742,800	1,988,742,800	1,988,742,800
Share Capital BCL Ltd.	133,436,924	36,500,000	36,500,000	36,500,000	39,000,000
Right Share Application (Money) Deferred	-18,018,459,650	917,259,650	987,496,0	910,883,00	921,287,00
Provision for taxation	115,217,860,371	117,060,603,71	99,800,000,0	6,215,988,41	92,216,307,6
Net Profit (Loss) after taxation	-2,231,263,240,367	29,489,203,66	25,098,703,66	1,639,995,66	29,842,636
Appropriations	186,327,551	156,205,740	156,568,071	1,155,745,19	3,983,985,0
Statutory Reserve	0	29,345,771	24,951,659	1,653,995	24,263,801,0
General Reserve	-2,118,770,669	112,492,576	112,429,75	11,228,245	11,228,266
Dividends etc	0	0	0	0	0
Total Shareholders' Equity	1,272,840,070	3,495,181,503	3,466,135,262	3,404,070,471	3,329,181,808
Retained surplus	-2,231,263,245	52,800	147,132	0	4,778,897
Total Liabilities and Shareholders' Equity	38,028,310,885	36,394,838,799	31,167,333,866	30,049,717,487	28,248,310,819
Earnings Per Share (EPS)	-112.19	1.48	1.26	0.08	0.88

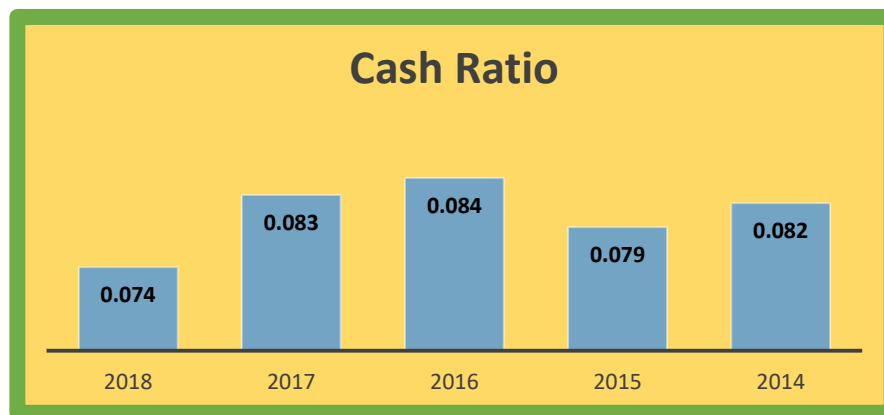


Net Worth to Total Asset Ratio	0.033	0.096	0.111	0.113	0.118
Debt-Equity Ratio	28.877	9.413	7.992	7.828	7.485
<b>(iv) Profitability Ratio</b>					
Operating Profit Margin	-0.113	0.153	0.116	0.004	0.152
Net Profit Margin	-0.889	0.015	0.014	0.001	0.013
Return on Asset	-0.059	0.001	0.001	0.000	0.001
Gross Return on Asset	-0.007	0.008	0.007	0.000	0.012
Return on Equity	-1.753	0.008	0.007	0.000	0.009

i) **Liquidity Ratio:** Liquidity Ratio is a kind of ratio where we measure the ability of companies short the debt payoff power. As **BCBL**, being a banking company here the most important liquidity measurement can be the **Cash Ratio**. As banking industry plays mostly with cash. So it has given more priority rather than other Liquidity Ratio.

a) **Cash Ratio:** Cash Ratio of a company represents how liquid the company's cash is to pay off any kind of current Liabilities at any time as per situation arise. For **BCBL**, Cash ratio will describe how much liquid its cash to pay its current obligation.

$$\text{Cash Ratio} = \frac{\text{Cash and Cash Equivalent}}{\text{Current Liabilities}}$$

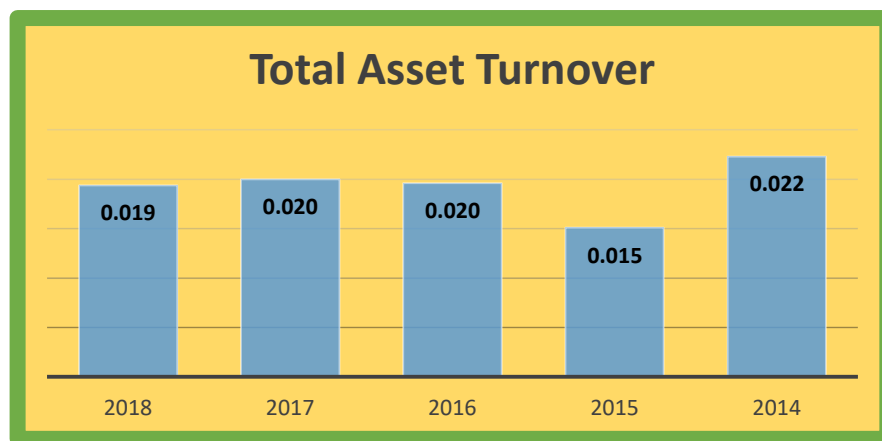


**Explanation:** The Cash Ratio of **BCBL** gradually increased from 2014 – 2018. In 2014 the ratio was 0.082 which increased to 0.084 in 2016. Though the ratio increased but it's not good for the bank because if the bank face any emergency they won't be able to pay. And the cash ratio should not be lower than 0.5. As they don't have enough cash, they can't pay to the customer. That's why the bank have to maintain at least 0.5 as cash ratio. Otherwise **BCBL** will be failed to pay its current obligation at time occurs. So it will be better for company to maintain a Great level of Cash in hand to pay its current obligation as per Current Liability occurs.

ii) **Efficiency Ratios:** Efficiency or Activity ratios are a kind of ratio where we measure how much time to get selling item back into Asset. A banking company like BCBL will be wanted to get back their providing loan in shortage possible time to convert into asset. The Activity of operation we measure of **BCBL** by **Total Asset Turnover** and **Equity Turnover** for banking sector to provide more emphasis.

a) **Total Asset Turnover:** A kind of Ratio analysis, represents how quickly the turnover or utilization of total asset become as Interest Income after a period of time. For **BCBL**, it will describe their Total Asset management efficiency over Interest Income.

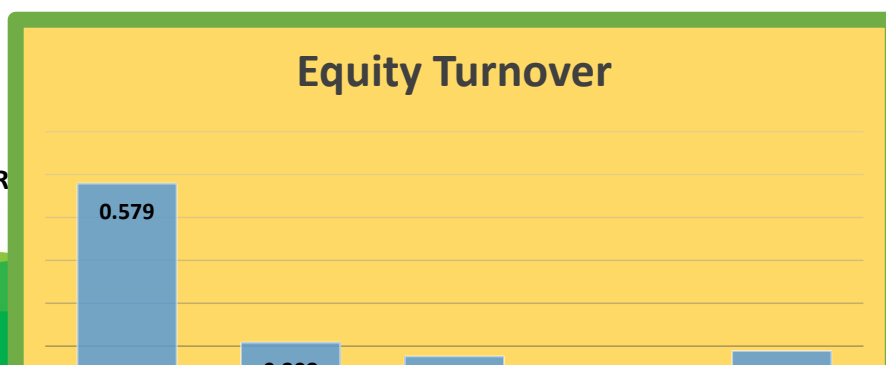
$$\text{Total Asser Turnover} = \frac{\text{Interest Income}}{\text{Total Asset}}$$



**Explanation:** The graph shows that the ratio of **Total Asset Turnover** in 2014 was 0.022 which remain constant till 2018. The higher the total asset turnover, the more effectively the bank have been used its assets. As the bank has low asset turnover ratio, it indicates that the bank didn't use its assets effectively to generate sales though it has maintained its stability but it is not good for bank.

b) **Equity Turnover:** Equity Turnover represents how effectively a company is utilizing its Total Equity to earn Interest Income. For **BCBL**, it will describe how efficiently they manage their total equity against Interest Income.

$$\text{Equity Turnover} = \frac{\text{Interest Income}}{\text{Total Equity}}$$



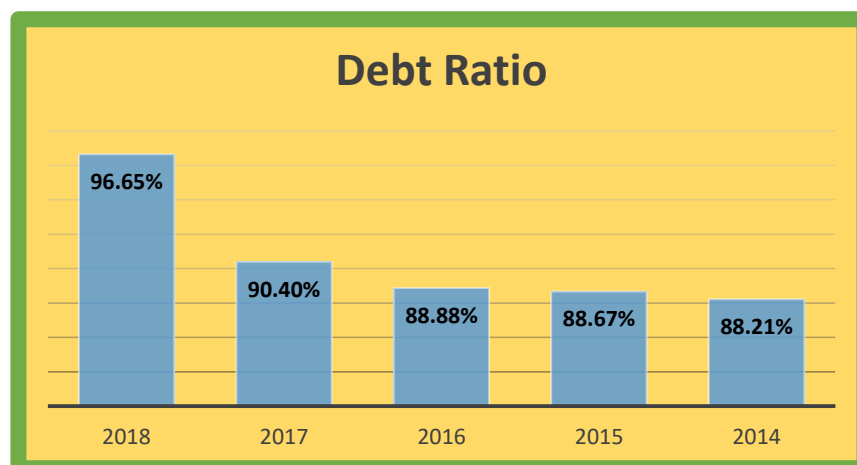


**Explanation:** The **Equity Turnover** ratio of BCBL was fluctuating from 2014 – 2018 and also has an upward trend. In 2014 the ratio was 0.189 which increased to 0.579 in 2018. An increasing trend of the equity turnover indicates the efficiency of the bank's equity management. If the bank wants to increase the equity turnover ratio, they may skew the equity by increasing the debt percentage in capital structure which is a very risky move.

iii) **Solvency Ratios:** Solvency ratio is a kind ratio where we measure the capability of Bank to pay off its long term debt, in that ratio it is measured that in long run how much the bank has ability to repay its debt. So, for **BCBL** the solvency ratio like **Debt Ratio, Net Worth to Total Asset Ratio** and **Debt to Total Asset Ratio** has done respectively. If the bank is unable to repay its debt in long run, then it never will be profitable in long run. So it is the task of bank of being take care of its long term debt. So that the bank become solvent for long run.

a) **Debt Ratio:** Debt Ratio of a company evaluate how much total asset is using to pay off or cover up Total Liabilities. For BCBL, Debt ratio will be reflection of their total long term debt against Total Asset.

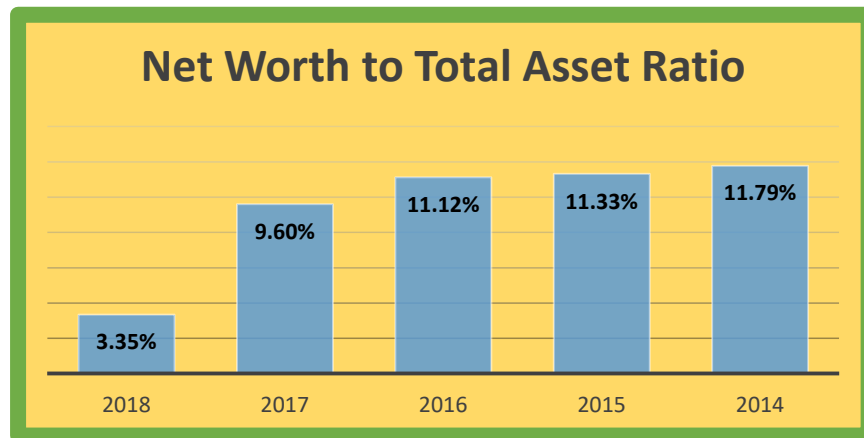
$$\text{Debt Ratio} = \frac{\text{Total Liabilities}}{\text{Total Asset}}$$



**Explanation:** The **Debt Ratio** of **BCBL** in 2014 was 0.882, which increased by 0.967 in 2018. A lower debt ratio is more favorable than higher ratio which implies more stable business with the potential of longevity and has lower overall debt. Though each industry has its own standard for debt, but 0.5 is reasonable ratio. As the ratio is almost 1, that means total asset equal to total liabilities. It is not a good sign for the bank.

- b) **Net Worth to Total Asset Ratio:** This ratio dictate the relationship between Total Equity and Total asset. What percentage of total asset is used to acquire total equity is determined with that ratio. For **BCBL**, this ratio will reflect, if total asset is properly utilizing or not.

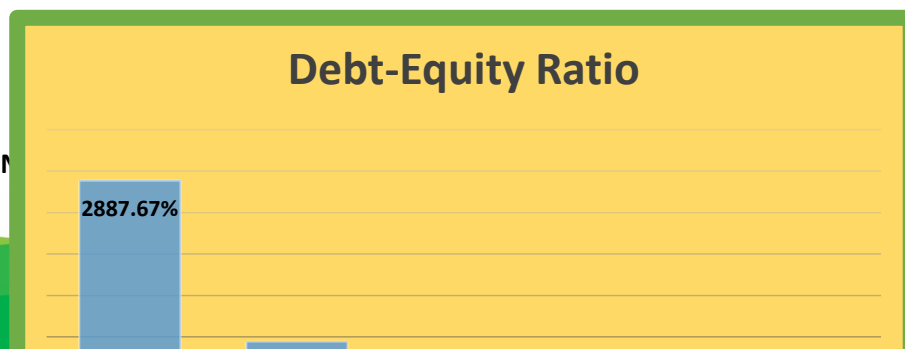
$$\text{Net worth to Total Asset} = \frac{\text{Total Equity}}{\text{Total Asset}}$$



**Net Worth to Total Asset Ratio** of **BCBL** in 2014 was 0.118, which decreased by 0.033 in 2018. That means **BCBL** contain with more asset than equity. Actually it can be said that as an imbalanced situation. But the company have to focus on their equity also, because if share holder are not happy then it will effect more.

- c) **Debt to Equity Ratio:** How much total equity is used to acquire long term debt, that relationship will be determined by Debt to Equity Ratio. For **BCBL**, it will determine how much equity is used to utilize long term Debt.

$$\text{Debt to Equity Ratio} = \frac{\text{Total Liabilities}}{\text{Total Equity}}$$

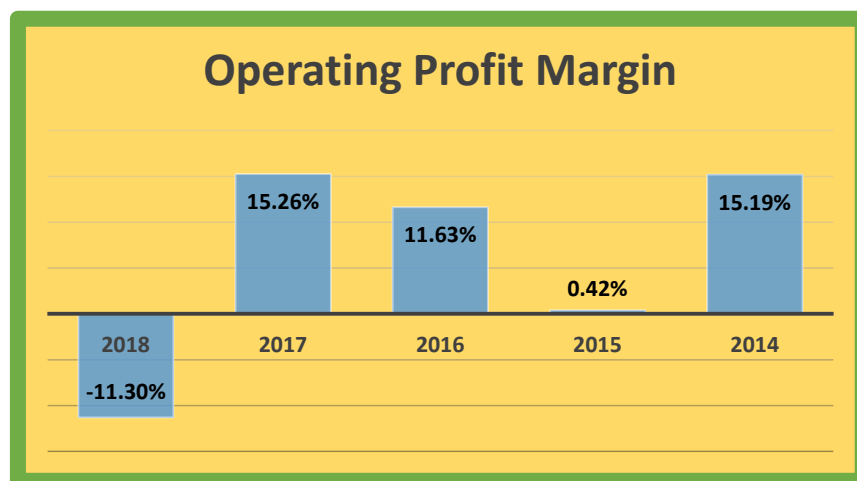


**Explanation:** The graph shows that the **Debt to Equity** ratio of **BCBL** gradually increased from 2014 – 2018. In 2014 the ratio was 7.49 which increased at 28.88 in 2018. The higher debt – equity ratio implies higher risk as it uses more debt than equity. An increasing trend in debt – equity is also risky because it means the percentage of assets of a business which are financed by debts.

iv) **Profitability Ratio:** Profitability Ratio is a kind of ratio where we measured the profit making situation of company. So in term of **BCBL** we give priority more to profitability Ratio like **Operating Profit Margin, Net Profit Margin, Return on Asset, Gross Return on Asset and Return on Equity.**

a) **Operating Profit Margin:** Operating profit margin is a kind of ratio which dictate what percentage of Interest Income exists against Earnings before interest and income. For BCBL, OPM will judge its management efficiency.

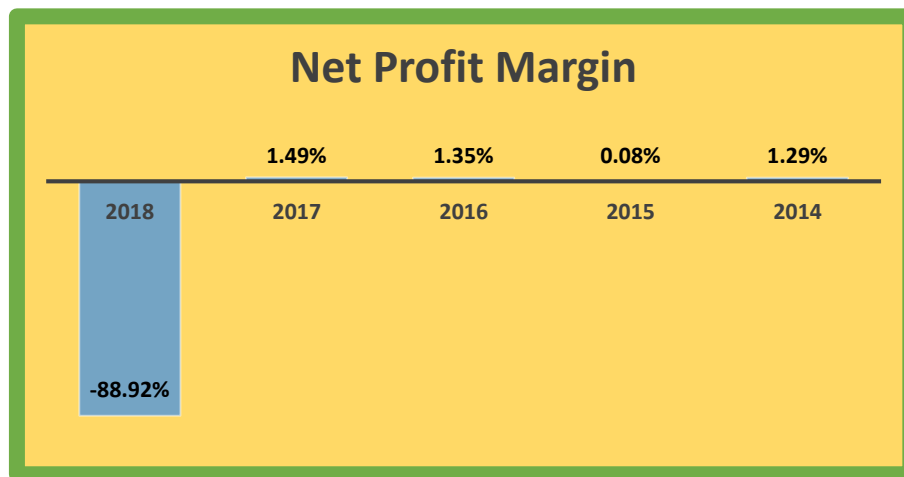
$$\text{Operating Profit Margin} = \frac{EBIT}{Interest\ Income}$$



**Explanation:** The **Operating Profit Margin** of BCBL was fluctuating from 2014 – 2018. In 2014 the ratio was 0.152 and then it reduced to 0.12 in 2016 but afterwards it increased in 2017. But in 2018 the ratio became negative which is not a good sign for the bank. The negative ratio indicates that the bank was not able to generate more profit after paying its operating expense as the variable and fixed costs was so high.

- b) **Net Profit Margin:** Net profit Margin dictate if interest income is properly using to utilize net profit or not. For BCBL, It will predict the capacity of Interest income to increase Net Profit.

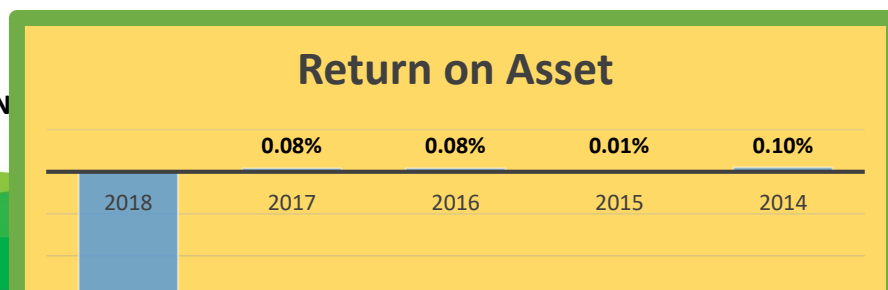
$$\text{Net Profit Margin} = \frac{\text{Net Profit}}{\text{Interest Income}}$$



**Explanation:** The graph shows that the **Net Profit Margin** of BCB was very low from 2014 – 2017 that is 1% but in 2018 the ratio became negative which is not a satisfactory result for the bank. Though each industry has its own benchmark, but 10% NPM is a reasonable ratio. The negative ratio 2018 indicates that the bank was not able to reduce its expenses. If the bank want to increase its NPM, it must reduce its expenses.

- c) **Return on Asset:** Return on Asset is a kind of Ratio which dictate the level of total asset is used for utilizing net income. For **BCBL**, it will test the Asset Management situation of company over Net Profit.

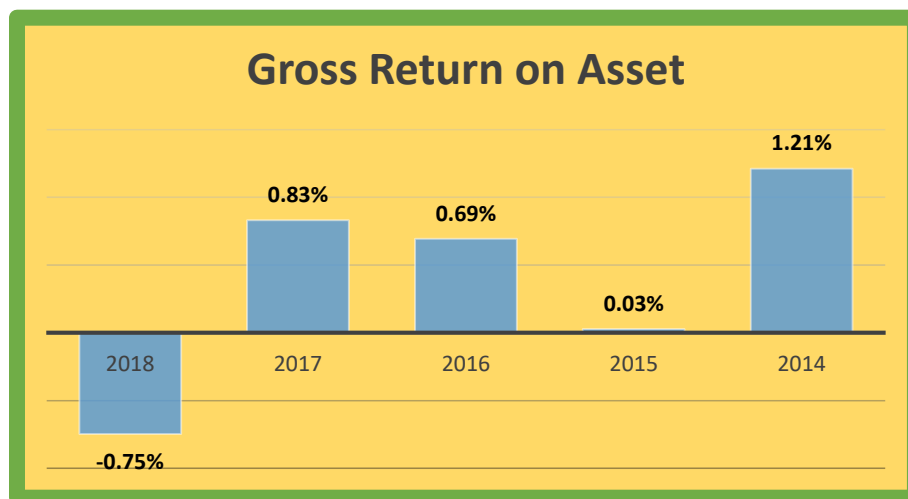
$$\text{Return on Asset} = \frac{\text{Net Income}}{\text{Total Asset}}$$



**Explanation:** The graph shows that the **Return on Asset** of BCBL was 0.00 from 2014 – 2017. Afterwards in 2018 the ratio became negative which is (-6%). BCB is in a very risky situation as they have lower NPM where ROA needs to be at least 5% for a company. Compared to the standard the bank is not making money by using its assets. So the bank must properly utilize its assets if they want to survive in the industry.

- d) **Gross Return on Asset:** If total asset is properly utilized to earn more EBIT, that kind of relationship is determined by Gross Return on Asset. For **BCBL**, it will examine the asset utilizing situation over EBIT.

$$\text{Gross Return on Asset} = \frac{EBIT}{Total\ Asset}$$



**Explanation:** **Gross Return on Equity** is forwarding at a decreasing way in 2014 it was 0.012, but at the end of 2018 it convert in negative figure. That’s means Deposit and Loan Interest are not managed properly. Deposit Rate is higher than the loan providing rate that why result comes negative.

e) **Return on Equity:** Return on Equity is a type of ratio where we evaluate Total equity utilization rate to grown Net Income more and more. For **BCBL**, it will be a prediction that how much of Total Equity is used to grow net income.

$$\text{Return on Equity} = \frac{\text{Net Income}}{\text{Total Equity}}$$



**Explanation:** Return on Equity of **Bangladesh Commerce Bank Limited** is very low from year to year. Initially the ratio was 1% and the bank continued it till 2017. But afterwards the ratio became negative which is not a good sign for the bank. ROE means how effectively management of the company had used capital funding to finance operations and to grow the business. Lower ratio indicate the inability of the bank not using its equity properly to generate more return.

**Diagnosis & Recommendation:** After analyzing 5 kinds of ratio analysis of **Bangladesh Commerce Bank Limited**, it can be say that the company it not performing well. It can be added that **in 2018**, the company was in **Financial Distress**. By analyzing all the ratio it can state that –

- i) Company is in insolvent Position.
- ii) Liquidity Rate is below average.
- iii) Profitability situation of Company is poor.
- iv) Total Asset is not properly utilizing.

- v) Company is highly leveraged.
- vi) Equity Turnover is not well enough.

So it is recommended for **BCBL**, to implement an efficient financial plan, so that they can keep enough liquidity on hand to meet current obligation. As it is highly leveraged, so it have to be solvent to become 50-50 plan on Equity-Debt. To make higher profitability, skilled operational management should recommended.

### 4.3 DuPont ANALYSIS (5 FACTOR ROE DECOMPOSITION)

DuPont Analysis is actually a reflection of the return of the company is earning over its equity, where we break Return on Equity on Different Perspective. DuPont Analysis reflect where the strength lies in and where have the lacking to improve the gap. In term of **Bangladesh Commerce Bank Limited** DuPont Analysis will be a great judgement about its performance as a Part of Chapter four. DuPont Analysis provide a bunch of scope to performance of Bank. DuPont Analysis can be 2 type –

- i) 3 Factor ROE Decomposition
- ii) 5 Factor ROE Decomposition

**5 factor ROE Decomposition** is much stronger to reflect performance than **3 Factor Decomposition**. So for much better accuracy **5 Factor ROE Decomposition** is analyzed following:

$$\text{ROE} = \text{EBIT Margin} \times \text{Interest Burden} \times \text{Tax Burden} \times \text{Asset Turnover} \times \text{Financial Leverage}$$

$$\text{ROE} = \frac{\text{EBIT}}{\text{Sales}} * \frac{\text{EBT}}{\text{EBIT}} * \frac{\text{Net Income}}{\text{EBT}} * \frac{\text{Sales}}{\text{Total Assets}} * \frac{\text{Total Assets}}{\text{Totat Equity}}$$

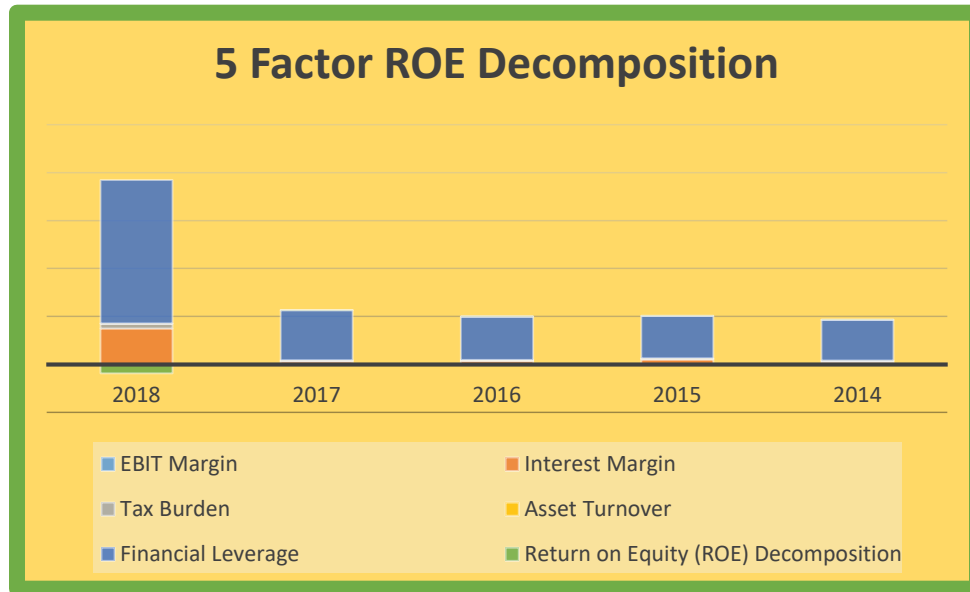
Bangladesh Commerce Bank Limited					
Statement of DuPont Analysis (5 Factor Decomposition)					
As at December 31, 2018-14					
Particulars	2018	2017	2016	2015	2014
EBIT Margin	-0.11	0.15	0.12	0.00	0.15
Interest Burden	7.46	0.48	0.58	1.00	0.35
Tax Burden	1.05	0.20	0.20	0.20	0.24
Asset Turnover	0.07	0.05	0.06	0.07	0.08
Financial Leverage	29.88	10.41	8.99	8.83	8.49





Return on Equity (ROE) Decomposition	-1.75	0.01	0.01	0.00	0.01
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Statement mentioned above is 5 Factor ROE Decomposition of Bangladesh Commerce Bank Limited. Here we broke the ROE ratio in 5 different component which make a composition of ROE. Components are respectively **EBIT Margin**, **Interest Burden**, **Tax Burden**, **Asset Turnover** and **Financial Leverage**. In the following we will see the graph and the explanation of all the component which make **5 Factor ROE Decomposition**.



If we take a look on **EBIT Margin** then will find a ups and down value. In 2014 EBIT Margin 0.15, in 2015 it goes down, next following years it increase by 0.12 from 0.15, in the year of 2018 it become negative that means EBIT is not increasing as per increase of Interest Income. So, BCBL should take a look in that Component.

**Interest Margin** of 2014 was 0.35 and after two year it become 0.48, a bit fall in Interest, it seem that BCBL’s Interest Charge can’t cope up with ultimate Profit after Tax and Interest. But is 2018 it become higher 7.46 that means BCBL takes a lower interest charge and as a result Interest Margin become higher.

The **TAX Burden** of BCBL in 2014 was 0.24, after that next following three year it remain same in 0.20, that means Net Profit after Tax is decreased than Earning before tax. It is a result of more tax paying. But in 2018 it become 1.05, it dictate that tax charge become lower and result in more net profit.

If we take a look on **Asset Turnover**, then it says the result of 2014 was 0.08, in the next following three year it takes a decreasing way to 0.05 in 2017. The reason behind is Interest income is not increasing with the level of Total Asset. In 2018 it increase bit upper and become 0.07, because Interest Income is increasing with the level of Total Asset.

The **Financial Leverage** of BCBL in 2014 was 8.49, after that it take way upward level of value. In 2018 it become 29.88, this is a result of Total Asset is Increasing than Total Shareholder Equity. Actually it is an imbalanced situation. Neither more increase of total asset is well nor more decrease of Total shareholder equity.

**Diagnosis & Recommendation:** Results shows a very bad situation of **BCBL** as at the end of 2018 it contain a negative Shift to **-1.75**. So it is highly recommended for company to take a look at their ROE management, especially **BCBL’s** combination of Total Asset with Total Shareholder Equity.

## 4.4 SENSITIVITY ANALYSIS

Sensitivity Analysis represent the way of different value of an independent variable affect a particular dependent variable under a given set of assumptions of component. Actually this is used in the Business World more in economic sector.

For **BCBL** it will be a great judgement of their Financial Performance Analysis, it will find out which factor is highly sensitive and needed to give emphasis more. Like **DuPont Analysis** it works with ROE. But specify which factor is highly sensitive. If we take care of this factor then it will be benefitted for **BCBL**. A statement of **Sensitivity Analysis** is given below:

Bangladesh Commerce Bank Limited					
Statement of Sensitivity Analysis					
As at December 31, 2018-14					
Particulars	2018	2017	2016	2015	2014
NPM	-0.89	0.01	0.01	0.00	0.01
TAT	0.07	0.05	0.06	0.07	0.08
EM	29.88	10.41	8.99	8.83	8.49
ROE	-1.75	0.01	0.01	0.00	0.01

Sensitivity of NPM with ROE					
Particulars	NPM	TAT	EM	ROE	Change
2018	-0.89	0.07	29.88	-1.75	
2017	0.01	0.07	29.88	0.03	-1.02
2016	0.01	0.07	29.88	0.03	-0.09
2015	0.00	0.07	29.88	0.00	-0.94
2014	0.01	0.07	29.88	0.03	14.51
				Average	3.12

Sensitivity of TAT with ROE					
Particulars	NPM	TAT	EM	ROE	Change
2018	-0.89	0.07	29.88	-1.75	
2017	-0.89	0.05	29.88	-1.45	-0.18
2016	-0.89	0.06	29.88	-1.58	0.09
2015	-0.89	0.07	29.88	-1.76	0.11
2014	-0.89	0.08	29.88	-2.12	0.20
				Average	0.06

Sensitivity of EM with ROE					
Particulars	NPM	TAT	EM	ROE	Change
2018	-0.89	0.07	29.88	-1.75	
2017	-0.89	0.07	10.41	-0.61	-0.65
2016	-0.89	0.07	8.99	-0.53	-0.14
2015	-0.89	0.07	8.83	-0.52	-0.02
2014	-0.89	0.07	8.49	-0.50	-0.04



				Average	-0.21
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To do **Sensitivity Analysis of BCBL**, there are 3 component are taken and evaluated which component is more sensitive. By evaluating all component with each other we calculate of each of three component with remain one component constant every time. Components are respectively **Net Profit Margin, Total Asset Turnover** and **Equity Multiplier**. Explanation of analysis of Sensitivity is given following:

**Explanation:**

First of all we calculate **Net profit Margin (NPM), Total Asset Turnover (TAT)** and **Equity Multiplier (EM)** of year **2014-2018**. It seems all value of NPM, TAT and EM are bit closer in 2014-2017. But in 2018 NPM takes a negative form in -0.89 and at this level EM goes at the peak of value in 29.88. This is highly resulted in a **Negative ROE** of  $-1.75$ .

Now first of all we examine **Sensitivity of NPM with ROE**, here net profit is set to stable rate in all year. Now we put the value of TAT and EM all along its value. Now if we see the effect of ROE between 0.03 at the end of 2018 it become -1.75. At this level, the **Average Growth of ROE** are shown in term of Average, is **3.12**.

If we test the **Sensitivity of TAT with ROE** then at this level of judgement we have to make constant TAT, and have to put NPM and EM same all along. It will resulted in between 0.03 but 2018 it become -1.75 as ROE. Growth rate goes down from 2015-2018. **Average Growth Rate** in that level is **0.06**.

Now it is the time to check the **Sensitivity of EM with ROE**, if we take a look here then we will see that the rate of EM remain constant but all the value of NPM and TAT remain same all along. By doing this we will find all the negative value from 2014-2018. The growth rate says that negative figure also. At the end of that Average Growth Rate of ROE is -0.21

**Diagnosis & Recommendation:** By analyzing all 3 component of ROE, remaining one component constant every time with each other, the most sensitive component of **BCBL** is **Equity Multiplier (EM) with ROE**. As it shows a much smaller figure among **3 ROE Test**, and the value is **-0.21**. So it can be say that without any kind of doubt that if company wants to makes their performance well and wants to increase their wealth, then **BCBL** have to take a look on their **Equity Multiplier**, because it is completely failed to manage its combination of **Total Asset** with **Total Shareholder Equity**.

## 4.5 COMMON SIZE ANALYSIS

Common-size financial Analysis is simply one that is created to display line items on a statement as a percentage of one selected or common figure. For **BCBL**, by examining Common-Size analysis it will be easier to evaluate the performance of **BCBL** over time and compare it with other company. By Analyzing Common-Size Analysis helps investor's spot trends that raw financial statement may not uncover. Common-Size Analysis of **BCBL's Income Statement** and **Balance Sheet** is given Following:

Bangladesh Commerce Bank Limited					
Common-Size Analysis of Profit and Loss Account					
As at December 31, 2018-14					
Particulars	2018	2017	2016	2015	2014
Interest Income	100%	100%	100%	100%	100%
Interest on Deposit and Borrowings etc	71%	63%	67%	77%	72%
<b>Net Interest Income</b>	29%	37%	33%	23%	28%
Income from Investments	12%	17%	18%	14%	13%
Commission, Exchange Earnings & Brokerage	6%	7%	6%	4%	8%
Other Operating Income	3%	3%	3%	3%	5%
<b>Total Non-Interest Income</b>	21%	27%	27%	22%	26%
<b>Total operating income</b>	51%	63%	60%	44%	54%
Salary and Allowances	46%	29%	29%	26%	24%
Rent, Taxes, Insurance, Electricity, etc.	6%	7%	7%	6%	5%
Legal Expenses	0%	0%	0%	0%	0%
Postage, Stamp, Telecommunication etc	1%	1%	1%	1%	1%
Stationery, Printing, Advertisement etc.	1%	1%	1%	1%	1%
Managing Director's salary and allowances	0%	0%	0%	0%	0%
Directors' Fee	0%	0%	0%	0%	0%
Audit Fees	0%	0%	0%	0%	0%
Depreciation & Repair of Fixed Assets	2%	3%	3%	3%	3%
Other Expenses	6%	7%	7%	7%	5%
<b>Total operating expenses</b>	62%	48%	48%	44%	39%
<b>Profit before Provision</b>	<b>-11%</b>	15%	12%	0%	15%
Provision for Loans & Advances	69%	1%	2%	0%	8%
Provision for deminution in value of Investment	2%	1%	0%	0%	0%
Provision for Off Balance Sheet Items	1%	0%	0%	0%	0%
Other provisions	0%	5%	3%	0%	1%
<b>Total provision</b>	73%	8%	5%	0%	10%
<b>Profit/(loss) before taxes</b>	<b>-84%</b>	7%	7%	0%	5%
Current tax expense	0%	6%	5%	0%	4%
Prior year tax expense	5%	0%	0%	0%	0%
Deferred tax expense / (income)	<b>-1%</b>	0%	0%	0%	0%
<b>Provision for Taxation</b>	5%	6%	5%	0%	4%
<b>Net profit/ (loss) after taxation</b>	<b>-89%</b>	1%	1%	0%	1%
<b>Appropriations</b>	0%	0%	0%	0%	0%
Statutory Reserve	0%	1%	1%	0%	1%
General Reserve	0%	0%	0%	0%	0%
Dividends etc.	0%	0%	0%	0%	0%
<b>Retained surplus</b>	<b>-89%</b>	0%	0%	0%	0%

Earning Per Share (EPS)	0%	0%	0%	0%	0%
<b>Bangladesh Commerce Bank Limited</b>					
<b>Common-Size Analysis of Balance Sheet</b>					
<b>As at December 31, 2018-14</b>					
Particulars	2018	2017	2016	2015	2014
<b>PROPERTY AND ASSETS</b>					
<b>Cash</b>	6%	7%	7%	6%	7%
Cash in hand (including foreign currencies)	1%	1%	1%	1%	1%
Balance with Bangladesh Bank and its agent bank (s)	5%	6%	6%	6%	6%
<b>Balance with other banks and financial institutions</b>	18%	23%	21%	22%	20%
Inside Bangladesh	17%	23%	21%	22%	20%
Outside Bangladesh	0%	0%	0%	0%	0%
<b>Money at call on short notice</b>	0%	0%	0%	0%	0%
<b>Investments</b>	13%	13%	14%	14%	13%
Government	8%	8%	9%	9%	9%
Others	5%	5%	4%	4%	5%
<b>Loans and Advances</b>	58%	53%	53%	53%	56%
Loans, Cash Credit, Overdrafts etc.	58%	53%	53%	53%	56%
Bills purchased and discounted	0%	0%	0%	0%	0%
<b>Fixed assets including premises, furniture and fixtures</b>	1%	0%	0%	1%	1%
<b>Other assets</b>	4%	4%	4%	4%	3%
<b>Non-banking assets</b>	0%	0%	0%	0%	0%
<b>Total Property and Assets</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>LIABILITIES AND CAPITAL</b>					
<b>Liabilities</b>					
<b>Borrowings from other banks, financial institutions and agents</b>	1%	1%	0%	1%	0%
<b>Deposits and other accounts</b>	86%	91%	91%	91%	93%
Current Account and Other Accounts etc.	16%	24%	26%	25%	22%
Bills Payable	2%	1%	1%	1%	1%
Savings Bank Deposits	9%	10%	10%	8%	7%
Fixed Deposits	47%	44%	35%	40%	45%
Other Deposits and Schemes	13%	12%	18%	17%	18%
<b>Other Liabilities</b>	13%	8%	9%	8%	7%
<b>Total Liabilities</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Capital/Shareholders' Equity</b>					
Paid-up-Capital	156%	57%	57%	58%	60%
Share Capital BCI Ltd.	1%	1%	1%	1%	1%
Right Share Application Money	72%	26%	26%	27%	28%
Statutory Reserve	22%	8%	7%	6%	7%
Other Reserve	1%	0%	0%	0%	0%
Revaluation Reserve for HTM Securities	15%	4%	5%	3%	1%
Exchange Equalization Account	0%	0%	0%	0%	0%
	-				
Retained Earnings/(Loss on profit & loss A/C)	166%	3%	3%	3%	3%
<b>Total Shareholders' Equity</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>



**Total Liabilities and Shareholders' Equity**
**100%**
**100%**
**100%**
**100%**
**100%**

## 4.7 TREND ANALYSIS

Trend Analysis is a technique where an attempt to be analyzed in such a way that predict future movement of stock price based on real time observed Trend Data. For **BCBL**, Trend Analysis will be a judgement of how their performance is increasing or decreasing based on a particular Year. Here 2014 is base year to calculate. Trend Analysis of Income Statement and Balance Sheet is given following:

<b>Bangladesh Commerce Bank Limited</b>					
<b>Trend Analysis of Profit and Loss Account</b>					
<b>As at December 31, 2018-14</b>					
Particulars	2018	2017	2016	2015	2014
Interest Income	111%	88%	82%	88%	100%
Interest on Deposit and Borrowings etc	109%	77%	77%	95%	100%
<b>Net Interest Income</b>	117%	116%	97%	72%	100%
Income from Investments	100%	108%	109%	92%	100%
Commission, Exchange Earnings & Brokerage	91%	80%	62%	51%	100%
Other Operating Income	61%	51%	53%	53%	100%
<b>Total Non-Interest Income</b>	90%	89%	84%	73%	100%
<b>Total operating income</b>	104%	103%	91%	72%	100%
Salary and Allowances	208%	105%	98%	95%	100%
Rent, Taxes, Insurance, Electricity, etc.	146%	130%	122%	121%	100%
Legal Expenses	62%	92%	95%	168%	100%
Postage, Stamp, Telecommunication etc	163%	145%	136%	134%	100%
Stationery, Printing, Advertisement etc.	95%	86%	62%	73%	100%
Managing Director's salary and allowances	118%	146%	111%	100%	100%
Directors' Fee	140%	129%	87%	89%	100%
Audit Fees	24%	24%	82%	38%	100%
Depreciation & Repair of Fixed Assets	70%	101%	93%	94%	100%
Other Expenses	130%	106%	105%	106%	100%
<b>Total operating expenses</b>	177%	108%	102%	100%	100%
<b>Profit before Provision</b>	-83%	88%	63%	2%	100%
Provision for Loans & Advances	912%	13%	23%	0%	100%
Provision for deminition in value of Investment	<b>Amounts are Highly Variable Year to Year</b>				
Provision for Off Balance Sheet Items	289%	51%	0%	0%	100%
Other provisions	49%	493%	231%	0%	100%
<b>Total provision</b>	830%	71%	41%	0%	100%
<b>Profit/(loss) before taxes</b>	-1744%	121%	103%	7%	100%
Current tax expense	0%	131%	107%	4%	100%
Prior year tax expense	<b>Amounts are Highly Variable Year to Year</b>				
Deferred tax expense / (income)	-662%	0%	142%	114%	100%
<b>Provision for Taxation</b>	125%	127%	108%	7%	100%
<b>Net profit/ (loss) after taxation</b>	-7683%	101%	86%	6%	100%
<b>Appropriations</b>					
Statutory Reserve	0%	121%	103%	7%	100%
General Reserve	<b>Amounts are Highly Variable Year to Year</b>				
Dividends etc.	<b>Amounts are Highly Variable Year to Year</b>				
<b>Retained surplus</b>	-46690%	1%	3%	0%	100%

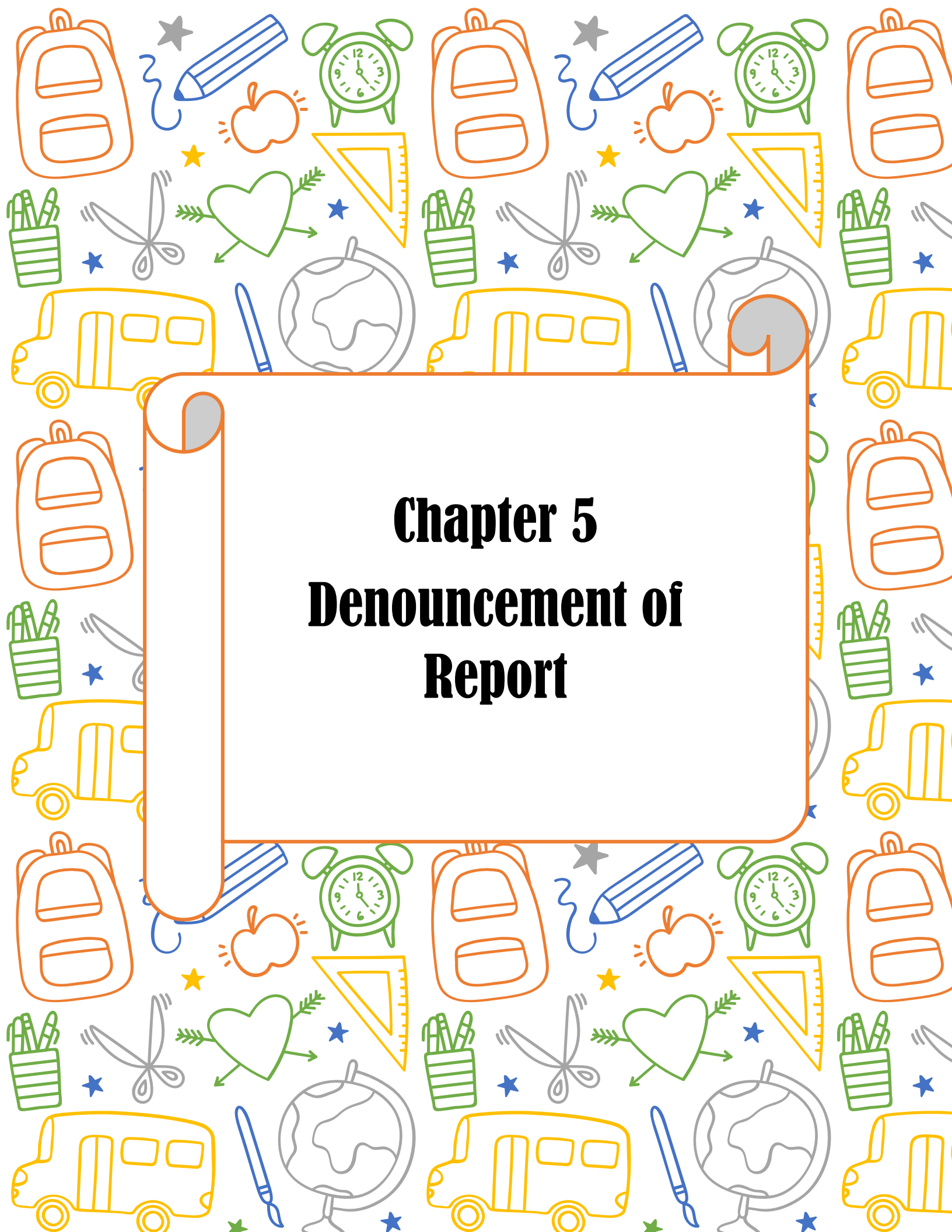


Earnings Per Share (EPS)	-12749%	168%	143%	9%	100%
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Bangladesh Commerce Bank Limited					
Trend Analysis of Balance Sheet					
As at December 31, 2018-14					
Particulars	2018	2017	2016	2015	2014
<b>PROPERTY AND ASSETS</b>					
<b>Cash</b>	126%	132%	113%	102%	100%
Cash in hand (including foreign currencies)	128%	107%	92%	83%	100%
Balance with Bangladesh Bank and its agent bank (s)	126%	137%	117%	106%	100%
<b>Balance with other banks and financial institutions</b>	117%	145%	117%	116%	100%
Inside Bangladesh	116%	145%	117%	116%	100%
Outside Bangladesh	214%	47%	100%	147%	100%
<b>Money at call on short notice</b>	77%	77%	343%	92%	100%
<b>Investments</b>	133%	127%	113%	110%	100%
Government	131%	127%	122%	117%	100%
Others	137%	126%	97%	98%	100%
<b>Loans and Advances</b>	141%	123%	106%	102%	100%
Loans, Cash Credit, Overdrafts etc.	141%	122%	106%	102%	100%
Bills purchased and discounted	707%	2757%	817%	503%	100%
<b>Fixed assets including premises, furniture and fixtures</b>	121%	79%	80%	87%	100%
<b>Other assets</b>	170%	151%	128%	118%	100%
<b>Non-banking assets</b>	<b>Amounts are Highly Variable Year to Year</b>				
<b>Total Property and Assets</b>	135%	129%	110%	106%	100%
<b>LIABILITIES AND CAPITAL</b>	<b>Amounts are Highly Variable Year to Year</b>				
<b>Liabilities</b>	<b>Amounts are Highly Variable Year to Year</b>				
<b>Borrowings from other banks, financial institutions and agents</b>	1351%	732%	30%	822%	100%
<b>Deposits and other accounts</b>	137%	130%	109%	105%	100%
Current Account and Other Accounts etc.	110%	148%	136%	122%	100%
Bills Payable	317%	197%	157%	133%	100%
Savings Bank Deposits	193%	184%	167%	124%	100%
Fixed Deposits	153%	128%	86%	95%	100%
Other Deposits and Schemes	103%	91%	113%	102%	100%
<b>Other Liabilities</b>	262%	148%	135%	120%	100%
<b>Total Liabilities</b>	147%	132%	111%	107%	100%
<b>Capital/Shareholders' Equity</b>	<b>Amounts are Highly Variable Year to Year</b>				
Paid-up-Capital	100%	100%	100%	100%	100%
Share Capital BCI Ltd.	39%	94%	94%	94%	100%
Right Share Application Money	100%	100%	100%	100%	100%
Statutory Reserve	126%	126%	112%	101%	100%
Other Reserve	100%	100%	100%	100%	100%
Revaluation Reserve for HTM Securities	468%	392%	393%	290%	100%
Exchange Equalization Account	<b>Amounts are Highly Variable Year to Year</b>				



Retained Earnings/(Loss on profit & loss A/C)	-	1887%	100%	100%	100%	100%
<b>Total Shareholders' Equity</b>	38%	105%	104%	102%	100%	100%
<b>Total Liabilities and Shareholders' Equity</b>	135%	129%	110%	106%	100%	100%



**Chapter 5**  
**Denouncement of**  
**Report**

## 5.1 FINDINGS

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When to join for Internship, from the first day, I thought that I will be focus more on to introduce myself with professionalism rather than General Banking knowledge. Every day I have learned and found a lot from this On-Job-Training. I have talked with customer, asked their expectation from for a betterment of **Bangladesh Commerce Bank Limited**. I also have talked with almost all executives and officials of the bank, they have shared their opinion with me that how they run their Banking Operation. So now I am going to state all the things briefly, I have noticed form this Internship. I will divide it in 2 category:

**Qualitative Findings:** Things I have found by assuming total internship period, talking with both parties banking party or customer party, and received their opinion and current financial situation of the bank and particularly **Kathgora Branch**, is given following:

- Financial Situation of Bangladesh Commerce Bank Limited is very poor.
- Among the Total Branch only **60%** of Branch are **profitable**, rest of **40%** are **bearing huge amount of loss**.
- Capital of Bangladesh Commerce Bank Limited is **highly leveraged**.
- The branch, I have worked on is on **profitable situation**, from data I have collected, last year Kathgora Branch of BCBL was made profit, approximately **1 Crore 56 lakh**.
- **50.41%** of **Total Share** of BCBL is under control of Govt. **rest of 49.59%** is under control of BCBL.
- **In year 2018** BCBL's loss was Approximately **223 crore**.

**Quantitative Finding:** By analyzing the financial performance, especially all kind of Ratios, DuPont, Sensitivity, Common-Size and Trend, this findings are made, is described as quantitative findings, they are given following:

- Debt-Equity Ratio of BCBL form 2014-2018 respectively are **7.485, 7.828, 7.992, 9.413** and **28.877**. **In 2018** company suffered a huge amount of loss that put BCBL to Increase Debt-Equity to 28.877. That means company are **highly leveraged**.
- In year 2018 all **Profitability Ratio** Shows negative figure, **OPM, NPM, ROA, GROA, ROE** respectively are -0.113, -0.889, -0.059, -0.007 and -1.753, financial operation are in deep financial trouble.
- **Financial Leverage Rate** of BCBL at the end of 2018 is **29.88**, Company are in under huge amount of **Interest and Tax Burden** respectively are **7.46, 1.05**. For this increasing of Tax and Interest Burden **EBIT** takes a negative shift of **-0.11**
- **Most Sensitive** component of BCBL is **Equity Multiplier** with **Total Asset Turnover** because it has showed **-0.21 Average of Growth Rate**.
- According to **Common Size Analysis** Profit before Tax and Net Profit respectively are - **84% and -89%** of Interest Income of BCBL.
- According to **Trend Analysis** Net Profit of 100% on 2014 has decreased to **-7683%**. On the other hand **Earning per Share** is decreased to **-112.19** in year 2018.

## 5.2 RECOMMENDATIONS

So much financial distress has put **Bangladesh Commerce Bank Limited** in deep financial trouble. If we closely noticed on BCBL's Total Shareholding Capital, then we will find more than **50%** of Capital in **under control of Govt.** Once a loan default was occurred in BCBL. Since then the performance of Bank is passing hardship.

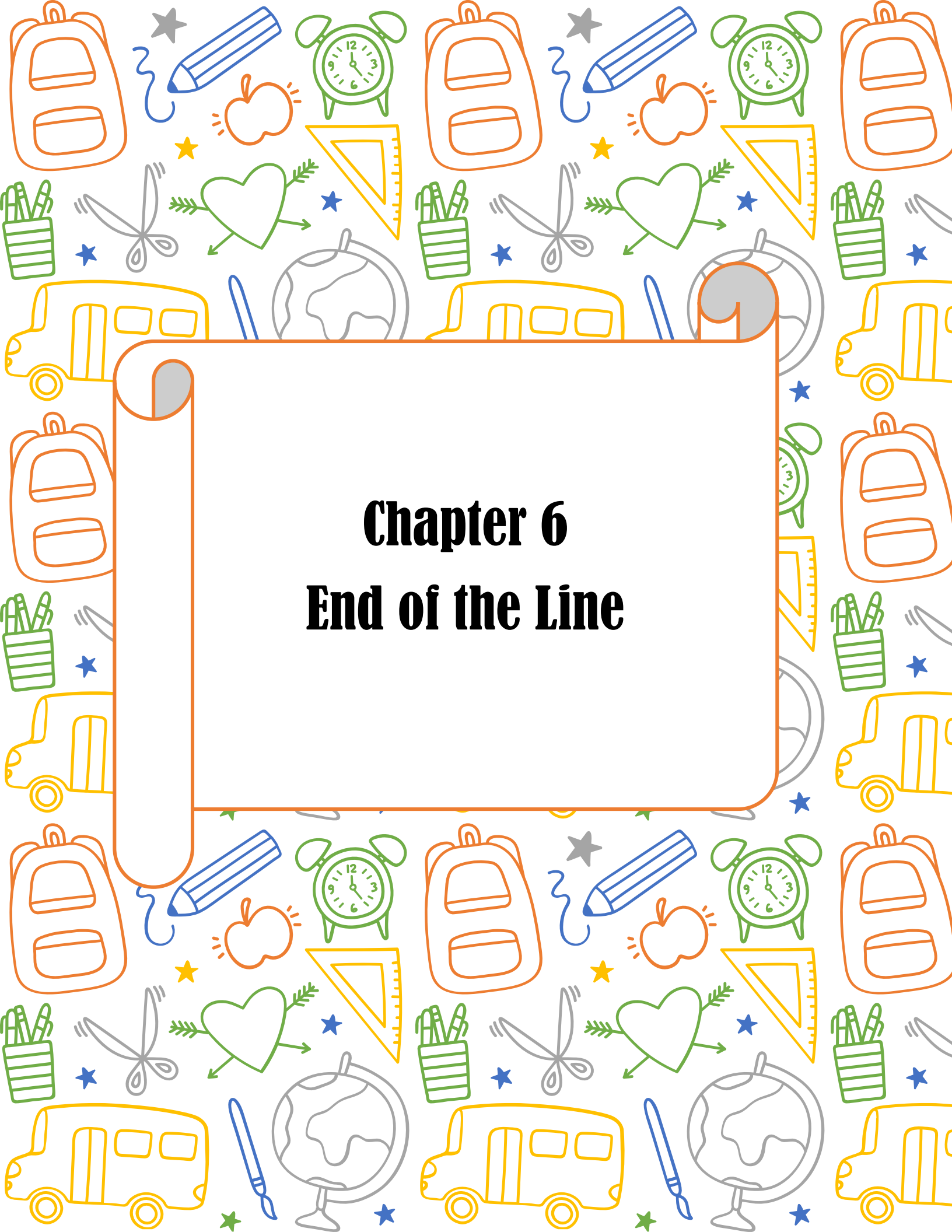
Some recommendations can be given in that case, to free **BCBL** from unprofitable or high leveraged situation and to be solvent by itself to pay off its Debt.

- Though **60%** of total branch are in Profitable, rest of **40%** are unprofitable, this rate of 40% has needed to be decreased at least **20%**. And have to make the number of profitable branch **80%**.
- Management of **BCBL** has to find out why 40% branch are in unprofitable situation. For this bank have to take under consideration **SWOT Analysis, Porter 5 Forces Model** or **PESTLE Analysis.**
- As soon as possible **BCBL** have to take Initiative to make most of Shareholding Capital is under control of Bank.
- BCBL have to arrange **Potential Specialized Training Program** for almost all the staff of the bank. So that all staff can lead their task efficiently.
- BCBL have to define **the Principle of Authority & Responsibility** towards to its employee, so that everyone can make sure about what is his/her responsibility & authority.
- BCBL have to focus more on **Research & Development.** Only by doing Research and Development BCBL can set **Unique Customer Product, Service and Facilities.** So that they can attract more and more customer.
- As company are in deep financial trouble also under **Interest and Tax Burden,** they should follow **Modigliani-Miller Theory,** that is, if they Increase their Interest Expense more they have to pay less Tax, vice versa.
- As the most Sensitive Component of BCBL is **EM with TAT,** so BCBL should take a close look at their **Equity, Interest Income** and **Total Asset.** If the Interest income increase then it will be resulted in the increase of Total asset and total equity.
- To make sure sound lending and not to be default again, BCBL has to consider **Credit Analysis,** and what can be sound lending, the following model can be given:

Judgement	Lending Position
<b>Loan pay off Ability + Loan pay off Desire</b>	Sound Loan
<b>Loan pay off Inability + Loan pay off Desire</b>	Distressed loan
<b>Loan pay off Ability + Loan pay off Reluctance</b>	
<b>Loan pay off Inability + Loan pay off Reluctance</b>	

- It can be highly recommended for BCBL, to set up **Strongest IT Branch Network** to facilitate all kind of operation.





**Chapter 6**  
**End of the Line**

## 6.1 CONCLUSION

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This time we are at the end of the report. Again thanks to Almighty, without blessing of Allah it can never be possible to bring this report to the light. Thanks to all the party related to make this report on, whose contribution cannot be denied. I am really thankful to them.

Analysis of Financial Statements and Interpretation of it is an important tool to estimate the performance. It define the strength and weakness of a company. It is actually clarification toward to client that which company is making profit, on which is performing well and on which to invest to get maximum benefit to be earned. There are a lot of risk to invest in any company. So before putting money in any kind of sector **Financial Performance Analysis** plays a vital role.

The report of financial performance analysis and interpretation is not merely not merely a work of the project but a brief knowledge and experience of that how to analyze the performance of the firm. The study undertaken has brought in to the light to the following conclusion. According to that report's findings **Bangladesh Commerce Bank Limited** is not doing so well but a little bit concentration is necessary of their financial activities. So the company should look for more profit in the upcoming year by taking care of **internal** as well as **external factor**. And with regard to resources, the firm should take utilization of asset properly with equity also.

This report mainly focused on **Financial Performance Analysis** of Bangladesh Commerce Bank Limited by Statement of Profit and Loss Account and Statement of Balance Sheet.

From Statement of Profit and Loss Account and Statement of Balance Sheet, **Ratio Analysis, DuPont Analysis, Sensitivity Analysis, Common-Size Analysis** and **Trend Analysis** have done respectively. The ratio analysis provide an insolvent situation of Bangladesh Commerce Bank Limited. With 5 factor ROE Decomposition we find a negative EBIT Margin and a huge amount of Interest and Tax Burden. Most Sensitive Component of BCBL is Equity Multiplier with Total Asset Turnover. Common-Size and Trend Analysis is also provide a negative result of the company.

In the time of preparing report some obstacle has been occurred, from company's Balance Sheet and Income Statement, data are collected with difficulties, almost all the data is presented but not specified clearly. All data are provided here is presented according to an Investor Perspective, so that they can find all information they need from this report.

Above all, it can be say that an arduous task comes to an end. Hope this report will be useful tool to analysis a sector like finance.





## Appendix

### Books:

- Corporate Finance – Ross|Westerfield|Jaffe|Jordan – 11th Edition
- Principle of Managerial Finance – Lawrence J. Gitman | Chad J. Zutter, 13th Edition
- Banking Law & Practice – P. N. Varshney, 18th Edition
- Finance Banking & Insurance – Mohammad Khalekuzzaman | Harunar rashid

### Websites:

- [www.bcblbd.com](http://www.bcblbd.com)
- [www.bb.org.bd](http://www.bb.org.bd)
- [www.banksbd.org](http://www.banksbd.org)
- [www.wikipedia.com](http://www.wikipedia.com)

### Articles:

- Annual Report of **BCBL** 2018-2014.
- Brochure of BCBL.