



INTEGRATED
REPORT



About Our Integrated Report

The integrated report of EBL provides a comprehensive view on the financial and non-financial performance, position and direction. Our report aims at disclosing information to all the stakeholders in a concise and complete manner so that they can make an informed assessment of our financial performance including solvency, governance practices and directions.

Scope and boundary

Reporting period: 01 January to 31 December 2024

The integrated report covers topics such as our history, achievements, sustainability, strategy, relationship with stakeholders, risk management, corporate governance, external environment, financial performance, segmental overview, senior management team and plans for 2025 financial year and beyond.

Basis of preparation and presentation

Particulars	Reporting framework
Integrated Report	<ul style="list-style-type: none"> International Integrated Reporting Council - IIRC's Integrated Reporting Framework
Consolidated and separate financial statements of the Bank and its subsidiaries	<ul style="list-style-type: none"> International Financial Reporting Standards (IFRS). Bank Company Act 1991 (amended up to date). Companies Act 1994 (amended up to date). Relevant Rules and Regulations issued by Bangladesh Bank. Securities and Exchange Rules 2020 Income tax Act 2023 (amended up to date). The Value Added Tax and Supplementary Duty Act 2012 (amended up to date). The Value Added Tax and Supplementary Duty Rules 2016 (amended up to date). Other applicable laws and regulations.
Corporate governance report	<ul style="list-style-type: none"> Bangladesh Bank's guideline. Corporate governance code by Bangladesh Securities and Exchange Commission (BSEC). Corporate Governance Code. Bank Company Act 1991 (amended up to date). ICAB Corporate Governance Reporting requirements.
Sustainability report	<ul style="list-style-type: none"> Guidelines of Global Reporting Initiative (GRI) IFRS S1 & S2 Sustainable Development Goals by United Nations
Additional Reporting	<ul style="list-style-type: none"> Relevant circulars, rules and regulations of Bangladesh Bank. SAFA and ICAB requirements. ICSB Corporate Governance Excellence requirements ICMAB requirements

Key pillars of our Integrated report



Business Model and value creation



Risk Management



Strategic Focus and resources allocation



Materiality assessment



Governance



Sustainable Banking



Stakeholder Engagement



Operation Environment

Materiality

In the integrated report, we have assessed the expectations of external and internal stakeholders and prioritized material issues according to their likelihood and impact on the Bank. These material topics along with relevant quantitative and qualitative disclosures are made throughout the report. We have highlighted the issues that have the potential to impact our performance, position, solvency and sustainability. In this case, all material issues relating to the Bank have been identified and disclosed in this report. (page number-index)

External assurance

EBL has obtained external assurance on the following reports:

Particulars	Assurance provider
Financial Statements 2024 and audit report	• A. Qasem & Co. Chartered Accountants
Corporate Governance	• M M Rahman & Co., Chartered Accountants
Credit rating	• Rating by international agency: Moody's • Rating by local agency: Credit Rating Agency of Bangladesh Ltd. (CRAB)
ISO certification	• Bureau Veritas (Bangladesh) Private Limited
PCI DSS	• Network Intelligence (I) Pvt. Ltd.
Actuarial valuation of Gratuity and Superannuation Fund	• AIR Consulting Limited
Financial Audit of Provident Fund, Gratuity Fund and Superannuation Fund	• Kazi Zahir Khan & Co. Chartered Accountants
Cash Incentive	• Rahman Rahman Huq (KPMG Bangladesh) • Nurul Faruk Hasan & Co (Deloitte Bangladesh) • G. Kibria & Co. • PKF Aziz Halim Khair Choudhury, Chartered Accountants
Subordinated Bond rating	• 2 nd subordinated bond: Credit Rating Agency of Bangladesh Ltd (CRAB) • 3 rd subordinated bond: Credit Rating Information & Services Ltd. (CRISL)

Availability of the report

Soft copy of this annual report has been made available on the Bank's website: <https://www.ebl.com.bd/>. It's also available in the QR code given on the back cover.



Forward looking statements

This report includes forward looking statements, which are based on management's assumptions, judgements, and beliefs and are subject to inherent risk and uncertainties. These are based on probable financial position of the Bank, economic condition of the country, and prevailing laws and regulations. There can be no assurance that forward-looking statements will prove to be accurate, as actual results and future events could differ materially from those anticipated in such statements. Hence these statements should be read keeping in mind about the future uncertainties.

Responsibility for an Integrated report

I take the responsibility to ensure the integrity of the disclosures made in the integrated report. However, the information presented should be read in conjunction with the audited financial statements. The financial and non-financial information disclosed in the integrated report have been assessed and reviewed as per the contents of the integrated report which reasonably address the material issues capable to impact the Bank and its subsidiaries showcasing fair presentation of integrated performance.

Sd/-

Ali Reza Iftekhar
Managing Director

Strategy and Resource Allocation Plan

To become a valuable financial institution in the industry, EBL aims to grow sustainably over time creating long lasting values for our stakeholders. Hence, to uphold this vision consistently, we have designed our short, medium and long-term strategies and allocated resources accordingly.

Strategic pursuit

EBL's position in the industry

EBL has consistently demonstrated stable performance, even amidst the volatility in the overall banking industry. Our centralized banking model, strong corporate governance culture, good working environment, strive towards innovative product and services and

compliance towards regulatory requirements- all have worked together to make EBL formidable. Our industry position can be found on page 253.

Long term strategies and current business model

The long-term objectives are set to achieve a sustainable growth by considering future product and service development, operational efficiency, portfolio optimization, and environmental impact. Our current business model is aligned with these strategies, ensuring that our business activities and delivery channels contribute to achieving these goals, while also creating positive value for our stakeholders.

Short term

- Ensure liquidity in local and foreign currencies for timely settlement of claims and regulatory compliance.
- Increase inward remittance from NRB customers with specialized propositions.
- Improve asset quality by intensifying recovery of non-performing assets.
- Leverage market intelligence and data analytics for tailored customer offerings.
- Promote green banking and support clients in adopting low-carbon initiatives.

Medium term

- Invest in technology to enhance digital services and provide seamless banking to customers.
- Reduce concentration risk by growing SME client base.
- Expand operations internationally to diversify revenue.
- Set financial inclusion strategies to onboard the unbanked customer segment.
- Implement carbon footprint tracking to drive sustainable business decisions as well as maintain regulatory compliance.

Long term

- Invest in technology and self-service platforms to prioritize clients need and the environment.
- Integrate human intelligence with IT solutions to streamline operational processes.
- Diversify investment portfolio to minimize concentration risk.
- Create an environment that will help to attract and retain quality people.
- Implement measures to enhance sustainable financing in support of Bangladesh's transition to a green economy.

Resource allocation plan

To effectively realize our strategic objectives, we have carefully designed a set of strategic priorities and developed a comprehensive resource allocation plan aligned with our key performance indicators (KPIs) to meet the short term and medium-term objectives. These priorities serve as the foundation for directing our resource allocation plan toward areas that will result in achieving the

objectives. In addition, we have established a strategic framework (page 218) designed to guide the organization steadily toward achieving both our short-term goals, medium-term milestones and long-term ambitions. This framework ensures that all initiatives are interconnected, measurable, and adaptable, enabling us to navigate challenges while aligning a clear focus on the vision of EBL (page 14).

To meet the said goals, following priorities, resource allocation & KPIs are set

Capital	Strategic Priorities	Resource allocation plan	KPIs
Financial Capital	<ul style="list-style-type: none"> • To enhance risk-adjusted return on capital employed. • To improve asset quality, rationalize cost of fund and operating expenses. 	<ul style="list-style-type: none"> • Intensify efforts to improve credit discipline and collection efforts to improve asset quality. • Frequently review the recovery status of non-performing assets. • Design useful value propositions and cash management solutions to attract low-cost fund. 	<ul style="list-style-type: none"> • Capital to risk weighted assets ratio (CRAR): 15% plus • Return on average equity (ROE): 18% plus • Return on average assets (ROA): 1.30% plus • Cost to income ratio: less than 40% • NPL: less than 4%



Capital	Strategic Priorities	Resource allocation plan	KPIs
Human Capital	<ul style="list-style-type: none"> To maintain work-life balance. To ensure a fair, equitable and performance-based appraisal system. Hire and retain qualified, suitable people with right kind of attitude. 	<ul style="list-style-type: none"> Ongoing efforts to keep HR policy & practices dynamic and transparent to maintain a conducive work environment. Enhanced cooperation and cohesion among cross-functional teams to deliver faster. Hiring people with right expertise and attitude offering competitive benefit packages. Increasing investment in HR development through training and experience. Arranging employee wellness and engagement programs. 	<ul style="list-style-type: none"> Increase the number of professionally qualified employees among peer banks. Among top 3 peer banks in terms of per employee productivity (business and profitability). No breach of regulatory compliance.
Manufactured Capital	<ul style="list-style-type: none"> To widen customer reach through cost-effective banking and alternate channels. 	<ul style="list-style-type: none"> Investing in digital banking technology to increase customer touch points. Increase and enhance services through digital channels with exciting and comprehensive features. Increase low-cost physical outlets. 	<ul style="list-style-type: none"> Increase number of customers. Establishing sub-branches, agent banking outlets, ATM/CRMs in suitable locations to enhance customer conveniences.
Social and relationship Capital	<ul style="list-style-type: none"> Upholding the image of a 'responsible corporate citizen' in terms of ethical business, compliance and good governance practices. Ensure delight for customers as well as employees Improve and sustain investors' confidence. 	<ul style="list-style-type: none"> Investing in appropriate CSR activities to impact the society positively. Dealing with customer complaints properly. Ensuring appropriate contribution to national exchequer. Arranging various financial literacy programs/workshops. 	<ul style="list-style-type: none"> Allocate at least 2% of latest distributed profit for CSR expenditure as per policy. Turnaround time to resolve any complaints: 0-3 days. Pay tax/VAT/excise duty timely. Redressal of investors and customers complaints.
Intellectual Capital	<ul style="list-style-type: none"> To enhance brand value. To maintain a strong corporate governance framework. To improve risk management framework. 	<ul style="list-style-type: none"> Improving organizational efforts to ensure regulatory compliance and follow good governance practices. Enhancing communication and rapport with key regulators to stay updated with upcoming regulations and guidance. Enhancing digital security. 	<ul style="list-style-type: none"> Enhance customers' loyalty. Become one of the most reputed banks in the industry. Position as one of the most sought-after local banking partners for global banks and multilateral agencies.
Natural Capital	<ul style="list-style-type: none"> Reducing carbon footprint through our banking service. Ensure energy efficiency at all premises. Ensure green financing in line with regulatory requirement. 	<ul style="list-style-type: none"> Measure GHG emission both from internal operations and financing. Green features at Head office. Provide beneficial service & propositions to customers that advocate for environmental sustainability. 	<ul style="list-style-type: none"> Offer energy audit to the corporate customers with highest emission. Green Financing in 2025: 5% of O/S portfolio (except: classified, staff & credit card loan) Sustainability financing in 2025: 40% of total portfolio (except: classified, staff & credit card loan) Plastic free premise.

Resource allocation status as on 31 December 2024

Particulars	EBL Asset Management Ltd.	EBL Finance (HK) Ltd.	EBL Investments Ltd.	EBL Securities PLC.	Eastern Bank PLC.
Total assets (BDT in million)	282	5,989	1,405	8,063	616,050
Total loans & advances (BDT in million)	-	4,687	53	3,144	410,718
Total investment (BDT in million)	258	-	1,241	3,342	143,046
Total outstanding amount of green financing (BDT in million)	-	-	-	-	28,522

Particulars	EBL Asset Management Ltd.	EBL Finance (HK) Ltd.	EBL Investments Ltd.	EBL Securities PLC.	Eastern Bank PLC.
Total outstanding amount of sustainability financing (BDT in million)	-	-	-	-	174,098
Number of employees	5	5	10	88	4,428
Number of branches	-	-	-	-	85
Number of sub-branches	-	-	-	-	45
Number of agent outlets	-	-	-	-	118
Number of ATM & CRM	-	-	-	-	353
Number of foreign correspondents	-	-	-	-	561

Business model's adaptability to change for achieving the strategic objectives

The business model of EBL includes the transformation of inputs of six capitals into values that have positive or negative impact on the stakeholders. Our strategies were divided into three separate periods, and resource allocation plans and KPIs were designed to achieve these strategies. Our business model is inherently adaptable to future changes in regulatory requirements, the digital landscape, socio-political environment, global and local economies, and organizational structures. And according to the changes, our resource allocation plan is realigned to meet the set objectives.

Influence of external environments on the strategy and resource allocation plan

As EBL operates within a dynamic financial landscape, changes in the external environment inevitably influence the organization, thereby impacting our strategic objectives and resource allocation plans. The impact of external environment on EBL and our response is discussed in PESTEL (page 250). In response to these changes, we realign our strategic objectives and resource allocation plans accordingly.

Moreover, the Bank has identified key risk areas—including credit risk, liquidity risk, operational risk, environmental risk, strategic risk, and reputational risk—which have significant implications across the six capitals. These risks are continuously assessed and managed to safeguard value creation in both the short and long term. The impact of these risks and how they are managed is discussed in Six capital on page 222.

Competitive advantage of EBL

Role of innovation

EBL encourages innovation across all levels of the organization which is reflected in our endeavors. We have empowered our teams to identify opportunities to increase operational efficiency, improve risk management practices, and introduce new financial products tailored to cater diverse market segments. This innovation-led approach not only strengthens EBL's market position but also contributes to long-term value creation for stakeholders. Some of our notable achievements for continuous efforts are as follows:

- In-house developed EBL Skybanking app.
- Launched Smart IVR system
- Improved EBL Self-Service Hub
- Enhancement of e-KYC module

- New payment service solutions for International Banking (OBU) clients

Enhancement and strategic utilization of Intellectual Capital

EBL recognizes intellectual capital which comprises of employee knowledge, professional experience, governance culture, risk management practices, innovation and organizational work culture that creates positive value. The Bank actively develops this capital by investing in training, leadership development, digitalization and creating governance culture to enhance employee competencies as well as establishing our brand as reputable financial organization in the market.

To strategically exploit this capital, EBL integrates its intellectual resources into core business processes, digital innovation, and customer service excellence. Moreover, the Bank systematically captures institutional knowledge through robust knowledge management systems, ensuring its effective application across the organization. This approach not only supports EBL's strategic goals but also strengthens its competitive advantage in an increasingly knowledge-driven financial sector. More on intellectual capital can be found at page 218.

Integration of Environmental and Social Considerations into Strategy

EBL has embedded environmental and social considerations into its strategic framework and work flow, recognizing their critical role in driving sustainable growth and long-term competitive advantage. The Bank integrates environmental, social, and governance (ESG) factors into decision-making processes, risk assessments, and product development which is aligned with global best practices and stakeholder expectations. EBL's commitment to environmental sustainability is reflected in its adoption of green banking practices, financing of eco-friendly projects, and operational initiatives aimed at reducing the Bank's carbon footprint. Details of our environmental initiatives can be found under Sustainability Report at page 257.

On the social front, EBL believes to invest in community development that has positive impact. As a responsible and socially conscious organization, we invest in initiatives that promote education and skill development for underprivileged communities, empower women, provide healthcare support to those in need, and contribute to creating a positive environmental impact. More on our community development projects can be found under CSR at page 257.

By aligning our strategic objectives with environmental and social priorities, we not only mitigate long-term risks but also differentiate us in the market as a forward-thinking, values-driven organization.



Strategic Framework

Deposit related strategy

EBL has established itself as a trusted financial institution consistently maintaining a robust market position with a steady and growing deposit portfolio. Through the implementation of effective strategies, we have successfully built strong relationships with new customers while retaining the trust of our existing clients. These initiatives not only ensure liquidity but also enable efficient management of deposit costs, contributing to sustained profitability and growth.

Offering diversified products

By evaluating the existing deposit portfolio and market dynamics, we make strategic decisions to grow specific types of deposits, such as current, savings, term deposit accounts. To achieve these goals, we offer a diversified range of products complemented by special propositions throughout the year. Leveraging data-driven customer analysis, we design these products to address the unique financial needs of our customers with accuracy and care.

Offering competitive deposit rates

To attract deposit customers and maintain a competitive edge in the industry, we regularly review and adjust our deposit rates across various product categories. In setting or realigning these rates, we carefully consider market trends, liquidity management, and associated risks, ensuring our offerings remain both attractive and sustainable.

Enhancing digital services for seamless banking

We are continuously enhancing our digital services to enable customers to perform routine banking tasks without visiting branches. Key initiatives include opening savings, current, fixed deposit, or recurring deposit accounts through the EBL Self-Service Portal, making instant fund transfers to any bank account, scheduling future transfers, and downloading account statements via EBL Skybanking. Through our digital advancements, we aim to make branches as paperless as possible, delivering service excellence while upholding EBL's commitment to green initiatives.

Expanding into the rural area through strategic resource allocation

To grow our deposit customer base nationwide, we have been increasing our presence in rural areas by establishing sub-branches and agent outlets. By strategically allocating infrastructure and manpower, we aim to effectively mobilize deposits from these regions, fostering financial inclusion and strengthening our nationwide footprint.

Exploring new market to tap into potential clients

We are committed to expanding our reach into untapped markets with significant potential by leveraging insights from market trends and emerging opportunities. As part of this strategy, we are focusing on segments such as university and college students, non-resident Bangladeshis, freelancers. By setting clear short-term and long-term objectives, we aim to strategically explore these markets,

onboard new customers, and broaden our client base for sustained growth.

Nurturing accounts

At EBL, every customer matters. While we focus on expanding our deposit base, we remain committed to nurturing accounts, turning them into growth opportunities. Through real-time monitoring and personalized outreach via SMS, email, and calls, we re-engage dormant accounts and address their financial needs. This strategy not only strengthens relationships but also drives sustainable deposit growth, reflecting our dedication to long-term value creation.

Strengthening customer relationships through cross-selling

By offering a comprehensive suite of banking services and engaging in strategic network-building activities, we establish meaningful relationships with our customers. Leveraging these connections, we provide tailored product propositions that align with their specific needs. Through this approach, we cater to our retail, corporate, and SME clients with deposit products designed to support their financial goals while driving steady growth in our deposit portfolio.

Enhancing cash management solution

Corporate customers constitute a significant portion of our clientele, demanding seamless and efficient banking services. To meet their unique needs, we offer tailored cash management solutions that streamline their payables and receivables processes. By aligning our services with their operational demands, we aim to foster long-term partnerships while growing our deposit portfolio and reinforcing our commitment to excellence in corporate banking.

Focusing on foreign currency deposit portfolio

To address the recent foreign currency crisis in the banking sector, we have focused on clients who can ensure a steady flow of foreign currency deposits over the long term. To expand our FCY portfolio, we offer competitive rates, a seamless account opening process, and dedicated relationship management services.

In 2024 we introduced offshore banking deposit products to attract foreign and non-resident customers. In 2025, we will forge new partnerships with organizations working with NRBs and launch campaigns featuring special propositions to onboard new clients.

Strengthening relationship through customer engagement activities

By analyzing customer behavior and trends, we design targeted engagement activities through digital channels i.e. Facebook, email, sms. Additionally, we host annual customer events and campaigns to nurture long-term, meaningful relationships. Our aim is to expand these initiatives to strengthen our market presence and grow our customer base.

Supporting inclusive growth through Financial Inclusion initiatives

To support the government's inclusive growth perspective and reach the underserved and unbanked population of the country, we have been working as per the policy of Bangladesh Bank since its inception. Some of the initiatives include opening no-frill accounts (10 Taka) for low-income groups, school banking accounts and campaigns, agent banking operations, arranging financial literacy programs and so on. These activities will continue in future, ensuring our active participation in Bangladesh's inclusive growth journey.

Promoting financial awareness activities

We, at EBL, are committed to our customers' financial well-being. To empower them to make informed decisions, we maintain consistent communication through email, mobile app notifications, newspaper advertisements, brochures, and social media platforms. Additionally, we organize interactive discussion sessions to highlight the benefits of various deposit products and services.

To deepen their understanding of financial products, digital banking solutions, new offerings, and financial security, we strategically leverage digital platforms and host targeted events. These initiatives are designed not only to educate but also to foster trust and engagement, creating a financially literate and proactive customer base. Through integrating financial awareness into our broader strategy, we aim to drive steady deposit growth while supporting our digital transformation journey.

Loan & advance related strategy

At EBL, every loan tells a story - of growth, resilience, and trust. Our lending strategy is not about building numbers; it is about creating ever-lasting value. In a world that constantly evolves, we focus on what remains constant: understanding needs of customers, managing risks, and building relationships that evolve and grow.

Strategic focus on export-oriented lending

EBL prioritizes clients with a balanced focus on both export and import activities, with strategic emphasis on export-oriented businesses. This approach aligns with national economic priorities & achieving positive balance of trade, while maintaining prudence in lending to large manufacturing clients under the corporate segment. Our strategy supports high-growth sectors such as RMG, Textiles, and other export-driven industries, reinforcing EBL's position as a key financial partner for Bangladesh's industrial advancement. We will introduce industry-specific financial products tailored to the unique needs of export-oriented businesses to foster growth and stability.

Digitalization for seamless customer experience

Our strategy prioritizes investment in advanced digital technologies to enhance the efficiency of the customer lending experience. By streamlining the credit approval process, minimizing paperwork, and embedding automation, we aim to create a more agile and efficient system that is both simpler and faster. This strategic direction is designed to reduce turnaround time, enhance operational efficiency, and deliver a borrowing experience defined by speed, precision, and simplicity. EBL is exploring the option of creating user-friendly digital lending platform to provide corporate customers with real-time access to loan information and status updates.

Proactive risk management with early warnings

EBL's early warning system identifies potential risks at the earliest stages. This proactive approach ensures timely interventions, mitigates credit risk, and safeguards asset quality, aligning with global best practices. It is particularly crucial for managing large corporate exposures, where early detection of vulnerabilities plays a vital role in maintaining a healthy loan book.

Data-driven decision making

At EBL, advanced analytics and data-driven insights form the cornerstone of our approach to credit assessment and portfolio management. We are developing a centralized database to integrate borrower profiles, historical financial data, and creditworthiness metrics. This initiative will enable deeper analysis of risk indicators, portfolio performance, and approval patterns, while also providing predictive insights and early warnings.

Regional credit hubs for enhanced efficiency

To streamline loan processing and improve turnaround times, EBL has established regional credit hubs across key zones. These hubs bring decision-making closer to the regions we serve, ensuring faster approvals, enhanced operational efficiency, and consistent credit quality. By decentralizing loan processing, we have strengthened risk management practices in our lending portfolio.

Sectoral diversification for stability

EBL's lending strategy emphasizes sectoral diversification as a key driver of portfolio stability and risk mitigation. In 2025 & beyond, our approach will focus on maintaining balanced credit exposure across core industries such as RMG, Textiles, Pharmaceuticals, Leather, Footwear, and essential items industries. By fostering a well-distributed portfolio, we aim to build greater resilience against economic fluctuations. This strategic direction ensures sustainable growth while supporting Bangladesh's evolving industrial landscape and broaden EBL's horizon of potential customers. We continuously monitor industry trends and adjust our sectoral exposure to capitalize on emerging opportunities.

Financing import substitutes

EBL is prioritizing industries that offer viable alternatives to import-dependent materials. This strategic focus reduces import reliance, strengthens local supply chains, and supports economic sustainability while fostering innovation and growth.

Sustainable financing for a greener future

Sustainability is one of the core pillars of EBL's lending strategy. By financing businesses that adopt eco-friendly practices, we align with Bangladesh Bank's vision for a greener economy while unlocking growth opportunities in green industries. In 2024, we disbursed 89.48% of total finance as Sustainable Finance - significantly exceeding the regulatory requirement of 20%. This approach reflects our commitment to responsible growth, value creation, and a sustainable future.



Green financing

EBL's Green Financing strategy is guided by a vision for a more sustainable future. We prioritize financing projects that contribute to a greener economy, including Effluent Treatment Plants (ETPs), renewable energy, waste management, energy efficiency, alternative energy, and other environmentally sustainable initiatives. In 2024, 35.24% of our total term loan finance was directed towards Green Financing - significantly surpassing the regulatory target of 5% - embedding sustainability into our core lending philosophy.

This strategy is further reinforced by a thoughtful realignment of our sectoral exposure. We are adopting a more balanced approach towards high-carbon industries such as power, and steel. This shift reflects our alignment with Bangladesh Bank's sustainable finance philosophy, enabling EBL to drive long-term value creation and support Bangladesh's transition to a greener economy.

Cross-selling for deeper engagement

By leveraging personalized insights and targeted cross-selling strategies, EBL strengthens relationships with its existing customers. Through complementary products and services, we create a holistic financial ecosystem that adds value for our clients and drives deeper engagement.

Customer-centric solutions

Understanding the unique financial needs of diverse customer segments is central to EBL's approach. From tailored repayment structures and flexible terms to customized loan solutions, we empower businesses and individuals to achieve their financial goals. This includes sector-specific support for high-priority industries such as RMG, export-oriented businesses, and SMEs.

Empowering women entrepreneurs

EBL remains committed to bridging the gender gap in business financing. By offering gender-specific loan products with competitive rates, flexible terms, and simplified access, we empower women entrepreneurs, driving inclusion and fostering economic progress.

Empowering SME growth

SMEs form the backbone of Bangladesh's economy, and EBL is committed to their growth aspirations. Simplified processes, targeted advisory services, and customer education ensure that SMEs thrive in an increasingly competitive landscape.

Export & Import related strategy

Export strategy

EBL's export strategy emphasizes growth, diversification, sustainability and resilience. By leveraging technology, strengthening global partnerships, and adhering to regulatory frameworks, we empower exporters to thrive in competitive international markets while effectively addressing local demands.

Regulatory compliance: building confidence

In compliance with Bangladesh Bank guidelines, EBL offers a structured and reliable trade framework that fosters confidence in cross-border transactions. We also advise customers on compliance with international trade laws, export documentation, and sanctioned country regulations to prevent issues that may arise in cross-border

trade. On periodic basis, we arrange workshops on international trade compliance and documentation for employees and customers to keep them updated.

Foreign currency hedging: mitigating market risks

We offer tailored foreign exchange hedging solutions, including forward contracts and options to protect exporters from currency fluctuations. This ensures stability and profitability for customers in volatile markets.

Digitalized solutions for export efficiency

EBL simplifies the export process through digitized platforms, enabling faster issuance, processing, and settlement of trade transactions. This enhances operational efficiency and ensures exporters can swiftly meet global demands.

Empowering sector leaders

Ready-Made Garments & Apparel Industry remains central to Bangladesh's export portfolio, and EBL prioritizes this sector to uphold the country's strong global positioning. Simultaneously, we support exports in chemicals, medicine, footwear, and ICT, fostering growth across industries.

Supporting local and global export synergies

While foreign exports are central, EBL recognizes the importance of local exports in sectors like Non RMG and chemicals. This balanced approach ensures a robust export ecosystem catering to domestic and international markets.

Access to government backed financing programs

EBL supports businesses by facilitating access to low cost government-backed refinance loans for financing trade activities, such as purchasing machinery for export production or financing the import of raw materials. i.e. Export Development Fund (EDF) Loan, Long Term Financing Facilities (LTFF), Green Transformation Fund (GTF).

Driving sustainability in export practices

By helping exporters to access Bangladesh Bank's Green Transformation Fund (GTF) which is given for importing capital machinery and accessories for environment-friendly initiatives, EBL supports environmentally conscious exporters. This aligns with global sustainability trends and enhances Bangladesh's reputation as a responsible trade partner.

Supporting innovation-driven export growth

Recognizing the potential of ICT exports, EBL facilitates trade in technology-driven sectors, paving the way for Bangladesh to become a significant player in the global digital economy.

Enhancing regulatory and compliance assistance

EBL provides advisory services to ensure exporters comply with country regulations, international trade laws and documentation standards. This proactive approach minimizes risks, fostering smooth and efficient export operations. To provide instant support, we have a plan to establish a dedicated helpline for real-time compliance support.

Import strategy

With a view to address the shifting needs of industries, leveraging global partnerships, and embedding sustainability into the core, EBL facilitates more than the movement of goods. This approach strengthens businesses, sharpens Bangladesh's competitive edge, and builds an economy ready to weather tomorrow's uncertainties.

Regulatory compliance

Complying Bangladesh Bank's guidelines form the cornerstone of our import strategy. By ensuring unified compliance through the facilitation of Letters of Credit (LCs) at prescribed margins, EBL provides businesses with a secure and reliable framework for engaging in international trade. We regularly arrange training sessions for the customers on regulatory changes and updates.

Global banking network

Leveraging a robust correspondent banking network, EBL facilitates smooth cross-border trade financing. To enable import transactions across multiple currencies, we have streamlined our operations and enhanced connectivity for clients in an ever-evolving global trade landscape.

Customizing LC solutions to drive resilience

EBL's tailored LC solutions adapt to dynamic market conditions, supporting seasonal fluctuations and diverse import needs. This ensures stability and agility for businesses in key sectors.

Prioritizing high impact industries

By supporting imports critical to Bangladesh's growth trajectory, EBL finances key sectors such as textiles, manufacturing, and

infrastructure. Our focus on fabrics and cotton strengthens the RMG industry, while machinery imports drive industrial modernization.

Digital transformation for import efficiency

Harnessing technology, EBL has streamlined LC issuance, processing, and settlement through digitized trade finance solutions, ensuring faster responses and reducing operational friction for clients.

Promoting sustainable industrial practices

EBL facilitates the import of scrap metal and vessels, aligning with global recycling initiatives to foster a circular economy. This underscores our commitment to industrial sustainability.

Facilitating food security and consumer demand

By financing imports of essential consumer goods and edible oils, EBL bridges gaps in domestic production. This ensures the consistent availability of vital goods while supporting the aspirations of an expanding middle class. In coming days, we want to explore collaborations with local agro-based industries to boost domestic production alongside imports.

Adaptability to seasonal trends

Understanding the cyclical nature of trade, EBL calibrates its financing solutions to align with peak periods, enabling businesses to capitalize on market opportunities while maintaining stability during slower seasons.



Material topics:

- Sound financial performance
- Quality asset portfolio
- Low-cost fund
- Sustainable financing
- Managing liquidity mismatch

SDG relevance



Impact on other capitals

The use of manufactured, human, and intellectual capitals may reduce financial capital in the short term but boosts long-term financial growth.

EBL's focus on long-term growth is reflected in its steady financial performance.

Six Capitals

Financial capital

Financial capital refers to the pool of funds available to a bank for creating value for its stakeholders. It is an integral component for ensuring seamless operation of business activities. Generally, for a bank, the financial capital consists of shareholder's equity, borrowing from external sources and customer deposit. The effective management of these funds helps an organization to grow profitably.

Through optimal utilization and effective management of financial capital, EBL has consistently created value for stakeholders. Our financial capital consists of customers deposit, borrowing from banks and FIs and shareholders equity. The mix is as follows:

78.92%

from customer deposits, with 31.50% from priority banking deposit.

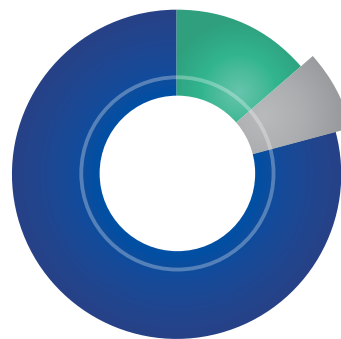
13.65%

from external borrowings, 37% of which comes from renowned foreign banks and FIs.

7.43%

from shareholder equity.

Financial capital 2024



Borrowing from other banks/FIs, **13.65%**

Shareholders equity, **7.43%**

Customer deposit, **78.92%**

Performance highlights 2024

	BDT 10,585.07 million NII		3.34% NPL		18.63% ROE
	1.34% ROA		AAA Credit rating (CRAB)		15.11% CRAR

Challenges faced in 2024

- The overall banking sector faced liquidity stress due to the loss of customer's trust in general.
- The rise in NPL in the industry has impact on overall profitability of the banking sector.
- The cost of fund management through other financial institution was higher in 2024.

Initiatives taken by EBL in 2024

- To manage the liquidity stress, we leveraged our brand reputation which helped us gain customer confidence resulting in increase in the deposit.
- To manage bank's overall NPL, we focused on providing loan to the good borrowers through strict screening process.

Associated risks & risk management practices

Credit and liquidity risks are critical in the banking sector, and managing these risks ensures a bank's stability. Financial capital is used for providing loan & advances and following two risks are prominent under this capital component.

Credit Risk

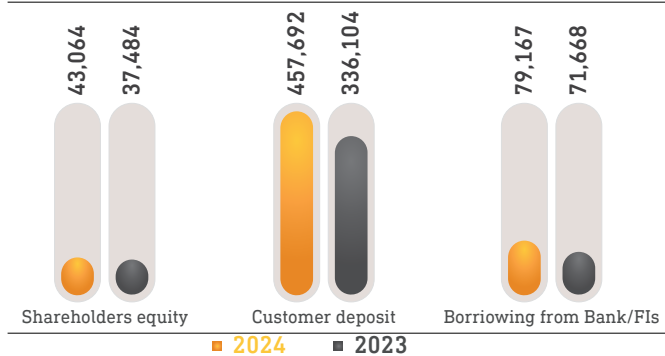
At EBL, credit risk is meticulously managed in accordance with our credit policy manual, credit instruction manual, and defined risk appetite. Establishing a strong credit risk culture is essential for ensuring effective management of credit risk within the organization. Details of credit management practice can be found at page 181.

Liquidity Risk

Liquidity risk arises from the inability to meet short-term financial obligations to borrowers and depositors. To manage this risk, various indicators are closely monitored, and appropriate actions are taken as needed. Additionally, we have a Contingency Funding Plan (CFP)—a comprehensive set of policies and procedures—that provides guidance for addressing funding requirements in such situations. Details of liquidity management practice can be found at page 183.

Financial capital

BDT in million



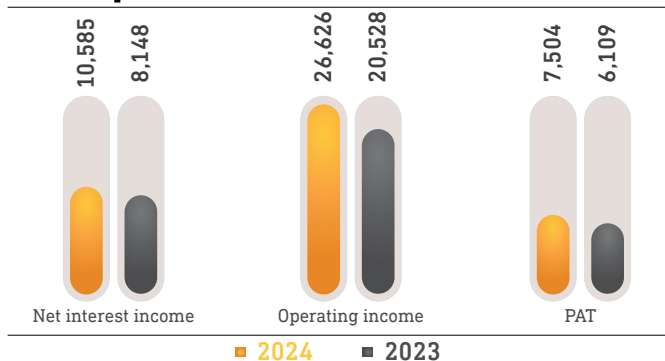
Comparative analysis of financial capital

Customer deposits have increased by 25.02% in 2024, primarily driven by a "flight to quality," where depositors from poorly governed banks shifted their funds to more reputable institutions. Our long-standing commitment to good governance practices and a strong compliance culture has gained customer confidence that contributed to this growth at EBL. This increase highlights the significant role of sound governance for maintaining long-term relationships and cultivating customer loyalty, even amid economic uncertainties.

Our borrowings from financial institutions have remained stable throughout the year, with a notable increase of 10.46% in 2024. This growth reflects our robust financial position and the continued trust lenders place in our business. Additionally, our shareholders' equity, the smallest component of our financial capital, has risen by 14.88%.

Financial performance

BDT in million



Effective management of our financial capital has positively influenced our financial performance. Net interest income increased by 29.91% in 2024, primarily due to the removal of the interest rate cap, the SMART rate. Operating income also saw a rise of 29.71%, largely driven by the growth in net interest income. As a result, profit after tax (PAT) recorded a significant increase of 22.83%.

Way forward

- To strengthen the asset portfolio, we will diversify our customer base and make lending decision following our risk management framework.
- Manage the liquidity flow of the bank through minimizing cost of fund and maturity gap of asset and liabilities.
- Maintain good rapport with the DFIs and financial institutions to avail funds at lower cost.



Material topics:

- Business channel or customer touch points expansion
- Financial inclusion
- Green building

SDG relevance



Impact on other capitals

Investing in manufactured capital may negatively impact financial capital in the short term, especially as we enhance digital services.

However, these investments will have long-term benefits, increasing financial capital, enriching intellectual capital, retaining skilled talent, and strengthening social and relationship capital.

Therefore, mindful investment in manufactured capital is crucial.

Manufactured capital

Bank's physical & digital infrastructure that help to provide services to the customers are represented as the manufactured capital. The manufactured capital of a bank consists of all the customer touch points-both physical and digital such as branches, sub-branches, agent outlets, ATMs, CRM, POS etc.

To increase customer's reach and to make banking services available to the customers in a convenient way, investment in manufactured capital is necessary. It is particularly important to strategically invest in this infrastructure to make banking services accessible to the unbanked segments of the economy.

Physical network

To effectively cover key locations across Bangladesh, we have strategically expanded our physical network, which includes 85 full-service branches, 45 sub-branches, and 118 agent banking outlets nationwide, offering a wide range of comprehensive banking services to our customers. We have also included Islamic Banking window at 20 branches out of 85 branches.







Digital network

Expanding our customer reach through a digital network is one of our key strategies to ensure the availability of banking services 24/7. In 2024, we have upgraded the Skybanking app, enhanced the EBL Self-Service Hub, improved the EBL Skypay gateway, and optimized EBL Connect. We have made services available for Non-Resident Bangladeshis (NRBs) from anywhere in the world to easily connect with EBL and access a range of banking services to fulfill their financial needs.

Phygital (physical+digital) network

EBL has increased its footprint to the customers through phygital services that provide banking services to them without putting step to branch and wait in line. With 245 ATMs, 108 CRMs, and 33 RTDM services nationwide, customers can access over-the-counter banking through these convenient touch points.

Performance highlights 2024

	12 new sub-branches		20 Islamic Banking window		54 new Cash Recycler Machine (CRM)
	BDT 60,000+ million salary disbursed through EBL		10+ million transactions processed through Skypay gateway		Digital Application Portal for the EBL-Daraz Visa Co-brand prepaid card

Challenges faced in 2024

- Due to high administrative cost, we did not increase our branches.
- We also introduced NRB customer onboarding through EBL self-service hub which was challenging to incorporate due to the nature of the customer segment.
- Cyber security and data security is a persistent threat to Banks and financial institutions.

Initiatives taken by EBL in 2024

- To utilize our resources effectively in expanding channels, we have shifted our focus on expansion to sub-branches & agent outlets for reaching areas that have few branch banking activities.
- After identifying key issues, we upgraded EBL Self-service hub which enabled NRB customers to open savings, term and recurring deposits.
- We always give highest priority to cyber security and data security. Our prompt activities have resulted in minimizing such threats.

Associated risks & risk management practices

Operational risk

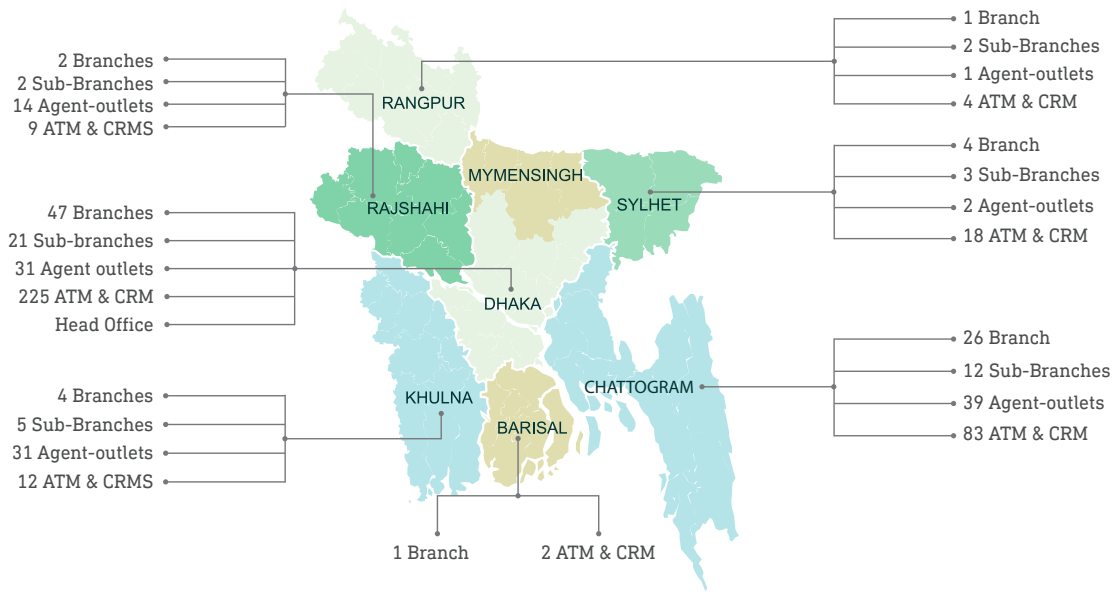
Manufactured capital is subject to operational risks such as technology failures and potential regulatory breaches if there is any lapse in regulatory compliance during branch expansions. EBL has established comprehensive guidelines to mitigate such operational risks. Additionally, our risk management team closely monitors these risks and escalates issues as necessary to ensure proactive management and compliance.

Environmental risk

During business expansion, environmental risks are associated with the use of manufactured capital. The expansion of our physical network necessitates the consumption of land, water, and fuel. Therefore, EBL adopts a mindful approach to branch expansion where we prioritize sustainable growth over the aggressive expansion strategies often observed in the banking industry.

Strategic risk

It is important to note that if the strategies implemented to expand manufactured capital do not yield long-term benefits, they may result in strategic risks. However, EBL has consistently made well-considered decisions regarding the expansion of its manufactured capital that has allowed us to reap the associated benefits. A brief description of these risks can be found at page 184.



Way forward

- We will strategically increase our physical customer touch points by analyzing the market prospect and geographical location.
- As we are more focused on embracing technological advancement, we will improve and add more digital initiatives to serve our customers.



Material topics:

- Employee morale
- Health & safety
- Diversity & equal opportunity
- Competitive benefit package

SDG relevance



Impact on other capitals

Investment in human capital has a short run outflow from financial capital. But effective investment always brings in positive inflow in all other capitals.

So, selecting & training right group of employees is crucial for the overall benefit of the bank. EBL has cautiously recruited & placed the right person at right place that has made the Bank to be recognized as one of the best employers in the industry.

Human capital

Human capital is at the center of our organizational strategy for growth. It is defined as the capacity of individuals working in the Bank and their awareness about governance, ethical matters & risk management practices.

The core philosophy of eblHR is "People First," that reflects our commitment to our employees and our dedication to maintaining a strong presence in the industry through the adoption of best banking practices and sound corporate governance.

In 2024, we recruited 1,353 employees, including 35 individuals through our Future Leader Program—a distinctive initiative designed to recruit and talents to shape the future leadership at EBL. Our commitment to diversity & equal opportunity ensures that every employee is treated fairly.

Grade wise employee	Male	Female	Total
Senior Level	253	29	282
Mid-level	653	113	766
Entry Level	1,414	435	1,849
Trainee Level	1,323	184	1,507
Support Staff	24	0	24
Total	3,667	761	4,428

In 2024, our appraisal process reviewed all eligible employees taking into account both quantitative and qualitative performance to ensure a comprehensive evaluation for each individual.

Our e-learning exams are held twice a year and e-certification on ICT security, AML and etiquettes and professionalism once a year, ensuring all employees are updated on key banking knowledge. In 2024, there were 25,709 participants in these exams which reflects our effort to increase the value of our employee.

To promote employee motivation and well-being, we have implemented a range of employee engagement initiatives, including sports activities, music events, and wellness sessions. Also, we conducted a comprehensive market survey to assess the competitiveness of our financial offerings, which led to a revision of our salary structure in 2024.

Details on our human resource management are given at page 320, "eblHR: Transforming the future workforce" segment.

Performance highlights 2024

BDT 6,505.93 million Salary & allowances disbursed	BDT 21.20 million invested in training	35 people recruited in Future Leader program
17.19% female employees	5 days/employee average training	Operating profit per employee BDT 5.46 million
296 employees absorbed (trainee to permanent)	Arranged 422 number of training	

Challenges faced in 2024

- A persistent challenge faced by eblHR is identifying the right talent for recruitment, which directly impacts the work culture at EBL.
- Also, we have to look out if right people are engaged with appropriate role and responsibilities; otherwise, overall productivity may decline.
- Employee attrition and the effective management of grievances are also key concerns.

Initiatives taken by EBL in 2024

- Our recruitment process involves multiple steps, including video CV submissions and collaboration with the British Council, to identify candidates with the right skill sets.
- eblHR is a strong advocate of work-life balance and ensures that this principle is reflected across all levels of the organization.
- Our competitive appraisal system and employee engagement program keep them motivated and committed.

Associated risks & risk management practice

Human capital is a vital asset for any business organization, and for a bank, maintaining ethical and responsible human resources is essential. Failure to do so can lead to risks such as fraud, money laundering, and data breaches, which, if recurring, can cause significant reputational damage. To ensure sustainability and retain the trust of stakeholders, it is crucial for a bank to effectively mitigate these risks.

EBL is widely recognized for its strong governance and risk management practices. By adopting a zero-tolerance stance toward non-compliance as set by the Board and senior management, it is reflected in both our financial stability and our corporate culture.

» Way forward

- We will ensure our employees are ready for the future of banking through providing them with necessary trainings.
- Through recruiting right people, we will ensure a sustainable workforce that can be developed into future leadership roles.



Material topics:

- Product & service innovation
- Brand value
- Good governance
- Customer delight

SDG relevance



Impact on other capitals

Intellectual capital is closely linked to both human and financial capital.

A positive inflow of intellectual capital results from two things, one is the outflow of financial capital, that is, by making investments in technology or training.

The other is the inflow of skilled human capital, which in turn has a significant positive effect on social and relationship capital.

Intellectual capital plays a crucial role in building a strong brand reputation.

Intellectual capital

Creative approach to work, brand value, innovative product & services for the customers, in-built team expertise and customer satisfaction -- all these intangible assets are referred to as Intellectual capital.

Intellectual capital serves as a key, yet often intangible, driver for the Bank, providing a competitive edge in the industry and contributing to long-term sustainability. While intellectual capital is challenging to quantify, its influence can be observed across all areas of the organization.

To maintain a strong competitive position and realize the benefits of this intellectual capital, EBL is focused on streamlining processes, upholding robust corporate governance, and fostering technological innovation.

Product & service innovation

Bank requires to offer innovative as well as secured banking products and services to meet customers' needs and changing demands. In 2024, to improve security and include more banking services available at fingertips of customers, we revamped our Skybanking app. We also introduced Islamic Banking product and services to cater to the need of customers.

Strong corporate governance

A bank's success hinges on strong corporate governance, which is crucial for stability in the long run. Good governance is built on ethical practices, commitment to values, and adherence to laws and regulations. The "tone at the top" significantly influences the bank's growth. Hence, our Board views compliance not as a cost, but as a competitive advantage.

EBL Nest

A unique capacity building center of EBL, EBL Nest, facilitates idea generation across various departments of EBL through multiple brainstorming sessions. This initiative contributes to enhancing EBL's presence in the industry. In 2024, a total of 45 Nest sessions were held where a range of innovative ideas were generated for improving the Bank's operations and performance. (page 327)

Performance highlights 2024

	Ranked No. 1 "Market Leader" in Euromoney's 2024 Trade Finance Survey (domestic category)		Awarded "Outstanding Digital CX – Cash Management Platform 2024 for EBLConnect		Awarded ICSB gold award for Corporate Governance Excellence 2023
	ISO certification of 4 risk department		98% rating score on customer service quality through a survey by contact center		Compliance certificate for PCI DSS compliance version 4.0.1
	Implementation of Archive Management System (AMS)		Automated customer alert for RTGS trade transactions		

Challenges faced in 2024

- The revamping of the Skybanking app, featuring enhanced security and new functionalities, presented significant challenges this year due to the associated transition risks.

Initiatives taken by EBL in 2024

- Prioritized security measures and with efforts from ICT division the preliminary service interruption was minimized and gradually smoothen the transition process. Now, customers can enjoy numerous banking services available at fingertips.

Associated risks & risk management practice

Strategic and reputational risks are significant risks associated with intellectual capital. An ineffective strategy or inefficient implementation of strategies related to intellectual capital may result in financial costs. Conversely, weak or faulty corporate governance can lead to reputational risks, ultimately causing financial losses. To mitigate these risks, EBL consciously safeguard its core values, that is, uphold good governance practice and set strategies according to the current & future banking industry scenario.

» Way forward

- We will continue to bring product and services to the market according to the customers' needs which will make banking convenient and accessible to all.
- Corporate governance is one of our key strengths and we are committed to upholding these values so that they are consistently reflected by all employees.



Material topics:

- Regulatory compliance
- Responsibility towards society
- Customer satisfaction

SDG relevance



Impact on other capitals

Investing in social & relationship capital has a short run out flow of financial capital.

But there is a ripple effect in the long run in all of the remaining capitals through increase of the inflow of financial capital, human capital, intellectual capital as well as natural capital to some extent.

This intangible capital can be harnessed to maintain the stability of the business entity.

Social & relationship capital

Social & relationship capital is an intangible capital which consists of the relationships, values & interests commonly shared with stakeholders of the Bank. For ensuring collective well-being of customer, regulator, local community as well as of the Bank, investing in social & relationship capital is essential. The social cohesion established by building relationship & networks with the stakeholders helps an organization to rely on them that has multiple benefits in pursuing long term growth.

Ensuring customer delight

EBL values its customers profoundly and we put all-out efforts to ensure customer delight by simplifying process, digitalizing services and analyzing customer feedbacks. As customer deposit consists of 78.92% of our financial capital, it emphasizes the importance of upholding customer trust. Through maintaining good corporate governance and compliance culture, we have been able to provide the customers comfort to keep their hard-earned money with us. Details are provided at page 336 under "Our Journey Towards Excellence".

Regulatory compliance








EBL consistently upholds regulatory compliance and engages proactively with regulators on new laws and instructions. In 2024, no compliance issues were raised by regulators. As a responsible corporate entity, EBL pays corporate taxes on time, often ahead of schedule. We also deposit excise duty, withholding tax, VAT, and other deductions from customers, employees, and vendors to the government.

Giving back to the society

EBL carefully selects projects that create both local and global impact. In 2024, EBL made BDT 94 million expenditure in various segment of CSR. Our major focus areas for community investments are education, health, environment, sports, women empowerment etc.

Details on our endeavors to giving back to the society are given at page 283 under "Corporate Social Responsibilities" segment.

Performance highlights 2024

	Contribution to national exchequer of BDT 12,672 million		Contribution to CSR of BDT 94 million		Secured USD 35 million loan from OPEC for SME financing
	Conducted 9 surveys in 2024 assessing customer-bank relationship		Arranged a 10-day train-the-trainer program in Sylhet for grassroots women entrepreneurs		
	Total 561 foreign correspondents		Customer retention rate 95.62%		

Challenges faced in 2024

- We have received 1,164 complaints from all channels throughout the year.
- The uprise in July-August 2024 had ripple effect in the overall economy.
- Contribution to the social welfare was highly influenced by many socio-political factors.

Initiatives taken by EBL in 2024

- We have resolved all the complaints with zero breach in customer privacy.
- Due to our strong adherence to corporate governance and transparency, we focused on doing business with utmost care.

Associated risks & risk management practice

Social and relationship capital is susceptible to reputational risk. To mitigate this, EBL has established a complaint management system for customers and a grievance redressal mechanism for investors.

Furthermore, our business operations are fully aligned with regulatory guidelines, ensuring strict adherence and preventing any regulatory breaches. To avoid overlapping of CSR expenditures across various segments and to maintain transparency, EBL follows a well-defined framework that is in accordance with regulatory standards.

Way forward

- We create value for our stakeholders and so, we want to ensure that we remain transparent throughout our service delivery towards them making us one of the most trusted partners in the industry.
- We will continue to ensure strict compliance with regulations and take all necessary steps to prevent any regulatory violations.
- In coming days, we want to ensure our efforts towards the betterment of society has lasting and fruitful impact.



Material topics:

- Energy emission
- Resource optimization
- Green finance & Sustainable investment
- Environmental awareness

SDG relevance



Impact on other capitals

Investing in preserving natural capital has a long-term benefit for the organization that penetrates through financial, intellectual, human and social and relationship capital.

On the other hand, manufactured and natural capital are inversely related, so it is crucial to invest carefully in manufactured capital.

Natural capital

Natural capital is defined as the renewable & non-renewable resources like energy, water, air that are used by the organization for its value creation process.

EBL has always been advocating for sustainable growth that surpasses the profitability of the organization and extends to the societal and environmental well-being.

In-house green initiatives

EBL puts efforts on optimizing resource use and reducing acquisition costs. We have implemented initiatives to ensure sustainable resource use with minimal waste, such as declaring our premises plastic-free since 2019 and replacing plastic items with eco-friendly alternatives. By installing auto sensor lights at our head office, water treatment plant and soil treatment facility, we optimize fuel and water consumption and minimize waste. These efforts aim to create a lasting, positive environmental impact.

Sustainable financing

In line with its commitment to corporate social responsibility, EBL has adopted green banking to mitigate its environmental impact. Acknowledging its role in greenhouse gas emissions, EBL has provided funding to the projects that focuses on energy and resource efficiency.

BDT in million

Promoting sustainable finance	2024
Financed for installation of Effluent Treatment Plants (ETP) at operational plants	217.3
Financed in plants having ETP	26,008.8
Financed to solar panel/ renewable energy/alternative energy plants	347.75
Financed in Energy & Resource Efficiency	9,888.81
Financed to other green projects	10,451.37
Total disbursement in sustainable initiatives (including Green Finance)	216,494.99

Measuring and reducing GHG emission

EBL is committed to tracking and reducing its greenhouse gas (GHG) emissions from its internal operations and financed portfolio. As a part of this initiative, we have collaborated with JIM Foundation and Ernst & Young Advisory Services Bangladesh Limited to measure the GHG emission. Also, to mitigate climate risk, we are setting targets to reduce GHG emission. The detail of these metrics and targets can be found at page 268.

Performance highlights 2024

Partnered with icddr'b for solid waste management initiative	Green features at Head office	Financed to 4 new LEED certified projects.
Awarded Best Climate Focus Bank in 2024	Financed 204 customers in energy and resource efficiency	Financed BDT 27.61 million to green CMSME

Challenges faced in 2024

- The major challenge we are facing now is to implement the IFRS S1 and S2 in our bank within 2027.
- To measure the GHG emission from our internal operations is ongoing and ensuring data are available within due time.

Initiatives taken by EBL in 2024

- We are already working with central bank and some peers to understand the scope of IFRS S1 and S2 and its smooth implementation within timeframe.
- We have escalated to the respective departments to work on data management so that we can ensure correct GHG emission is measured.

Associated risks & risk management practice

Due to mismanagement of natural capital, environmental risk arises. Additionally, financing projects or business entities that pose significant threats to the environment can lead to reputational risks, as it may portray the bank as unethical and irresponsible in the eyes of stakeholders. To reduce such risks, EBL has Sustainable banking/ Environmental & Social Risk Management (ESRM) Policy in place and a dedicated team to monitor overall financing.

As climate change impacts worsen, we are entering an era where climate risks—physical and transition—demand urgent attention. In line with IFRS S2 implementation, these risks must be incorporated into our risk management framework. Effectively managing and adapting to climate risks will benefit both the organization and the country. The detail can be found at page 265.

» Way forward

- EBL will continue to encourage the green initiatives and go beyond our internal operations through financing our clients.
- To minimize GHG emissions, the first step is measurement. We are currently partnering with organizations that will assist us in tracking these emissions. Based on the measurements, we will establish targets and implement strategies to reduce emissions.



EBL Little Star

Let's make a
better future
for your child



Business Model

A business model offers a concise overview of how an organization creates value by transforming inputs into outputs through various activities. In essence, it represents a company's fundamental strategy for achieving profitable operations. For banks, ensuring business profitability involves generating a positive spread between the returns on loans and investments and the costs associated with deposits and borrowings, alongside corresponding non-funded earnings. EBL has consistently maintained a loan portfolio that comprises of approximately 75% corporate loans and 20% SME and retail loans, a spread of over 5% in december 2024 as well as has one of the lowest cost-to-income ratios in the industry.

The sustainability of EBL's business model is deeply rooted in its strong commitment to good governance practices and a robust culture of compliance. Our effective asset-liability management, diligent credit underwriting, proactive management of stressed assets, and cost-efficient centralized operations all contribute to our success.

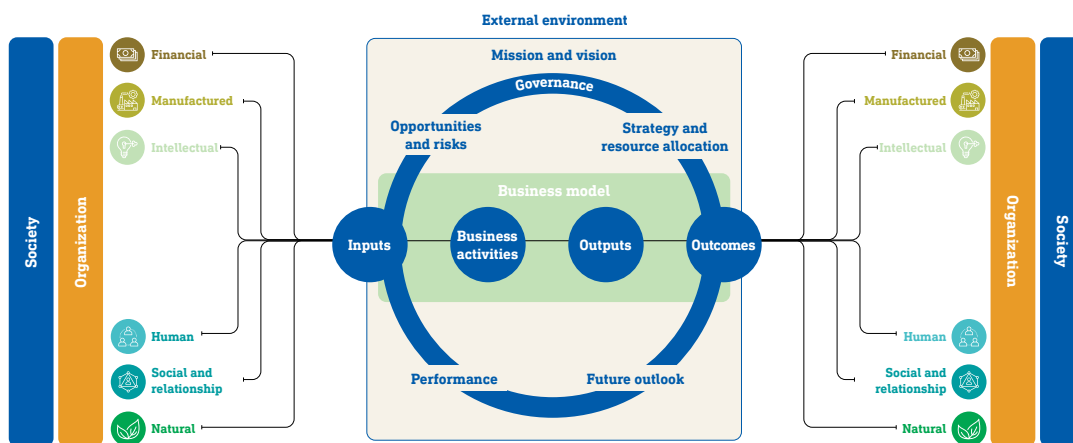
Furthermore, we emphasize the development of innovative products and services, uphold people-centric HR values, and prioritize sustainable financing. The pragmatic leadership provided by our senior management and Board of Directors has further strengthened our position as one of the most effective and successful business models in the industry

Narrative flow of business model of EBL

Our business model outlines how we transform capital inputs into products and services for the financial market through various banking activities carried out across different business segments. This framework is strategically designed to fulfill the bank's objectives which create value for stakeholders over time. In executing this model, we take into account the external factors, associated risks and opportunities and our internal strengths. The entire model is built upon the bank's core foundation and supported by a strong governance framework that ensures the sustainability of the model and alignment with the industry best practices.

Key Elements of a Business Model

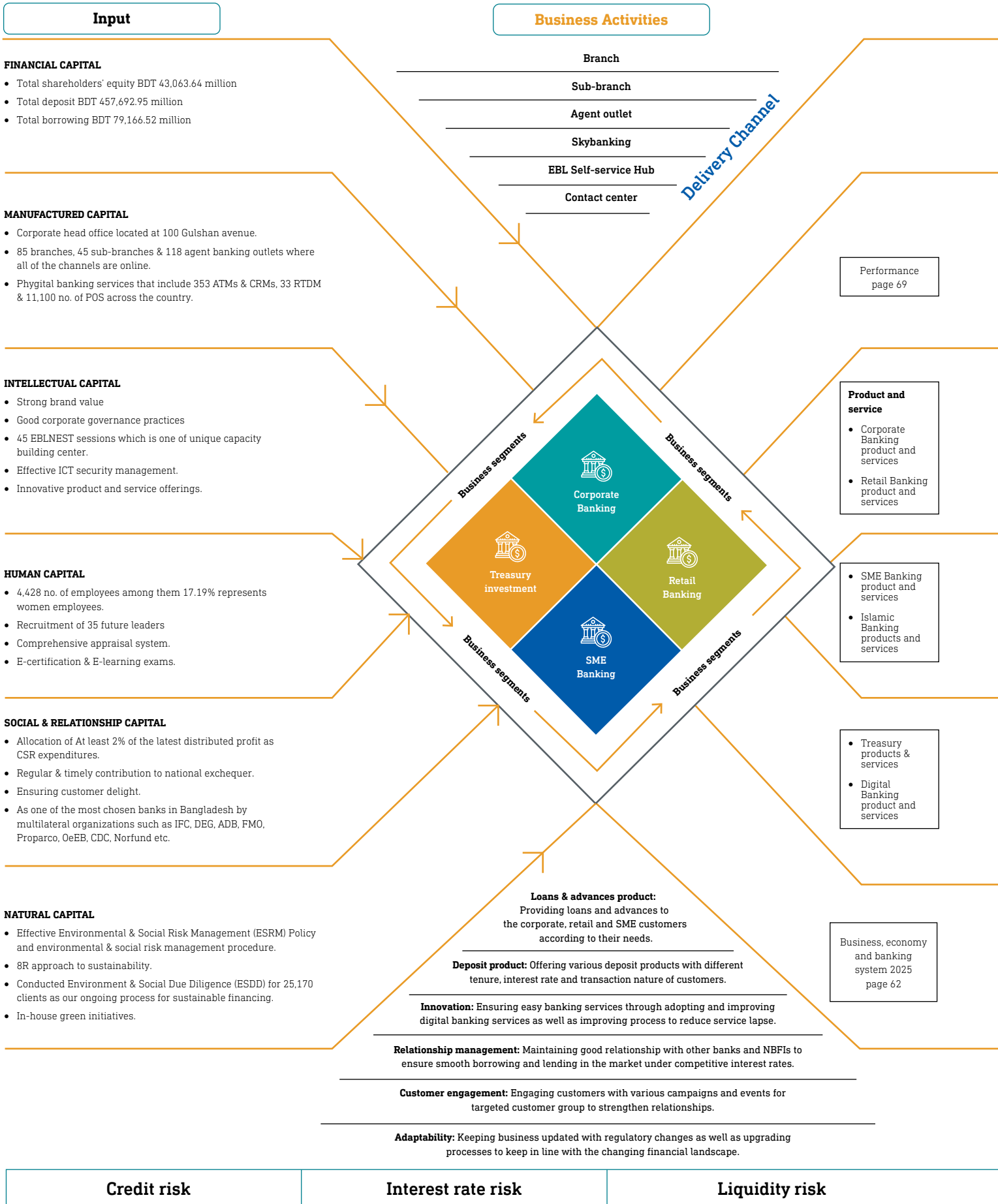
<div data-bbox="152 911 248 1013"> </div> <p>Input These are the essential resources used to create value and are crucial to the organization. Inputs are directly or indirectly linked to the six capitals outlined in an integrated report. We have identified multiple key inputs under each capital that contribute value to our stakeholders.</p>	<div data-bbox="860 911 955 1013"> </div> <p>Outcomes These refer to the internal and external impacts—both positive and negative—that represent the final value created by the organization.</p>
<div data-bbox="152 1092 248 1194"> </div> <p>Business Activities These are the primary activities that convert inputs into outputs. EBL continuously seeks opportunities for process reengineering and improvement to maintain a strong position amidst external changes.</p>	<div data-bbox="860 1092 955 1194"> </div> <p>Stakeholders The value created for stakeholders is crucial to the business model. Through various stakeholder assessment and engagements, EBL has identified six key stakeholders: shareholders/investors, customers, regulators, employees, society, and business partners.</p>
<div data-bbox="152 1274 248 1375"> </div> <p>Outputs These encompass the key products and services offered by the business model. As a leading bank, EBL provides a range of products and services tailored to various customer groups.</p>	<div data-bbox="860 1274 955 1375"> </div> <p>External Factors Identifying key external factors that can influence value creation is also important. These factors include the political environment, economic shifts, climate change, regulatory changes, and technological disruptions.</p>



Connectivity to key information

The business model of EBL encompasses all the essential elements that reflect the strategies established by the management in short, medium and long term along with resource allocation. It illustrates how key inputs and business activities navigate risks and seize

opportunities to create value for stakeholders. Each element of the inputs, aligned with the six capitals and their effective utilization, contributes to achieving KPIs and driving financial stability. And more importantly, the business model is firmly anchored in a robust governance framework that ensures its long-term sustainability.



Outcome	Impact on stakeholders	SDG relevance
<ul style="list-style-type: none"> Profit after tax BDT 7,503.94 million Return on average assets (ROA) 1.34% Return on average equity (ROE) 18.63% Dividend distributed BDT 4,753.49 million (proposed) NPL 2024: 3.34% with NPL coverage ratio of 114.49% 	<ul style="list-style-type: none"> Shareholders/Investors ↑ Customers ↑ Employees ↑ Business partners ↑ 	
<ul style="list-style-type: none"> Salary disbursement of BDT 60,000 million+ through EBL Connect. Processed 10 million+ no. of transactions through Skypay gateway. NRB customer onboarding through EBL Self-service hub. 51% increase in digital transaction volume compared to 2023. Launched Islamic Banking in August, 2024 	<ul style="list-style-type: none"> Employees ↑ Customers ↑ 	
<ul style="list-style-type: none"> Gold award for Corporate Governance Excellence at 11th ICSB National Award. ISO certifications: HR, Operations, Finance, ICT and four risk departments. PCI DSS certification on card security. Revamped Skybanking app. Implementation of SMART IVR Implementation of Archive Management System (AMS) 	<ul style="list-style-type: none"> Shareholders/Investors ↓ Customers ↑ Employees ↑ Regulators ↑ 	
<ul style="list-style-type: none"> Salary & allowances disbursement of BDT 6,505.93 million 422 no of training programs with 15,767 participants. Average training 5 days/employee Operating profit per employee: BDT 5.46 million 	<ul style="list-style-type: none"> Employees ↑ 	
<ul style="list-style-type: none"> BDT 10,783.70 million loans disbursed to SME clients in rural areas. BDT 94.09 million in CSR expenditure. Contribution to national exchequer of BDT 12,672.14 million. Arranged various financial literacy programs throughout 2024. Total foreign correspondents 561 	<ul style="list-style-type: none"> Shareholders/Investors ↑ Customers ↑ Regulators ↑ 	
<ul style="list-style-type: none"> Optimizing resources through green initiatives. Cost of water consumed by the Bank in 2024 was BDT 4.45 million. Funded 204 projects under energy and resource efficiency. Total disbursement in sustainable initiatives BDT 216,494.99 million Awarded "Best Climate Focus Bank" in 2024 	<ul style="list-style-type: none"> Shareholders/Investors ↑ Customers ↑ Regulators ↑ Society ↑ 	

Governance Framework

Guiding philosophy of corporate governance

- Value creation for stakeholders.
- Fairness & equitable treatment of all stakeholders.
- Compliance with all applicable laws, rules and regulations.
- Ensuring transparency and accountability along with full disclosure policy.
- Embracing a trusteeship model for management body.
- Establishment of a sound system of risk management and internal control.

Foundation

- Vision
- Mission
- Core values
- Code of Conduct
- Strategic priorities

Page no. 14-17

Internal strength

- Risk & capital management
- Good governance culture
- Work environment

External factors

- Political environment
- Economic slowdown
- Climate change
- Technological disruption
- Regulatory intervention

SWOT & PESTEL
Page no. 249 & 250

Strategic pillars

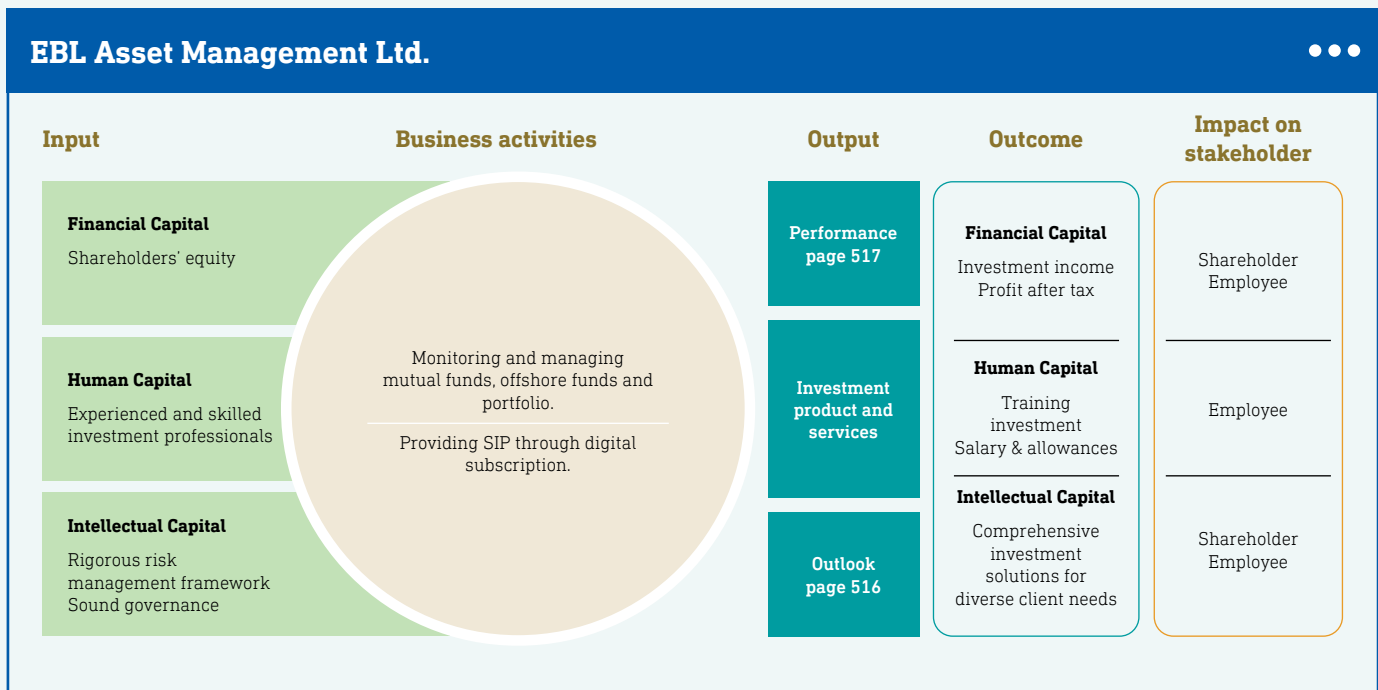
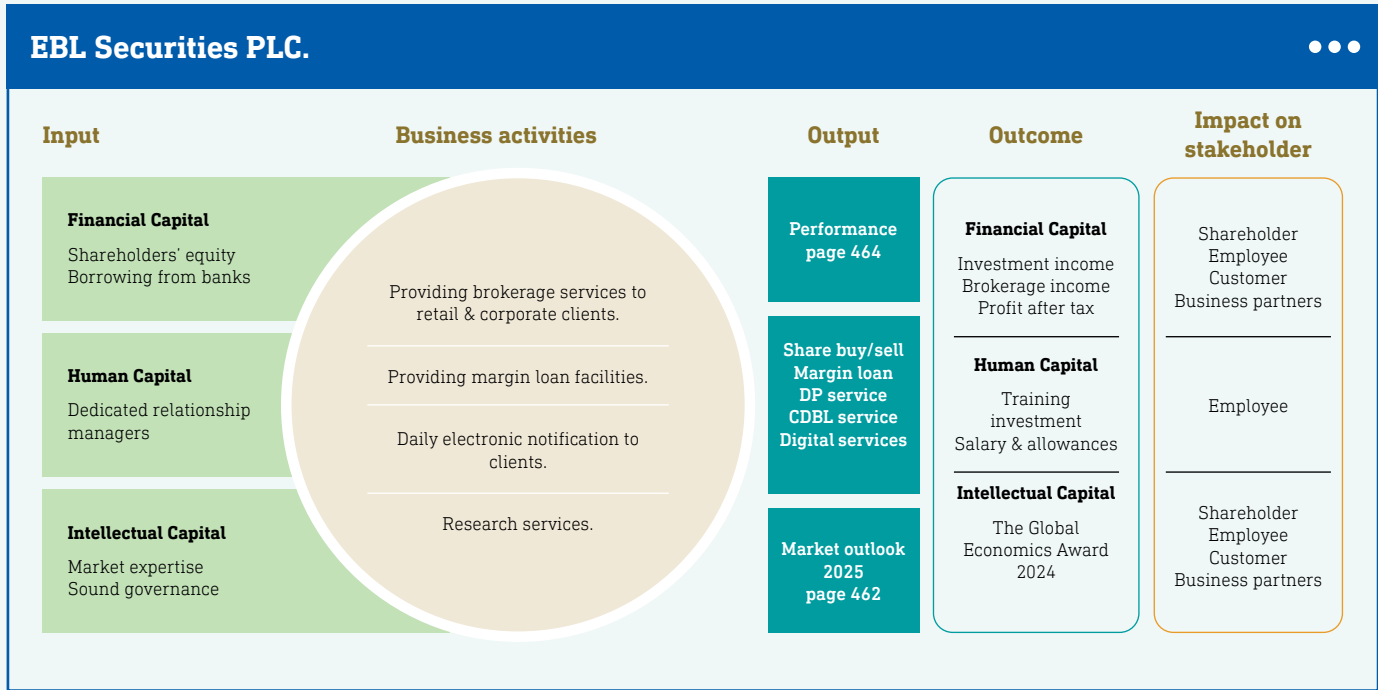
- Increasing digital product and services
- Diversifying propositions according to customers need
- Ensuring customer delight
- Strict monitoring of NPL
- Mitigating risk factors

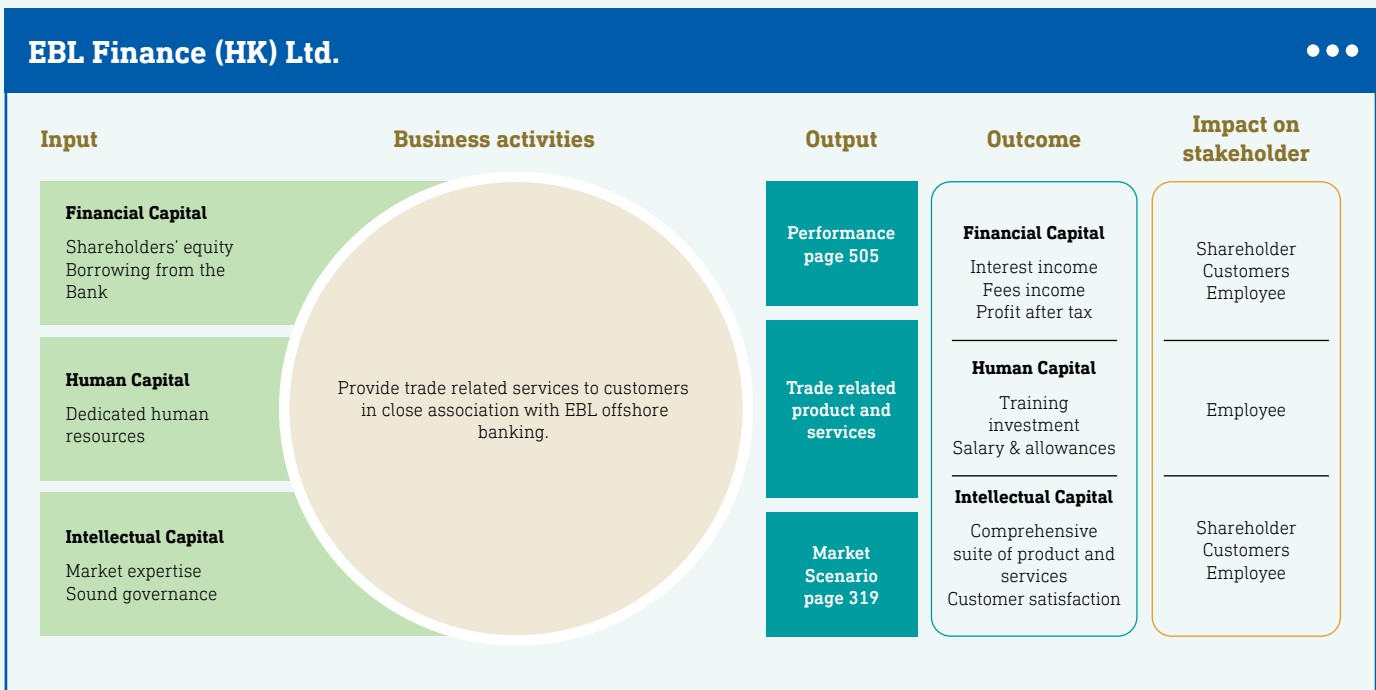
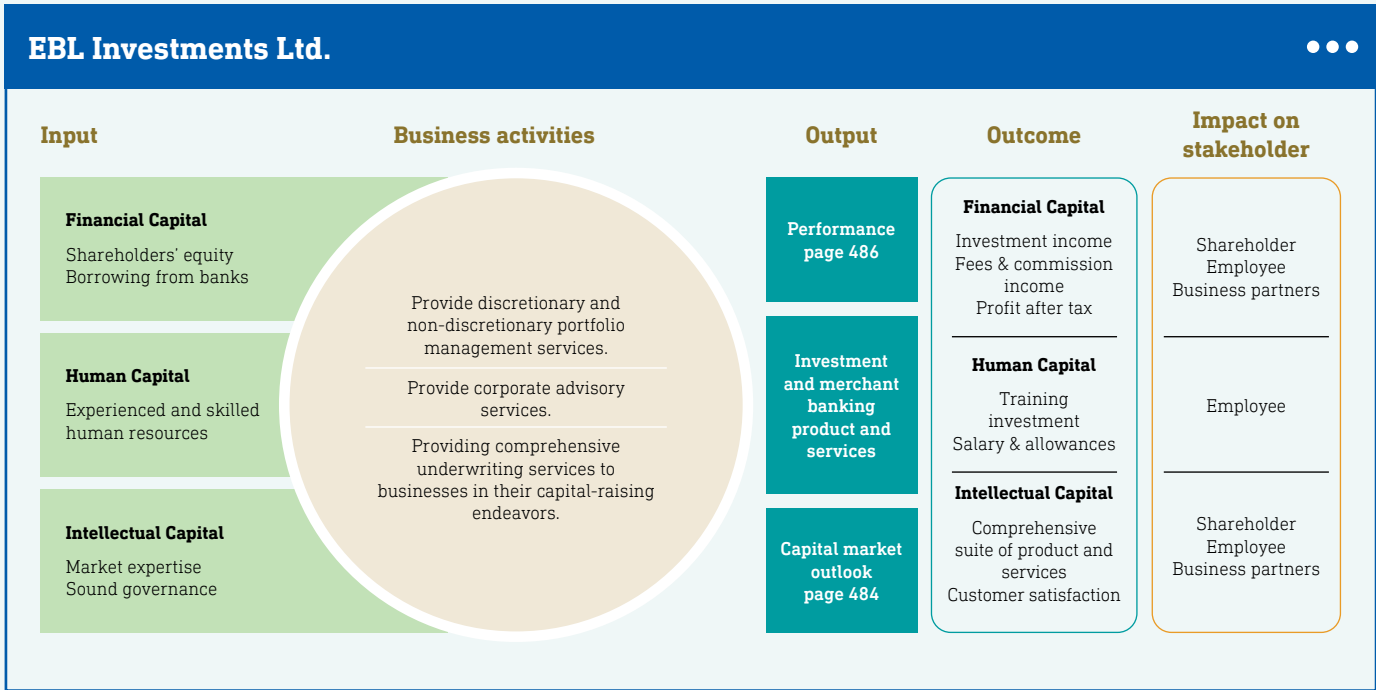
Strategy & resource allocation
Page no. 215

Operational risk	Cyber security risk	Strategic risk
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Multiple business model of EBL





Creating Value for Our Stakeholders

Customers Empowering progress through inclusion and innovation

EBL serves a diverse customer base across Retail, SME, Corporate, Islamic, Treasury, and Offshore banking. In 2024, we strengthened our position as a trusted financial partner by expanding access, enhancing digital platforms, and launching inclusive, need-based solutions.

From the upgraded EBL Skybanking app to Shariah-compliant offerings and agent banking expansion, our efforts focused on making banking faster, simpler, and more personal. Tailored initiatives for women, youth, and small businesses alongside Priority banking ensured that customers experienced value at every touchpoint.

Service excellence remained a cornerstone, supported by responsive grievance handling and enhanced self-service capabilities with an average issue resolution time of just 3 days across multiple channels.

● **BDT 28,685 million**

Interest paid on deposits and borrowings

● **10M+ digital**

Transactions (Skypay gateway)

● **51,299**

Payroll accounts opened

● **98% customer Satisfaction**

(from 4,800+ survey responses)

● **2,000+**

Priority clients on-boarded

Employees Our strength, our future

At EBL, we believe that investing in people is the most sustainable path to long-term value creation. Our workplace is built on trust, performance, and opportunity where merit, inclusion, and continuous learning define our culture.

In 2024, we deepened this commitment by expanding our talent base, upgrading digital HR platforms, and reinforcing employee well-being through structured learning, ethical frameworks, and wellness initiatives. Programs like the Future Leader pipeline, critical illness support, and formal grievance redress mechanisms ensure that our people feel empowered and supported at every step of their journey.

● **4,428**

Employees (17.19% women)

● **BDT 6,506 million**

Disbursed in salaries and benefits

● **15,767**

Learning participations across 422 program

● **35**

Future Leaders on-boarded

● **BDT 21.2 million**

Invested in training

Shareholders Delivering performance with integrity

EBL delivers consistent value to shareholders through disciplined growth, efficient capital deployment, and strong governance. In 2024, we navigated market volatility with strategic balance sheet management and diversification, supported by robust treasury operations and the integration of Islamic Banking. Our focus on sustainable profitability and transparency reinforced investor confidence and ensured positive risk-adjusted returns in line with long-term value creation.

● **18.63%**

ROE

● **BDT 7,504 million**

PAT

● **35% (Proposed)**

Dividend (17.50% cash, 17.50% stock)

● **15.11%**

CRAR

● **BDT 43,064 million**

Shareholders' equity

Regulators Compliance as a commitment

We operate with a firm commitment to regulatory alignment and financial system integrity. Treasury operations, CRR/SLR management, and ESG integration reflect our readiness and resilience in a shifting policy environment.

Our portfolio-level carbon disclosures, adoption of IFRS S1 & S2, and high-quality capital base position EBL as a benchmark of responsible governance.

- **BDT 12,672 million**

Contributed to national exchequer

- **No major regulatory observations**

- **Measured and disclosed GHG emissions**

Business Partners Mutual growth through strong alliances

EBL fosters long-term partnerships with DFIs, correspondent banks, FinTech, and global trade institutions. Our credibility is built on transparent governance, structured financing, and a shared commitment. In 2024, we expanded strategic alliances and reinforced our standing as a trusted cross-border banking partner.

- **USD 6.09 billion**

Trade volume facilitated under corporate banking

- **USD 35 million**

From OPEC fund for SME financing

- **Partnerships with IFC, ADB, DEG, FMO, Norfund**

- **561**

Active correspondent banks

- **ISO certifications across Operations, Finance, ICT, HR, Risk**

Society Purpose beyond profit

At EBL, we believe growth must uplift the communities we serve. Guided by sustainability and inclusion, we finance cleaner industries, support vulnerable populations, and promote financial literacy and green entrepreneurship. In 2024, we deepened our commitment to responsible banking through pioneering climate disclosures, social impact financing, and empowerment programs.

- **BDT 216,495 million**

Disbursement in sustainable initiatives

- **BDT 94 million**

In CSR spending

- **204**

Financed customers in energy and resource efficiency

- **600,734+**

Jobs indirectly supported

- **Introduced online training program for women entrepreneurs**

- **Partnered with JIM, ADB, DEG for ESG integration**



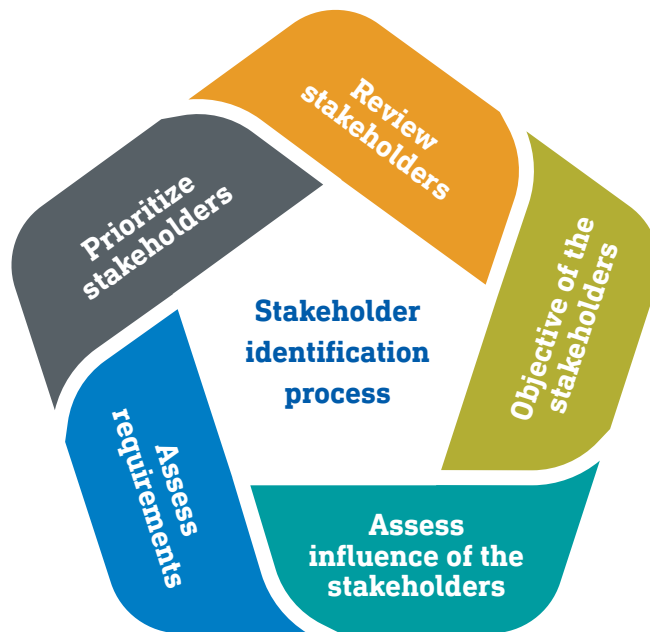
Stakeholders Engagement

Through stakeholder analysis, we identify the group of people who are involved or have influence over or affected by the Bank's business operations and its strategic decisions. This helps us to prioritize our goals and set our strategic directions for a sustainable growth over the years.

To assess the process of stakeholders' engagement, the first step is to identify the stakeholders. Identifying stakeholders comprises of a multi-step systematic process to make sure that all relevant individuals or groups are recognized.

For following reasons, it is crucial for us to identify relevant stakeholders of EBL:

- To understand the key interests of the stakeholders.
- To evaluate their level of influence on business.
- To assess how they can be affected by the success or failure of the business and
- To develop communication plan and built a positive long-lasting relationship.



Stakeholders engagement



Shareholders/investors

<p>Key concerns</p> <ul style="list-style-type: none"> • Sustainable growth • Financial performance • Corporate governance • Risk management • Business expansion plan • Company information 	<p>Engagement mode</p> <ul style="list-style-type: none"> • EBL's website • Annual report • AGM • Board meeting • Investor's meeting • Press release for price sensitive information 	<p>Frequency</p> <ul style="list-style-type: none"> • Continuous process • quarterly • Semi-annually & • Annually 	<p>EBL's response</p> <ul style="list-style-type: none"> • Setting long term goals to achieve steady growth • Maintaining ethical & compliant business practices • Upholding good corporate governance practice with effective control & compliance system • Maintaining transparency in flow of information to our investors • Monitoring asset quality 	
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Employees

Key concerns

- Work-life balance
- Diversity and career progression
- Performance evaluation and rewards
- Recruitment and retention
- Safe and healthy workplace
- Employee engagement/ wellbeing

Engagement mode

- Induction program, employee engagement programs & awareness session
- Appreciation letter and employee recognition program
- Online exams, interviews, training programs & workshops
- Career succession planning
- Grievance management
- eblHR portal & peoplEBL app

Frequency

- Continuous process
- Quarterly
- Semi-annually &
- Annually

EBL's response

- Managing employee's well being
- Yearly employee recognition program to uplift employees morale
- Ensuring fair & competitive appraisal system
- Ensuring competitive salary and benefit package
- Proper HR policy & code of conduct guidelines to lead good corporate culture.



Customers

Key concerns

- Quality service
- Privacy and information security
- Dispute resolution
- Product information
- Affordability and convenience
- Easy & hassle free banking

Engagement mode

- Relationship managers
- Mail, SMS, newsletter, ATM, Internet Banking, Skybanking & EBL Self service hub
- Direct customer feedback, customer's grievance management & complaint cell
- EBL's website, 24/7 call center (16230) & social media
- On-site channels- Branches, sub-branches, agent banking & Priority center
- Customer engagement events

Frequency

- Continuous process.

EBL's response

- Trained relationship officers to meet customers need
- Focus on digital inclusion
- New product development as per customer need
- Expanding channels to increase customer reach
- Arranging workshop and training programs for SME customers
- Organizing financial literacy programs to raise awareness against financial fraud, reduce associated risk and enhance consumer protection.



Regulatory bodies and government

Key concerns

- Compliance with regulations
- Awareness and knowledge
- Good corporate governance
- Addressing key issues

Engagement mode

- Submission of returns and reports through online portal, hardcopy & emails
- Training and workshops, circular & directives
- Communication through telephonic conversations, emails & on-site visits
- Meetings and discussions with senior management and respective regulators

Frequency

- Continuous process
- Within the prescribed deadline

EBL's response

- Duely submission of all returns
- Proper submission of national exchequer.
- Maintaining proper compliance & regulatory conducts.
- Continuous implementation of government policies.





Business partners

Key concerns

- Relationship with suppliers
- Networking & new business opportunities
- Uninterrupted & ethical service
- Sustainable financial growth of bank

Engagement mode

- Meetings, telephone/emails/ letters and periodic on-site visits
- Standard procurement policy & process
- Reviewing & evaluating performance

Frequency

- On a regular basis

EBL's response

- Proper & timely payment settlement
- Ensuring fair enlistment
- Maintaining proper due diligence



Society

Key concerns

- Financial inclusion
- Ethics and code of conduct
- Sustainable initiatives
- Environmental protection through sound lending decision
- Social welfare

Engagement mode

- Banking through branches, agent banking, sub-branches, internet banking, Skybanking, Ebl Self service hub & contact center (16230)
- EBL's Website & annual report
- CSR initiatives
- Investing in green finance project

Frequency

- As required
- Continuous process

EBL's response

- Water treatment plant at head office.
- Targeted campaigns to increase financial inclusion of unbanked segment.
- CSR expenditure of BDT 94 million in 2024
- Initiated carbon accounting to measure carbon footprints.
- Total financing in sustainable initiatives BDT 216,494.99 million in 2024

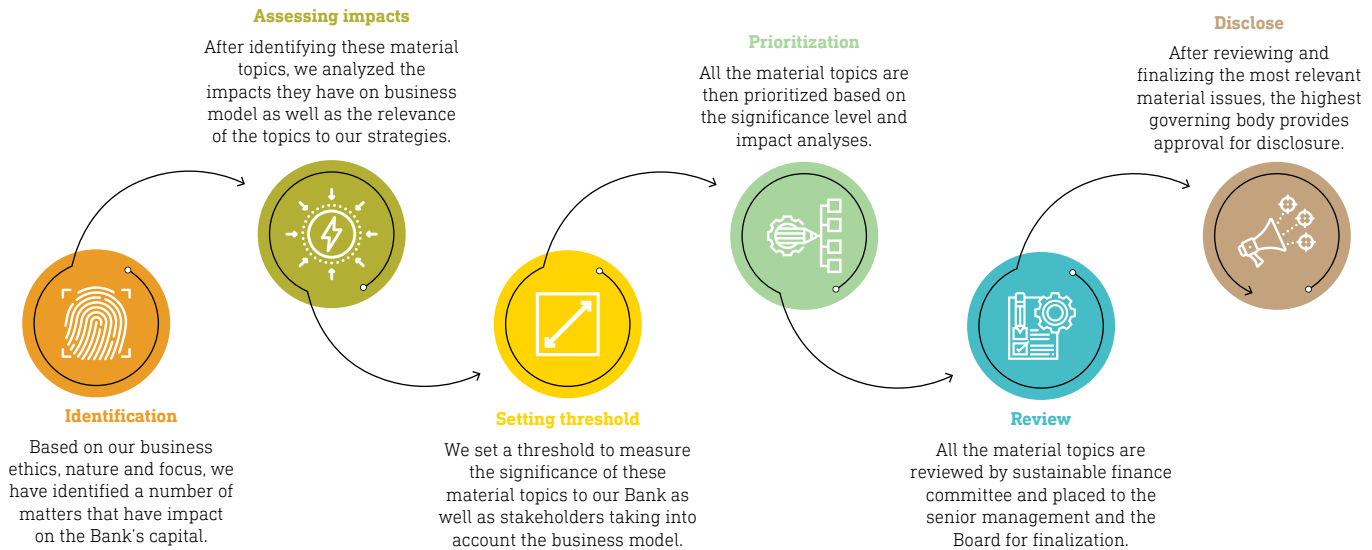


Materiality Assessment

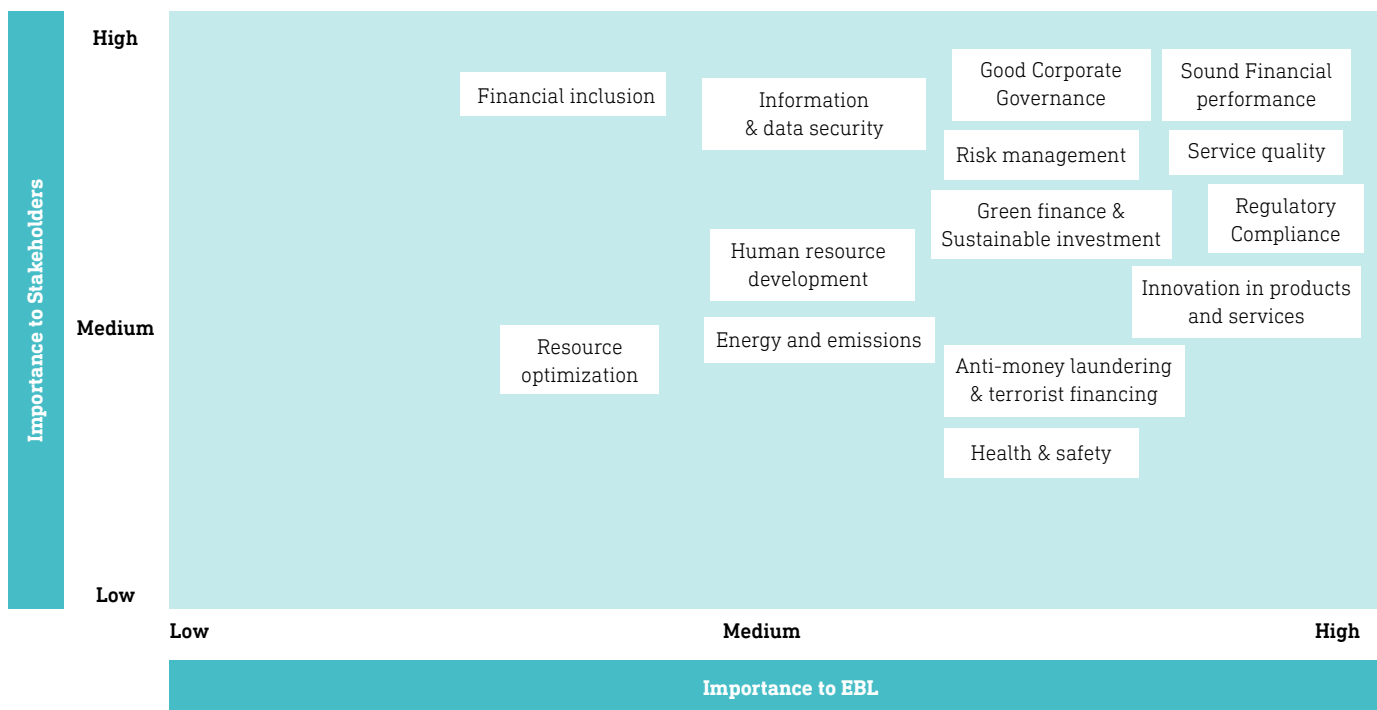
Material issues are those which are relevant to the Bank and has substantial impact on its capital and value creation over time, that is, in short term, medium term and long term. We used the Global Reporting Initiative (GRI) guidance to develop the material topic determination process. Determination of material topics is an ongoing process while running business affected by both internal and external catalysts. The material topics can change due to changes in strategic direction, business operation, macroeconomic landscape and the overall environment.

Material topics determination process

The significant material topics that have actual and potential impact on EBL as well as stakeholders are identified as per following process:



Materiality matrix





Material topics	Impact on stakeholders	Relevant SDGs	Impact on capital type	Topic details
Sound Financial performance	Investors, depositors, lenders		Financial	Information for Stakeholders & Financial Statements
Good Corporate Governance	All the key stakeholders		Intellectual, Financial	Corporate Governance Report
Financial inclusion	Customers (mainly the unbanked ones)		Social & Relationship	Retail and SME Banking, Sustainability Report, Financial Literacy Program (Corporate Social Responsibility)
Anti-money laundering & terrorist financing	Employees, Customers		Intellectual	Corporate Governance Report
Risk management	Investors, Customers & Employees		All	Risk Management Report
Information & data security	Customers		Intellectual	Navigating the Future: Our Technological Journey towards Sustainable Growth
Health & safety	Employees		Human	ebLHR: Transforming the Future Workforce of EBL
Human resource development	Employees		Human	ebLHR: Transforming the Future Workforce of EBL
Service quality	Customers		Social & relationship	Our Journey towards Excellence
Innovation in products and services	Customers		Intellectual	Managing Director's Review
Energy and emissions	Society		Natural	Sustainability Report
Resource optimization	Society		Natural	Sustainability Report
Green finance & Sustainable investment	Society		Natural	Sustainability Report
Regulatory Compliance	Regulator		Social & relationship	Corporate Governance Report, Sustainability Report

Human Resource Accounting (HRA)

The purpose of human resource accounting is to recognize the value of human resources of an organization. It is assessed by evaluating recruitment, training, development costs, employee compensation, and the economic value generated by the employees. Effective management of tangible and financial assets are significantly influenced by the quality, skills, and attitude of an organization's people.

The sustainable growth of EBL is the reflection of the competitive advantage provided by our skilled workforce which has consistently helped us to navigate through the challenging financial landscape. By upholding the motto, "People First," we invest in our employees throughout the entire recruitment-to-retention process that has resulted in positive outcomes across financial, intellectual, social and relationship capital.

Objectives of HRA

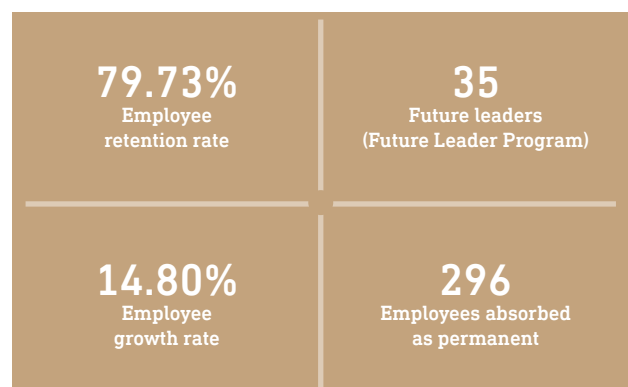
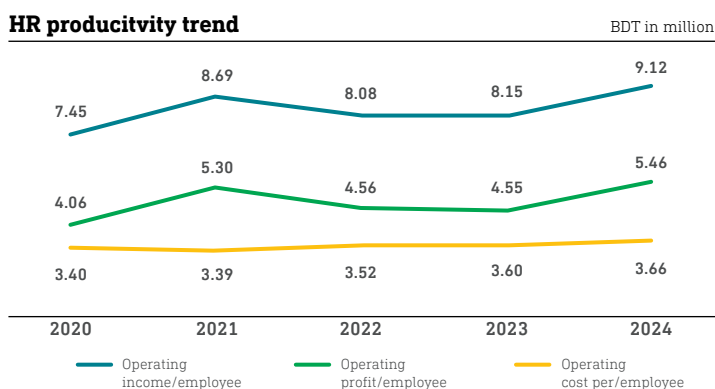
- Monitor human resources and their productivity efficiently.
- Facilitate human resource planning.
- Provide quantitative information on human resources for better policy implementation.

Importance of HRA at EBL

As a people-centric organization, we recognize the significant value that employee well-being brings to our institution. Consequently, the measurement of Human Resource Accounting (HRA) at EBL plays a vital role and its impact can be summarized as follows:

- It enables effective monitoring of human resources in utilizing their expertise and full potential.
- It assists management in ensuring the sustainability of human capital through strategic planning and ongoing evaluation.
- It provides valuable insights into investments in human resources and return on investment that help to design employee training and development programs.
- It serves as a tool for implementing and assessing the impact of policies on human capital.
- It helps to set strategies for recruitment and retention efforts that ultimately, contributes to the consistent success of the Bank.

PARTICULARS	2024	2023	2022	2021	2020
No. of total employees	4,428	3,857	3,550	3,087	3,044
No. of permanent employees	2,921	2,519	2,202	1,975	1,896
% Of permanent employee to total employee	65.97%	65.31%	62.03%	63.98%	62.29%
Employee remuneration (BDT in million)	6,506	5,371	4,875	4,129	3,950
Training investment (BDT in million)	21.20	9.51	9.58	7.81	4.05
Female representation to total employee	17.19%	18.56%	20.76%	20.54%	20.24%
Average length of service (permanent) in years	5.58	5.77	6.17	6.65	6.38



To enhance employee morale and job satisfaction, we provide a competitive financial benefits package and actively promote work-life balance. Furthermore, EBL prioritizes the health and safety of its employees by implementing various initiatives, including wellness programs, employee engagement activities, recognition programs, and appreciation efforts. We are committed to maintaining an inclusive culture and upholding strong corporate governance values through the effective implementation of our structured HR policies, which directly contribute to our overall productivity.



Transaction

Owner: PIN:

Card Number:

Expiration Date: /

Confirm

EBL *Transactional* *Business Accounts* *Safe and Convenient*

- Comes with,
- > A wide range of products to suit your business needs
 - > Business Debit card for Sole Proprietorship business
 - > Web-based cash management platform for banking without visiting any branch



SWOT Analysis: A Strategic Lens

SWOT analysis is more than an assessment; it is a strategic lens - a way to leverage strengths, address vulnerabilities, and seize opportunities in a changing financial landscape. It's about seeing beyond the obvious; questioning assumptions, and positioning EBL for sustainable growth in an increasingly complex world.

In examining a bank's strengths, weaknesses, opportunities, and threats, we take key qualitative and quantitative factors into consideration including resilience and growth. Strengths illuminate the firm's competitive advantages, showcasing its ability to innovate, command, penetrate and adapt to industry demands. Weaknesses reveal areas for improvement prompting a strategic focus on bolstering internal capabilities. Opportunities indicate offering avenues for expansion and diversification while threats underscore the probability and impact of inherent risks and different stress scenarios. Together, these insights paint a holistic picture of the bank's position in the industry, guiding informed decision-making and fostering long-term sustainability.

Strengths

- Strong governance culture spearheaded by an eminent, experienced, and forward-thinking Board.
- Dedicated, experienced and agile HR pool led by a seasoned Managing Director.
- Regulatory excellence with strict adherence to all compliance and risk management standards.
- Solid capital base with a 15%+ CRAR reinforcing financial resilience.
- Efficient banking operations with a low cost-to-income ratio and below-industry average NPL levels.
- Consistent financial performance backed by superior asset quality, steady profitability, and liquidity.
- Sustainability-driven banking, committed to climate finance and ESG principles.
- Positive workplace culture fostering innovation, talent retention, and inclusivity.
- A trusted brand, backed by the highest 'AAA' credit rating.

Weaknesses

- A predominantly corporate-focused credit portfolio, with inherent concentration risks.
- Revenue mix remains interest-dominated, though diversification efforts are in progress.
- Lean branch network, with a focus on alternative channels and digital banking.



Strengths



Weaknesses



Threats



Opportunities

Threats

- Macroeconomic volatility affecting borrower repayment capacity.
- Inflationary pressures and declining purchasing power impacting deposit growth and funding costs.
- Rising industry-wide defaults and structural disruptions.
- Sovereign credit rating downgrade limiting access to external funding and long-term growth.
- Increasing cybersecurity risks and digital fraud threats with expansion of digital banking.
- Geopolitical uncertainties and global economic trends impacting trade finance and forex markets.

Opportunities

- Growing demand for Islamic banking products presents opportunities for market expansion.
- Strengthening green finance and ESG investments to lead in sustainable banking.
- Deepening data analytics for precision in risk management and customer engagement.
- Enhancing remittance and NRB banking to attract FX inflows and cross-border business.
- Leveraging digital and social media marketing to enhance customer acquisition.
- Strategic engagement with policymakers and regulators to shape financial sector reforms.
- Exploring new business verticals aligned with government infrastructure and development priorities.
- EBL is poised to benefit from a flight to quality, as depositors seek stability amid industry uncertainty.



PESTEL Analysis

Political

Between disruption and design, a new political logic is taking shape.

Overall Perspective

The year 2024 marked a significant turning point in Bangladesh's political trajectory. Widespread civil movements, driven by a collective demand for accountability and institutional reform, led to the fall of a regime in August 2024. Subsequently, an interim government was formed, initiating a broad reform agenda focused on strengthening electoral processes, judicial independence, and administrative transparency.

Yet, transitions rarely begin with certainty. While the promise of reforms created space for optimism, it also surfaced deeper complexities. Combined with regional tensions and ongoing instability along the southeastern border, these factors continue to influence public sentiment and investor outlook. As 2025 begins, the question is no longer whether change will happen - but whether it can evolve into something sustained, inclusive, and steady enough to restore confidence at home and abroad.

Our Perspective

At EBL, we believe resilience is not the absence of turbulence - but the clear determination to navigate through it. The current political environment calls for just that.

In 2024, we reinforced governance structures, deepened our compliance culture, and aligned strategic priorities with evolving policy signals—not only as a response to uncertainty, but as a foundation for long-term positioning. In moments of transition, credibility is not earned through visibility, but through consistency, foresight, and trust. As Bangladesh moves toward a reform-oriented future, we remain steadfast in our role enabling growth, safeguarding stability, and staying prepared for what comes next.

Economic

2024 didn't break the economy - it revealed what must be rebuilt.

Overall Perspective

In the second half of 2024, Bangladesh's economic narrative shifted - from managing symptoms to confronting structural constraints. A wave of macroeconomic reforms followed institutional recalibrations, but progress remained uneven. Confidence, both domestic and foreign, became increasingly dependent on coherence, delivery, and credibility.

GDP growth moderated. Bangladesh Bureau of Statistics (BBS) reported FY 2024 growth at 4.22%, primarily due to an export slowdown and policy uncertainty amid domestic and global headwinds. Despite the central bank raising the policy rate to 10%, point-to-point inflation peaked at 11.38% in November, with food inflation hitting 13.8%, before easing to 10.89% in December.

On the external front, pressures began to stabilize. Foreign exchange reserves (BPM6) rebounded to USD 21.42 billion by December 2024, supported by import controls and steady remittance inflows.

The banking sector came under increased scrutiny. According to BB, the NPL ratio rose to 20.20% as of December 2024 - the highest on record. Despite reported excess liquidity of BDT 2.15 trillion, credit appetite remained subdued, with private sector credit growth slowing to 7.28%. These trends underscore persistent challenges in asset quality, governance, and lending discipline.

Our Perspective

In 2024, EBL recorded loan growth of 16.23% and deposit growth of 25.02%, while maintaining strong asset quality - gross NPL stood at 3.34%, well below the industry average. Liquidity was prudently managed, with solid buffers maintained across LCR, NSFR, and MCO, despite systemic pressures. Capital strength remained a defining pillar, with Tier-1 capital rising to BDT 40,343 million and CRAR reaching 15.11%, ensuring ample regulatory headroom.

EBL's investment income, in 2024, grew by 32.40%. Operational efficiency also improved: the cost-to-income ratio declined to 40.14% (from 44.22%), and ROE rose to 18.63% (from 16.85%). EBL also retained its AAA credit rating with a stable outlook, reaffirming institutional credibility.

Social

Society isn't just changing - it's signaling.

Overall Perspective

Bangladesh's social fabric shifted quietly yet decisively in 2024. What began as student-led protests over recruitment quotas evolved into a broader civil awakening - driven by a generational demand for fairness, representation, and institutional accountability.

The labor force contracted during the year, declining from 61.10 million to 59.20 million in Q3 2024, while youth unemployment remained high at 1.94 million as per BBS. Urban female youth unemployment stood at 13.30%. Amid sustained inflation, peaking at 11.38% in November, pressure on low and middle-income households intensified. Mobile financial service (MFS) transactions rose by 28.42% year-on-year, particularly among rural and informal segments, signaling a shift from mere access to a demand for clarity, speed, and trust.

Our Perspective

In 2024, EBL launched its Islamic Banking operation, aligning with the rising societal preference for ethical, Shariah-compliant financial services. We expanded our agent banking footprint to 118 outlets, broadening access across underserved communities. Our CMSME loan portfolio grew to BDT 41,123 million, underscoring our commitment to grassroots entrepreneurship.

We welcomed 1,353 new hires, 15% of whom were women, and reinforced workplace trust through ethical recruitment, wellness initiatives, and responsive grievance redressal.

The upgraded EBL Skybanking app further embedded simplicity, speed, and transparency into daily banking. Our CSR approach remained focused and structured: 30% of funds supported education, another 30% healthcare, and 20% climate resilience. Through our partnership with Moner Bondhu, we supported the mental health of over 5,000 RMG workers, while continuing to invest in literacy, youth development, and inclusive well-being.



Technology

Digital isn't an upgrade - it's the baseline for trust, convenience, and future growth.

Overall Perspective

With over 130 million internet users, according to BTRC, and smartphone penetration estimated around 50% as per the GSMA report, digital engagement in Bangladesh has become mainstream. The widespread growth of mobile financial services—fueled by mobile accessibility, declining data costs, and inclusive policies—continues to reshape how people transact and save.

The financial sector continues to lead this shift. According to Statista, a Germany-based global market intelligence firm, Bangladesh's digital payments market is projected to reach USD 48.40 billion by 2025, growing at over 32% annually, with all transactions occurring within the domestic ecosystem.

Yet challenges persist. Around 70% of banks still rely on legacy core banking systems, limiting agility and cybersecurity readiness. RegTech—short for Regulatory Technology—grew by 33.90% in 2024, reaching USD 151 million. It leverages AI and automation to help banks manage compliance, monitor risk, and detect fraud in real time.

Our Perspective

In 2024, EBL re-launched its fully in-house developed Skybanking app, now with 150+ features, enhancing speed, personalization, and security. We also integrated a Smart IVR system and rolled out a Shariah-compliant Islamic Core Banking System across 20 branches, merging innovation with inclusion.

Operational resilience was reinforced through dual disaster recovery sites, GSM-based connectivity across outlets, and real-time RTGS integration with the central bank. We retained PCI DSS and ISO 27001 certifications, enhanced dark web monitoring, and delivered cybersecurity awareness training to over 2,600 employees.

T

Environment

Sustainability is no longer a strategy – it is stability.

Overall Perspective

In 2024, Bangladesh's climate vulnerabilities deepened. The country faced two major cyclones - Remal in May and Dana in October - and endured record-breaking heatwaves, including a 58-year high of 40.6°C in Dhaka, reinforcing the economic urgency of climate adaptation.

In response, Bangladesh Bank accelerated sector-wide reforms to integrate sustainability into financial governance. A key milestone was the phased adoption of IFRS S1 and S2, aligned with ISSB and TCFD frameworks, mandating climate-related disclosures across governance, strategy, and risk metrics.

At the same time, ESRM guidelines were strengthened, requiring ESG due diligence in all lending decisions. Banks were also directed to allocate 10% of their CSR budgets to a Climate Risk Fund. By Q3 2024, green finance accounted for 16.6% of total term loan disbursements, and sustainable finance reached 45.2% of total lending, according to Bangladesh Bank's Quarterly Review.

Our Perspective

In 2024, EBL advanced its environmental agenda with measurable impact. We became the first Bangladeshi bank to disclose portfolio-level GHG emissions using the JIM model under PCAF standards. Green and sustainable finance disbursements reached BDT 216.5 billion - green finance comprised 35.24% and sustainable finance 89.48% of term loans, exceeding regulatory thresholds. We partnered with ADB, IFC, and ERM Vietnam to enhance ESG due diligence.

Operationally, we embraced paperless processes and green logistics with DHL to reduce our carbon footprint. Our financing supported 204 energy-efficient projects, 23 LEED-certified clients, and climate-resilient infrastructure. In recognition, we received the Sustainability Rating Recognition 2023 from Bangladesh Bank in 2024 and were awarded "Best Climate Focus Bank" at the 24th National Conference and Green Expo.

Legal

The future of finance belongs to those who govern it well.

Overall Perspective

In 2024, rising concerns over asset quality, governance gaps, and financial stability prompted regulatory recalibration. The government announced a Bank Reform Commission, while Bangladesh Bank formed a task force to audit systemic vulnerabilities and recommend structural reforms.

A key milestone was the enactment of the Offshore Banking Act 2024, introducing a formal regulatory framework for cross-border transactions under central bank oversight. Amendments to the Bank Company Act further strengthened board governance and institutional compliance.

Banks began the phased adoption of IFRS 9, reinforcing risk-based provisioning. Simultaneously, the rollout of IFRS S1 and S2 ushered in climate and sustainability disclosures - marking a convergence of financial, legal, and ESG standards. Enforcement intensified across AML/CFT protocols and ICT risk supervision, establishing compliance as a foundation of institutional credibility.

Our Perspective

In line with regulatory directives, EBL established a centralized Legal Affairs Division, integrating litigation, documentation, and recovery under one platform. A Special Write-off Recovery Unit was also formed to target legacy exposures.

Throughout the year, 9,934 suits were filed, 1,346 judgments secured, and 1,021 arrest warrants executed. 282 writs and appeals remained under Supreme Court review, monitored by 28 in-house legal officers.

Real-time dashboards, cause list tracking, and legal vetting enhanced responsiveness, while coordination with panel lawyers and law enforcement ensured execution. EBL also progressed on IFRS 9, S1, and S2 readiness.

In recognition of its governance and compliance standards, EBL earned its sixth ICSB Gold Award in 2023, reaffirming that institutional trust rests as much on legal clarity and compliance as on financial strength.



EBL's Competitive Landscape and Market Positioning

To evaluate the competitive landscape of the banking industry and support informed decision-making for our stakeholders, we have applied Porter's Five Forces framework. This model provides insights into competitive positioning and industry dynamics by analyzing five key factors:

Threat of new entrants

Impact: Low High

Factors:

- Banks operate under a strict regulatory framework complying with certain prudential ratios and standards including capital adequacy, anti-money laundering (AML) and other governing policies which collectively create significant barriers to entry.
- The capital requirements under the Bank Company Act, 1991 (amended up to 2023) make it challenging for new entrants to raise and maintain the necessary funds.
- Despite regulatory scrutiny, the issuance of new banking licenses ultimately depends on government discretion.
- Established banks benefit from strong brand recognition and customer trust, making it difficult for new entrants to gain market share.
- However, Mobile Financial Service (MFS) providers pose a growing threat as they offer services that compete with traditional banks.

Our response:

- We diligently adhere to government policies and regulations, ensuring operational resilience and long-term sustainability. Our strong governance and compliance culture foster transparency in banking operations, providing us with a competitive edge.
- By offering new product propositions, advancing in digital banking, enhancing customer service, and maintaining financial stability, we have built a trusted brand in the banking sector. This reinforces customer confidence, ensuring continued banking relationships even during industry uncertainties or the entry of new competitors.

Bargaining power of supplier

Impact: Low High

Factors:

In banking, the main "suppliers" are those who provide capital, funding, and essential services for operations.

- Customers who deposit money in EBL are the key suppliers, as 78.92% of our funding comes from customer deposits. However, individual depositors have limited bargaining power, unlike large corporate clients and high net-worth individuals.
- Borrowing from other financial institutions play a vital role in ensuring smooth cash flow. It depends on relationship with financial institutions, interest rate negotiations as well as EBL's financial stability.
- Suppliers of goods and services generally have limited bargaining power, except for IT service providers – such as software, cybersecurity, and infrastructure firms, who play a critical role in modern banking operations.

Our response:

- By diversifying our deposit portfolio with tailored offerings for corporate, retail, and SME clients, EBL ensures steady deposit growth throughout the year. Additionally, we continuously nurture Priority Banking, offering premium support to the high-value customers who have demonstrated long term loyalty.
- EBL has maintained steady financial growth and strong regulatory compliance over the years, enabling easy access to borrowing from banks and Financial Institutions (FIs). This has strengthened our relationships, providing a competitive advantage in negotiating better terms.

Bargaining power of buyer/customer

Impact: Low High

Factors:

In banking, the primary "buyers/customers" refer to individuals and businesses that access financial services, including loan and advances, non-funded facilities such as guarantees and letters of credit and so on. Unlike traditional industries where buyers purchase physical goods, banking customers engage in long-term financial relationships, making their bargaining power a key factor in industry competitiveness.

- Bangladesh's financial sector is highly competitive relative to its size of economy, with 62 scheduled banks and 35 Financial Institutions (FIs) offering diverse financial products and services. As a result, customers have the freedom to choose from multiple institutions at no switching cost, giving them high bargaining power to demand better products and services.
- Large corporate customers wield significant bargaining power, as they can negotiate favorable terms, competitive rates, and customized services. They may also switch banks if a competitor offers a more attractive proposition.

Our response:

- EBL's customer-centric approach prioritizes seamless services delivery through relationship management and digitalization of routine banking tasks. We empower customers to make informed financial decisions, fostering long-term relationships.
- With a legacy spanning over three decades, EBL has consistently maintained strong corporate governance, ensuring stability even during financial crises. By leveraging our internal strength, we instill customers trust, encouraging them to maintain a long-term banking relationship with EBL.

The intensity of competitive rivalryImpact:  High**Factors:**

- The banking industry is highly competitive, with numerous financial institutions offering similar products and services at comparable prices. Even minor differentiations in product offerings or interest rates can have a significant impact on market dynamics.
- While banks compete on interest rates for deposits and loans, as well as fees for banking services, regulatory constraints limit the extent of price competition. As a result, banks focus on customer service, technology, and operational efficiency to gain a competitive edge.
- Digital transformation has emerged as a key battleground, with institutions leveraging technology to enhance customer experience and streamline operations.

Our response:

- To stay ahead of the competition, EBL continually strategizes its internal capabilities, fostering strong governance and operational resilience – a strategy that has proven invaluable during financial crises.
- With digital solutions like the Skybanking app, EBL Self-Service Hub, EBLConnect, SmartIVR, and fully online branch banking, EBL delivers seamless and convenient banking experiences. We remain committed to continue digital innovation, ensuring customer satisfaction and a sustained competitive advantage.

Threat of substitute products or servicesImpact:  High**Factors:**

- Banks remain the primary source of capital in our economy, offering similar financial products across the industry. Since there is no absolute substitute for credit and deposit products, the threat from direct substitutes remains low.
- However, Mobile financial service (MFS) providers pose a potential future threat, offering instant financial services. While currently limited to basic transactions, they could expand into broader banking services over time.
- During high-interest rate periods, customers may opt for alternative investment options such as sanchaypatra, treasury bill and bonds instead of keeping deposits in banks.

Our response:

- EBL continuously innovates to provide tailored financial solutions that align with customer needs and convenience. By delivering a seamless banking experience through innovative services, we ensure customer loyalty and differentiation in the industry.
- Through expanding our digital footprints, we aim to reach unbanked segments and the younger generation, enhancing financial accessibility while catering to diverse customer needs.

EBL's Position within the Value Chain

EBL has maintained its strong governance and brand image for over 3 decades and has grown into one of the most stable banks in the banking industry. Our market position in terms of major financial volume is given below:

Parameter	Industry	31/12/2024	% to industry
Total deposit (BDT in million)	18,837,110.60	457,691.95	2.43%
Total loan & advances (BDT in million)	16,828,777.30	410,717.61	2.44%
Remittance (USD in million)	26,888.42	506.53	1.88%
Inter-Bank Spot (BDT in million)	1,432,935.59	37,774.68	2.64%
Inter-Bank Swap USD/BDT (in million)	2,513,430.00	645,978.60	25.70%
G-Sec Trading (BDT in million)	697,795.47	190,746.40	27.34%

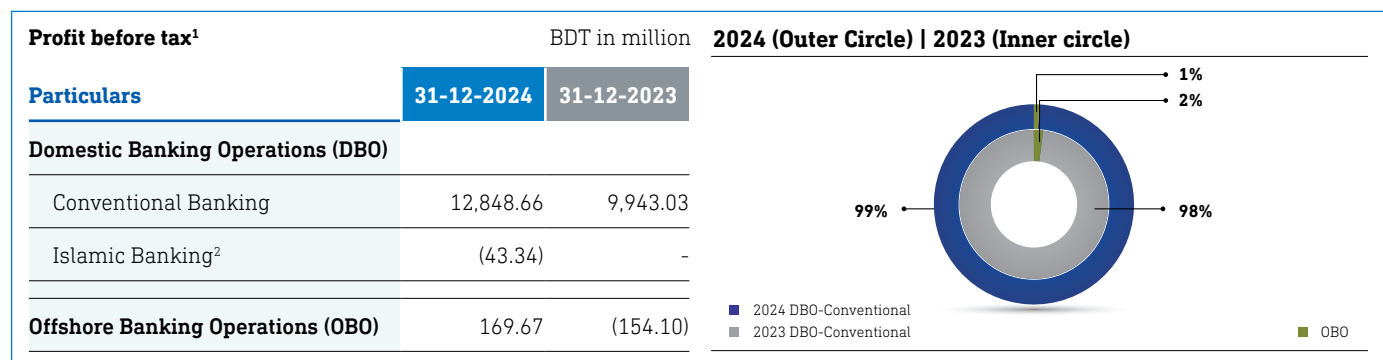
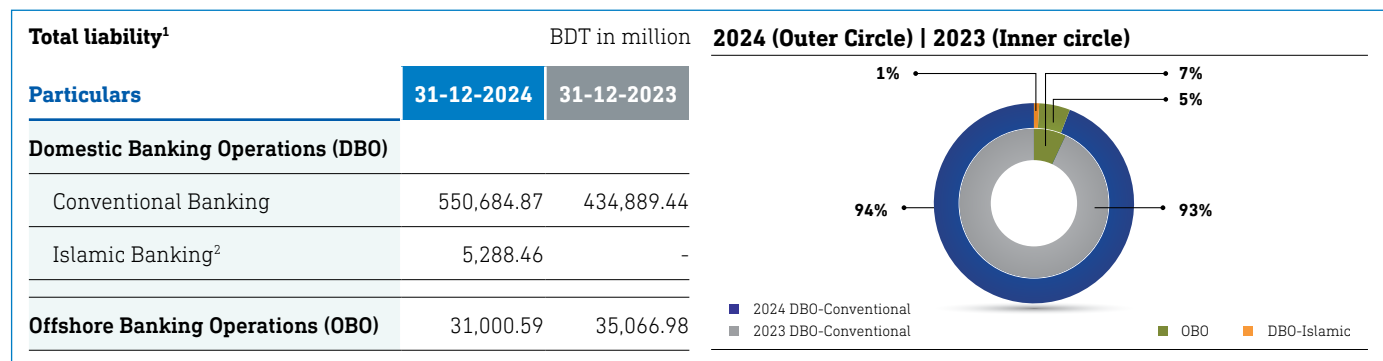
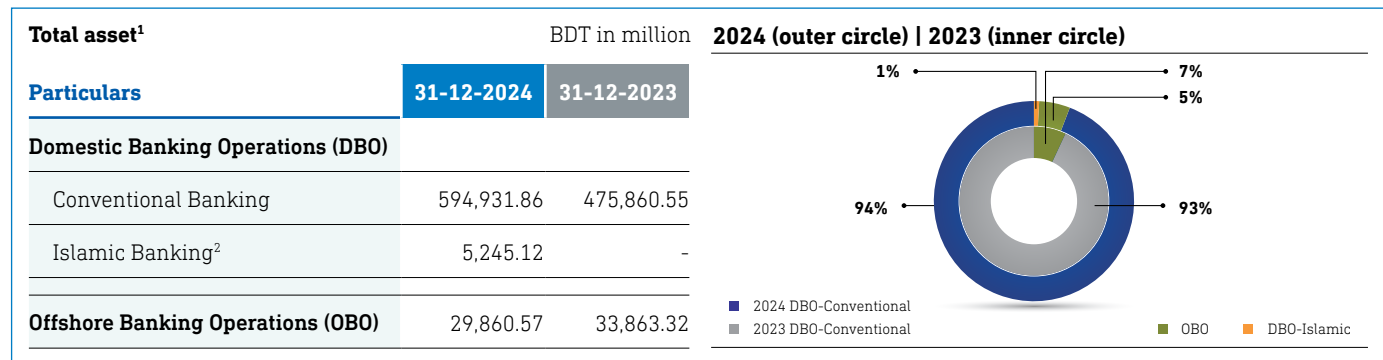
Segment Analysis

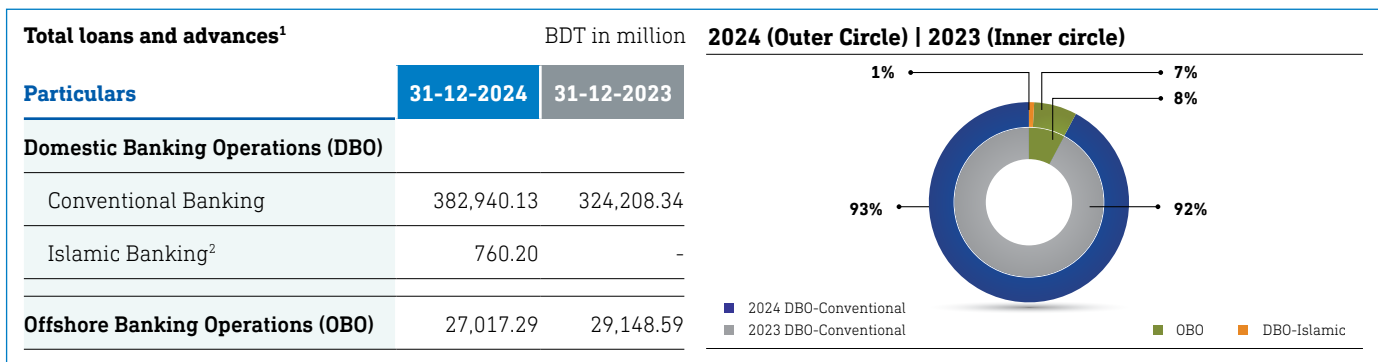
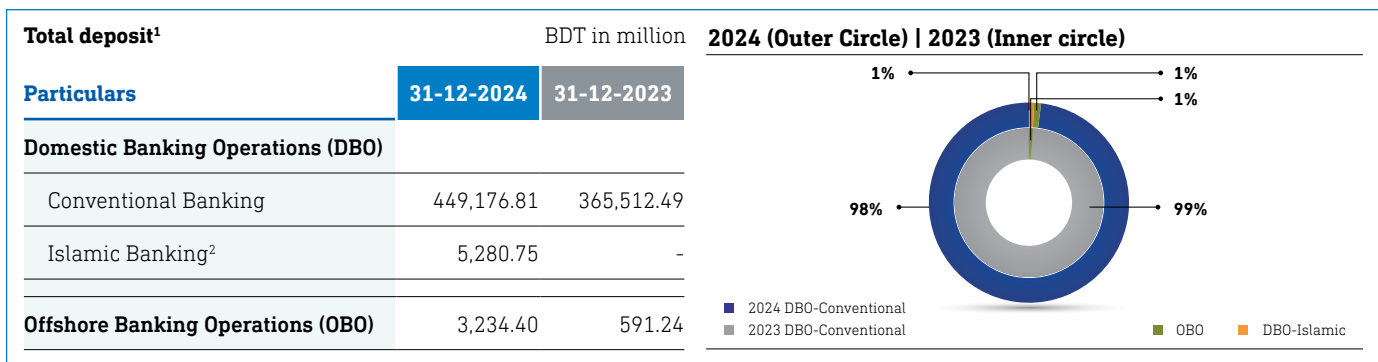
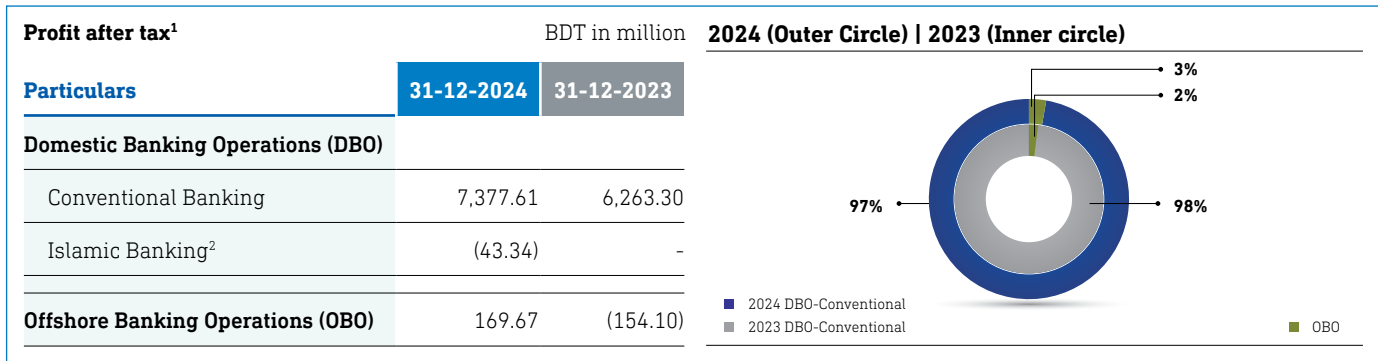
Eastern Bank PLC. (EBL) structures its operations through two principal business segments - Domestic Banking Operations and Offshore Banking Operations—designed to meet the diverse needs of its customers while ensuring operational efficiency and regulatory compliance.

These segments are supported by three core business units: Corporate Banking, Retail & SME Banking, and Treasury. While Corporate and Retail & SME Banking focus on lending, trade finance, and fund mobilization, Treasury manages liquidity, maintain CRR/SLR in line with regulatory requirements, and facilitate investment and foreign exchange operations.

- Domestic Banking Operations (DBO), comprising both conventional and Islamic banking window, form the backbone of EBL's commercial banking activities. With the introduction of Islamic Banking in 2024, the Bank has further diversified its product suite to cater to the evolving needs of a broader client base. This segment integrates Retail, SME, Corporate banking to deliver a full spectrum of lending and deposit services, with Treasury playing a pivotal role in liquidity management, reserve maintenance, and market transactions.
- Offshore Banking Operations (OBO), provide a comprehensive range of services in freely convertible foreign currencies, serving eligible corporate clients in EPZs, PEPZs, EZs, and Hi-Tech Parks. The scope has expanded to include consumer fixed deposits and offshore investment avenues for both institutional and individual clients.

Further details on EBL's products and services are available on page 40, while segment performance disclosures are presented in Annexure - E (page 438), of this Annual Report.





¹ All figures are presented on a standalone basis, before inter-segment eliminations.

² Islamic Banking operations commenced on 22 August 2024.



Capital Adequacy Statement

All scheduled banks in Bangladesh are mandated to calculate their Capital to Risk Weighted Assets Ratio (CRAR) in accordance with the 'Revised Guidelines on Risk-Based Capital Adequacy (RBCA)' issued by the Bangladesh Bank in December 2014 and subsequent circulars. According to these guidelines, banks are required to maintain a minimum CRAR of 12.50% (which includes a Capital Conservation Buffer of 2.50%) of their overall Risk Weighted Assets (RWA) to ensure financial stability and to instill confidence among the key stakeholders.

BDT in million

Particulars	31-12-2024	31-12-2023 (Restated)
i. Common Equity Tier -1 Capital (CET-1)		
Paid up capital	13,581.39	12,072.35
Statutory reserve	13,581.39	12,072.35
General reserve	603.49	603.49
Dividend equalization reserve	356.04	356.04
Retained Earnings	15,578.16	12,601.30
Less: Regulatory adjustments	3,357.47	3,918.37
ii. Additional Tier-1 Capital (AT-1 Capital)		
Non-cumulative irredeemable preference shares	-	-
Instruments issued by the banks that meet the qualifying criteria for AT1	-	-
Others (if any approved by Bangladesh Bank)	-	-
Regulatory adjustments from AT-1 Capital	-	-
A. Total Tier-1 Capital	40,343.01	33,787.20
Tier-2: Supplementary Capital		
General provision	6,872.65	6,854.45
Subordinated debt	4,630.00	6,020.00
Less: Regulatory adjustments	-	-
B. Total Tier-2 Capital	11,502.65	12,874.45
C. Total Regulatory Capital - [A+B]	51,845.66	46,661.66
D. Total Risk Weighted Assets (RWA)	343,105.40	309,568.52
E. Capital to Risk Weighted Assets Ratio (CRAR) - [C/D]	15.11%	15.07%
Core Capital to RWA	11.76%	10.91%
Supplementary Capital to RWA	3.35%	4.16%

Year wise CRAR of EBL (Bank)

