



Annual Report

2013



Rupali Bank Limited
Assures Better Service

Annual Report 2013

Annual Report 2013



Rupali Bank Limited

Head Office

Rupali Bhaban

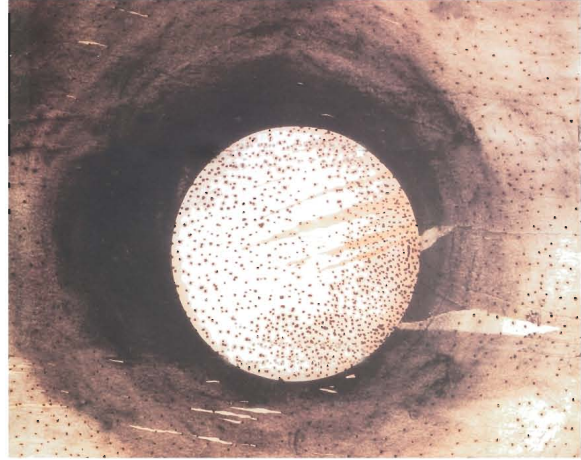
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Annual Report 2 0 1 3

Rupali Bank Limited is one of the largest state-owned commercial bank in Bangladesh, serving the million people in urban and rural areas across the country with its wider branch network. It was emerged as one the Bank in the country with the spirit to provide services to the common people. The Bank's aspiration has truly expressed by the slogan "Assures Better Service". We minimize any negative impact on the environment that might be associated with our operations or our services, searching out new ways to conserve natural resurces and innovating to improve our processes. Our aim is not just to maximize profit, but to ensure sustainable business for our employees, shareholders, customers and above all for the community we operate in. Our vision, mission and core values articulate our passion to bridge the people and businesses sustainably. Annual Report 2013 expresses our best business endeavor and long term commitment.



Annual Report
2 0 1 3



Rationale of the Cover Illustration

The composition embodied in the cover 'writing with the pen', 'calculator', 'table clock' and 'computer' depicts a historical progress from simple to complex one. Despite the challenging environment among the financial institutions, Rupali Bank Limited served strongly in the financial market, registering a significant progress in the year 2013 in relation to deposit, credit with sound capital adequacy and expansion of new horizon of multi-dimensional businesses. Positive and healthy trends of financial indicators were subsequently reflected in the Annual Report 2013.

Award for Transparency and Accountability

Our most precious gratitude to valued customers, shareholders, regulatory authorities, stakeholders, our employees and partner whose inexorable effort capacitate us to win the recognition. Such a recognition is a testimony of standards of our good governance, internal control and compliance and transparency.



Dr. Ahmed Al Kabir, Chairman, Board of Directors of Rupali Bank Limited and Mr. M. Farid Uddin, Managing Director receiving the First Prize of the 13th ICAB National Award for Best Presented Annual Reports 2012 in the Public Sector Banking Institutions status from the Honorable Finance Minister, Mr. Abul Maal A. Muhith, MP.



**13th ICAB National Award
for Best Presented
Annual Reports 2012
Rupali Bank Limited
First Prize
Public Sector Banking Institutions
Presented by ICAB**



Dr. Ahmed Al Kabir, Chairman, Board of Directors of Rupali Bank Limited and Mr. M. Farid Uddin, Managing Director receiving ICMA Best Corporate Award 2013 as First Prize in the Public Sector Banking Institutions status from the Honorable Finance Minister, Mr. Abul Maal A. Muhith, MP.



**ICMA Best Corporate
Award 2013
Rupali Bank Limited
First Prize
Public Sector Banking Institutions
Presented by ICMA**



Dr. Ahmed Al Kabir, Chairman, Board of Directors of Rupali Bank Limited receiving the SAFA Best Presented Annual Report Awards and SAARC Anniversary Awards for Corporate Governance Disclosures 2012 in the Public Sector Banking Institutions category. The prize giving ceremony held at Islamabad, Pakistan. During the occasion Mr. A. K. M. Delwer Hussain FCMA, Director of the Board of EBL & Mr. Debasish Chakrabarty, General Manager were also present.

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Letter of Transmittal

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

Sub: Annual Report for the year ended 31 December 2013

Dear Sir(s)

We are pleased to enclose herewith a copy of the Annual Report-2013 together with the Audited Financial Statements of Rupali Bank Limited for your kind information and record.

Yours Sincerely,


(M. Farid Uddin)
Managing Director

Letter of Transmittal



রূপালী ব্যাংক লিমিটেড

রেজিস্টার্ড অফিস : রূপালী ভবন
৩৪ দিলকুশা বাণিজ্যিক এলাকা
ঢাকা-১০০০

২৮তম বার্ষিক সাধারণ সভার (২০১৩ সালের) বিজ্ঞপ্তি

এতদ্বারা সম্মানিত শেয়ারহোল্ডারগণকে জানানো যাচ্ছে যে, আগামী ৩১ মে ২০১৪ শনিবার সকাল ১১.০০টায় ইনস্টিটিউশন অব ডিপ্লোমা ইঞ্জিনিয়ার্স, বাংলাদেশ (মুক্তিযুদ্ধ স্মৃতি মিলনায়তন হল) ১৬০/এ, কাকরাইল, ভিআইপি সড়ক, ঢাকায় ব্যাংকের ২৮ তম বার্ষিক সাধারণ সভা (২০১৩ সালের) অনুষ্ঠিত হবে। সভায় নিম্নলিখিত কার্যাবলী বিবেচিত হবে:

- ১। বিগত ২৫ মে ২০১৩ তারিখে অনুষ্ঠিত ২৭তম বার্ষিক সাধারণ সভার কার্যবিবরণী (কোম্পানী আইন, ১৯৯৪ এর ৮৯ (১) ধারার বিধান অনুযায়ী লিপিবদ্ধকৃত) যাচাইকরণ ও অনুমোদন;
- ২। ৩১ ডিসেম্বর ২০১৩ তারিখে সমাপ্ত বছরের নিরীক্ষিত স্থিতিপত্র, লাভ-লোকসান হিসাব ও নিরীক্ষকবৃন্দের প্রতিবেদন এবং পরিচালকমন্ডলীর প্রতিবেদন গ্রহণ ও অনুমোদন;
- ৩। ৩১ ডিসেম্বর ২০১৩ তারিখে সমাপ্ত বছরের জন্য পরিচালনা পর্ষদ কর্তৃক ঘোষিত স্টক ডিভিডেন্ড অনুমোদন;
- ৪। পরিচালক আবর্তনের আওতায় ৪ জন পরিচালককে অবসর প্রদান ও পুনঃমনোনয়ন;
- ৫। ২০১৪ সালের জন্য বহিঃনিরীক্ষক নিয়োগ এবং তাদের পারিশ্রমিক নির্ধারণ;
- ৬। সভাপতির অনুমতিক্রমে বার্ষিক সাধারণ সভায় আলোচনাযোগ্য অন্যান্য যেকোনো বিষয় সম্পাদন।

০৭ মে ২০১৪

৩৪ দিলকুশা বাণিজ্যিক এলাকা

ঢাকা - ১০০০

পরিচালনা পর্ষদের আদেশক্রমে

মোঃ শাহজাহান খন্দকার
কোম্পানী সচিব

দ্রষ্টব্য :

- ১। রেকর্ড ডেট ১৪ মে ২০১৪ এবং উক্ত তারিখে ব্যাংকের শেয়ার লেনদেন বন্ধ থাকবে।
- ২। একজন শেয়ারহোল্ডার (প্রাতিষ্ঠানিক শেয়ারহোল্ডার ব্যতীত) নিজে সভায় যোগদান করতে ও ভোট প্রদান করতে পারবেন অথবা তাঁর পক্ষে সভায় যোগদান ও ভোট প্রদান করার জন্য প্রক্সি বা এটর্নী নিয়োগ করতে পারবেন। যথাযথভাবে সম্পাদিত ২০/- (বিশ) টাকা মূল্যের রেভিনিউ স্ট্যাম্পযুক্ত প্রক্সি ফরম সভা অনুষ্ঠানের তারিখ থেকে ন্যূনতম ৪৮ ঘন্টা পূর্বে ব্যাংকের রেজিস্টার্ড অফিসে অবশ্যই জমা দিতে হবে।
- ৩। প্রাতিষ্ঠানিক শেয়ারহোল্ডারগণ তাঁর/তাদের সার্বিকভাবে নিয়োগকৃত প্রতিনিধির মাধ্যমে সভায় যোগদান করতে ও ভোট প্রদান করতে পারবেন।
- ৪। ব্যাংকের আর্টিকেলস অব এসোসিয়েশনের আর্টিকেল নং ১৩১, ১৩২ ও ১৩৩ অনুযায়ী পরিচালনা পর্ষদের ৪ (চার) জন জ্যেষ্ঠ পরিচালক অত্র সভায় অবসর গ্রহণ করবেন। অবসর গ্রহণকারী পরিচালকগণ সরকার কর্তৃক নিয়োগকৃত এবং অর্থ মন্ত্রণালয়ের ০৪ সেপ্টেম্বর ২০১২ তারিখের স্মারক নং ৫৩.০০১.০১১.০০.০০.০২১.২০১২-৩১৪ মোতাবেক অত্র সভার তারিখ পর্যন্ত তাঁদের পরিচালক পদে কার্যকালের মেয়াদ পূর্ণ না হওয়ায় তাঁরা পুনঃমনোনয়নযোগ্য। অর্থ মন্ত্রণালয়ের ব্যাংক ও আর্থিক প্রতিষ্ঠান বিভাগের অনুমোদন সাপেক্ষে তাঁরা পুনঃমনোনীত বলে গণ্য হবেন।
- ৫। ব্যাংকের ৩১ ডিসেম্বর ২০১৩ ভিত্তিক পরিচালকদের প্রতিবেদন, নিরীক্ষিত হিসাব বিবরণী ও অডিটরদের প্রতিবেদন বার্ষিক প্রতিবেদন - ২০১৩ তে সন্নিবেশিত করা হয়েছে যা ব্যাংকের ওয়েবসাইটে (www.rupalibank.rg) পাওয়া যাবে।
- ৬। সভার দিন রেজিস্ট্রেশন কাউন্টার সকাল ৯.০০টা থেকে সকাল ১১.০টা পর্যন্ত খোলা থাকবে।
- ৭। সম্মানিত শেয়ারহোল্ডারদের বিও হিসাবের যোগাযোগের ঠিকানা, ব্যাংক হিসাব নম্বর, শাখার রাউটিং নম্বর, স্বাক্ষর এবং অন্যান্য আনুসঙ্গিক তথ্যাবলী হালনাগাদ করার জন্য অনুরোধ করা হলো।



Standard Disclosure Index

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List of Acronyms

AD	Authorised Dealer
AGM	Annual General Meeting
ALCO	Asset Liability Committee
ALM	Asset Liability Management
AML	Anti-Money Laundering
AMLC	Anti-Money Laundering Committee
ATM	Automated Teller Machine
BACH	Bangladesh Automated Clearing House
BAMLCO	Branch Anti-Money Laundering Compliance Officer
BEFTN	Bangladesh Electronic Fund Transfer Network
BFRS	Bangladesh Financial Reporting Standard
BRPD	Banking Regulation & Policy Department
BSEC	Bangladesh Security Exchange Commission
CAMELS	Capital Adequacy, Asset Quality, Management, Earnings Liquidity & Sensitivity to Market Risk
CAMLCO	Chief Anti Money Laundering Compliance Officer
CAR	Capital Adequacy Ratio
CBS	Core Banking Solution
CFT	Combating Financing of Terrorism
CRM	Credit Risk Management
CRR	Cash Reserve Requirement
CSR	Corporate Social Responsibility
CTR	Cash Transaction Report
DC	Data Centre
DRC	Data Recovery Centre
EFT	Electronic Funds Transfer
ERM	Environmental Risk Management
ETPs	Effluent Treatment Plants
IBP	Inland Bills Purchased
ICC	Internal Control & Compliance
ICT	Information & Communication Technology
KYC	Know Your Customer
LC	Letters of Credit
LIM	Loan against Imported Merchandise
LTR	Loan against Trust Receipt
MANCOM	Management Committee
MCR	Minimum Capital Requirement
NPL	Non Performing Loan
PC	Packing Credit
PEPs	Politically Exposed Persons
RBHRDC	Rupali Bank Human Resource Development Centre
RBL	Rupali Bank Limited
RDS	Rupali Deposit Scheme
REPO	Repurchase Agreement
RIL	Rupali Investment Limited
RSSA	Rupali Students' Saving Account
RWA	Risk Weighted Assets
SAFA	South Asian Federation of Accountants
SCB	State owned commercial Bank
SLR	Statutory Liquidity Ratio
SMEs	Small and Medium Enterprises
STR	Suspicious Transaction Report
SWIFT	Society for the Worldwide Interbank Financial Telecommunication
TP	Transaction Profile





Our Vision

Our Vision is to expand our loyal customer base by being known as the financial partner of choice that constantly exceeds customer expectations.



| Our Vision & Mission |

Our Mission is to:

- **Develop long-term relationships that help our customers achieve financial success.**
- **Offer rewarding career opportunities and cultivate staff commitments.**
- **Uphold ethical values and meet its customer's financial needs in the fastest and most appropriate way and continue innovative works in order to achieve human resource with superior qualities, technological infrastructure and service packages.**



Our Core Values

Our Core Values are:

- Social Responsibility - we care for and contribute to our communities
- Performance - we measure results and reward achievements
- Integrity - we uphold trustworthiness and business ethics
- Respect - we cherish every individual
- Innovation - we encourage creativity
- Teamwork - we work together to succeed

The first letters of the initial words form "SPIRIT" and carry equal importance.

Our Core Values & Strategic Objectives



Our Strategic Objectives

- Develop a customer oriented service culture with special emphasis on customer care and convenience.
- Increase our market share by following a disciplined growth strategy.
- Achieve a significant share of deposit and credits from the existing and niche markets.
- Leverage our technology platform and pen scalable systems to achieve cost-effective operations, efficient MIS, improved delivery capability and high service standards.
- Develop innovative products and services that attract our targeted customers and market segments.
- Maintain a high quality assets portfolio to achieve strong and sustainable returns and to continuously build shareholders' value.
- Explore new avenues for growth and profitability, particularly by diversifying loan portfolio through structured finance and expansion of retail and SME financing.
- Strengthen the Bank's brand recognition.



Our Ethical Principles

Customer Focus and Fairness

At RBL, our prime focus is to achieve perfection in our customer service. Customers are our first priority and driving force. We wish to gain customer confidence and be their trusted partner. We believe in fair treatment to all customers, depositors, borrowers and clients without any discrimination.

Quality

Quality service experience is a paramount to our customers and we are strongly committed to fulfilling this ideal. We have a culture of timely compliance of regulatory requirements.

Honesty and Integrity

We ensure the highest level of integrity to our customers, creating an ongoing relationship of trust and confidence. We treat our customers with honesty, fairness and respect.

Belief in our people

We recognize that employees are our most valuable asset and our competitive strength. We respect the worth and dignity of individual employees who devote their careers for the progress of the bank. We trust in equal treatment to all shareholders irrespective of their individual size of shareholdings.

Teamwork

We are a firm believer in team work and feel that loyal and motivated teams can produce extraordinary results. We are driven by a performance culture where recognition and rewards are based on individual merit and demonstrated track record.

Good Corporate Governance

Effective corporate governance procedures are essential to achieve and maintain public trust and confidence in any company, more so in a banking company. At RBL, we are committed to following best practices resulting in good corporate governance.

Corporate Social Responsibility

As a responsible corporate citizen, we consider it important to act in a responsible manner towards the environment and society. Our commitment has always been to behave ethically and contribute towards the improvement of quality of life of our people, the community and greatly the society, of which we are an integral part.

Disclaimer on Forward Looking Statements

A forward looking statement predicts projects or uses future events as expectations and possibilities. Forward looking statements often use words such as 'anticipate', 'target', 'expect', 'estimate', 'intend', 'plan', 'goal', 'believe', 'will', 'may', 'should', 'would', 'could' or other words of similar meaning. Annual Report 2013 contains some forward-looking statements which do not necessarily guarantee future performance and involve risks and uncertainties, and actual results may materially differ from those contained in the as a result of various factors. Forward looking statements involve inherent risks and uncertainties.

Some of the factors that may affect the banking business environment are as follows:

Microenvironment Factors that may Affect the Business:

- General economic conditions in Bangladesh, USA, Europe and the other markets in the world
- Rise in international prices of essentials result in volatility in foreign exchange market
- Introduction of compliance issues raised by the international forums may affect the export growth
- International political unrest and its consequence may adversely affect the smooth flow of remittance
- Changes in country's economy due to natural calamities and political unrests
- Volatility in capital market arising from speculations
- Withdrawal of incentives given to some thrust sectors may make the projects slow moving
- Volatility in interest rates
- Increase in tax, VAT on banking services
- Increase in company tax rate
- Increase in CRR and SLR of the banks
- Increase in provisioning requirement is likely to reduce the ROA and ROE

Internal Factors that may Affect the Business:

- Any loss resulting from inadequate or failed internal processes, people and systems or from external events.





Corporate Profile (As on 31.12.2013)

Business Operation

Commercial Bank

Name of the Company

Rupali Bank Limited

Legal Form

Public Limited Company

Chairman

Dr. Ahmed Al Kabir

Managing Director

Mr. M. Farid Uddin

Head of Internal Control & Compliance

Mr. Khalibur Rahman Chowdhury, FCA

Chief Financial Officer

Mr. Md. Shawkat Jahan Khan, FCMA

Company Secretary

Mr. Md. Shahjahan Khanjaker

Genesis

Rupali Bank Limited (RBL) was incorporated as a Public Limited Company on 14 December 1986 under the Companies Act, 1913 and has taken over the business of Rupali Bank (emerged as a Nationalised Commercial Bank in 1972, pursuant to Bangladesh Bank Nationalization Order 1972(P.O.No. 26 of 1972) as a going concern through a vendor agreement signed between the Ministry of Finance, People's Republic of Bangladesh on behalf of Rupali Bank and the Board of Directors on behalf of Rupali Bank Limited on 14 December 1986 with a retrospective effect from 14 December 1986.

Registered Office

The registered office of the company is located at 34, Dilkusha C/A, Dhaka-1000.

Our Vision, Mission and Core Values

In our vision, mission and core values statements the customers and our stakeholders have got the prime importance to achieve the corporate governance goal of the company.

Corporate Objectives

- We are committed to following best practices resulting in good corporate governance.
- We wish to gain customer confidence and be their trusted partner.
- We believe in fair treatment to all customers, depositors, borrowers, clients, shareholders, stakeholders and clients without any discrimination.
- We ensure the highest level of integrity to our customers creating an ongoing relationship of trust and confidence.
- We recognize that employees are our most valuable asset and our competitive strength.
- We believe in good governance, internal control, compliance and transparency.
- We are committed to environmental and social obligations.

Listing with Dhaka & Chittagong Stock Exchange

Shares of the Bank have been listed in the Dhaka Stock Exchange on 22 December 1986 and Chittagong Stock Exchange on 27.12.1995. The commencement of trading with DSE & CSE was on 19 August 1987 and 27 December 1995 respectively.

Core Business

The principal activities of the bank are banking and related activities such as accepting deposits, personal banking, trade financing, SME, trade and services, cash management, treasury, securities and custody services, remittance services etc.

Subsidiary Company

Rupali Investment Limited (RIL)

Rupali Investment Limited, a wholly owned subsidiary company of Rupali Bank Limited, was incorporated on 31 March 2011 as a public limited company bearing registration No-27899 under



Companies Act 1994 with an authorized share capital of Tk. 500.0 (five hundred) crore. The company is formed to carry out the business of full-pledged merchant banking activities like issue management, portfolio management, underwriting, corporate advisory services, etc. Rupali Investment Limited has started its commercial operation from February 2012.

Rupali Bank Securities Limited (RBSL)

Rupali Bank Securities Limited is a subsidiary company of Rupali bank limited was incorporated as a Private Limited Company on 29th August, 2013 vide registered of Joint Stock Companies and Firms, Dhaka certificate of incorporation No. C-110969/13 under Companies Act 1994. The main objective of the Company is to act as, and carry on the business of a stock broker & stock dealer and to engage in all types of stock broking business.

Branch Network

With a large geographical coverage RBL has a well distributed network of branches in rural and urban areas of Bangladesh. It has 528 branches.

Efficient Capital and Strong Asset Quality

We maintained 10.16% capital adequacy ratio (CAR) in 2013 which is more than required capital adequacy. The non-performing loan ratio of the Bank decreased to 17.48% in 2013 from 26.07% in 2012.

Credit Rating

Alpha Credit Rating Limited (Date of Declaration 09, May 2013) affirmed long term rating of RBL to "A" and short term rating to "AR-2" National Support-"AAA" based on financials up to December 31, 2012.

Awards & Recognition

Rupali Bank Limited won several prestigious awards for its best published accounts reports from the following renowned organizations:

- Rupali Bank Limited won the SAFA Best Presented Annual Report Awards and SAARC Anniversary Awards for Corporate Governance Disclosures 2012 in the Public Sector Banking Institutions category.
- The Bank received the First Prize of the 13th ICAB National Awards for Best Presented Annual Reports 2012 in the public sector banking institutions.
- RBL has received the First Prize in the State owned Commercial Bank Section the ICMAB Best Corporate Award 2013 presented by the Institute of Cost and Management Accountants of Bangladesh (ICMAB).
- RBL won the SAFA Best Presented Annual Reports Award and SAARC Anniversary Award for Corporate Governance 2011 in the Public Sector Banking Institutions category secured First Position.
- The Bank received the First Prize of the 12th ICAB National Awards for Best Published Accounts Reports 2011 in the public sector banking institutions.
- Rupali Bank Limited has received the Second Prize in the State owned Commercial Bank Section the ICMAB Best Corporate Award 2012 presented by the Institute of Cost and Management Accountants of Bangladesh (ICMAB)
- RBL won the Second Prize of the 11th ICAB National Awards for Best Published Accounts Reports 2010 in the Public Sector Entities status.
- RBL has also received in the State owned Commercial Bank Section the ICMAB Best Corporate Award 2011 presented by the Institute of Cost and Management Accountants of Bangladesh (ICMAB).

Authorised Capital	: Tk. 700 Crore	Number of Urban Branch	: 304
Paid-up Capital	: Tk. 181.50 Crore	No. of Rural Branch	: 224
Reserve & Retained Earnings	: Tk. 1000.47 Crore	No. of Divisional Office	: 10
Number of Employees	: 5669	Number of AD Branch	: 29
Number of Branch	: 528		

Listing Status

Share		
Stock Exchange	Symbol	Listing Date
DSE	RUPLIBANK	22.12.1986
CSE	RUPLIBANK	27.12.1995
Market Category		
"A" - Category		

Market Price of Share During 2013

	DSE	CSE
Closing	Tk. 65.20	Tk. 65.00
Highest	Tk. 91.90	Tk. 89.20
Lowest	Tk. 53.00	Tk. 46.00

Shareholding(%) as on 31.12.2013

Government	90.19
Public	9.81
Number of Shares	18,15,00,000
Number of Shareholders	5411

VAT Registration

9011039307

TIN Certificate

177-200-0021/LTU/Dhaka

Auditors

M.J. ABEDIN & CO.
Chartered Accountants
National Plaza (3rd Floor)
109, Bir Uttam C.R.
Datta Road, Dhaka-1205

&

HUSSAIN FARHAD & CO.
Chartered Accountants
House No. 15, Road No. 12
Block-F, Niketon, Gulshan-1
Dhaka-1212.

Legal Advisor

S. M. Atiqur Rahman
Barister-at-Law
Suite-D (1st Floor)
105/A Kakrail Road
Dhaka Bangladesh

Tax Consultant

KM HASAN & CO.
Chartered Accountants
Hometown Aparment (8th and 9th Floor)
87 New Eskaton Road
Dhaka-1000 Bangladesh

Phone

+88-02-9551624-25 +88-02-9551525 +88-02-9552184 +88-02-9551840
+88-02-9552214 +88-02-9552746 +88-02-9550934

Fax

+88-02-9564148
+88-02-9552671

SWIFT BIC

RUPBDDH

Website

www.rupalibank.org

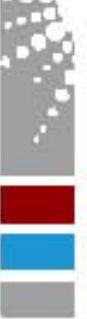
E-mail

info@rupalibank.org

Help Desk

9553799, PABX-1207





Rupali Milestones

• Date of Commencement of Banking Operation	01.04.1972
• First dividend (10% in cash) declared for the income year	1986
• Date of Incorporation	14.12.1986
• Commencement of Trading with DSE & CSE	19.08.1987 & 27.12.1995
• Listing with Dhaka Stock Exchange Ltd.	22.12.1986
• Listing with Chittagong Stock Exchange Ltd.	27.12.1995
• Achieving Best IT Use Award 2005 by BASIS-DBBL	2005
• Launching of New logo & Signboard	14.01.2010
• Introducing Merchant Banking in the name of Rupali Investment Limited	04.03.2010
• Commencement of BACH operation	07.10.2010
• Beginning BEFTN & EFT operation	28.02.2011
• Enhancement of number of corporate branches from 06 to 54	26.04.2011
• Inauguration of ATM service	01.08.2011
• Award received for Best published Report in public sector entity from Institute of Chartered Accountants of Bangladesh (ICAB)	04.08.2011
• Inauguration of Hazrat Shahjalal International Airport Foreign Exchange Booth	25.09.2011
• Inauguration of online Any Where Branch Banking	11.12.2011
• Award received for Best Published Report in public sector entity from Institute of Cost & Management Accountants of Bangladesh (ICMAB)	12.12.2011
• Launching of Rupali CIB Online System	20.12.2011
• Inauguration of new 11 branches	11.12.2011-29.12.2011
• Enhancement of paid-up capital from Tk. 137 Crore to Tk. Crore 165.00	31.03.2012
• Receiving 12th ICAB National Awards for Best Published Accounts Reports 2011 First Prize Public Sector Entities Presented by ICAB	01.10.2012
• Inauguration of Web-based Remittance Management Software	15.11.2012
• Receiving SAFA Best Presented Annual Reports Award and SAARC Anniversary Award for Corporate Governance 2011 in the Public Sector Banking Institutions category secured First Position.	22.03.13
• Inauguration of CBS	24.09.13
• Receiving the First Prize of the 13th ICAB National Awards for Best Presented Annual Reports 2012.	21.12.13
• Receiving First Prize the ICMAB Best Corporate Award 2013.	27.04.14
• Wining the SAFA Best Presented Annual Report Awards and SAARC Anniversary Awards for Corporate Governance Disclosures 2012.	03.05.14

A Retrospective of Rupali Bank Limited



Achievement of Independence



Achievement
of Independence

Formation of Rupali Bank

The President Order No. 26 of 1972

The Bangladesh Banks (Nationalisation) Order, 1972

The Schedule

Existing Bank	New Bank	Authorized Capital	Paid-up Capital
			In lakhs of Taka
The National Bank of Pakistan The Bank of Bahawalpur Ltd. The Premier Bank Ltd.	Sonali Bank	500	200
The Habib Bank Ltd. The Commerce Bank Ltd.	Agrani Bank	500	100
The United Bank Ltd. The Union Bank Ltd.	Janata Bank	500	150
The Muslim Commercial Bank Ltd. The Satandard Bank Ltd. The Australasia Bank Ltd.	Rupali Bank	500	100
The Eastern Mercantile Bank Ltd.	Pubali Bank	500	100
The Eastern Banking Corporation	Uttara Bank	500	100

A.S. Chowdhury
President of the
People's Republic of Bangladesh

Azimuddin Ahmad
Deputy Secretary

Dhaka,
The 26th March, 1972

Retrospective



Our Freedom Fighters

It is, off the record, many employees from the then Muslim Commercial Bank Ltd., Standard Bank Ltd and Australasia Bank Ltd, took part in the hallowed war of Liberation, 1971. Some of them sacrificed their life for the nation. Nation laid its tribute to the best sons of the nation. The Bank recently is trying to make a list of such vallant freedom fighters. Presently some 190 freedom fighters are serving at the Bank.

Retrospective



The Genesis and the Rise of Rupali Bank

To put it simply, it was not possible to boost the national economy without revamping the nationalization of banking sector of Bangladesh in the post-independence era. To make participation in the nation building spirit the then government took massive steps not only by opening branch in the urban area but also in the rural area. Keeping harmony with the guts the government commenced state controlled banking industry with 06 government-owned commercial banks, 02 state-owned specialized bank, 03 foreign banks. The new banks were - Sonali Bank, Agrani Bank, Janata Bank, Rupali Bank, Pubali Bank and Uttara Bank.

The nomenclature of Sonali, Agrani, Janata and Rupali Bank had been made by the founder of the nation Bangabandhu Sheikh Mujibur Rahman.

It is known that Bangabandhu himself selected the logo of Rupali Bank. The basic structure of logo with encircled a Banyan tree has remained the same yet like the original one.

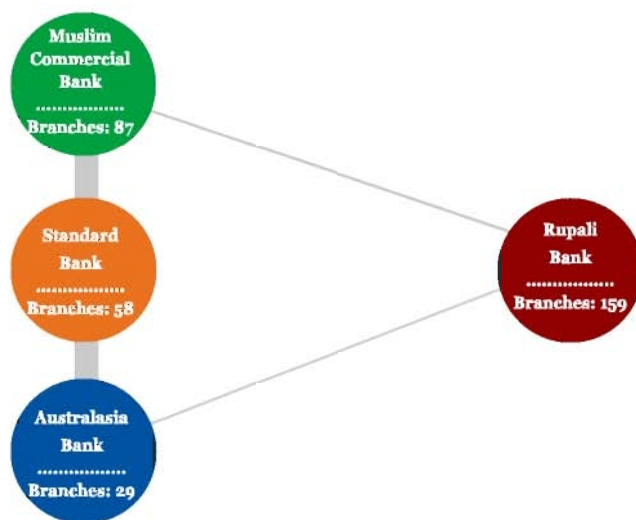
Rupali Bank was emerged as a nationalised commercial Bank in 1972, pursuant to Bangladesh Bank Nationalisation Order 1972 (P.O. No. 26 of 1972) from the merger of the then Muslim Commercial Bank Ltd., Standard Bank Ltd and Australasia Bank Ltd.

As per Presidential Order No. 26 of 1972, Rupali Bank as a new and nationalised Bank came into being in March, 1972 and took over the Assets and Liabilities of the former Muslim Commercial Bank Limited, Standard Bank Limited and Australasia Bank Limited in Bangladesh. The new Bank started functioning with effect from the 1st April, 1972 with and Authorised Capital of Tk. 5 crores and Paid-up Capital of Tk. 1 crore only.

It is mentionable that head offices of the parents' three banks of Rupali Bank were in Karachi. By the way, in the Bangladesh Banks Nationalisation Order, 1972 it was stated that the head office of every new bank shall be at Dhaka.

In 1972 the total number of Branches of Rupali Bank were 159 among which the branches of Muslim Commercial Bank were 87, Standard Bank 58 and Australasia Bank 29.

Registered Office : Rupali Bank, Head Office, 34, Dilkusha, Commercial Area, Dhaka-1000.



1972	
Authorised Capital	Tk. 5.00 core
Paid-up Capital	Tk. 1.00 core
Deposit	Tk. 62.47 core
Loan & Advance	Tk. 52.76 core
Import	Tk. 2.06 core
Export	Tk. 9.12 core
Employee	2416
Branches	159

Excerpt from the Annual Report of 1972

Chairman and Managing Director's Report

We have pleasure in presenting the Annual Report along with the Balance Sheet and Profit and Loss Account for the period from 1st April, 1972 to 31st December, 1972.

The profit for the period of 9 months under report amounts to Tk. 70, 46,000. After making payment of Bonus to Staff and Auditors' Fee, the net profit of the Bank stands at Tk. 59, 34,357. After making up the loss of Tk. 28, 77,674 of the last year, the total profit available for appropriation this year is Tk. 30, 56,683. This amount has been appropriated and accounted for as under :-

1. Provision for Income Tax	Tk. 15, 28,000
2. Transfer to Gratuity Fund	Tk. 5, 00,000
3. Transfer to Reserve Fund	Tk. 5, 00,000
4. Balance to be transferred to the Govt. A/C in term of Section 25 of Bangladesh Banks (Nationalisation) Order, 1972	Tk. 5, 28,683

	Tk. 30,56,683
	=====

Capital

As per Presidential Order No. 26 of 1972, Rupali Bank as a new and nationalised Bank came into being in March, 1972 and took over the Assets and Liabilities of the former Muslim Commercial Bank Limited, Satandard Bank Limited and Australasia Bank Limited in Bangladesh. The new Bank started functioning with effect from the 1st April, 1972 with and Authorised Capital of Tk. 5 crores and Paid up Capital of Tk. 1 crore only.

Initial Difficulties

Due to the merger of three former Banks into Rupali Bank, we had initially to face innumerable structural, organisational and functional difficulties. These problems were peculiar in nature and unique in proportion. All the three Component Banks now forming Rupali Bank had thier own independent rules of procedure and rules of discipline. To unify them into one was really a colossal task. Nevertheless by the grace of the Almighty, we have been able to overcome most of the problems by now.

We have successfully organised the Head Office of the Bank at Dacca and set up as many as 8 Regional Offices throughout Bangladesh for better administration and effective control of our branches.

Deposits

Bangladesh had a completely war-shattered economy in the year 1972. Reactivation of the economic need of the country was, therefore, the supreme concern of all. The Banks in Bangladesh reached sharply to the need of the hour and stated mobilisation of the idle deposits of the people for the reconstruction of the war-ravaged economy. Despite all strains and stresses, the achievements of the Bank in the field has been really remarkable during the year. In keeping with the general trend, the deposit position of our Bank registered a considerable rise. The total deposits of the Bank during the 9 months under reporr increased from Tk. 38.28 crores as on 31-3-72 to Tk. 62.47 crores as on 31-12-1972. The increase is 63 percent.

More stresses are being given by us on the mobilisation of fresh deposit for the Bank and we are sure that the prospect of achievement for the Bank in this behalf is more brighter in the next year.

Advances

The first and foremost task before the Banks in the year, 1972 was to rehabilitate the uprooted business community and to put all the productive machineries in operation. In keeping with the supreme need of the hour, our Bank formulated a systemic policy of financing the productive sector of our economy including exports and imports on priority basis. We have also simultaneously drawn up scheme for financing small traders with particular emphasis on those who suffered heavily during the last war of liberation. The Total advances of the Bank thus increased from Tk. 41.85 crores as on 31-3-72 to Tk. 52.76 crores as on 31-12-72. The increase is 26 per cent.

Amalgamation of Branches

Due to the merger of three former banks into Rupali Bank, it is found that exist duplicate branches of the Bank on the same road or at the same place. It is thus urgently felt that these duplicate branches should be amalgamated to minimise the cost of operation. With this end in view, we have already finalised a scheme for amalgamation of about 20 branches of our bank at different places in Bangladesh. The scheme will be put into execution in the next year. Once this scheme is successfully implemented, it is expected to go a long way in reducing our administrative and operational cost considerably.

Branch Expansion

Side by side with the consolidation works of our bank, we are looking forward to expand our activities and widening the area of our operation. With this end in view, we have already drawn up an ambitious programme for opening as many as 50 new branches throughout Bangladesh during the next year i. e. 1973 mostly in rural areas.

We are also eager to open our branches in the Foreign countries and our proposal in this behalf is under the active consideration of the Bangladesh Bank.

Despite most unfavorable economic atmosphere obtaining in Bangladesh during the year, 1972, Our bank made a remarkable progress. This has been possible only due to the sincere services and dedicated activities of the employees of our Bank. We are also grateful to the Ministry of Finance and the Bangladesh Bank for their time to time guidance.

Mansur-UL-Ameen

Chairman and Managing Director



Major Highlights of Rupali Bank in the 1970s

- To revamp the post war economy of the country the Bank expanded its wide areas of geographical coverage through opening new branches in rural areas as the unbanked people could able to have the financial services.
- To increase the socio-economic conditions of the country the Bank employed to execute the efforts and steps taken by the Government in connection with agricultural loan programme and self employed programme.
- Rupali Bank training Institute was established (05 July 1976) with a view to infusing the modern banking concepts, ideas and attitude among the employee of the Bank.

Some financial indicators cited below that are depicted a decade of development of the Bank.

Retrospective

1980	1972
Authorised Capital Tk. 5.00 core	Authorised Capital Tk. 5.00 core
Paid-up Capital Tk. 2.00 core	Paid-up Capital Tk. 1.00 core
Deposit Tk. 357.83 core	Deposit Tk. 62.47 core
Loan & Advance Tk. 284.95 core	Loan & Advance Tk. 52.76 core
Import Tk. 218.81 core	Import Tk. 2.06 core
Export Tk. 100.87 core	Export Tk. 9.12 core
Employee 6487	Employee 2416
Branches 532	Branches 159

Major Highlights of Rupali Bank in the 1980s

- In consonance with the expansion of lassie fair economy around the world the growth of entrepreneurship of private sector in Bangladesh had been encouraged by the Government. In the 1980s private banking started by providing modern banking services to the customers.
- Completion erupted between the private sector and state-owned banks. Rupali Bank was privatized with the alignment of the spirit of denationalization.
- A number of 73 branches of Rupali Bank disbursing agri-loan had been transferred to Bangladesh Krishi Bank.
- Rupali Bank Limited was incorporated as a Public Limited Company on 14 December 1986 with the ratio 51 : 49 bifurcated to Government of people's Republic of Bangladesh and General public respectively assuming the value Tk. 40 crore of all its assets, benefits, rights, powers, authorities, privileges, liabilities, borrowings and obligation.
- The Bank for the first time declared 10% cash dividend in the income year 1986
- Commencement of Trading with DSE & CSE ON 19 August 1987 and 27 December 1995 respectively.
- As a public Limited Company RBL endowed with significant services to its clients, customers and shareholders.

Rupali Bank Limited (RBL) was incorporated as a Public Limited Company on 14 December 1986 under the Companies Act, 1913 and was taken over the business of Rupali Bank (emerged as a Nationalised Commercial Bank in 1972, pursuant to Bangladesh Bank Nationalization Order 1972(P.O.No. 26 of 1972) as a going concern through a vendor agreement signed between the Ministry of Finance, People's Republic of Bangladesh on behalf of Rupali Bank and the Board of Directors on behalf of Rupali Bank Limited on 14 December 1986 with a retrospective effect from 14 December 1986.

1990	1980
Authorised Capital Tk. 100.00 core	Authorised Capital Tk. 5.00 core
Paid-up Capital Tk. 35.20 core	Paid-up Capital Tk. 2.00 core
Deposit Tk. 1696.05 core	Deposit Tk. 357.83 core
Loan & Advance Tk. 1109.11 core	Loan & Advance Tk. 284.95 core
Import Tk. 1041.49 core	Import Tk. 218.81 core
Export Tk. 262.39 core	Export Tk. 100.87 core
Employee 7061	Employee 6487
Branches 516	Branches 532



List of Chairman of Rupali Bank Limited (1972 — 2013)

SI	Name of Chairman & Managing Director/Chairman	Tenure
1.	Mr Mansur-Ul-Ameen	01-01-1972—01-01-1976
2.	Mr Abdul Wahid	02-01-1976—16-05-1981
Name of Chairman		
1.	Mr Justice Mohammad T. H. Khan	27-04-1981—31-03-1982
2.	Mr G. M. Chowdhury	20-05-1982—30-04-1985
3.	Mr M. Keramot Ali	08-05-1985—08-04-1986
4.	Mr A.T.M . Amin	09-04-1986—13-12-1986
5.	Chawdhury A. K. M. Aminul Haque	14-12-1986—24-01-1987
6.	Mr A.F. M. Ehsanul Kabir	25-01-1987—21-02-1990
7.	Mr A B M Shahjahan	22-02-1990—25-05-1990
8.	Mr Nurul Islam Moni	26-05-1990—14-12-1990
9.	Dr A K M Mosiur Rahman	15-12-1990—10-07-1991
10.	Mr Azizul Haque	11-07-1991—16-04-1994
11.	Mr Syed Amir-ul -Mulok	17-04-1994—07-08-1995
12.	Mr Abu Hena	08-08-1995—08-04-1996
13.	Brig. A.L.M Fazlur Rahman(psc)	09-04-1996—10-05-1996
14.	Mr M A Sayed	11-05-1996—22-11-1997
15.	Mr Afzalur Rahman	23-11-1997—25-06-2000
16.	Al-Haz K. Rashiduzzaman Dudu	26-06-2000—19-08-2001
17.	Prof. Dr Momtaj Uddin Ahmed	20-08-2001—17-12-2002
18.	Mr Mufleh R Osmani	18-12-2002—28-04-2003
19.	Mr K.M. Nazmul Alam Siddiqui	29-04-2003—09-01-2004
20.	Mr. Md. Shafiqul Islam	10-01-2004—05-11-2006
21.	Dr. Mohammad Tareque	13-11-2006—13-02-2007
22.	Mr A.T.M Fazlul Karim	27-02-2007—24-02-2009
23.	Dr Ahmed Al Kabir	06-12-2009—till date

List of Managing Directors of Rupali Bank Limited (1972 — 2013)

SI	Name of Managing Director	Tenure
1.	Mr Mansur-UL-Amin	01-01-1972—01-01-1976
2.	Mr Abdul Wahid	02-01-1976—16-05-1981
3.	Mr Abul Hashem	17-05-1981—28-01-1983
4.	Mr Nur Ahmed (Current Charge)	01-02-1983—24-02-1983
5.	Mr M. A. Karim	25-02-1983—01-07-1983
6.	Quazi Baharul Islam (Current Charge)	01-07-1983—21-02-1984
7.	Mr S. Ahsanul Haque	22-02-1984—09-08-1986
8.	Mr S M Afanoor	09-08-1986—06-09-1987
9.	Mr Golam Mohammad (Current Charge)	06-09-1987—31-03-1988
10.	Quazi Baharul Islam	31-09-1988—10-06-1990
11.	Mr AKSM Taifur Hussain	10-06-1990—15-06-1992
12.	Mr Mahbubur Rahman Khan	16-06-1992—01-11-1993
13.	Mr S.M. Nizamuddin Ahmed	01-11-1993—29-12-1994
14.	Mr Rafiqul Karim Chowdhury	05-01-1995—08-01-1997
15.	Mr A. K. M Nazmul Hoq	08-01-1997—31-05-1999
16.	Mr Mohammad Hossain Hosen (Current Charge)	31-05-1999—16-06-1999
17.	Mr Md. Yasin Ali (Current Charge)	24-08-1999—01-01-2001
18.	Mr Robiul Hossain	01-01-2001—12-11-2001
19.	Mr Md. Yasin Ali	13-11-2001—09-11-2002
20.	Mr. A H Iqbal (Current Charge)	13-11-2002—05-04-2003
20.	Mr Mohammad. Forhad Hossain	06-04-2003—29-06-2003
21.	Mr Md. Abdul Hamid Miah	30-06-2003—08-02-2010
22.	Mr. M. Farid Uddin	18-03-2010 till now

Some indicators of RBL (1972—2013)

Year	Authorised Capital	Paid-up Capital	Deposit	Loan & Advance	Import	Export	Investment	Net Profit (Before Tax)	Empl-oyee	Number of Branches
1972	5.00	1.00	62.47	52.76	2.06	9.12	10.01	0.70	2416	159
1973	5.00	2.00	89.95	67.17	30.00	18.30	13.41	2.02	3122	200
1974	5.00	2.00	105.29	72.78	63.35	34.44	25.94	2.59	3382	209
1975	5.00	2.00	111.00	81.68	67.57	51.51	26.11	5.01	3747	227
1976	5.00	2.00	134.44	96.97	105.69	81.07	30.50	4.47	3797	257
1977	5.00	2.00	178.60	124.86	115.59	75.27	37.26	4.17	5042	361
1978	5.00	2.00	226.71	159.66	225.96	83.50	44.06	4.21	5591	449
1979	5.00	2.00	288.70	221.37	193.11	79.10	38.32	4.38	6237	489
1980	5.00	2.00	357.83	284.95	218.81	100.87	54.24	7.18	6487	532
1981	5.00	2.00	397.61	326.41	293.91	114.55	66.51	8.40	5382	537
1982	5.00	2.00	453.68	338.27	166.10	180.03	87.32	9.50	5391	466
1983	5.00	2.00	627.63	410.16	221.36	155.05	145.19	12.31	6048	466
1984	10.00	2.00	462.46	627.00	570.16	235.60	159.60	16.47	6294	482
1985	10.00	2.50	968.25	702.91	595.16	199.22	193.54	24.86	6477	490
1986	100.00	20.40	1166.67	767.50	483.23	195.69	315.60	14.14	6483	499
1987	100.00	27.20	1385.13	921.43	724.09	266.30	232.72	16.76	6611	504
1988	100.00	27.20	1515.54	1026.10	560.62	310.99	328.07	1.22	6724	515
1989	100.00	27.20	1633.26	1198.08	985.10	321.82	224.36	(10.38)	6710	516
1990	100.00	35.20	1696.05	1109.11	1041.49	262.39	447.99	(72.72)	7061	516
1991	100.00	35.20	1904.28	1165.72	498.87	237.92	467.88	(40.70)	7027	516
1992	100.00	35.20	2076.97	1109.63	550.80	220.54	483.25	(176.71)	6902	516
1993	700.00	35.20	2234.93	1263.50	713.86	231.24	640.84	(34.68)	6790	517
1994	700.00	125.00	2418.27	1337.23	851.38	242.80	709.25	(43.18)	6287	518
1995	700.00	125.00	2733.58	1452.59	1442.64	325.91	803.66	39.14	6176	518
1996	700.00	125.00	3246.69	1732.65	1231.22	397.27	847.30	1.70	6185	518

Retrospective



Board of Directors



Board of Directors

Chairman

Dr. Ahmed Al Kabir

Managing Director

Mr. M. Farid Uddin

Company Secretary

Mr. Md. Shahjahan Khandaker

Directors

(During the Year 2013)

Dr. Ahmed Al-Kabir

Mr. M. Farid Uddin

Mr. Mahbubur Rahman Hiron

Mr. Abul Kalam Chowdhury

Mr. Sheikh Serajul Hoque Farazi

Mr Md. Ashiqul Hoque Chawdhury

Advocate Sattyendra Chandra Bhakta

Dr. Amalendu Mukherjee

Mr. Md. Syful Islam FCA,FCMA

Prof. Syed Ahsaul Alam

Mr. Mahiuddin Faruqui

Dr. Md. Hasibur Rashid

Mr. Abu Sufian

Barrister Zakir Ahammad

Prof. Md. Salim Uddin FCA, FCMA,MBA

Dr. Sushil Ranjan Howlader

Directors Appointed in 2014

Mr. A. K. M. Delwer Hussain FCMA

Board of Directors





Board of Directors





Dr. Ahmed Al Kabir
Chairman

Qualification

Academic

B.A (Hons), M.A. DPS, M.Sc, Ph.D

Professional

Management Specialist

Appointment to the Board

He was appointed Chairman to the Board on 06 December 2009.

Membership to the Committee of Rupali Bank Limited

Convener to the Executive Committee of the bank's board.

Professional Experience

Over 34 years experience in health, education, financial sector and social development activities.

Association with other Organizations

Present Association

President, Research, Training and Management International

Director, International Medi-Care Ltd (including International Medical College and Hospital)

Director, National Credit Rating Company

Managing Director, RTM International Ltd.

Chief Patron, SHIMANTIK (a national NGO)

Faculty Member, John Hopkins University, USA

Past association

Chief of Party (Bangladesh), John Snow International, USA

Asia Regional Program Advisor, AVSC (Engenderhealth) International, USA

Program Officer, UNFPA

Research Officer, MOHFW, Bangladesh

Consultant, Columbia University (USA), DPID, ADB, UNFPA, UNICEF, USAID, GTZ, WB, etc.

Exceptional Achievement

Recipient of the *Merkelmann Service Award - 1999*, by AVSC International in recognition of efforts to make voluntary surgical contraception a known and real choice to women and men in the Asia region.

Recipient of the *"Mahatma Gandhi Award-2010"* by Mahatma Gandhi Research Council.

Major Publications

Co-author, *Muslim Khutbah Guide to Save the Lives of Mothers and Newborns*, published by ACESB/USAID, May 2009.

Author, *Population and Sustainable Development - an innovative experience from Bangladesh*, Paper presented in a workshop organized by UNFPA and the Government of Iran in Tehran, April 2002.

Author, *Effects of Community Factors on Infant and Child Mortality in Rural Bangladesh*, WFS Scientific Report No. 56. Voorburg, the Netherlands: International Statistical Institute, 1984.

Author, *New Thoughts on Vital Registration System in Bangladesh*, Holiday (Bangladeshi weekly), Dhaka, Bangladesh 26 December 1993.

Countries Visited

USA, UK, France, Germany, Brazil, Kenya, Egypt, Turkey, Iran, Afghanistan, Pakistan, India, Malaysia, Sri Lanka, Thailand, China, Nepal, Huzan, Vietnam, Saudi Arabia, UAE, Kuwait, Qatar, Singapore, Japan, etc.



Mr. Mahabubur Rahman Hiron
Director

Qualification

Bachelor of Arts (B.A), Master of Arts (M.A)

Appointment to the Board

He was appointed to the Board on 24 February 2010. He retired on 24.02.2013.

Membership to the Committee of Rupali Bank Limited

He is a member of the executive committee of the board.

Professional Experience

Mr. Mahabubur Rahman Hiron is a veteran social activist and organizer and has a vast experience in business.

Association with other Organizations

Present Association

Proprietor & CEO, Hiron Optics

Proprietor & CEO, Kishan Associates

Proprietor & CEO, Kishan Electro JV

Member, Barisal Club

Joint Secretary, Dhaka Metropolitan Shop Owners' Association

Life Member, Bhola Club and Bhola Zilla Red Crescent Society

Past Association

General Secretary, Century Arcade Shopping Centre

Countries Visited

USA, Canada, UK, Japan, Singapore, Malaysia, Thailand, India, Switzerland, China, Saudi-Arabia, UAE, Nepal, etc.



Mr. Abul Kalam Chowdhury
Director

Qualification

M.Com in Management

Appointment to the Board

He was appointed to the Board on 24 February 2010. He retired on 24.02.2013.

Professional Experience

Mr. Abul Kalam Chowdhury is associated with political, social and different cultural organization.

Association with other Organizations

Present Association

Advisor, Chittagong Human Rights Association

Advisor, Chittagong Landless Multipurpose Society

Past Association

Chairman, Bangladesh Rural Development Board, Anwara Upazila

Director, Bangladesh Rural Development Board, Dhaka

Vice-chairman, Anwara Model High School

Member, Anwara Degree College

President, National Anti-tuberculosis Association, Anwara Upazila

Countries Visited

India, Saudi Arabia, Singapore, Thailand, etc.



Mr. Sheikh Serajul Hoque Farazi
Director

Qualification

Bachelor of Arts (B.A) degree

Appointment to the Board of the Bank

He was appointed to the Board on 24 February 2010. He retired on 24.09.2013.

Professional Experience

Mr. Sheikh Serajul Hoque Farazi, a valiant freedom fighter, is now basically a social and cultural organizer. Mr. Farazi has also developed a number of business concerns and nonprofit organizations in Madaripur.

Association with other Organizations

Present Association

Director, Asia Dairy Firm, Madaripur

Life Member, Red Crescent Society

Life Member, S.M Hafiz Public Library

Past Association

General Secretary, Fami Bhushan Smriti Sangsad

General Secretary, Sector Commanders Forum, Madaripur

Advisor, Palli Darpon Manab Unnyan Sangstha

President, Farazi Kandi Free Primary School

Country Visited

India



Mr. Md. Ashiqul Hoque Chowdhury
Director

Qualification

Academic

B.A (Hons), MBA, Diploma in Dev. Administration (UK)

Professional

Human Resource Management Practitioner

Appointment to the Board of the Bank

He was appointed to the Board of Rupali Bank Limited on 11 February 2013.

Membership to the Committee of Rupali Bank Limited

He is a member of the Executive Committee of the Board.

Professional Experience

Mr. Chowdhury, a valiant Freedom Fighter, was a career bureaucrat served as a Joint Secretary to ERD, Ministry of Finance as well as a Joint Secretary to Ministry of Home Affairs. During his long span of administrative career he served in different capacities in field level and in Bangladesh Secretariat.

Association with other Organizations

Present Association

Executive Director, (Admin), Square Pharmaceuticals Ltd.

Executive Director, Aegis Services Ltd.

Immediate Past Association

Joint Secretary, ERD, Ministry of Finance

Countries Visited

UK, France, China, South Korea, Thailand, India, Nepal, KSA, Philippines and Cambodia.



Mr. Sathyendra Chandra Bhakta
Director

Qualification
LLB (Hons), LL.M

Appointment to the Board of the Bank
He was appointed to the Board of Rupali Bank Limited on 11 February 2013.

Membership to the Committee of Rupali Bank Limited
He is member of the Executive Committee and the Risk Management Committee of the Board.

Professional Experiences
Mr Bhakta, a freedom fighter is dignified as a veteran advocate in the country. He is a legal practitioner at Bangladesh Supreme Court.

Association with other Organizations
Post Association
Director, *Somali Bank Limited*

Countries Visited
India & Nepal



Mr. Anamendu Mukherjee
Director

Qualification
Master of Science (M.Sc)

Appointment to the Board of the Bank
He was appointed to the Board on 12 July 2010.

Professional Experiences
Mr Mukherjee is a career bureaucrat presently serving as an Additional Secretary at Bank and Financial Institution Division, Bangladesh Secretariat. During his long span of administrative career he served in different capacities in field level and in Bangladesh Secretariat.

Association with other Organizations
Present Association
Director, Bangladesh Development Bank
Director, Dhaka Stock Exchange
Director, Bangladesh Institute of Capital Market
Member, Social Development Foundation
Member, B.C.S (Admin) Association
Post Association
Joint Secretary, Bank and Financial Institution, Bangladesh Secretariat

Countries Visited
UK, Hong Kong, Malaysia, Singapore, Sri Lanka, India, Nepal, Australia, France, Italy, Spain, Morocco, UAE, etc.



Mr. Md. Syful Islam

ICA, FCMA, PCMA, FICIA (UK), FICIA (UK)
Director

Qualification

Academic

B Com (Hons), M Com in Accounting

Professional

Mr. Md. Syful Islam ICA, FCMA, PCMA, FICIA qualified as a Chartered Accountant from ICAB and qualified as a cost and Management Accountant from ICMA in 1991. He also qualified as London Chamber of Commerce and Industries Accountant (LCCIA-UK) & Fellow of Cost Executive Accountant (CEA) from UK in 1992.

Appointment to the Board of the Bank

Appointed Director on the Board of Rupali Bank on 03 October 2007 and reappointed on 07 November 2010. He retired on 05.11.2013.

Membership in the Committee of the bank/ Board. He is a member to the Board's Audit Committee.

Professional Experience

Mr. Islam is a leading consultant in tax, fiscal affairs & VAT and corporate laws and risk management, Statutory Audit, Special Purpose Audit, Performance Audit, Business and System Analysis, Financial Assessment and Appraisal, Corporate Finance. He has expertise in SBC rules and stock exchange and merchant bank regulation. He is a dedicated professional and active participant in development field of accountancy profession for last eighteen years.

Association with other Organizations

Present Association

President, The Institute of Chartered Accountants of Bangladesh (ICAB)

Board Member, South Asian Federation of Accountants (SAFA)

Managing Partner, Syful Shamsul Alam & Co., Chartered Accountants, A member firm of UHY International

Director, Dhaka Stock Exchange

Member, Advisory Committee of SEC, Bangladesh

Member, SME Foundation

Professional Membership

Fellow, The Institute of Chartered Accountants of Bangladesh

Fellow, The Institute of Cost and Management Accountants of Bangladesh

Fellow, The Cost Executive Accountants (UK)

Fellow, The London Chamber of Commerce and Industries Accountants

Professional Training, Seminars and Workshop. Attended more than 100 trainings, seminars and workshop at home abroad.

Publication

Author, *Fraud and Money Laundering in the Banking Sector- Bangladesh Perspective* (presented in the CPE Seminar on 30 November 2008)

Countries Visited

UK, Switzerland, Saudi-Arabia, Egypt, Hong Kong, Malaysia, Singapore, Sri-Lanka, India, Pakistan, Nepal, Thailand, UAE, Philippines, Australia, Newzealand.



Prof. Syed Ahsanul Alam

Director

Qualification

Academic

B.Com degree in Management, Master Degree in Marketing, Ph.D

Professional

Professor Syed Ahsanul Alam is the Chairman of Department of Marketing at the University of Chittagong.

Appointment to the Board of the Bank

On 03 December 2010 he was appointed Director on board of Rupali Bank Limited. He retired on 03.12.2013.

Professional Experience

Over 23 years of hands-on professional experience of teaching, research and administration.

Association with other Organizations

Present Association

Director, Chittagong Metropolitan Chamber of Commerce and Industry (working as a Technical Nominated)

Chairman, Center for good governance, a research organization for policy reforms and is Member, Board of Governors, Center for Business Studies, University of Chittagong.

Life member, Shaheen Golf and Country Club; Boat Club, Chittagong; Diabetic Association; Bangladesh Kidney Foundation; Bangladesh National Society for the Blind; Society for the welfare of the intellectually disabled; Bawa School and Social Welfare Project, Govt. of Bangladesh.

Member, Board of Civil Advisors in the Defense Services Command and Staff College of Bangladesh

Vice-President, Chittagong University Marketing Association (CUMA)

Chief Advisor, Chittagong University Ex-Students Association- batch 83 (CUSAB), Director- Rotary Club of Metropolitan Chittagong and Chairman Imperial foundation.

Chairman, Board of Directors of Imperial Group since 2005.

Post Association

Director, Board of Sacharon Hina Corporation

Exceptional Achievement

Recently he is nominated Editor of AIMS Journal, Delhi and Advisor to Zee University, India.

Countries Visited

Singapore, Malaysia, Thailand, India, Indonesia, Hong Kong, Philippines, Nepal, Myanmar and Saudi Arabia.



Mr. Mahjuddin Farooq
Director

Qualification

Academic

M.A., M.Ed., LL. B

Professional

Business Specialist.

Professional Experiences

Over 30 years of banking experience in International Division specially in export & import business.

Over 08 years of business experience particularly export of knitwear garments.

Appointment to the Board of the Bank

On 9 May 2013 he was appointed Director on Board of Rupali Bank Limited.

Membership to the Committee of Rupali Bank Limited

He is the Chairman of Risk Management Committee and a member of the Audit Committee of the Board.

Association with other Organizations

Present Association

Managing Director, Multifabs Limited (an export house of knitwear garments).

Vice President, Bangladesh Knitwear Manufacturers and exporters Association (BKMEA).

Past Association

General Manager, Jacata Bank Limited (2003)

Exceptional Achievement

As a successful business entrepreneur he was selected as CIP for the year 2007, 2009 and 2011.

Received National Export Trophy (Gold) for the year 2004-2005 by his company Multifabs Limited.

Countries Visited

China, Denmark, Finland, France, Germany, India, Japan, Russia, Sweden, Singapore and Thailand.



Prof. Dr. Md. Hamidur Rashid
Director

Qualification

Academic

E. Com & M. Com degree in Management (DU), MBA(USA), M. Phil (UK), PhD (Bangladesh)

Professional

Dr. Md. Hamidur Rashid is a professor of Department of Management Information Systems (MIS) at the University of Dhaka, Bangladesh

Appointment to the Board of the Bank

On 28 May 2013, he was appointed as a Director on Board of Rupali Bank Limited.

Membership to the Committee of Rupali Bank Limited

He is a member of Risk Management Committee of the Board.

Professional Experience

Over 34 years of hands-on professional experience of teaching, research and administration.

Association with other Organizations

Present Association

Member, Finance Committee, University of Dhaka

Elected Member of Senate, University of Dhaka

Covener, Online Admission Committee, University of Dhaka, 2010-till to-date.

Life Member: American Alumni Association, (AAA) Dhaka, Bangladesh Association for American Studies, (BAAS) Dhaka.

Member, European Operations Management Association.

Past Association

Elected Treasurer, Dhaka University Teachers Association (DUTA) 2013.

Chairman, Department of Management Information Systems, University of Dhaka.

Dean, School of Business, University of Asia Pacific, Dhaka.

Professor, H. M. Mohsin Hall, University of Dhaka

Elected Member, Dhaka University Senate

Elected Joint Secretary, Dhaka University Teachers Association(DUTA).

Elected Secretary, Dhaka University Club

Exceptional Achievement

Successfully introduces Online Admission process (2010) for Dhaka University in line with the Government's vision of "Digital Bangladesh" as a Convener of the program.

Countries Visited

USA, Canada, UK, India and Thailand





Mr. Abu Sufian
Director

Qualification

Academic

B. Com (Hons) in Management, M. Com (Marketing)

Professional

Journalist

Appointment to the Board of the Bank

On 08 July 2013 he was appointed Director on Board of Rupali Bank Limited.

Membership to the Committee of Rupali Bank Limited

He is a member of the Risk Management Committee of the Board.

Professional Experience

Over 20 year's professional experience in print media as a journalist.

Association with other Organizations

Present Association

Chief Editor, The Weekly Chaitala

Chairman, Mass Link

President, Managing Committee, Dhacsha High School, Satkhania, Chittagong.

Life Member, Chittagong Mas-o-Shishu Hospital, Chittagong. Bangladesh Red Crescent Society, Chittagong District Unit.

Past Association

President, Chittagong Press Club(06 periods, latest 2011-12).

Chairman, Chittagong Sangbadik Co-operative Housing Society.

Member, Chittagong Port Advisory Council

Exceptional Achievement

Entourage member of the Prime Minister's visit to New York on September, 2000 to attend UN Millennium Summit.

Publication

Author, *Ithaser Prekahapote Samprotik Chin*, a book on the Prime Minister's visit to China.

Countries Visited

India, Thailand, UAE, USA, Singapore, Saudi Arabia, and China.



Barrister Zakir Ahummad
Director

Qualification

Academic

Barrister-at-Law (Lincoln Inn UK), Bar Vocational Course (BVC, UK), Post Graduate Diploma in Law (PGDL, UK), LLB (Hons), Diploma in Law(UK).

Professional Experience

Barrister Zakir Ahummad is a renowned advocate in the country. He is a legal practitioner at Bangladesh Supreme Court.

Appointment to the Board of the Bank

On 11 November 2013 he was appointed Director on Board of Rupali Bank Limited.

Membership to the Committee of Rupali Bank Limited

He is a member of the Executive Committee of the Board.

Association with other Organizations

Past Association

Director, Board of Directors of Agrani Bank Ltd.

Present Association

Chairman & Chief Editor, Indepth News of Bangladesh (INB) Ltd.

Chairman, Fatchpur KG High School, Nabinagar, B. Baria, Laur Fatchpur ENT Girls High School, Nabinagar, B. Baria.

Founder & President, British- Bangla Young Lawyers Association

Founder, Barrister Zakir Ahummad Shikha Foundation, Nabinagar.

Founder & President, Sammitto Torun Peshajibi Parlihad, Central Committee

Vice Chairman, Sheikh Rasel Kirochakra (Cricket)

Managing Director, Anna Sweaters Ltd., Sharpe Knitting & Dying Ltd., Victoria Cables & Pipes Ltd.

Proprietor, Rodoshi-Elyouti Enterprise.

Countries Visited

USA, UK, Switzerland, France, Italy, Germany, Japan, South Korea, Qatar, Bahrain, Dubai, Singapore, Malaysia, Saudi Arabia, Scotland and Ireland.



Professor Md. Salim Uddin, FCA, FCMA

Director

Qualification

Academic

B. Com (Hons) M. Com degree in Accounting, MBA (Belgium)

Professional

Mr Salim Uddin FCA, FCMA is a Professor of Accounting & Information Systems at the University of Chittagong.

Mr. Salim qualified as a Chartered Accountant from ICAB in 1996 and qualified as a Cost and Management Accountant from ICMAB in 1995.

Appointment to the Board of the Bank

On 18 November 2013 he was appointed Director on Board of Rupali Bank Limited.

Professional Experience

Mr. Salim is a leading consultant in accounting, designing accounting system, tax, financial management, auditing, project management, business negotiation and regulatory compliance. His main areas of interest are International Accounting, IAS/IFRS, Forensic Accounting, Creative Accounting and Capital Market.

Association with other Organizations

Present Association

Member, ARGUS Credit Rating Services Ltd. (ACRSL)

Advisor, TK Group of Industries

Past Association

Director, Premier Bank Limited

Director, Chittagong Stock Exchange

Corporate Financial Consultant, Mostafa Group of Industries and other corporate sectors.

Consultant, South Asia Capital Ltd.

Audit Manager, M.A. Malik & Co. Chartered Accountant.

Exceptional Achievement

More than fifty research publications published in national and international Journal. He is the author of Contemporary Auditing & Assurance Services and Doing Business in Bangladesh and also author of Study Manuals on Management Accounting and Financial Management for professional institutes.

Countries Visited

USA, UK, Japan, France, Germany, Belgium, Netherlands, Luxembourg, UAE, Singapore, Hong Kong, China, Malaysia, Thailand, India, Nepal.



Prof. Sushri Ranjan Howlader

Director

Qualification

Academic

B.A. & M. A. degree in Economics, PhD(India)

Professional

Development & Health Economist.

Dr. S. R. Howlader is a professor and founder Director of the Institute of Health Economics and formerly Professor of Economics at University of Dhaka.

Appointment to the Board of the Bank

On 15 May 2013 he was appointed Director on Board of Rupali Bank Limited.

Membership to the Committee of Rupali Bank Limited

He is an independent director and Chairman of the Audit Committee of the Board.

Professional Experience

Over 20 year's professional experience in teaching, research and consultancy.

Association with other Organizations

Present Association

Member, Bangladesh Economic Association

Member, International Studies Association, Association, Bangladesh

Member, Bangladesh Freedom Fighters' Association

Past Association

Director, Board of Directors, Agrani Bank(1996-1998),

Director, Board of Directors, Bangladesh Shipa Bank(August, 1998- 2013),

Director, Bureau of Economic Research, Dhaka University.

Director of Projects, different projects on population growth at some renowned organisations.

Exceptional Achievement

Hundreds of Articles published in national and international Journal.

Major Publications

Authors/Co-authors, Agricultural Involvement, Rural Differentiation and Economic Impasse.

Samestic Arthaniti Parichaya (An Introduction to Macroeconomics), Bengla Academy.

The Impact of Development Interventions on Population in Bangladesh, International Science and Technology Institute, Inc, Virginia, USA.

Countries Visited

India, Pakistan, Sri Lanka, Singapore, Thailand, United Kingdom, Uganda, Kenya, UAE, USA, Canada, Netherlands and the Philippines.



Mr. A. K. M. Delwer Hussain, FCMA

Director

Qualification

Academic

B. Com (Hons) M. Com.

Professional

Mr. Delwer Hussain, FCMA is a Director (Finance) at Bangladesh Sugar and Food Industries Corporation.

Mr. Delwer qualified as a Cost and Management Accountant from ICMAB in 1990. He has a Post Graduate Diploma in Computer Science (PGD) and took a advance course on administration and development from BPATC.

Appointment to the Board of the Bank

On 18 December 2019 he was appointed Director on the Board of Rupali Bank Limited.

Professional Experience

Mr. Delwer is an expert in dealing finance, budget, fund Management, taxation, insurance, accounting system, auditing, inspection, project management, business negotiation and regulatory compliance. His main areas of interest are Cost Accounting, Management Accounting & Financial Management. Besides, he participated as many as 20 professional training, workshops and seminar held abroad.

Association with other Organizations

Present Association

Director (Finance), Bangladesh Sugar and Food Industries Corporation.

President, National Council of the Institute of Cost and Management Accountants of Bangladesh (ICMAB)

Director, Bangladesh Institute of Capital Market

Board Member, South Asian Federation of Accountants (SAFA)

Member, SME Foundation

Secretary General, Consultative Committee of State Owned Enterprises (CONCOPE) (2012-2016).

Past Association

Director, Dhaka Stock Exchange Limited (2004)

Director, Dhaka Power Distribution Company (DPDC) in 2008 & 2009).

Director, Bangladesh Diesel Plant Ltd., Khulna Shipyard Ltd. and Nanyangtanj Dockyard Ltd. (2004 & 2013).

Member, Confederation of Asian and Pacific Accountants

Exceptional Achievement

More than six research articles published in the Journals of International repute.

Countries Visited

USA, Canada, United Kingdom, France, Russia, Switzerland, Australia, Brazil, New Zealand, UAE, South Korea, Malaysia, Thailand, Singapore, India, Pakistan, Sri Lanka, Nepal & Maldives.



Mr. M. Farid Uddin

Managing Director

Qualification

Bachelor of Arts (B.A) and Masters of Arts (M.A) degree in Economics

Appointment to the Bank

He was appointed Managing Director at Rupali Bank Limited on 18 March 2010.

Professional Experience

Mr. Farid Uddin has been in the banking industry for over 34 years. During his long career he had served various state owned commercial and specialized banks in different capacities. His fields of service were business development, marketing, public relations, general banking, industrial credit, micro credit, foreign trade and finance, branch control, etc.

Association with other Organizations

Past Association

Managing Director, Bangladesh Shilpa Rin Sangstha

General Manager, Janata Bank

General Manager, Bangladesh House Building Finance Corporation

General Manager, Rajshahi Kishi Umrayan Bank

Exceptional Achievement

Completed Banking Diploma-I securing second position in order of merit in Agricultural Credit & won medal of Sonali Bank.

Received letter of appreciation issued by Janata Bank Board of Directors as recognition for updating the delegation of business power and for achieving the export target.

Received letter of appreciation issued by Bangladesh Kishi Bank Board of Directors for updating manuals/loan forms relating to cattle farming.

Countries Visited

UK, France, Netherlands, Belgium, Malaysia, China, Canada, India, Indonesia, Vietnam, KSA, UAE, etc.

Board's Committee

Executive Committee



1. Dr. Ahmed Al-Khalir, Chairman 2. Advocate Satyendra Chandra Bhatta, Member 3. Harizur Zahir Akbar, Member 4. Mr. M. Farid Uddin, Member

Audit Committee



1. Dr. Saibul Haque Hossain, Chairman 2. Mr. Mahinul Faruqi, Member 3. Mr. Md. Ashiqul Haque Chowdhury, Member

Risk Management Committee



1. Mr. Mahinul Faruqi, Chairman 2. Advocate Satyendra Chandra Bhatta, Member 3. Dr. Md. Saifur Rashid, Member 4. Mr. Abu Sufian, Member

Directors' Responsibilities

Bangladesh Bank has issued a guideline for the directors to establish good Corporate Governance in banks and financial institutions. The guideline sets out the responsibilities of the directors of a bank. In accordance with the same, the responsibilities of the directors of Rupali Bank Limited encompass the following:

Work Plan and Strategic Management

- The guideline asks directors to determine objectives and targets of the bank and formulate annual strategies and work plan. The directors are to drive organizational change to improve the quality of the bank in order to achieve the objectives and targets and to analyze the progress of implementation of work plan on a quarterly basis.
- Directors are also asked to determine the key performance indicators (KPIs) of the CEO/MD and other senior executives and evaluate the same from time to time.

Credit and Risk Management

- The directors are to evaluate the proposals of loans and advances and prepare the policies and procedure to evaluate, distribute, recover, reschedule and write-off loans and advances as per applicable rules and regulations. They may delegate power to the Managing Director and other senior executives to approve loans and advances as deemed necessary.
- No director shall interfere in any approval of loan proposal.
- Directors are to prepare the risk management policies and analyze whether the risk management policies are followed accordingly on quarterly basis.

Internal Control Management

- ❖ Directors are to maintain proper internal control to ensure the quality of loans and advances to evaluate the report of Audit Committee regarding the implementation of suggestions from internal audit, external audit, and Bangladesh Bank on quarterly basis.

Management Matter

- The Chairman or Directors of the Board shall not be involved in, or interfere with or influence the administrative activities.

Human Resources Management and Development

- Responsibilities of director include approval the policies and service rules for appointment, promotion, transfer, punishment and development of human resources; and
- Arrange training for the employees to increase their skill for appropriate evaluation of loan applications, other business activities, and implementation of modern electronic & information technology and appropriate management information systems.

Financial Management

- Directors are to approve the annual budget and statutory financial statements.
- Evaluate the income, expenses, liquidity, expired/uncollected loans and advances, sufficiency of capital, maintenance of provisions and legal actions to recover the loans and advances on quarterly basis.
- Prepare policies and procedures for procurement and approve expenditures as per existing policies and procedures.

Committee Formation

- Directors shall form Audit Committee from the directors of the board.

Appointment of Managing Director

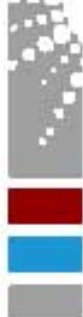
- Directors shall appoint a competent Managing Director with the approval from Bangladesh Bank.
- Perform any other responsibilities as may be determined by Bangladesh Bank time to time. For and on behalf of the Board of Directors


(Dr. Ahmed Al Kabir)
Chairman



Management Team





Management Team

(As on 31.12.2013)



Mr. M. Farid Uddin
Managing Director

Deputy Managing Directors

(Joined in 2014)



Kazi Md. Neyamat Ullah



Mr. Md. Abu Hanif Khan



Mr. Md. Khalifar Rahman Chowdhury FCA

Management Team

General Managers



Mr. Debasis Chakrabarty



Mrs. Hoque Ara Begum

Management Team



Mr. Syed Abu Asad



Mr. Arifur Rahman



Mr. Md. Nazmul Haque



Mr. Md. Yousof Ali



Mr. Md. Aminul Islam Khandker



Mr. Md. Muin Uddin



Mr. Md. Habibur Rahman



Mr. Swapan Kumar Barua



**Mr. Md. Nasrul Islam
Principal, RBHRDC**



**Mr. Md. Asbrafuzzaman
Business Development
& Marketing Specialist**



**Md. Monowar Hossain
FCMA, CPA, ACS, ACA**



**Md. Shawkat Jahan Khan
FCMA**

Management Team

Management Team



Deputy General Managers

Mr. Md. Abdul Wahab	Mr. Md. Abdul Matin
Khandakar Anisur Rahman	Mr. Md. Abdur Rahman
Kazi Mahbubur Rahman	Mr. Md. Mainuddin
Syed Ahmed Chowdhury	Mr. Mohammad Ali
Chowdhury Md. Nazrul Islam	Mr. Waqar Ahmed Khan
Mr. Md. Enamul Hakim	Mr. Md. Jahangir Rahman Akand
Mr. Abdul Majid Sheikh	Mr. Bishwa Nath Kar
Mr. Md. Surat Zaman	Mr. Md. Saifullah
Mr. Md. Mamunur Rashid	Mr. Mridha Yousuf Ali
Mr. Debasish Choudhury	Mr. Khalid Hossain Mallick
Mr. Mohammad Jahangir Alam	Mr. Md. Mahsin Ali
Mr. Md. Shafiuzzaman	Mr. Md. Seraj Uddin
Mr. Bishnupada Chowdhury	Mr. Mostafizur Rhaman
Mr. Md. Nuruzzaman	Mr. Md. Abdul Hannan Miah
Mr. A.K.M. Humayun Kabir	Mr. Md. Amanullah
Mr. Md. Mustafizur Rahman	Mr. Mir Abul Kalam
Mr. A.K.M Farhad	Mr. Syed Abul Monsur
Mr. Md. Mojibur Rahman	Mr. Sultna Nasira
Mr. Md. Shafiqul Islam	Mr. Sayeda Khatun
Mr. Md. Mainuddin	Mr. Syed Abul Hossain
Mr. Bishnu Chandra Saha	Mr. Md. Ebadur Rahman
Mr. Hasne Alam	Mr. Md. Abul Bashar
Mr. Md. Serajuddin	Mr. Salah Uddin Ahmed
Mr. Md. Abdul Khaleque	Mr. K.M. Saidul Hasan
Mr. Md. Kaisul Haque	Mr. Md. Abul Bashar Majumder
Mr. Abnus Jahan	Mr. Md. Amir Hamza
Mr. Md. Abdul Quddus	Mr. Abul Khayer Majumder
Mrs. Sultana Monowara Khanam	Mr. Hasmata Ara Begum
Mr. Arun Kanti Pal	Mr. Mohammadul Hoque
Mr. Md. Khairul Bashar	Mr. Abu Jafor Md. Waliullah
Mr. Md. Altaf Hossain	
Mr. S.M. Borhanuddin	

Assistant General Managers

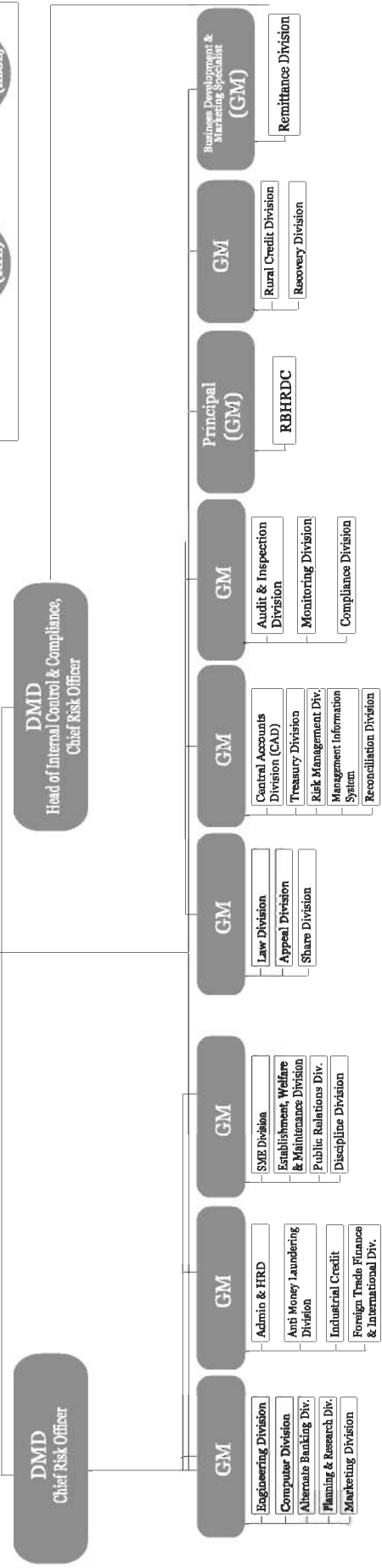
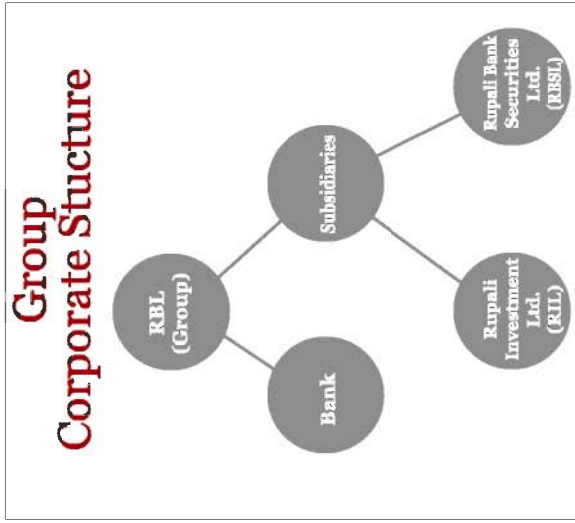
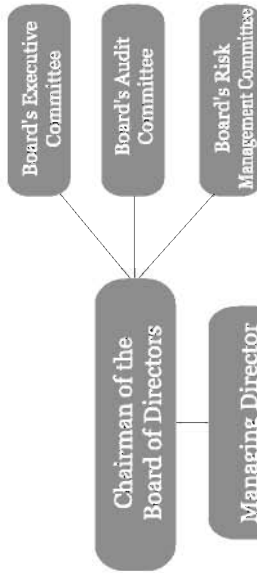
Mr. Biplob Ghosh	Mr.Md. Mokbul Ahmed
Mr. Abdul Malek	Mr.Md.Sirajul Islam
Mr.Md.Abdur Rashid	Mr.Md.Joynal Abedin
Mr. Mohammad Jahangir	Mr.Md.Abul Khayer
Mr.Md. Abul Kalam Azad	Mr.Khan Iqbal Hossain
Mr.Faruk-ul-Alam	Mr.Mohammad Ali
Mr.Osman Goni	Mrs.Shahan Ara Begum
Mr. Md. Moshin Miah	Mrs.Tahmina Akther
Mr.Md. Jahangir	Ms. Persoma Alam
Mr.Md.Yeasin Bali	Syed Shariar Ali
Mr.Radha Kanta Das	Mr.Md.Shafiqul Islam
Mr.Md. Amirul Islam Bhuyan	Mr.Rashid Ahmed Bhuiyan
Syed Mamdud Ahmed	Mrs.Kabita Datta
Mr.Md.Kabir Hossain	Mr.M.A. Al Khaled
Mr.A.B.M Samsuduha	Mr.Md.Golam Mostafa
Mr.Himangshu Ranjan Roy	Khandakar Md.Shamsul Alam
Mr.Mazharul Hoque	Mrs.Sanchia Binte Ali
Mr.Aynal Hossain	Mrs.Wahida Begum
Mr.Showkat Ali	Ms.Salma Banu
Mr.Md.Altaf Hossain	Mr.Md.Ahsanullah
Mr.Md.Enamul Hoque Bhuiyan	Mrs.Mohtara Begum
Mr.A.K.M. Shamsuddin	Mr.Maksudur Rahman
Mrs.Zakia Sultana	Mr.Md.Iqbal Hossain Kha
Mr.Md.Harunur Rashid	Mr.Shawkat Osman
Mr.Ashok Kumar Singh Roy	Mr.Shahidul Islam
Mr.Md.Abdur Rahim	Mr.Monoranjan Das
Mrs.Habiba Akter Jahan	Mrs.Rezina Afroz
Mr.Md. Zafor Sadique	Mr.Md.Noman Mia
Mr.Shachindra Nath Samadder	Syed Md.Monjur Morshed Ali
Mr.Debal Kumar Das	Kazi Md.Wahidul Islam
Mr.Fakrul Alam	Mr.Md.Mahbubur Rahman
Mrs.Khadiza Hosne Ara Chowdhury	Mr.Sahjahan Chowdhury
Mr.Md. Shawkat Ali Khan	Mr.Md.Abdur Rob
Sardar Md. Habibur Rahman	Mr.Md.Faqrul Hasan
Kazi Abdur Rahman	Mr.Motilal Fakir
Mr.Md.Mojibur Rahman	Mr.Md.Shahidur Rahman
Mr.Md.Shahidullah Sarker	Mr.S.M.Nurul Islam
Mr.Md.Golam Mortaza	Sheikh Monjur Karim
Mr.Md.Ketab Ali Mondol	Sikdar Faruq a Azom
Mr.Md.Habibur Rahman Munshi	Mr. Md. Mahmudul Islam

Assistant General Managers

Mr. Md. Motiur Rahman	Mr. Md. Obaidul Haque
Mr. Uttam Kumar Pal	Mr.Md.Abdus Sattar Miah
Mr. Md. Nurul Islam	Mr.Hemanta Kumar Dash
Mr. Md. Zakir Hossain Khan	Mr.Ismail Hossain Sheikh
Mr. Md. Rabiul Hasan	Mr.Md. Fayez Alam
Kazi Humayun Kabir	Mr.Md.Rezaul Islam
Mr. Md. Abu Zahed	Mr.Md.Anawarul Azim Chowdhury
Mr. Deb Prasad Roy	Mrs. Hosneara Begum
Mr. Ajit Kumar Sarker	Mr.Sheikh Md. Alauddin
Mr. Md. Shahidul Haque	Mr.Mofazzal Hossain
Mr. Sankar Kumar Shil	Mr.Md.Sirajul Haque
Mr. Subrata Mutsuddi	Mr.Abdur Razzaque
Mr. Md. Bazlul Haque	Mr.Abdullah Md.Nazim
Mr. Mojibul Hoque Bhuiyan	Mr.Md.Toriqul Islam
Mrs. Gouri Bhabana Adhikary	Mr.Md.Fazlul Haque
Mr. Md. Solaiman	Mr.Ali Islam Mollah
Mr. Paritosh Chandra Karmakar	Mr.Md.Anisur Rahman
Mr. Md. Showkot Osman	Mr.Tumpa Ahmed
Mr. Sarwar Zahan Showkat Ahmed	Mr.Md.Shahidul Islam Khan
Mrs. Zahura Khatun	Mr.Nazma Begum
Mr. Shamsul Haque	Mr. Golam Morshed
Mr. Shyamal Kumar Chakraborty	Mr.Nirmol Chandra Das
Mrs. Yasmin Begum	Mr.Mizanur Rahman Chowdhury
Mr. S.M. Nur Islam	Mr.Md.Abdul Khalek
Mr. Md. Rabiul Hoque Bhuiyan	Mr.Kaniz Fatema
Mr. Bhagbat Kumar Saha	Mr.Khan Md. Shahidul Islam
Mr. Md. Hemayet Hossain	Mr.Md. Fazlur Rahman
Mr. Md. Zakir Hossain	Mr.Bhuson Chandro Sotro Dhor
Mr. Mofazzal Hossain	Mr.Md.Rahmatullah Sarker
Mr. Nanda Dulal Chakraborty	Mr.Mollah Md.Rezaul Karim
Mr. Uzzal Kumar Dey	Mr.Md.Manser Ali Miah
Mr. Dilip Kanti Dhar	
Mr. Md. Abu Bakar Siddique	
Mr. Md. Akram Hossain Pramanik	
Mr. Dilip Kumar Das	
Mr. Md. Mostafizur Rahman	

Corporate Organogram of RBL

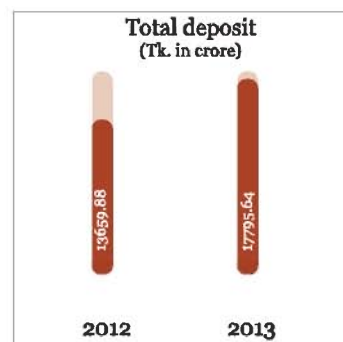
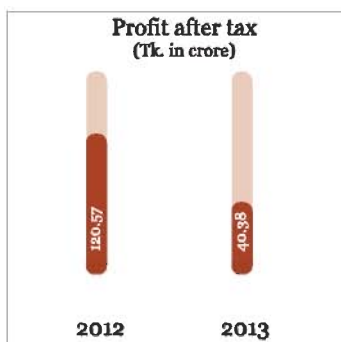
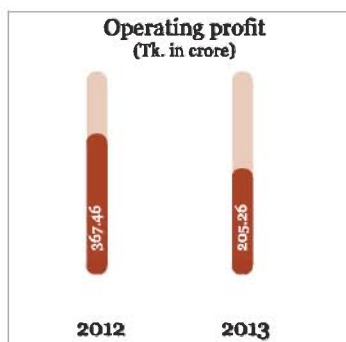
Head Office



Shareholders' Information



Financial Highlights of RBL



Tk. in crore

Particulars	2013	2012
Operating profit	205.26	367.46
Profit after tax	40.38	120.57
Paid-up capital	181.50	165.00
Total deposit	17795.64	13659.88
Total loans & advances	10742.63	9064.16
Total assets	21618.58	17299.31
ROA after tax	0.19%	0.70%
ROE	3.42%	10.34%
CAR	10.16%	10.11%
No. of deposit accounts	2714619	2598397
No. of account loans & advances	107108	106852
No. of employees	5669	5645
No. of Branches	528	5061

Distribution of Shares in 2013

Particulars	Number of Shares	
	As on 31 December 2013	As on 31 December 2012
General Public	1,78,10,206	1,61,86,500
Government	16,36,89,794	14,88,13,500
Total	18,15,00,000	16,50,00,000

Shares held by Directors as on 31 December 2013

The pattern of Shareholding along with name wise details of

01. Parent/Subsidiary/Associated Companies and other related parties : Nil

02. Shareholding of Directors:

SI . No.	Name of Directors	Position	Percent of Shareholding as on 31-12-2013
01.	Dr. Ahmed Al-Kabir	Chairman	...
02.	Mr. M. Farid Uddin	Managing Director	...
03.	Mr. Mahbubur Rahman Hiron	Director	...
04.	Mr. Abul Kalam Chowdhury	Director	...
05.	Mr. Sheikh Serajul Hoque Farazi	irector	...
06.	Mr Md. Ashiqul Hoque Chawdhury	Director	...
07.	Advocate Sattiyendra Chandra Bhakta	Director	...
08.	Dr. Amallendu Mukherjee	Director	...
09.	Mr. Md. Syful Islam FCA,FCMA	Director	...
10.	Prof. Syed Ahsaul Alam	Director	...
11.	Mr. Mahiuddin Faruqui	Director	...
12.	Dr. Md. Hasibur Rashid	Director	...
13.	Mr. Abu Sufian	Director	...
14.	Barrister Zakir Ahammad	Director	...
15.	Prof. Md. Salim Uddin FCA, FCMA,MBA	Director	...
16.	Dr. Sushil Ranjan Howlader	Director	...

03. Distribution of Shareholders

Particulars	No. of Shares		% of Share	
	2013	2012	2013	2012
General Public	1,78,10,206	1,61,86,500	9.81	9.81%
Government	16,36,89,794	14,88,13,500	90.19	90.19%
Total	18,15,00,000	16,50,00,000	100%	100%

04. Shareholding of MD, CFO, Company Secretary & Head of Internal Audit

SL. NO.	Name of Directors	% of Share holding as on 31-12-2013
01.	Managing Director and his spouse and minor children	...
02.	CFO and his spouse and minor children	...
03.	Company secretary and his spouse and minor children	...
04.	Head of Internal Audit and his spouse and minor Children	...

05. Top five salaried executives other than MD, CFO, Company Secretary & Head of Internal Audit

SL. NO.	Name of Directors	% of Share holding as on 31-12-2013
01.	Mr. Bhismodev Mondal, DMD	...
02..	Mr. Md. Khalilur Rahman Chowdhury, FCA	...
03.	Mr. Debasish Chakrabarty, GM	...
04.	Mr. Hosne Ara Begum, GM	...
05.	Syed Abu Asad, GM	...

06. Shareholders holding 10% or more voting right : Government of the People's Republic of Bangladesh

Redress of Investors' Complaints

In the 27th Annual General Meeting some valued shareholders complained about the different facets of financial, development and services of the Bank. Management of the Bank has tried to mitigate the problem. They have taken the suggestions of the shareholders in right earnest. Some of the mitigations are given below:

Sl. No.	Complaints	Redress of the Investors' Complaints
01.	To build new buildings on Bank's own Land.	New Buildings are built on Bank's Land in different locations across the country.
02.	To increase the rate dividend and issue right share for increasing capital..	The Board and the management of the Bank considered proposal as a priority matter. The capital of the bank has already been increased.
03.	To extend online network for all branches of the Bank.	RBL has established Anywhere Branch Banking (ABB) in 151 branches of the Bank.
04.	To ensure and improve superior service to the customers.	Bank has been automated it's all branches and extended the modern banking services to the customers.
05.	To continue the renovation and modernization of the branch premises.	The interior decoration and modernization of the branch, head office and divisional office are continued without delay.
06.	To install sufficient number of ATM	RBL has been providing this service using 38 shared ATM booths with 54 branches having ATM facility throughout the country in collaboration with BRAC Bank.
07.	To extend loan to the customers with soft terms.	Bank has made endeavor in this connection.
08.	To increase the business of the Bank fresh manpower need to be recruited.	Manpower structure has been redrawn meanwhile 17 principal officers, 156 nonpermanent employees made permanent.

Meetings

- Annual General Meeting • Signing of Accounts



27th Annual General Meeting of the Bank.



Chairman of the Board of Directors of Rupali Bank Dr. Ahmed Al Kabir, Managing Director, other Honourable Directors and auditors of the Bank were present during signing of Accounts 2013.

Dividend Distribution

15% stock dividend (15 shares for every 100 shares held).



Glimpse of the 27th AGM of the Bank



Shareholders' Information



Five Years Performance of RBL at a Glance

Taka in crore

Particulars	2013	2012	2011	2010	2009
Income statement					
Interest income	1284.21	1171.51	938.23	555.26	497.86
Interest expenses	1190.82	869.28	516.39	346.38	323.88
Net interest income	93.39	302.23	421.84	208.88	173.98
Non-Interest income	451.20	370.71	307.99	270.10	226.37
Non-interest expenses	339.34	305.48	369.47	234.30	190.48
Net Non-interest income	111.87	65.23	(61.48)	35.80	35.89
Profit before provision and tax	205.26	367.46	360.36	244.69	209.87
Provision for loans and others	99.19	240.06	110.50	102.11	209.87
Profit after provision before tax	106.07	127.40	249.86	142.57	166.85
Provision for tax	65.69	6.83	140.73	82.54	-
Profit after tax	40.38	120.57	109.13	60.03	166.85
Balance Sheet					
Authorized capital	700.00	700.00	700.00	700.00	700.00
Paid-up capital	181.50	165.00	137.50	125.00	125.00
Total shareholders' equity	1181.97	1165.57	1343.78	1415.15	(558.18)
Deposits	17795.64	13659.88	10723.40	9112.38	7380.34
Borrowing	74.64	213.90	160.50	26.95	33.72
Other liabilities	2566.33	2259.97	2074.66	1914.30	1923.26
Total liabilities	20436.62	16133.74	12958.55	053.6311	9337.32
Investments	3925.31	2657.23	2361.12	1571.72	1430.30
Loans & advances	10742.63	9064.16	7652.49	6604.90	5234.42
Property, plant & equipment	955.98	968.92	967.18	952.07	233.25
Other assets	1770.07	2013.29	1933.69	1971.64	775.57
Net current assets	1063.23	811.88	144.54	563.69	667.99
Earning assets	16120.46	11198.71	10421.26	9193.88	6125.72
Total assets	21618.58	17299.31	14302.33	12443.45	8779.14
Capital Measures					
Total risk weighted assest	12556.40	11114.59	10451.82	11140.17	8211.27
Core capital (Tier A)	1030.77	780.48	586.27	368.88	(899.83)
Supplementary capital (Tier-II)	244.78	343.13	577.37	686.40	187.15
Total capital	1275.55	1123.61	1163.64	1055.28	(712.68)
Required capital	1255.64	111.46	1045.18	1002.62	656.90
Capital excess/ (shortfall)	19.91	12.15	118.46	52.66	(1369.58)
Foreign Exchange Business					
Export	1817.08	1550.58	135131	849.00	745.81
import	6516.51	4510.82	6926.00	6024.00	2519.41
Remittance	1087.51	958.64	672.19	787.94	901.46
Other Information					
Number of employee					
Officers	3941	4040	3889	3496	3148
Staff	1728	1605	1093	1063	1381
Total	5669	5645	4982	4559	4529
Other information					
No. of work stations	25	25	25	25	25
No. of corporate branches	55	55	55	7	7
No. of foreign correspondence	182	182	188	163	160
Number of branches	528	506	503	492	492
No. of shareholders	5737	4849	4446	3578	5150

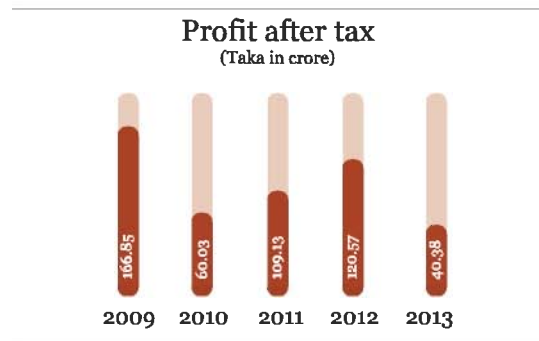
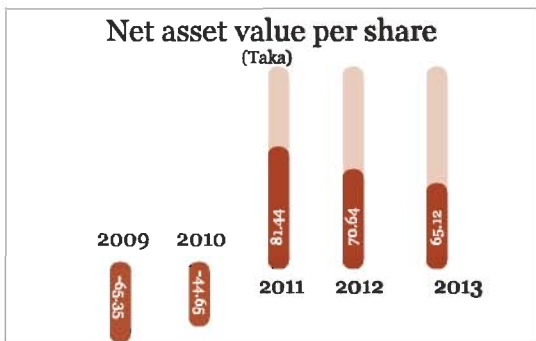
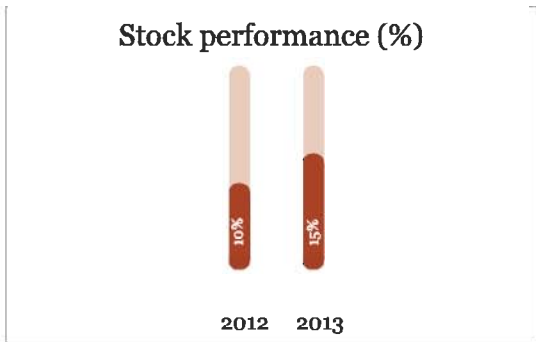
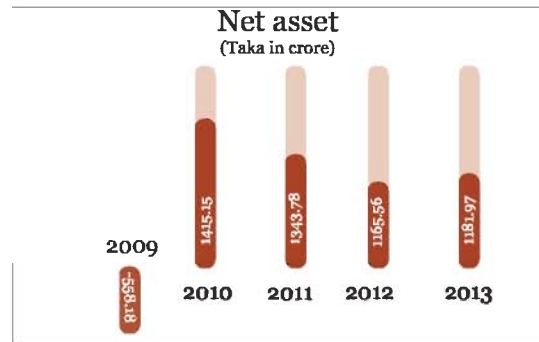
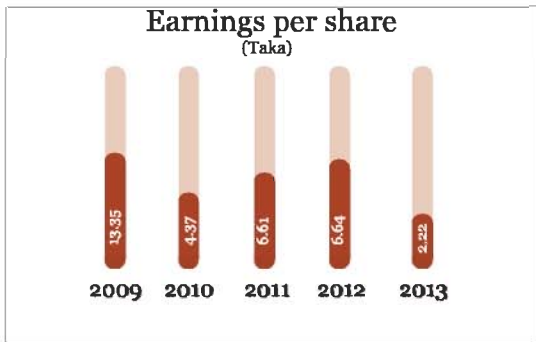
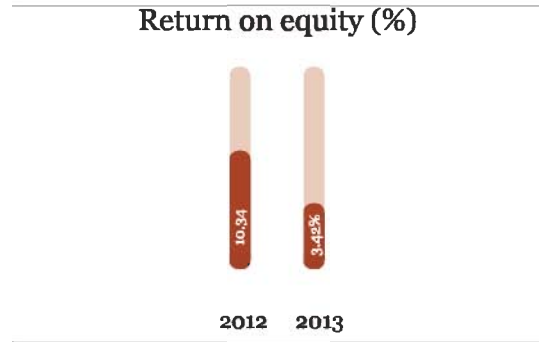
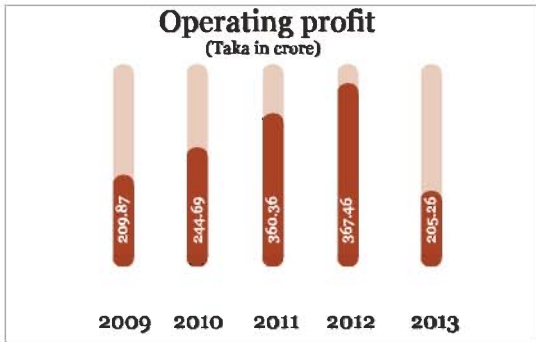
Key Financial Ratios and Performance

Particulars	2013	2012
Capital Measures		
Capital adequacy ratio	10.16%	10.11%
Tier-I capital	8.21%	7.02%
Tier-II capital	1.95%	3.09%
Liquidity and Solvency Ratios		
Current ratio	1.50 : 1	1.09:1
Return on capital employed	3.27%	9.85%
Debt equity ratio	17.29%	13.48:1
Cash flow liquidity ratio	0.44%	0.18
Liquid assets to Earning assets	65.79%	75.62
Loans & advances to Deposit ratio	60.37%	66.36
Loans & advances to Total asset ratio	49.69%	52.40
Provision to Total loans & advances	6.42%	7.02%
Dividend Ratio		
Stock dividend	15%	10%
Profitability and Performance Ratios		
Earnings before provision & tax	205.26	367.46
Price earning ratio	29.37	11.96
Gross profit ratio	5.38	19.60
Net profit ratio	2.33	7.82%
Cost to Income ratio	88.17	76.17
Efficiency ratio	11.83	23.83
Assets utilization ratio	74.57	64.74
Return on Assets (ROA) after tax	0.19%	0.70%
Return on Equity (ROE) (before provision & tax)	17.37	31.53%
Return on Equity (ROE) (after provision & tax)	3.42	10.34%
Return on Investment (ROI)	6.85	6.86%
Non-interest expenses to Total assets	1.57	1.77%
Interest margin to Total assets	0.43%	1.75%
Interest margin to Earning assets	0.58%	2.70%
Net asset value per share	65.12%	70.64
Total classified loans to Total loans	17.48%	26.07%
Cost of fund	9.04%	9.54%
Operating Performance (Income statement)		
Total revenue	1735.41	1542.22
Operating profit	205.26	367.46
Profit before tax	106.07	127.40
Profit after Tax	40.38	120.57
Earning per share (EPS)	2.22	6.64
Financial Position (Balance Sheet)		
Shareholders' fund	1181.97	1165.57
Property, plant& equipment	955.98	968.92
Net current assets	1063.23	811.88
Current liabilities	9541.79	7657.07
Long-term liability	10894.83	8476.68
Business Ratio/ Information		
Statutory Liquidity Ratio	23.81	23.93%
Net Interest income as % of working funds	0.66	1.71%
Operating cost-efficiency ratio	11.83%	26.21%
Return on asset	0.19%	0.70%
Cost/income ratio	88.17	76.17%
Net asset value per Share	65.12	70.64
Profit per employee	0.03	0.07
Capital adequacy ratio	10.16	10.11%
Operating profit as a percentage of working funds	1.46	2.66%
Cash reserve ratio/ Liquid asset ratio	6.08	6.01%
Dividend cover ratio	1.48	7.31%

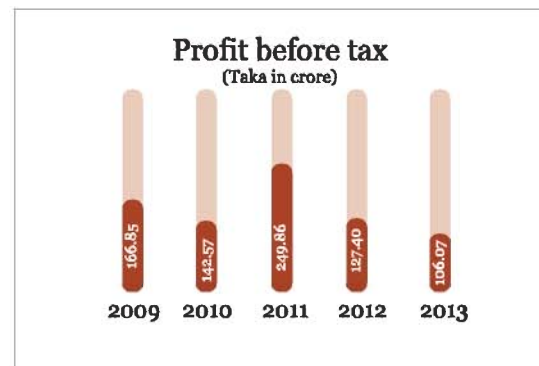
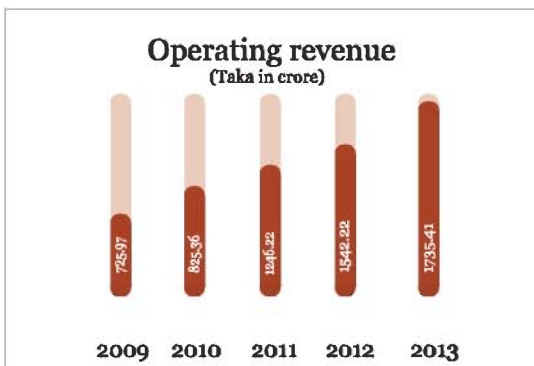
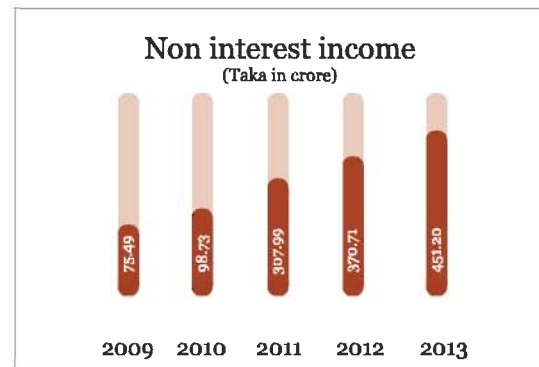
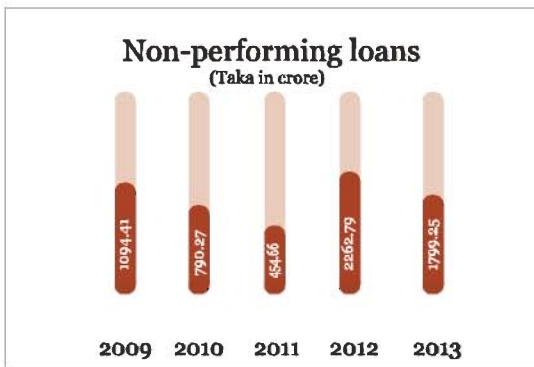
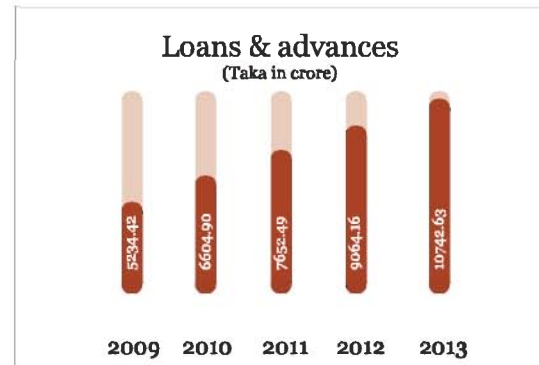
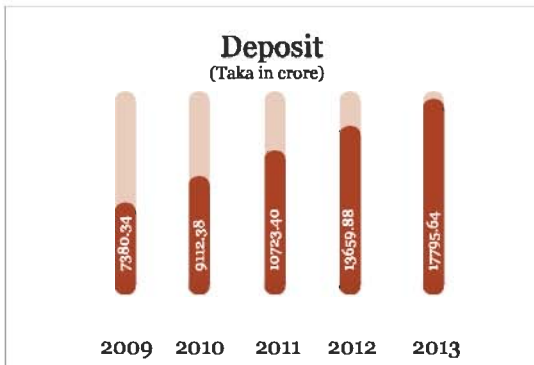
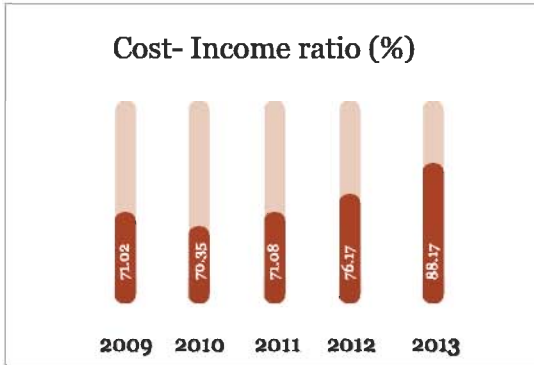
Graphical Presentation



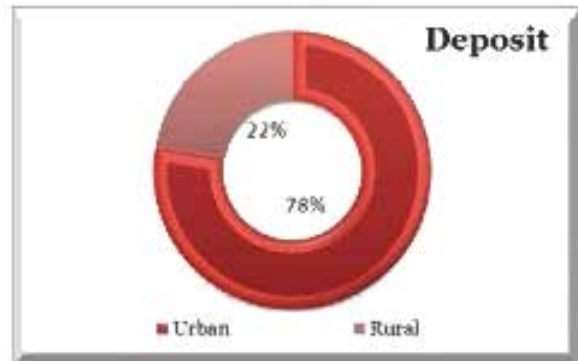
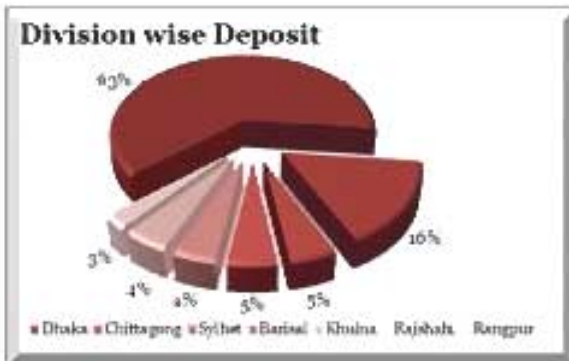
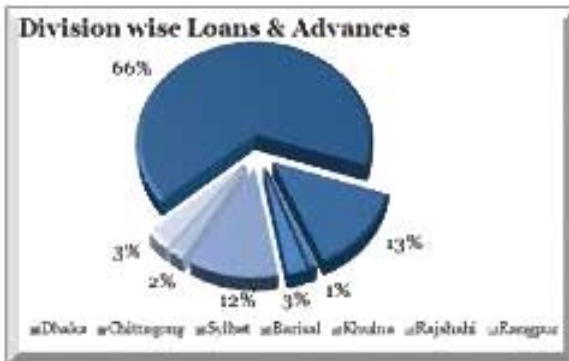
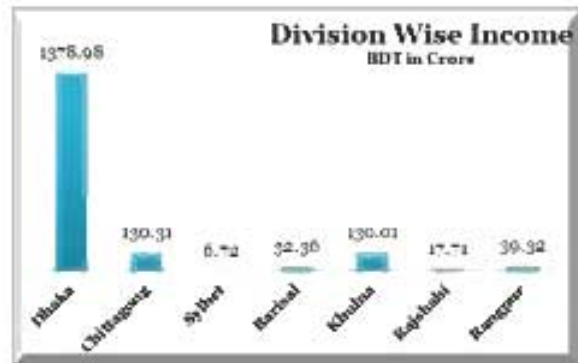
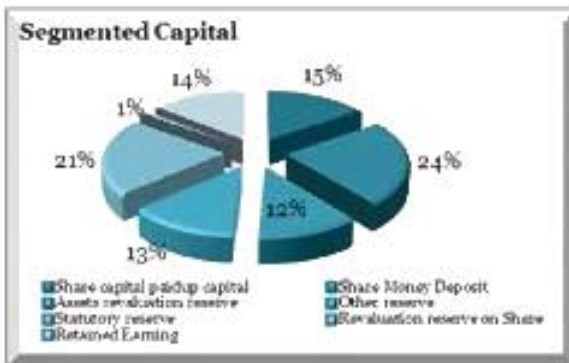
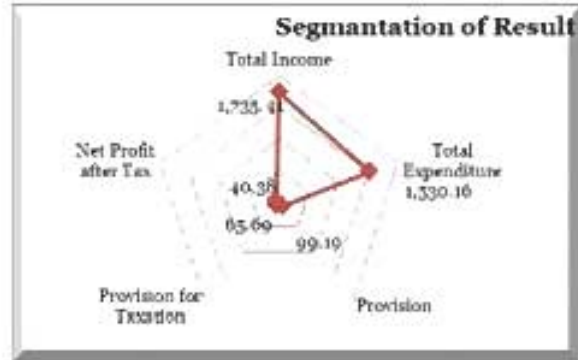
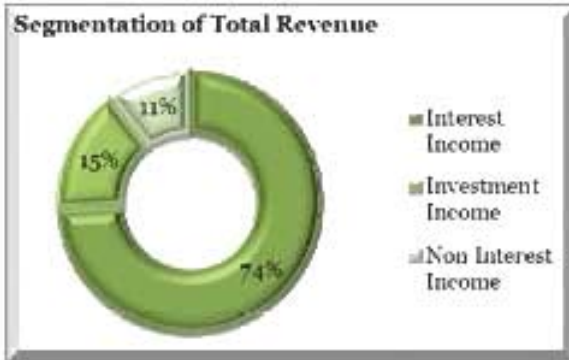
Shareholders' Information



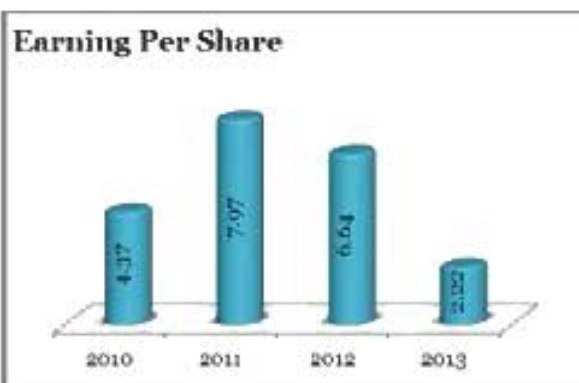
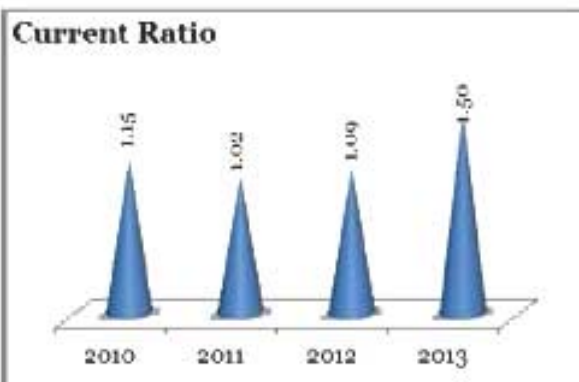
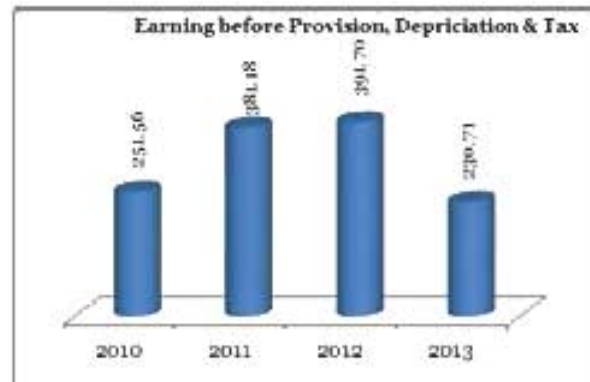
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Segment Information



Profitability, Dividend and Liquidity Ratios

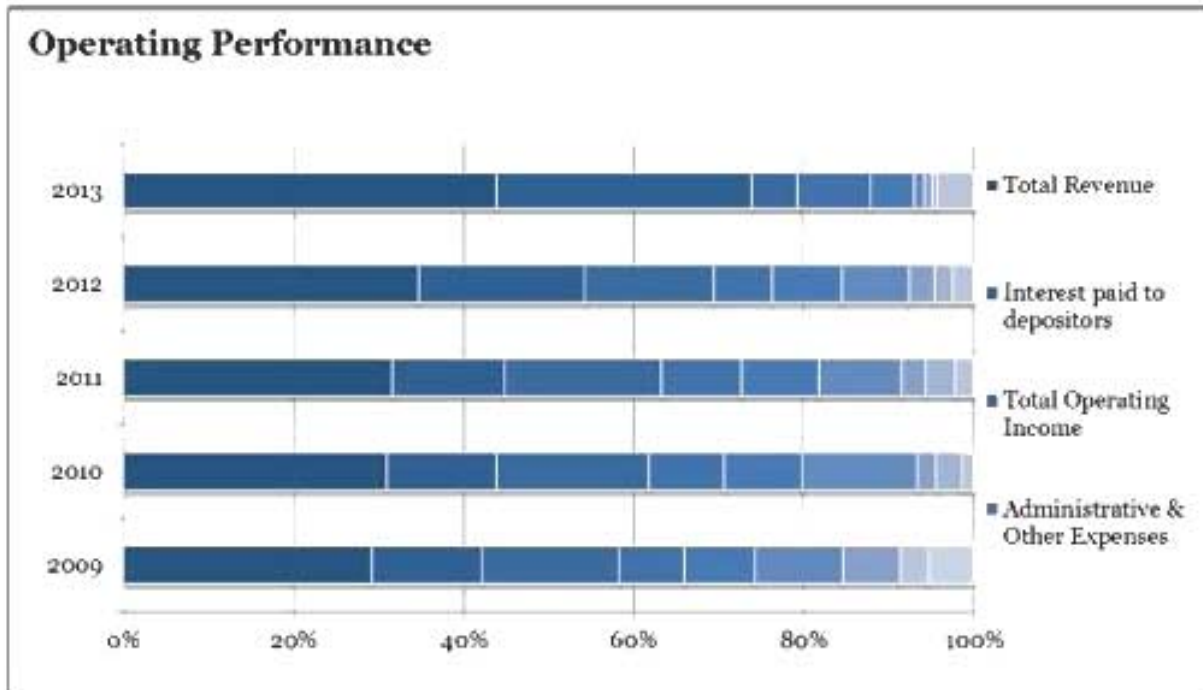


Shareholders' Information

Horizontal & Vertical Analysis

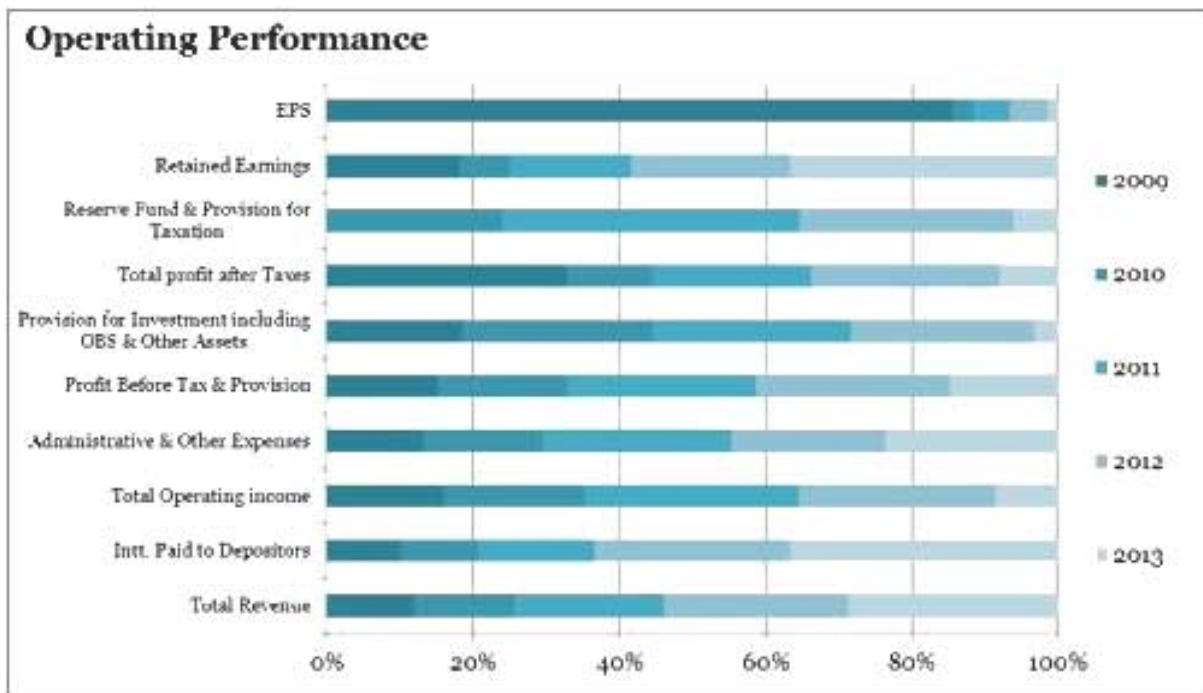


Operating Performance



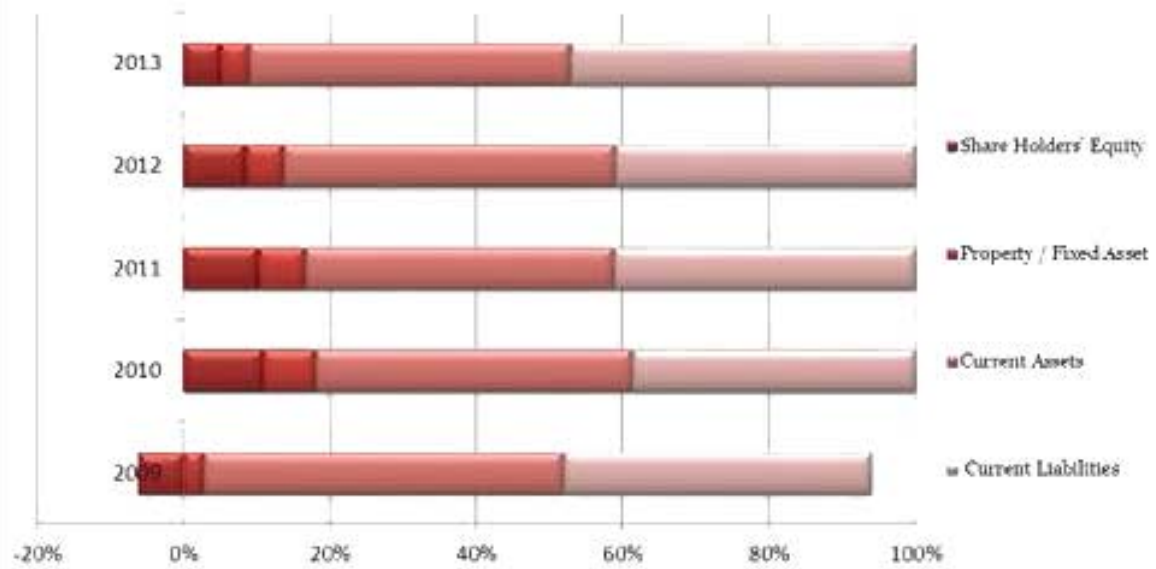
Shareholders' Information

Operating Performance

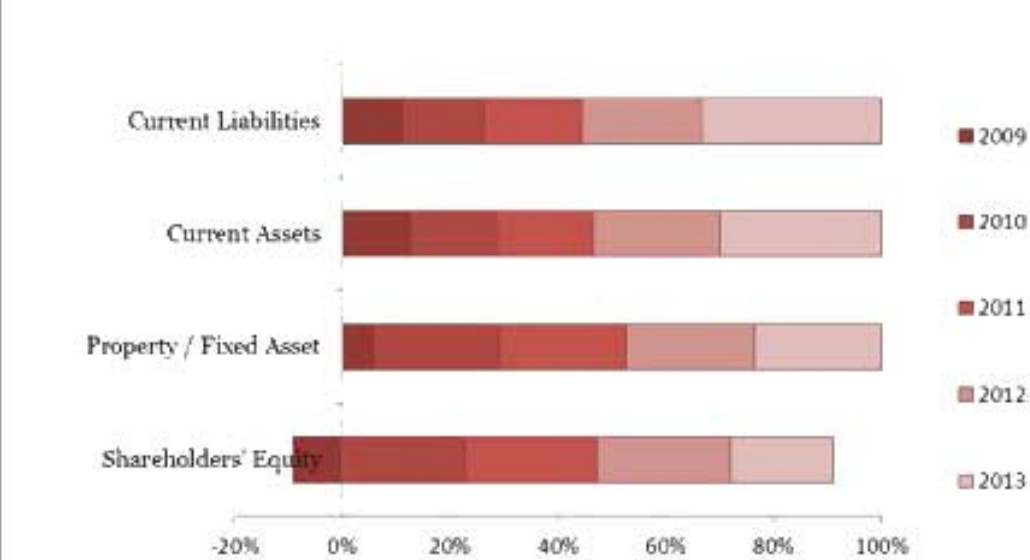


Horizontal & Vertical Analysis

Balance Sheet Analysis



Balance Sheet Analysis





Economic Impact report

RBL is dedicated to deliver optimum value to the customers, employees, shareholders, stakeholders and the nations. The business strategy of the bank is to achieve these goals.

The traditional concept of maximization of profit of the company is now become less important. However, the intrinsic or extrinsic worth of a business measured by a combination of financial success, usefulness to society, and satisfaction of employees, the priorities determined by the make up of the individuals and entities that together own the shares and direct the company. This is sometimes referred to as stakeholder value. Building sustainable value of all stakeholders is our important corporate goal.

Some of the measures are unveiled as under for our valued stakeholders:

Maintaining Adequate Capital

Maintaining adequate capital is an indication of financial strength & stability of a bank. According to Basel-II accord banks have to maintain adequate capital against the risks to absorb the potential loss and ensure sustainability during adverse condition.

Rupali Bank Limited maintains adequate capital to ensure the safety of its stake holder's interest as well as the soundness of its operation. RBL has segregated its capital into three tiers as per Bangladesh Bank's instruction which is as follows:

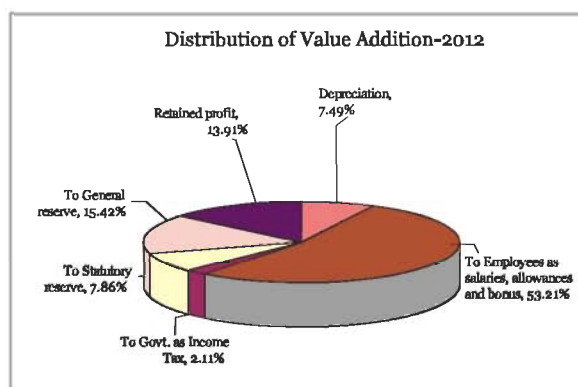
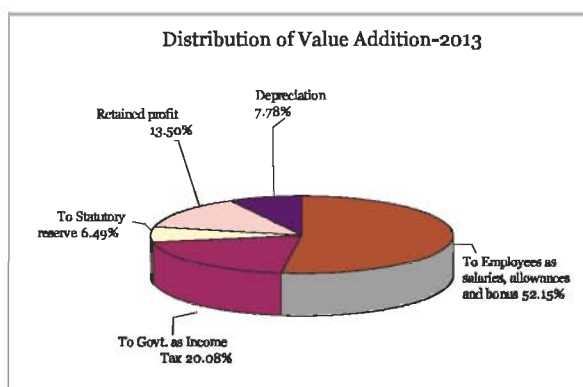
Taka in crore
31 December 2013

A.	Eligible Capital	
	1.Tier-1 (Core Capital)	1030.77
	2.Tier-2 (Supplernentary Capital)	244.78
	3.Tier-3 (eligible for tmarket risk)	-
	4.Total Eligible Capitol (1+2+3)	1275.55
B.	Total Risk Weighted Assets (RWA):	12556.40
C.	Cspital Adequacy Ratio (CAR) (A4/B)*100	10.16%
D.	Core Capital To RWA (A1/B)* 100	8.21
E.	Supplementary Capital To RWA (A2/B)* 100	1.95
F.	Minimum Capital Requirement (10% of RWA)	1255.64
G.	Capital Surplus (A-F)	19.91
	Eligible Capital	-
	I.Tler-1 (Core Capital)	
	Fully Paid-up Capital	181.50
	Statutory Reserve	250.20
	General Reserve	151.33
	Share Money Deposit	280.00
	Retained Earnings	167.74
	Sub-Total:	1030.77
	2.Tier-2 (Supplementary Capital)	
	General Provision (UC+SMA+Off Balance Sheet Exposure)	141.33
	Assets Revaluation Reserve up to 50%	70.04
	Revaluation Reserve for Securities up to 50% (HFT)	5.56
	Revaluation Reserve for shares up to 10%	27.85
	Sub-Total:	244.78
	3.Tier-3 (eligible for market risk)	
	Short-term subordinated debt	-
	Sub-Total	
	4.Total Supplenmantary Capital (2+3)	244.78
	5.Total Eligible Capital (1+4)	1275.55

Value Added Statement

The value added statement for the Bank shows the value created and distributed among different stakeholders of the bank. Value added by the Bank stood at Tk 327.08 crore as of 31 December 2013 as against Tk. 324.15 crore as of 31 December 2012.

Particulars of Income	2013 Amount	In Percent (%)	2012 Amount	In Percent (%)
(i) Inerme fim banking serace	1735.41		1542.22	
(ii) Less: Cost of servics & supplies	1334.14		978-01	
(iii) Value added by the banking services; (i-ii)	401.27		564.21	
(iv) Add. None banking income	-		-	
(v) Less: Amortization loan loss provision & other provision except incentive bonus	74.19		240.06	
Total Valve added (iii+iv-v)	327.08		324-15	
Parmicaliess of Dishributim				
(a)Distribution of value addition				
To Employees as salaries, allowances and bonus	170.56	52.15	172-48	53.21
To govt. as Inconme Tax	65.69	20.08	6-83	2.11
To Statutory reserve	21.21	6.49	25-48	7.86
To General reserve	-	-	50.00	15.42
(b)To expansion & Growth				
Retained profit	44.17	13.50	45-09	13.91
Depreciation	25.45	7.78	24.27	7.49
Told Distribution (a+b)	327.08	100	324-15	100.00

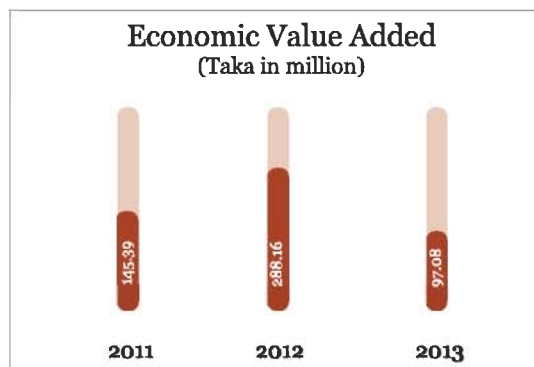


Economic Value Added Statement

Economic Value Added or EVA is the value created in excess of the required return of the company's investors. Simply, EVA is the profit earned by the firm less the cost of financing the firm's capital. The idea is that value is created when the return on the firm's economic capital employed is greater than the cost of that capital.

Taka in million

	2013	2012	2011
Shareholders' equity at year end	1181.97	1165.57	1343.78
Add: Cumulative provision for loans & OBI	740.61	679.25	554.74
	1922.58	1844.82	1898.52
Average shareholders' equity	1883.70	1871.67	1879.16
Cost of equity (%)	15	10	20
Earnings			
Profit after tax	40.38	120.57	109.13
Add : Provisions for loans and other during the year	99.19	240.06	110.50
Less : Written off loan recovered during the year	15.27	19.06	46.74
	124.30	341.57	172.89
Average cost of equity	12.5%	13.74	13.30
Cost of average equity	27.22	16.50	27.50
EVA	97.08	288.16	145.39



Market Value Added Statement

Market Value Added (MVA) is the amount derived from the difference between market capitalization and book value of the shares outstanding. It signifies the enhancement of financial solvency as perceived the market. So increasing MVA or increasing shareholder wealth is the primary goal of any business and the reason for its existence.

Market Value Added = Market Value - Capital Invested

Market Value Added Statement

Particulars	2013	2012	2011
Face Value per Share	10.00	10.00	10.00
Market value per Share	65.20	79.40	136.60
No. of Share outstanding	1815000000	165000000	137500000
Total market capitalization	11833800000	13101000000	18782500000
Book value of paid-up	1815000000	1650000000	1375000000
Market Value Added	10018800000	11451000000	17407500000



Maintaining Liquidity

Taka in million

Maturity Analysis	Below 1 year	1-5 years	Above 5 years	Total
Interest earning assets	7,141.14	3,701.61	5,277.71	16,120.46
Non-Interest earning assets	2,892.81	825.39	1,779.92	5,498.12
Total Asset	10,033.95	4,527.00	7,057.63	21,618.58
Interest bearing Liability	7,484.87	3,871.84	4,601.06	15,957.77
Non-Interest bearing Liability	1,836.94	277.84	2,364.07	4,478.85
Total Liability	9,321.81	4,149.68	6,965.13	20,436.62
Maturity Gap	712.14	377.32	92.50	1,181.96
Cumulative Gap	712.14	1,089.46	1,181.96	-



A partial view of the shareholders attending the 27th Annual General Meeting of the Bank held on 25th May, 2013

The liquidity policy of the bank has always been to carry a positive mismatch in the interest earning assets and interest bearing liabilities in the 1-30 days category. Our liquidity remained at optimum levels during the year. The liquid assets ratio stood at 23.81 (required 19% of total demand & time deposits) in December 2013.

The assets and liabilities committee (ALCO) of the bank monitors the situation and maintains a satisfactory trade-off between liquidity and profitability.

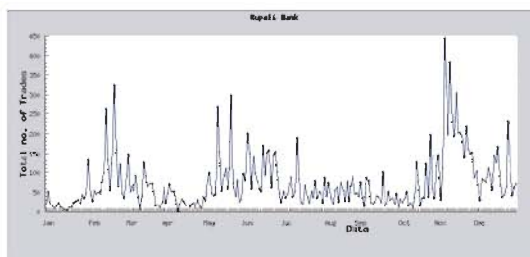
Payment of dividends

Dividend policy is concerned with taking a decision regarding paying cash dividend in the present or paying an increased dividend at a later stage. The firm could also pay in the form of stock dividends which unlike cash dividends do not provide liquidity to the investors; however, it ensures capital gains to the stockholders.

Considering the performance of the Bank over the Bank the board has recommended stock dividend of 15 % for the year 2013.

Market Price Information

Month	DSE			Month	CSE		
	High Taka	Low Taka	Volume		High Taka	Low Taka	Volume
January 13	87.00	72.00	128492	January 13	84.00	71.30	19860
February 13	91.90	78.00	486248	February 13	89.20	76.00	22940
March 13	80.70	64.00	208410	March 13	82.40	65.00	365740
April 13	67.90	60.00	153940	April 13	68.00	46.00	174540
May 13	71.80	60.00	409320	May 13	71.00	61.20	1468250
June 13	72.70	60.00	647353	June 13	72.80	61.00	1049350
July 13	69.00	56.80	386996	July 13	70.00	53.80	1979708
August 13	65.00	57.00	268165	August 13	61.80	55.00	2011994
September 13	64.00	54.00	246492	September 13	61.90	35.00	1134304
October 13	68.00	53.00	409784	October 13	64.90	53.00	736361
November 13	75.00	60.00	1403195	November 13	74.10	63.20	4590592
December 13	67.90	60.00	538850	December 13	68.00	62.60	2990240



Listing Status

Share

Stock Exchange	Symbol	Listing Date
DSE	RUPALIBANK	22.12.86
CSE	RUPALIBANK	27.12.95

Market Price of Share (DSE & CSE)

During 2013

DSE	
Closing :	Tk. 65.20
Highest :	Tk. 91.90
Lowest :	Tk. 53.00

CSE	
Closing :	Tk. 65.00
Highest :	Tk. 89.20
Lowest :	Tk. 46.00



Financial Calendar

Quarterly Results

Audited consolidated results for the year ended 31 December 2013	Announced on	30 April 2014
Unaudited consolidated results for the 1st quarter ended 31 March 2013	Announced on	15 May 2013
Unaudited consolidated results for the half-year ended 30 June 2013	Announced on	30 July 2013
Unaudited consolidated results for the 3rd quarter ended 30 September 2013	Announced on	29 Oct. 2013

Dividends

Distribution of share dividend of 10% in respect of financial year 31 December 2012	Entitlement date	09 May 2013
Notice of Annual General Meeting		02 May 2013
Annual General Meeting		25 May 2013

Other Information

Exchange controls and other limitations affecting equity security holders

Non-residents can buy and sell RBL's share and transfer the dividends after complying with Foreign Exchange Transaction Guidelines 1996 and SEC Rules.

Stock Details

Particulars	DSE	CSE
Stock Symbol	RUPALI BANK	RUPALI BANK
Company Code	11107	22005
Listing Year	1986	1995
Market category	A	A
Electronic share	Yes	Yes
Market lot	100	100
Total number of securities	18,15,00,000	18,15,00,000

Availability of information about RBL

Annual Report 2013 and other information about RBL may be viewed on RBL website : www.rupalibank.org
RBL provides copies of Annual Reports to the Securities and Exchange Commission, Bangladesh Bank, Dhaka Stock Exchange and Chittagong Stock Exchange for their reference. Investors may read them at their public reference room or library.

Investors' Inquiries and Communication

Any queries relating to shareholdings, for example, transfer of shares, changes of name and address and payment of dividend should be sent to the following address:

Share Division

Rupali Bank Limited

Phone: 880-2-9559505

E-mail: rblhocom@bdcom.com

Website: www.rupalibank.org

SWIFT BIC: RUPBDDH



Dr. Ahmed Al Kabir
Chairman

Chairman's Message

Chairman's Message

Let me congratulate and welcome the honourable shareholders, directors of the Board, the management authorities, dedicated officers and employees of Rupali Bank Limited at the very beginning of the 28th Annual General Meeting of Rupali Bank Limited. At the starting of my speech, I would like to recall the greatest Bangalee of the thousand years, Father of the Nation Bangabandhu Sheikh Mujibur Rahman. I am also remembering the martyred Freedom Fighters in the Liberation War, in exchange of whose lives we got an independent and sovereign country, Bangladesh.

Dear shareholders, with great pleasure I would like to inform you that both the 2011 and 2012 Annual Reports of the Rupali Bank Limited have won the first prize among the public sector banks in the SAARC countries in the Best Presented Annual Report competition arranged by the South Asian Federation of Accountants (SAFA). Achievement of such an international prize is really a matter of resounding success and proud for the bank. In the Best Presented Annual Report competition of the Institute of Chartered Accountants of Bangladesh (ICAB) in both 2011 and 2012, the Rupali Bank also bagged the first prize among the country's state-owned banks, and the bank also conquered the first prize in the Best Corporate Award- 2013 competition of the Institute of Cost and Management Accountants of Bangladesh (ICMAB). All of these achievements have been possible due to the all-out support and cordial cooperation of the managing authorities, shareholders, officers and employees of all levels in the bank. I firmly can say that if you continue your support and cooperation, we will be able to take the bank's business success to the expected level and achieve the bank's vision and mission in the future through making the foresighted and strategic planning by the board and with the support from the management authorities.

Bangladesh's economic achievements on the ground of 2013 political instability:

Considering all the relevant issues including the recent world economy's downturn, less-than-expectation growth in the industrial sector, internal political instability and extremists' violence, it seems that the GDP growth in the current fiscal year will be achieved somewhat less than the target. On the other hand the impact of the Bangladesh Government's prudent fiscal and monetary policy remains at the tolerable level. The economic growth in Bangladesh in the year 2013 became dynamic

thanks to the thriving activities & prudent monetary policy and timely policy and measures in other sectors taken by the present government and the Bangladesh Bank as well. The strong internal demand and strong remittance-flow spurred the achievement of expected growth in the previous year. In the current year, despite the slowness in the private investment, the government expenditure and investment was in the expected level. On the other hand, due to the increase in the world demand, the export and remittance-flow went up. As a result of the combined impact of increase in remittance in-flow and decrease in import, the foreign exchange reserve crossed \$20 billion-mark for the first time in 2014. This reserve is enough to pay the six-month import bill of the country. In this connection, we are now the member of elite club countries like India, Singapore, Hong Kong, South Korea, Indonesia and Malaysia. With this amount of reserve, Bangladesh is now the second country in the South Asia. As the foreign exchange reserve increases, the value of Taka is gradually being strengthened. The financial sector not only achieved the stability but also became able to stand on a wider and stronger foundation. Huge development happened in the economic indicators such as GDP, import-export, remittance inflow, foreign exchange reserve, per capita income, agriculture, education, information technology and energy etc; women empowerment, employment and women literacy rate also jumped.

A Review on the Bank's Overall Situation in 2009-2013:

The state-owned Rupali Bank has a glorious history. But because of different conspiracies both inside and outside of the bank and a vested quarter's plot years after years, the bank faced the fate like drowning Titanic from 2004 to 2009. The bank was sent on the verge of death by rampant irregularities and corruption, inefficient management, board's inefficient policy formulation, and absence of accountability in all places. Accumulated loss of the bank in 2009 was Tk 1208.67 crore, its classified loan rate in 2007 was 40.51%, the number of the accumulated cases in 2009 was over five thousands. When there was hill-like accumulated loss, large amount of classified rate and stagnant in the administrative and business activities, the present board at the end of 2009 took the charge of running the bank. The board has taken the challenge to recuperate the bank by removing all stagnant existed in the bank.

There have been given a big push at all the levels of the bank. With this goal, the present board became able to take the bank to a respectable situation in four years by setting definite goal, clear planning and strategy. The present board took activities in different ways and overcame the loss of the bank, operating profit of which rose to Tk 367.46 crore in 2012. By implementing the cash programme of loan

repayment forming taskforce, the classified loan rate has been reduced to 6.23% in 2011; by bilateral discussion with the customers out of court, huge number of cases has been reduced and this process continues. Apart from those, the successes achieved by the present board taking landmark measures are presented in a table (Yes/No) with the comparison of present and past for your kind information:

What was absent in bank (No)	Achievements of the present board (Yes)
01. Business planning, which is the most important strategy for running a bank, was fully absent in the bank.	After taking the charge, the present board at the beginning of every year made the clear business plan to achieve targeted goal, streamlined the road map and ensure their implementation by monitoring.
02. One of the driving forces to run a bank is sufficient, efficient and trained manpower. Till 2009, there was lack of about 3,500 manpower at different levels of the bank. As a result, the workplace was stagnant.	As per the present board's decision, over 1,000 senior officers were appointed in 2011, extended marketing, business development and the foreign business, enriched the audit and accounts department, appointed the contractual and temporary-basis consultants and specialists for increasing efficiency of the Desk-based works. There was appointment in different posts including computer, CACC, engineer etc and different technical posts. Apart from those, about 1100 employees were regularized in 2013, and the process of appointing 1,000 more officials and senior officers has been finalized.
03. Much expected promotion of the officials and employees was stopped for long five years since 2004. As a result, acute frustration was prevailing among the officials and employees.	To regain the employees' work-force, every year since 2010 the employees are being promoted. Apart from this, among the state-owned banks, only the Rupali Bank for the first time has taken the Accelerated Promotion and Performance Based intensive policy.
04. There was no effective step to increase the working efficiency of the existing manpower and develop the human resources having efficiency and knowledge in banking. The training institute was ineffective. Even most of the officials were not given foundation training course. Apart from those, there was no effective training system in foreign exchange, loan and advance, marketing, legal, risk management, managerial efficiency, business development strategy, Basel Accord Capital Management, automation and different other subjects.	The incumbent board took the matter of developing human resource (HR) seriously and as such it turned the then Rupali Bank Training Institute (RBTI) into Rupali Bank Human Resource Development Centre (RBHRDC), and made it as a modern training institute by largely reforming it. A very experienced and efficient official in the rank of General Manager was appointed as the principal and the training institute, which was enriched by appointing sufficient manpower. At present, a good number of in-house and out-reach training programs are being arranged to increase efficiency and experience of the bank's employees, officials and executives at all levels under the own capability of RHRDC and in collaboration with the BIBM, BBTA and country's leading training institutes. In this connection, RBHRDC has annual training program and training calendar with road map, which is strictly followed, and the institute's activities are regularly evaluated under a committee formed under the leadership of the bank's Managing Director.



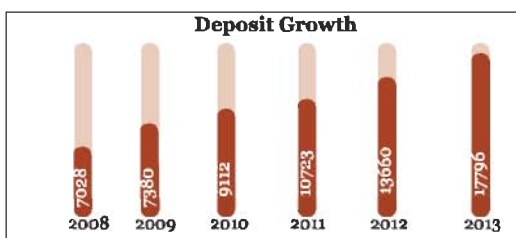
What was absent in bank (No)	Achievements of the present board (Yes)
<p>05. The fundamental basis of an institution's human resource (HR) management is its human resource policy. The HR policy of the Rupali Bank was like very old, which was not supportive for the modern HR management.</p>	<p>In an aim to build an efficient and time-befitting human resource management for the bank, the incumbent board of directors has formulated a modern and enriched human resource policy with the assistance from HR management specialists, efficient bankers and retired bureaucrats prioritizing the administrative restructuring, HR balance, and the handing over of management responsibility to the new general officials. Apart from this, for the sake of decentralization of power and administrative works, 10 divisional offices were set up under the same number of general managers, and 33 new branches, 60 corporate branches, and 28 AD branches were set up in order to expand more the business and widen the bank's participation in foreign commerce.</p>
<p>06. For long time, there was no effort or effective step to launch any product in respect of the deposit and loan in the bank.</p>	<p>The incumbent board, after taking the charge, has created two separate departments-planning & research and marketing-to make the existing development, planning and research department more effective. Of the two departments, planning & research department has already launched business development and new products. At present, as outcome of the present board's foresighted measures, it has been possible to launched six new products in respect of deposit, five new products in loan and two new products in remittance. The newly created marketing department, with the assistance of a group of trained officials, is regularly working to formulate the marketing strategy of the bank's existing and newly launched products and implement those.</p>
<p>07. One of the driving forces in running the bank is operation manual. Except a very old Instruction Manual framed in 1986, the bank had no other operation manual which can direct the day-to-day operations. As a result, it was possible to run the activities practically following the always changing banking rules and regulations.</p>	<p>After taking charge of the bank, the present board has taken this weak place of the bank seriously, and taken initiative to prepare different operational manual through appointing the efficient, experienced and expert specialists. Credit Manual, general banking manual, foreign exchange manual, audit and inspection manual, ICC manual and IT manual are important.</p>
<p>08. The role of audit and inspection is very important in bringing the transparency in the bank activities, identifying the irregularities and frauds-forgeries, and removing those. But this department of the bank was most neglected and ignored. Though it is unexpected but true that the persons, who are incompetent, sentenced for corruption, were posted to the department or the officials were transferred there for passing their time under LPR. Accordingly, fraud-forgeries and irregularities were increased alarmingly.</p>	<p>The incumbent board of directors and its audit committee has been able to bring remarkable review in the structural and operation sides of this important department of the bank. Under the leadership of an Chartered Accountant (CA), the audit and inspection department under the bank's head office and the audit and inspection team under the divisional offices were enriched with the most talented, young, energetic and experienced officials. Necessary training and logistics support have been ensured for the officials concerned in order to build the department and team as equipped with modern audit and technological knowledge. As a result, the bank's present audit departments and teams became very strong and efficient. Apart from those, 14 CAs (CC) were appointed to develop the head office and other audit teams, and laptops were supplied to each of the teams. It has been possible to control the irregularities and frauds in the banking activities by formulating the Risk Based Audit Policy after risk evaluation at all the branches of the bank, and ensuring implementation of the policy.</p>



What was absent in bank (No)	Achievements of the present board (Yes)
<p>09. Infrastructure and image are very important for banking business expansion and development. But the bank's different branches and controlling offices, sign boards set up there, were worn out and old-fashioned. There was no environment to attract the customers; quality of the customers' service was also poor. There was nothing as the bank's mission, vision, core values, strategic objective, ethical principles and business mile stone; and there was no media exposure.</p>	<p>As the incumbent board is very caring to increase the bank's image, it has taken measures to modernize and reform all the branch and offices of the bank, and where necessary the board has transferred the non-profit branches to the more commercially important places. It was brought sign of modernization at the bank's logo, sign board and publications. The bank's mission, vision, core values, strategic objective, ethical principles and business mile stone were approved. And measures were taken to sufficiently give the bank's advertisements to different electronic and print media, and to make publicity of the bank, brightening the bank's image home and aboard.</p>
<p>10. When the world is moving forward fast because of the expansion of the information and technology and globalization at all places, the Rupali Bank at that time was satisfied with the old-fashioned manual banking. Though there were several worn-out and almost -damaged computers across the country, most of the officials were in computer-nervousness. As a result, the bank was gradually moving back in the contemporary banking competition.</p>	<p>To sustain in the competitive banking sector and achieve a respectable place in business success, it was ensured computer, automation, (live operation) at all the branches of the bank. The measures to launch the online banking activities were taken. The bank also launched the ATM services, ABB, BACH, BEFTN, and Online CIB. By successfully implementing the activities, the Rupali Bank will be able to compete efficiently not only in the public sector but also in the private sector.</p>
<p>11. There was no subsidiary institution and there was also no plan to do so.</p>	<p>Thanks to the present board's positive thinking and sincerity, two subsidiary companies named Rupali Investment Ltd and Rupali Bank Securities Ltd were launched during the years 2010 and 2013.</p>
<p>12. Due to the bearing of the long standing accumulated loss, it was not possible to give dividend to the bank's shareholders. As such, the bank's shares were in the Z-category.</p>	<p>Because of the incumbent board's diversified planning and time-befitting steps, it has been possible to overcome the bank's accumulated loss worth Tk 1208.67 crore in 2009 and to give dividend regularly since 2010. Consequently, the bank's shares in the stock market were listed in the A-category.</p>

Business Success of the Rupali Bank:

Overcoming immense limitations and obstacles, the Rupali Bank is increasingly achieving successes in comparison with other state-owned banks, a picture of the resounding successes is presented in below:

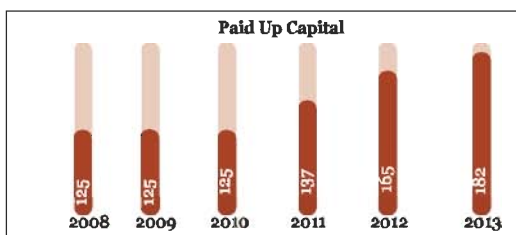
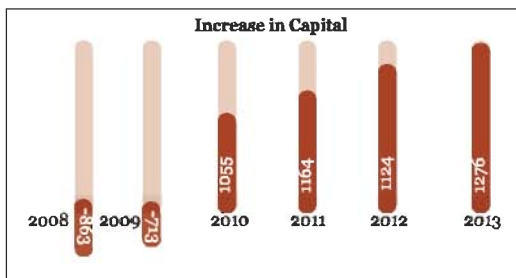
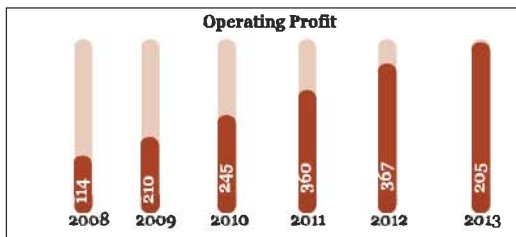
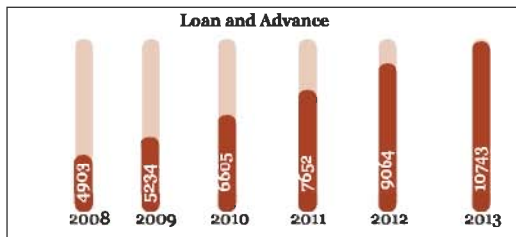
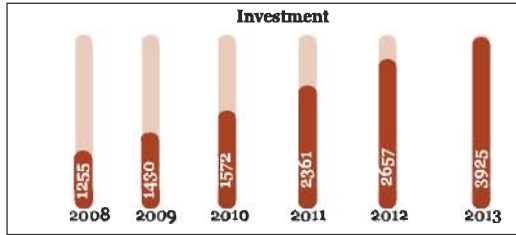


Deposit Growth:

(Figure in crore Taka)

2008	2009	2010	2011	2012	2013
7028	7380	9112	10723	13660	17796

The incumbent board of the bank started the 2009 journey with only Tk 7380 crore deposit. After only four years, the deposit in 2013 has been doubled by opening huge number of accounts. At present, the deposit is Tk 17796 crore.



Investment

(Figure in crore Taka)

2008	2009	2010	2011	2012	2013
1255	1430	1572	2361	2657	3925

In 2009, the amount of the investment in the bank was Tk 1730 crore. Within only five years, the amount became more than double; in 2013, the amount of the investment was Tk 3925 crore.

Loan and Advance

(Figure in crore taka)

2008	2009	2010	2011	2012	2013
4903	5234	6605	7652	9064	10743

Started its 2009 journey with only Tk 5234 crore loan and advance, the bank's loan advance became double (Tk 10743 crore) in 2013 despite different limitations including MoU.

Operating Profit

(Figure in crore taka)

2008	2009	2010	2011	2012	2013
114	210	245	360	367	205

In the bank, the operating profit, which was Tk 114 crore in 2008, rose to Tk 367 crore in 2012.

Increase in Capital

(Figure in crore taka)

2008	2009	2010	2011	2012	2013
-863	-713	1055	1164	1124	1276

The board took the charge with capital deficit worth Tk 863 crore of 2008. And by only five years, the amount of capital was increased to Tk 1403 crore, creating 20 crore surplus capital.

Paid-up Capital

(Figure in crore taka)

2008	2009	2010	2011	2012	2013
125	125	125	137	165	182

The board took the charge of the bank with paid up capital worth Tk 125 crore of 2008; giving stock dividend regularly, the amount of paid-up capital was raised to Tk 182 crore within five years.

Human Resource Development and Training

The precondition of an institution's development is its human resource development. With the view of developing the bank's human resources at all levels, the almost ineffective Rupali Bank Training Institute was turned into Rupali Bank Human Resource Development Center (RBHRDC), sufficient manpower was posted to the center, and it was enriched with adequate training books, logistics and other materials. An efficient official in the rank of general manager was appointed at the center as its principal. Under his leadership, the training institute became able to make enormous success in the last three years. RBHRDC has imparted effective training to the bank's officials at all levels that made the officials efficient through creating self-confidence among them, enabling them to competently play their respective role in the bank. RBHRDC has own strategies and training calendar to disseminate banking knowledge among the officials and build them as qualified to work in any challenging situation. The following names of the training program conducted by the RBHRDC in 2013 are mentionable: managerial induction course, operational efficiency in banking, diversity in managerial assignment, concepts of banking, elements of banking, fundamentals of banking, competence in managerial task, various aspects of foreign trade, efficiency and effectiveness, behavior and performance, alternate banking channels, public procurement rules (PPR), effective utilization of human resources, Xpress Money Operational Procedure, developing professional efficiency, professional training program on MS Office, green banking and green finance, women entrepreneurship development, capacity building for sub-staff, professionalism in banking, organizational development and challenges, audit, inspection and ICC risk management, industrial finance, legal aspects of general banking and credit, entrepreneurship development and SME finance, foreign exchange and foreign trade financing.

The successes of RBHRDC in the training program from 2010 to 2013 are showed in the following Table:

Year	No. of course	No. of participants
2013	94	2821
2012	81	2300
2011	35	912
2010	19	494

Capital Adequacy and Bank's Capital Situation in Implementing Basel-II

It describes regarding the bank's overall capital situation and protection of the depositors from the probable financial loss. It assists to face and overcome different risks including the loan risk, market risk, operation risk, residual risk, core risk, credit concentration risk, interest change-related risk, liquidity risk, image tarnishing risk, settlement risk, strategic risk, climate changes risk and other objective risks etc. Under the Basel II, from the July-September quarter of 2011, the banks are to reserve capital at least 10% of the risk weighted assets or Tk 400 crore (which one is greater). The banks, however, were exempted from the minimum capital adequacy in order to increase their shock resilient capacity. Under the Supervisory Review Process (SRP), the banks were directed to reserve the economic capital/buffer capital as capable to face all possible future risks, which will be determined through the SRP-SERP dialogue. Reserving the sufficient amount of capital will improve the bank's capabilities and strengthen the banks to sustain in the banking competition in the long run.

$$\begin{aligned}\text{Adequate capital} &= \text{minimum capital requirement} \\ & \quad (\text{MCR}) + \text{excess capital } (\delta) \\ &= \text{MCR} + \delta \quad (\text{where } \delta > 0)\end{aligned}$$

To measure the MCR, there was direction to formulate the ICAAP system and follow that. In the adverse situation, the Stress Testing system was launched for the banks since 2011 in order to decide on the shock resistance capacity. Apart from those, all the reports including the ICAAP, SRP, Stress testing are being prepared by the bank regularly in line with the Bangladesh Bank's directions and are sent to the central bank. As of December 31, 2013, the bank risk-based property was of Tk 12556 crore and as per Basel-II, the minimum capital for reserve at the rate of 10% is Tk 1276 crore. At the same time, the bank's total reserved capital was Tk 1403 crore. That means as of December 31, 2013, the bank has no capital deficit against the risk-based property, rather adequate capital remains reserved.

Statutory Liquidity Reserve and Liquidity Management

At present, the commercial banks have to reserve the 6.0 per cent cash reserve requirement (CRR) and 19 per cent statutory liquidity ratio (SLR). The Rupali Bank Ltd has constantly been maintaining the reserve requirement of SLR by purchasing the unencumbered approved securities. Apart from those, thanks to the competent liquidity





management, the Rupali Bank has solely been dominating over the call money market among the state-owned banks. When the state-owned and private banks in the last few years were facing the liquidity crisis, the Rupali Bank at that time became able to make notable amount of profit by alternative investment of its excess liquidity.

Profit and Income Capability

Every bank's main source of income is the interest against loan and advance sector, commission against the L/C. Though the Rupali Bank has been continuously increasing its profit for the last five-six years, both the interest against loan and the commission against the L/C of the Rupali Bank have been decreased because of incapability to cross the 10% annual loan growth due to the limitations of MoU signed with the BB despite having adequate deposit and CDR, and because of creating the restriction in opening L/C due to some unexpected irregularities and corruption happened in the banking sector in the last 2/1 years. As a result, the income capacity is being deceased. It is not possible to make profit at the expected level. So, necessity appeared for the banks to find new sources of profit.

Corporate Governance

Corporate governance is the coordinated process of all the company's operation, administrative and controlling system, customs, policy, law and structure. The power and responsibilities of the banks' board of directors, executive committees, audit committee, risk management committee, managing director and chief executive officer (CEO) were clearly mentioned at the Bank Company (amended) Act, 2013 and Bangladesh Bank BRPD circular No- 11/2013. Besides, it has been given most importance on the banks' corporate governance by ensuring the proper role and accountability in the board and executive management coordinating the legal controllable and institutional policies, external and internal audit, liquidity flow, and transparency & accountability. Apart from those, for efficient and fruitful business operation, sustainable development, and business sustainability in any institution, corporate governance is very important matter. To ensure transparency and accountability at all level activities of the Rupali Bank, corporate governance has been adopted. Under the corporate governance, the roles and responsibilities of the board of director and managing authorities have clearly been devised and determined for the sake of better and balanced operation of business activities. The board under the corporate governance

structure gave directions to the managing authorities and approved business-related and other policy-making proposals. The board monitors the activities of the managing authorities in order to achieve the pre-determined goal and objectives. The board encourages the honesty and competency in all activities of the executives, officials and employees. The board ensures the due internal controlling system of the bank, and laid stress on ensuring the usage of reliable information and data in preparing the financial statements. The board also keeps an eye on ensuring the quality and standard of the financial statements and report, and the matter of not wasting the bank's property. Besides, the board remains careful in bringing down the fraud and forgery to zero level by strengthening the audit and inspection activities with the coordination of three important issues like monitoring, supervision and compliance. To do so, the audit and inspection department has already been reformed and huge number of brilliant and efficient officers was posted to the concerned department and audit & inspection team, which are run under the 10 divisional offices. Apart from those, the bank is duly maintaining the compliance status as per the requirement of the Bangladesh Bank and the Bangladesh Securities and Exchange Commission (BSEC).

Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) is, in fact, the creation of awareness about the environmentally sustainable social development activities, and participation in those. The goal of the CSR activities is reduction of the environmental degradation caused due to the business activities, and removal of the inequality, deprive and poverty existed among the country's population. The Rupali Bank activities cannot be measured and evaluated under the standard of the amount of profit earned. A mentionable part of our profit is spent in different social sector under the CSR. We firmly believe that with the services being provided and corporate responsibility to the society will increasingly raise the dignity and image of the shareholders and the bank. As per the BB guideline, the Rupali Bank is spending money in the sectors of education, treatment, art and culture, social development and disaster management etc. in 2012, the bank spent Tk 1.0 crore, 52 lakh and 94 thousand under the CSR activities. Among them, the mentionable sectors include treatment to the helpless & poor people and ill Freedom Fighters (FFs), assistance to the injured FFs and family members of the martyred people, education & research, art & culture, sports, initiatives taken as part of



materializing the digital Bangladesh vision, establishment of computer lab at the school, college, madrasa, different socio economic development, flood, arson, different disasters including the chilly cold. Besides, an initiative was taken to established "Rupali Bank Foundation" as a welfare and non-profit organization.

Risk Management

It has been given the most importance to the risk management for strengthening the bank's financial situation by ensuring the best management of risk at all levels. With this objective, the board has decided to elevate the bank's existing risk management unit to the full risk management department. In order to achieve own resilience and reserve capital for facing and overcoming different economic crisis, the Internal Capital Adequacy Assessment Process was prepared for measuring different risks including the core risk, observing, analyzing and controlling of the risks by the risk management department; by the stress testing, the bank's financial strength was assessed and the bank's shock absorbing capabilities was determined, and in over all the Basel-II was implemented. Apart from those, risk based audit activities was launched for strengthening the internal audit. It is mentionable that all the activities on the risk management are monitored by the board risk management committee. Regarding the risk management, the bank has the following future plans.

Limitations

Besides the success of the bank, we would like to share our limitations with the honourable shareholders. Despite we have been registered as the corporate entity in 1986, it is not being possible to exercise all advantage, facilities and power of the corporatization till now though the Sonali Bank, Janata Bank and Agrani Bank are exercising those. On the other hand, the Rupali Bank passed through different adverse situations after the Liberation War, and lastly it commercially faced serious blow by different vested quarters since 2001 to 2008. It was not possible to increase the investment and loan flow, which was needed to bring the bank in normal running position, due to the BB's imposed MoU obligations though the bank had huge amount of fund. As a result, it was also not possible to make expected profit. Besides, the greatest part of the total loan was kept limited to a poor number of people by doing serious irregularities in the bank's loan management. With this, on the one hand, the credit concentration risk was increased, and on the other hand, realization of the defaulted loan has

became difficult. The incumbent board is trying to decrease the credit concentration risk by lifting up the amount of SME and professional loan, and has taken multi-dimensional alternative measures to bring back discipline in the loan sector and increase the profit. In the last few years, the crisis of trust created to state-owned banks because of some unexpected incidents in the banking sector also hampered the normal banking activities.

Future Plan

The incumbent board, after taking the charge of the bank, is working with a mission to turn the Rupali Bank as a model bank in the banking sector. To do so, the board has formulated necessary plans and policies to bring transparency in the working places and ensure immediate and speedy customer services by using the modern and time-befitting technology at all sectors of the bank including the structure and activities, and regularly monitoring to implement those plans and policies. After long 22 years, the Rupali Bank has disbursed stock dividend of 10% in 2010, 20% in 2011, and 10% in 2012. For the year 2013, 10% stock dividend was recommended. In order to achieve the overall goal of the bank in 2014, the following the mid-term and medium-term plan have been taken-

- Taking initiative to launch new products in loan and deposit to sustain the competitive banking sector. In these activities, the bank officials' innovative and new ideas will be valued and awarded;
- Doing co-branded activities with other institutions;
- Including the general people in the banking services by bringing the SME investment in the main stream, and generating employments for huge number of people by such activities;
- Controlling the irregularities and corruption at the higher level by making the bank's audit system more modernized and technology-based;
- Introduction and implementation of time-based target charter in order to quickly take and inform all the decisions at the bank's head office, divisional office and branches;
- Completing the online banking to provide the modern and information technology-based banking services;
- Erecting multi-storied buildings at the bank's own land located at the country's different



- areas including Dhaka, Chittagong, Mymensingh and Comilla, ensuring the best usage of the properties;
- Modernizing and attractively decorating all floors of the head office, divisional office, local office, corporate branch and other branches at the prime locations of the country;
- Expanding the ATM services and taking it to the rural remote areas;
- Increasing the foreign business-finance and remittance relate activities by raising the number of the AD branches;
- Gradually opening new branches at the upazila level and commercially important locations where any branch of the bank is yet to be set up;
- Completing necessary functions in this year for launching Islami banking at the bank;
- A welfare and non-profit associate organization named "Rupali Bank Foundation" will be established to more expand the CSR activities. Under the foundation, different service-providing institutions including charitable hospital, school/college will be launched;
- Foreign remittance system will be implemented at all branches within 2014 for paying the foreign remittance round the 24 hours. Drawing arrangement agreements will be signed with more exchange companies/banks and the bank's own officials will be posted there, and remittance software will be set up to make the delivery channel easier;
- All out initiatives will be taken to bring the bank's all activities under the online banking services through automation;
- Taking courageous measures to realize loan from the big loan defaulters and brining dynamism in implementing the decisions;
- Collecting more Tk 3200 crore deposit by opening 5.00 lakh new accounts in 2014;
- Taking a 100-day program to make publicity of the new products and realize the defaulted loan and achieve other targets in 2014.

(Dr. Ahmed Al-Kabir)
Chairman

চেয়ারম্যানের প্রতিবেদন

সম্মানিত শেয়াহোল্ডারবৃন্দ, পর্ষদের সম্মানিত পরিচালকবৃন্দ, ব্যবস্থাপনা কর্তৃপক্ষ এবং রূপালী ব্যাংক লিঃ এর নিবেদিতপ্রাণ কর্মকর্তা কর্মচারীবৃন্দ, অত্র ব্যাংকের ২৮তম বার্ষিক সাধারণ সভায় আপনাদের সবাইকে অভিনন্দন ও স্বাগত জানাই। বক্তব্যের শুরুতেই আমি গভীর শ্রদ্ধাভরে স্মরণ করতে চাই হাজার বছরের শ্রেষ্ঠ বাঙালি, বাঙালি জাতির জনক, বঙ্গবন্ধু শেখ মুজিবুর রহমানকে। স্মরণ করছি মহান মুক্তিযুদ্ধের শহীদ মুক্তি-যোদ্ধাদের, যাদের প্রাণের বিনিময় অর্জিত হয়েছে একটি স্বাধীন সার্বভৌম রাষ্ট্র, বাংলাদেশ।

প্রিয় শেয়ারহোল্ডারবৃন্দ, আমি অত্যন্ত আনন্দের সঙ্গে আপনাদের জানাতে চাই যে, রূপালী ব্যাংক লিমিটেড এর ২০১১ ও ২০১২ উভয় সালের বার্ষিক প্রতিবেদন South Asia Federation of Accountants (SAFA) কর্তৃক আয়োজিত Best Presented Annual Report প্রতিযোগিতায় SAFA কমিটির মূল্যায়নে সার্বভূক্ত দেশের পাবলিক সেক্টরের ব্যাংকসমূহের মধ্যে প্রথম পুরস্কার প্রাপ্তির দুর্লভ সফলতা অর্জন করেছে। এ ধরনের একটি আন্তর্জাতিক পুরস্কার অর্জন ব্যাংকের জন্য গৌরবের বিষয়। The Institute of Chartered Accountants (ICAB-আইসিএবি) কর্তৃক আয়োজিত Best Presented Annual Report ২০১১ ও ২০১২ উভয় সালের আইসিএবি রিডিও কমিটির মূল্যায়নে বাংলাদেশের রাষ্ট্রায়ত্ত্বাচারের ব্যাংক সমূহের মধ্যে রূপালী ব্যাংক প্রথম পুরস্কার এবং আইসিএমএবি কর্তৃক আয়োজিত বেস্ট কর্পোরেট এওয়ার্ড-২০১৩ এর প্রতিযোগিতায় প্রথম পুরস্কার অর্জন করেছে। এটা সম্ভব হয়েছে শুধুমাত্র আপনাদের অকুণ্ঠ সমর্থন, ব্যবস্থাপনা কর্তৃপক্ষ ও সর্বস্তরের কর্মকর্তা কর্মচারীদের আন্তরিক সহযোগিতার জন্য। আমি দৃঢ়ভাবে বলতে পারি আপনাদের এ সহযোগিতা অব্যাহত থাকলে পর্ষদ কর্তৃক দূরদর্শী ও কৌশলগত পরিকল্পনা প্রণয়নের মাধ্যমে এবং ব্যবস্থাপনা কর্তৃপক্ষের সহযোগিতায় আগামীতেও আমরা ব্যাংকের ব্যবসায়িক সফলতা কাক্ষিত পর্যায়ে উন্নয়ন করাসহ ব্যাংকের ভিশন ও মিশন অর্জন করতে সক্ষম হব।

২০১৩ সালের রাজনৈতিক অস্থিরতার প্রেক্ষাপটে বাংলাদেশের অর্থনৈতিক অর্জন

সাম্প্রতিক সময়ে বিশ্ব অর্থনীতির ধীর গতি, শিল্পখাতে প্রত্যাশার তুলনায় কম প্রবৃদ্ধি, অভ্যন্তরীণ রাজনৈতিক অস্থিরতা, উগ্রপন্থীদের সহিংসতা সব মিলিয়ে চলতি অর্থবছরে জিডিপি প্রবৃদ্ধি লক্ষ্যমাত্রার চেয়ে কিছুটা কম অর্জিত হবে বলে অনুমান করা হচ্ছে। অন্যদিকে বাংলাদেশ সরকারের সুবিবেচনাপূর্ণ রাজস্ব নীতি ও পরিমিত মুদ্রানীতির প্রভাব রয়েছে সহনীয় পর্যায়ে। বর্তমান সরকার ও বাংলাদেশ ব্যাংক কর্তৃক গৃহীত সুদূর প্রসারী কার্যক্রম এবং বিচক্ষণ মুদ্রানীতি এবং অন্যান্য ক্ষেত্রে যুগোপযোগী নীতি ও পদক্ষেপ গ্রহণের কারণে ২০১৩ সালে বাংলাদেশের অর্থনৈতিক প্রবৃদ্ধি গতিশীল রয়েছে। শক্তিশালী অভ্যন্তরীণ চাহিদা ও রেমিট্যান্স প্রবাহের কল্যাণে গত অর্থবছরে অর্জিত হয়েছে সন্তোষজনক প্রবৃদ্ধি। চলতি অর্থবছরে ব্যক্তি খাতে বিনিয়োগ চাহিদার ধীর গতি থাকলেও সরকারি ব্যয় ও বিনিয়োগ ছিল কাক্ষিত পর্যায়ে। অন্যদিকে বৈশ্বিক চাহিদা বৃদ্ধির

শ্রেণিতে রপ্তানি ও রেমিট্যান্স প্রবাহ বেড়েছে। রেমিট্যান্স বৃদ্ধি আর আমদানি হ্রাসের সম্মিলিত প্রভাবে ২০১৪ সালে বাংলাদেশের ইতিহাসে প্রথমবারের মতো বৈদেশিক মুদ্রার রিজার্ভ ২০ বিলিয়ন ডলারের মাইলফলক অতিক্রম করেছে। এ পরিমাণ রিজার্ভ দেশের ছয় মাসের আমদানিমূল্য পরিশোধের জন্য যথেষ্ট। এই বিষয়ে আমরা এখন ভারত, সিঙ্গাপুর, হংকং, দক্ষিণ কোরিয়া, ইন্দোনেশিয়া ও মালয়েশিয়ার মতো দেশের এলিট ক্লাবের সদস্য। রিজার্ভের এই স্থিতিতে বাংলাদেশ এখন দক্ষিণ এশিয়ার মধ্যে দ্বিতীয় স্থান অধিকারী দেশ। বৈদেশিক মুদ্রার রিজার্ভ বাড়ায় টাকার মূল্যমান ক্রমান্বয়ে শক্তিশালী হচ্ছে। আর্থিক খাত শুধু স্থিতিশীলতাই অর্জন করেনি বরং সু-বিস্তৃত ও শক্তিশালী ভিতের উপর দাঁড়াতে সক্ষম হয়েছে। সামষ্টিক অর্থনীতির মূল্য সূচক সমূহ যেমন- জিডিপি, আমদানি-রপ্তানি, রেমিট্যান্সের অন্তঃপ্রবাহ, বৈদেশিক মুদ্রার রিজার্ভ, গড় মাথাপিছু আয়, কৃষি, শিল্প, শিক্ষা, স্বাস্থ্য-তথ্য প্রযুক্তি, বিদ্যুৎ ও জ্বালানি ইত্যাদি সকল ক্ষেত্রেই ব্যাপক উন্নতি হয়েছে। নারীদের ক্ষমতায়ন, কর্মসংস্থান ও নারী শিক্ষার হার বেড়েছে।

২০০৯-২০১৩ সাল সময়ে ব্যাংকের সার্বিক অবস্থা একটি পর্যালোচনা

রাষ্ট্রীয় মালিকানাধীন রূপালী ব্যাংক লিমিটেড এর আছে এক গৌরবোজ্জ্বল ইতিহাস। কিন্তু বছরের পর বছর ব্যাংকের ভিতরে ও বাইরের নানা ষড়যন্ত্র আর স্বার্থাশেষী একটি মহলের অন্তর্ভুক্ত চক্রান্তে ২০০৪ সাল থেকে ২০০৯ সাল পর্যন্ত সময়ের মধ্যে একটি নিমজ্জিত টাইটানিকের পরিণতি লাভ করেছিল এই ব্যাংকটি। সীমাহীন অনিয়ম ও দুর্নীতি, অদক্ষ ব্যবস্থাপনা, তৎকালীন পর্ষদের অদূরদর্শী নীতি প্রণয়ন এবং সর্বক্ষেত্রে জবাবদিহিতার অনুপস্থিতি ব্যাংকটিকে ধ্বংসের দ্বার প্রান্তে পৌঁছে দিয়েছিল। ২০০৯ সালে যে ব্যাংকের পুঞ্জীভূত লোকসানের পরিমাণ ছিল ১২০৮.৬৭ কোটি টাকা, ২০০৭ সালে ব্যাংকটির শ্রেণীকৃত ঋণের হার ছিল ৪০.৫১%, ২০০৯ সালে ব্যাংকের পুঞ্জীভূত মামলার পরিমাণ ছিল ৫(পাঁচ) হাজারের উপরে। ব্যাংকটিতে যখন পাহাড়সম পুঞ্জীভূত লোকসান, বিশাল অংকের শ্রেণীকৃত ঋণের হার আর প্রশাসনিক ও ব্যবসায়িক কার্যক্রমে অচলাবস্থা বিরাজ করছিল, তেমনই এক বাস্তবতায়/ প্রেক্ষাপটে বর্তমান পর্ষদ ২০০৯ সালের শেষের দিকে ব্যাংকটির পরিচালনার দায়িত্ব গ্রহণ করেছিল। ব্যাংকে বিদ্যমান সকল অচলাবস্থা দূর করে ব্যাংকটিকে ঘুরে দাঁড়ানোর চ্যালেঞ্জ নিয়েছিল বর্তমান পর্ষদ। সর্বস্তরে দেয়া হয়েছিল একটি শক্তিশালী ঝাঁকুনি (A Big Push)। সে লক্ষ্যে সুনির্দিষ্ট লক্ষ্য ও সুস্পষ্ট পরিকল্পনা এবং কৌশল স্থির করে বর্তমান পর্ষদ গত ৪ বছরে ব্যাংকটিকে একটি মর্যাদাশীল অবস্থায় পৌঁছে দিতে সক্ষম হয়েছে। বর্তমান পর্ষদ নানামুখী কর্মকান্ড গ্রহণের মাধ্যমে এই লোকসান কাটিয়ে ২০১২ সালে ব্যাংকের পরিচালন মুনাফা ৩৬৭.৪৬ কোটি টাকায় উন্নীত করা হয়েছিল, টার্নফোর্স গঠন করে ঋণ আদায়ের ক্র্যাশ প্রোগ্রাম বাস্তবায়ন করে ২০১১ সালে শ্রেণীকৃত ঋণের হার ৬.২৩% এ নামিয়ে আনা হয়েছিল, গ্রাহকের সাথে দ্বি-পাক্ষিক আলোচনার শ্রেণিতে কোর্টের বাইরে সমঝোতা করে বিপুল পরিমাণ মামলা কমিয়ে আনা সম্ভব হয়েছে এবং এ প্রক্রিয়া

চলমান রয়েছে। এছাড়াও বর্তমান পর্ষদ যে সকল যুগান্তকারী পদক্ষেপ গ্রহণ করে সফলতা অর্জন করেছে তা জ্ঞাতার্থে নিম্নে

একটি অতীত বর্তমান তুলনামূলক ছক (YES-NO) উপস্থাপন করা হলো:

ব্যাংকে যা ছিল না (NO)	বর্তমান পর্ষদের যা কিছু অর্জন (YES)
১. ব্যাংক পরিচালনার জন্য সবচেয়ে গুরুত্বপূর্ণ বিষয় হলো ব্যবসায়িক পরিকল্পনা যা ব্যাংকে সম্পূর্ণ অনুপস্থিত ছিল।	১. বর্তমান পর্ষদ দায়িত্ব গ্রহণের পর প্রতিবছরে শুরুতেই নির্ধারিত লক্ষ্যমাত্রা অর্জনে সুস্পষ্ট ব্যবসায়িক পরিকল্পনা প্রণয়ন ও রোড ম্যাপ নির্ধারণসহ নিয়মিত তদারকির মাধ্যমে তার বাস্তবায়ন নিশ্চিত করেছে।
২. ব্যাংক পরিচালনার অন্যতম চালিকাশক্তি হলো পর্যাপ্ত দক্ষ ও প্রশিক্ষিত জনবল। ২০০৯ সাল পর্যন্ত ব্যাংকে বিভিন্ন লেভেলে প্রায় সাড়ে তিন হাজার জনবল ঘাটতি ছিল, ফলে কর্মক্ষেত্রে সৃষ্টি হয়েছিল অচলাবস্থা।	২. বর্তমান পর্ষদের সিদ্ধান্ত অনুযায়ী ২০১১ সালে প্রায় ১(এক) হাজারেরও অধিক সিনিয়র অফিসার ও অফিসার নিয়োগের পাশাপাশি মার্কেটিং ব্যবসা উন্নয়ন Foreign Business সম্প্রসারণ, অডিট এন্ড একাউন্টস বিভাগকে সমৃদ্ধ করণ এবং ডেস্ক ভিত্তিক কাজের দক্ষতা বৃদ্ধির লক্ষ্যে চুক্তিভিত্তিক ও অস্থায়ী ভিত্তিতে কনসালটেন্ট ও স্পেশালিস্ট নিয়োগের ব্যবস্থা করা হয়েছে। কম্পিউটার, সিএসসি, ইঞ্জিনিয়ার ইত্যাদি বিভিন্ন টেকনিক্যাল পদেও চাহিদা অনুযায়ী জনবল নিয়োগ দেয়া হয়েছে। এ ছাড়াও ২০১৩ সাল পর্যন্ত ৮০৩ জন অস্থায়ী কর্মচারীকে স্থায়ীকরণ করা হয়েছে এবং ২০১৩ সালে আরও প্রায় ১০০০ এর অধিক অফিসার/সিনিয়র অফিসার নিয়োগ কার্যক্রম চূড়ান্ত করা হয়েছে।
৩. কর্মকর্তা কর্মচারীদের বহুল কাঙ্ক্ষিত পদোন্নতি ২০০৪ সাল থেকে দীর্ঘ পাঁচ বছর বন্ধ করে রাখা হয়েছিল, ফলে কর্মকর্তা কর্মচারীদের মাঝে চরম হতাশা বিরাজ করছিল।	৩. কর্মকর্তা কর্মচারীদের কর্মোদ্দীপনা ফিরিয়ে আনতে ২০১০ সাল থেকে প্রতি বছর নিয়মিতভাবে পদোন্নতির ব্যবস্থা করা হয়েছে। এছাড়াও র‌্যাষ্টায়ণ্ড ব্যাংকসমূহের মধ্যে রূপালী ব্যাংকই সর্বপ্রথম Accelerated Promotion এবং Performance Based ইনসেনটিভ নীতিমালা গ্রহণ করেছে।
৪. বিদ্যমান জনবলের কর্ম দক্ষতা বৃদ্ধি ও ব্যাংকিং বিষয়ে জ্ঞান ও অভিজ্ঞতা সমৃদ্ধ মানব সম্পদ উন্নয়নে কোন কার্যকর পদক্ষেপ ছিলনা। প্রশিক্ষণ ইনস্টিটিউট ছিল অত্যন্ত অকার্যকর। অধিকাংশ কর্মকর্তাদের ব্যাংকিং ফাউন্ডেশন কোর্স পর্যন্ত করানো হয়নি। এছাড়া ফরেন এক্সচেঞ্জ, ঋণ ও অগ্রিম, মার্কেটিং, লিগ্যাল, ঝুঁকি ব্যবস্থাপনা, ম্যানেজারিয়াল ইফিসিয়েন্সি, Business Development Strategy, Basel Accord, Capital Management, Asset management, Automation ইত্যাদি বিষয়ে কোনো কার্যকর প্রশিক্ষণের ব্যবস্থা ছিল না।	৪. বর্তমান পর্ষদ মানবসম্পদ উন্নয়নের বিষয়টি অত্যন্ত গুরুত্বের সাথে বিবেচনায় নিয়ে বিদ্যমান ট্রেনিং ইনস্টিটিউট (RBTD)-কে রূপালী ব্যাংক হিউম্যান রিসোর্স ডেভেলপমেন্ট সেন্টার (RBHRDC)-তে রূপান্তর করেছে এবং ব্যাপক ভাবে পুনর্গঠন করে একে একটি আধুনিক প্রশিক্ষণ কেন্দ্রে পরিণত করেছে। জেনারেল ম্যানেজার পদ মর্যাদার একজন অত্যন্ত অভিজ্ঞ ও দক্ষ অধ্যক্ষ নিয়োগদানসহ প্রশিক্ষণ কেন্দ্রটিকে পর্যাপ্ত জনবল দ্বারা সমৃদ্ধ করা হয়েছে। বর্তমানে RBHRDC নিজস্ব সক্ষমতায় এবং BIBM, BBTA, বাংলাদেশের শীর্ষ স্থানীয় প্রশিক্ষণ ইনস্টিটিউটগুলোর সাথে যৌথ উদ্যোগে ব্যাংকের সকল স্তরে কর্মচারী, কর্মকর্তা, নিবাহী কর্মকর্তাদের দক্ষতা ও অভিজ্ঞতা বৃদ্ধিতে সহায়ক বিপুল সংখ্যক In-house and Out-reach প্রশিক্ষণ কর্মসূচী পরিচালনা করা হচ্ছে। এ ক্ষেত্রে RBHRDC এর রয়েছে বাৎসরিক প্রশিক্ষণ কর্মসূচী ও রোডম্যাপ সম্বলিত প্রশিক্ষণ পঞ্জিকা যা কঠোরভাবে অনুসরণ করা হয় এবং ব্যাংকের ব্যবস্থাপনা পরিচালকের নেতৃত্বে গঠিত একটি কমিটির মাধ্যমে উক্ত প্রশিক্ষণ সেন্টারের কার্যক্রম নিয়মিতভাবে মূল্যায়ন করা হয়।
৫. একটি প্রতিষ্ঠানের মানব সম্পদ ব্যবস্থাপনায় মৌলিক ভিত্তি হলো প্রতিষ্ঠানের মানবসম্পদ নীতিমালা। রূপালী ব্যাংকের বিদ্যমান মানবসম্পদ নীতিমালাটি ছিল অত্যন্ত পুরানো ধাঁচের যা আধুনিক মানবসম্পদ ব্যবস্থাপনায় সহায়ক ছিলনা।	৫. বর্তমান পরিচালনা পর্ষদ ব্যাংকের জন্য একটি দক্ষ ও যুগোপযোগী মানবসম্পদ ব্যবস্থাপনা প্রতিষ্ঠার লক্ষ্যে প্রশাসনিক পুনর্বিন্যাস, মানবসম্পদ সুষমকরণ এবং তরুণ প্রজন্মের কর্মকর্তাদেরকে ব্যবস্থাপকের দায়িত্ব প্রদানের বিষয়টি অগ্রাধিকার দিয়ে মানবসম্পদ ব্যবস্থাপনা বিশেষজ্ঞ, অভিজ্ঞ ব্যাংকার ও অবসর প্রাপ্ত আমলাদের সহযোগিতায় অত্যন্ত সময়োপযোগী এবং আধুনিক মানবসম্পদ ব্যবস্থাপনার মূলনীতিসমূহকে সমন্বয় করে একটি আধুনিক ও সমৃদ্ধ মানব-সম্পদ নীতিমালা প্রণয়ন করা হয়েছে যা ব্যাংকিং সেক্টরের জন্য অনুসরণীয় হবে বলে আমরা মনে করি। এছাড়াও ক্ষমতার বিকেন্দ্রীকরণ ও প্রশাসনিক কাজের সুবিধার্থে ১০জন মহাব্যবস্থাপকের নেতৃত্বে ১০টি বিভাগীয় কার্যালয় স্থাপন করা হয়েছে এবং ব্যবসায়িক সম্প্রসারণ ও বৈদেশিক বাণিজ্যে ব্যাংকের অংশগ্রহণকে আরও বিস্তৃত করতে ৩৩টি নতুন শাখা, ৬০টি কর্পোরেট শাখা এবং ২৮টি এডি শাখা স্থাপন করা হয়েছে।

ব্যাংকে যা ছিল না (NO)	বর্তমান পর্ষদের যা কিছু অর্জন (YES)
<p>৬. দীর্ঘদিন যাবৎ আমানত ও ঋণের ক্ষেত্রে ব্যাংকে নতুন প্রোডাক্ট প্রচলনের কোনো প্রচেষ্টা বা কার্যকর পদক্ষেপ ছিল না।</p>	<p>৬. বর্তমান পর্ষদ দায়িত্ব গ্রহণের পর ব্যাংকের বিদ্যমান উন্নয়ন, পরিকল্পনা ও গবেষণা বিভাগকে অধিকতর কার্যকর করার লক্ষ্যে পরিকল্পনা ও গবেষণা বিভাগ এবং মার্কেটিং বিভাগ নামে দুটি স্বতন্ত্র বিভাগ সৃজন করেছে যার মধ্যে পরিকল্পনা ও গবেষণা বিভাগ ইতিমধ্যেই ব্যবসায়িক উন্নয়ন ও নতুন নতুন প্রোডাক্ট প্রচলন করেছে। বর্তমান পর্ষদের দূরদর্শী পদক্ষেপের ফলস্বরূপ ব্যাংকের আমানতের ক্ষেত্রে ৬টি নতুন প্রডাক্ট, ঋণের ক্ষেত্রে ৫টি নতুন প্রডাক্ট এবং রেমিটেন্সের ক্ষেত্রে ২টি নতুন প্রডাক্ট চালু করা সম্ভব হয়েছে। নতুনভাবে সৃষ্ট মার্কেটিং বিভাগ একদল প্রশিক্ষণপ্রাপ্ত মার্কেটিং অফিসারের সহযোগিতায় ব্যাংকের বিদ্যমান ও নতুনভাবে প্রচলিত প্রোডাক্ট সমূহের মার্কেটিং এ কৌশল প্রণয়ন ও বাস্তবায়নে নিয়মিত কাজ করে যাচ্ছে।</p>
<p>৭. ব্যাংক পরিচালনায় অন্যতম চালিকা শক্তি হলো অপারেশনাল ম্যানুয়েল। রূপালী ব্যাংক লিঃ এ ১৯৮৬ সালে প্রণীত অত্যন্ত পুরাতন একটি Instruction Manual ছাড়া দৈনন্দিন কার্যপরিচালনায় দিক নির্দেশনামূলক কোন অপারেশন ম্যানুয়েল ছিল না, ফলে প্রতিনিয়ত পরিবর্তনশীল ব্যাংকিং নিয়মকানুন ও বিধিবিধান অনুসরণ করে বাস্তবক্ষেত্রে কার্যক্রম পরিচালনা করা সম্ভব ছিল না।</p>	<p>৭. বর্তমান পর্ষদ দায়িত্ব গ্রহণের পর ব্যাংকের এই দুর্বল জায়গাটি অত্যন্ত গুরুত্বসহকারে বিবেচনায় নিয়ে দক্ষ, অভিজ্ঞ ও পারদর্শী স্পেশালিস্ট নিয়োগ দিয়ে আধুনিক ও যুগোপযোগী করে বিভিন্ন ধরনের অপারেশনাল ম্যানুয়েল প্রস্তুতের উদ্যোগ গ্রহণ করা হয়েছে যার মধ্যে Credit Manual, General Banking Manual, Foreign Exchange Manual, Audit and Inspection Manual, ICC Manual, IT Manual ইত্যাদি অন্যতম।</p>
<p>৮. ব্যাংকের কার্যক্রম স্বচ্ছতা আনয়ন, অনিয়ম ও জাল জালিয়াতি চিহ্নিতকরণ এবং তা দূরিকরণে Audit and Inspection বিভাগের ভূমিকা সর্বাধিক। কিন্তু অত্র ব্যাংকের এই গুরুত্বপূর্ণ এই বিভাগটি ছিল সবচেয়ে অবহেলিত ও উপেক্ষিত। অনাকাঙ্ক্ষিত হলেও সত্য যে, ব্যাংকের অকর্মণ্য, দুর্নীতির দায়ে শাস্তিপ্রাপ্ত অথবা অবসরপূর্ব সময় কাটানোর জন্য এই বিভাগে জনবল পোস্টিং দেয়া হতো। ফলে অধিক স্বচ্ছ ও দক্ষ পরিদর্শনের অভাবে আশংকাজনকভাবে ব্যাংকে জাল-জালিয়াতি ও অনিয়ম বৃদ্ধি পেয়েছিল।</p>	<p>৮. বর্তমান পরিচালনা পর্ষদ ও পর্ষদীয় অডিট কমিটি ব্যাংকের গুরুত্বপূর্ণ এই বিভাগটিকে কাঠামোগত ও কার্যগত (Structural and Operational) ক্ষেত্রে একটি আমূল পরিবর্তন (Review) আনতে সক্ষম হয়েছে। একজন চার্টার্ড একাউন্টেন্ট এর নেতৃত্বে প্রধান কার্যালয়ের অধীন নিরীক্ষা ও পরিদর্শন বিভাগ এবং বিভাগীয় কার্যালয়ধারী নিরীক্ষা ও পরিদর্শন টীমকে ব্যাংকের সবচেয়ে Talented, Young, Energetic and Experienced কর্মকর্তাদের দ্বারা সমৃদ্ধ করা হয়েছে। উক্ত ডিপার্টমেন্ট ও টীমকে আধুনিক নিরীক্ষা জ্ঞান ও প্রযুক্তির ধারণাসমৃদ্ধ করে গড়ে তোলার লক্ষ্যে সংশ্লিষ্ট কর্মকর্তাদের প্রয়োজনীয় প্রশিক্ষণ ও লজিস্টিক সাপোর্ট নিশ্চিত করা হয়েছে। ফলে ব্যাংকের বর্তমান নিরীক্ষা বিভাগ ও টীমগুলো অত্যন্ত শক্তিশালী ও দক্ষ হয়েছে। এছাড়াও প্রধান কার্যালয়সহ প্রতিটি নিরীক্ষা টীমকে সমৃদ্ধ করতে ১৪জন সিএ(সিসি) নিয়োগ প্রদান করাসহ প্রত্যেক টীমে ল্যাপটপ সরবরাহ করা হয়েছে। ব্যাংকের সকল শাখায় রিস্ক মূল্যায়ন করে Risk Based Audit Policy প্রণয়ন ও সে অনুযায়ী বাস্তবায়ন নিশ্চিত করে ব্যাংকিং কার্যক্রমে অনিয়ম ও জাল-জালিয়াতি অনেকাংশে নিয়ন্ত্রণ করা সম্ভব হয়েছে।</p>
<p>৯. ব্যাংকিং ব্যবসা সম্প্রসারণ ও উন্নয়নে অবকাঠামো ও ভাবমূর্তি একটি গুরুত্বপূর্ণ বিষয়। কিন্তু ব্যাংকের বিভিন্ন শাখা ও নিয়ন্ত্রণকারী কার্যালয়, তদস্থিত সাইনবোর্ড গুলো ছিল জরাজীর্ণ ও সনাতনী প্রকৃতির। ফলে গ্রাহক আকৃষ্ট করার মত কোনো পরিবেশ ছিল না। গ্রাহক সেবার মানও ছিল খুব খারাপ। ব্যাংকের Mission, Vision, Core values, Strategic objective, Ethical Principles এবং Business Mile stone বলতে কিছুই ছিল না, ছিল না কোনো Media exposure.</p>	<p>৯. বর্তমান পর্ষদ ব্যাংকের ওসধমব বৃদ্ধিতে অত্যন্ত যত্নশীল হওয়ায় সারা বাংলাদেশ ব্যাংকের সকল শাখা ও অফিস সমূহকে আধুনিকায়ন ও সংস্কারের ব্যবস্থা গ্রহণ করা হয়েছে। প্রয়োজনীয় ক্ষেত্রে অলাভজনক শাখাগুলোকে অধিকতর বাণিজ্যিক গুরুত্বপূর্ণ স্থানে স্থানান্তর করা হয়েছে। ব্যাংকের লগো, সাইন বোর্ড ও প্রকাশনায় আধুনিকতার ছাপ আনা হয়েছে। অনুমোদন করা হয়েছে ব্যাংকের Mission, Vision, core values, Strategic objective, Ethical Principles এবং Business Mile Stone. তাছাড়া বর্তমানে বিভিন্ন ইলেকট্রনিক ও প্রিন্ট মিডিয়াতে ব্যাংকের পর্যাপ্ত বিজ্ঞাপন ও প্রচারণার ব্যবস্থা গ্রহণ করায় দেশে বিদেশে ব্যাংকের ভাবমূর্তি অনেক উজ্জ্বল হয়েছে।</p>

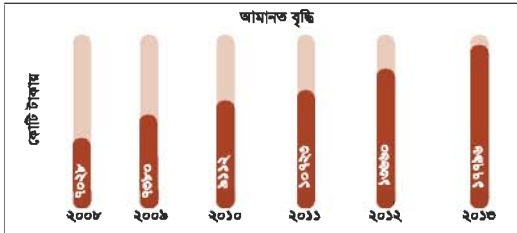


ব্যাংকে যা ছিল না (NO)	বর্তমান পর্যায়ে যা কিছু অর্জন (YES)
১০. তথ্য প্রযুক্তির বিকাশ এবং সর্বক্ষেত্রে বিশ্বায়নের ফলে পৃথিবী যখন দ্রুত এগিয়ে যাচ্ছে, রূপালী ব্যাংক তখনও সনাতনী ম্যানুয়েল ব্যাংকিং পরিচালনায় ছিল সন্তোষ। সাদা দেশে হাতেগোনা কয়েকটি জরাজীর্ণ বিনষ্ট কম্পিউটার থাকলেও অধিকাংশ কর্মকর্তাদের মধ্যে ছিল কম্পিউটার আতঙ্ক। ফলে সম-সাময়িক ব্যাংকিং প্রতিযোগিতায় উত্তরোত্তর পিছিয়ে পড়ছিল এই ব্যাংকটি।	১০. সময়ের চাহিদা আর প্রতিযোগিতা মূলক ব্যাংকিং সেক্টরে টিকে থাকার পাশাপাশি ব্যবসায়িক সফলতায় একটি মর্যাদার স্থান অর্জনের লক্ষ্যে বর্তমানে রূপালী ব্যাংক লিঃ এর সকল শাখায় কম্পিউটার স্থাপন ও অটোমেশন (Live Operation) নিশ্চিত করা হয়েছে। গ্রহণ করা হয়েছে Online Banking চালুর কার্যক্রম। চালু করা হয়েছে ATM সেবা, ABB, BACH, BEFTN, On line CIB. এসব কার্যক্রম পরিপূর্ণ বাস্তবায়নের মাধ্যমে রূপালী ব্যাংক শুধু সরকারী খাতে নয়, বেসরকারী খাতেও দক্ষতার সাথে প্রতিযোগিতা করতে সক্ষম হবে।
১১. রূপালী ব্যাংক লিমিটেড-এ কোন সাবসিডিয়ারী প্রতিষ্ঠান ছিল না এবং অনুরূপ কোন প্রতিষ্ঠান স্থাপনের কোন পরিকল্পনাও ছিলনা।	১১. বর্তমান পর্যায়ের সদিচ্ছা ও আন্তরিকতার ফলে ২০১০ থেকে ২০১৩ সালের মধ্যে রূপালী ইনভেস্টমেন্ট লিঃ এবং রূপালী ব্যাংক সিকিউরিটিজ লিমিটেড নামীয় দুটি সাবসিডিয়ারী প্রতিষ্ঠান স্থাপন করা হয়েছে।
১২. দীর্ঘস্থায়ী পুঞ্জীভূত লোকসানের দায় বহন করতে গিয়ে ব্যাংকের সম্মানিত শেয়ারহোল্ডারগণকে ডিভিডেন্ড দেয়া সম্ভব হয়নি এবং উক্ত ব্যাংকের শেয়ার জেড-ক্যাটাগরিভুক্ত ছিল।	১২. বর্তমান পর্যায়ের বহুমুখী পরিকল্পনা ও সময়োপযোগী পদক্ষেপ গ্রহণের ফলে ২০০৯ সালে ব্যাংকের ১২০৮.৬৭ কোটি টাকা পুঞ্জীভূত লোকসান কাটিয়ে ২০১০ সাল থেকে নিয়মিতভাবে শেয়ারহোল্ডারদেরকে স্টক ডিভিডেন্ড দেয়া সম্ভব হচ্ছে। এর ফলে ব্যাংক শেয়ার স্টক মার্কেটে এ-ক্যাটাগরিভুক্ত হয়েছে।

চেয়ারম্যানের প্রতিবেদন

রূপালী ব্যাংকের ব্যবসায়িক সফলতা

বহু সীমাবদ্ধতা আর অসংখ্য প্রতিকূলতা পেরিয়ে রূপালী ব্যাংক লিমিটেড ব্যবসায়িক বিভিন্ন সূচকে রাষ্ট্রায়ত্ত্ব অন্যান্য বাণিজ্যিক ব্যাংকগুলোর তুলনায় অব্যাহতভাবে সফলতা অর্জনের স্বাক্ষর রেখে চলেছে যার একটি সচিত্র বিবরণ নিম্নে উপস্থাপন করা হলো।

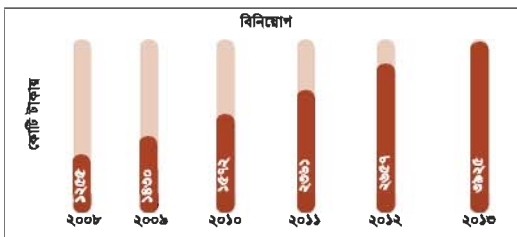


আমানত বৃদ্ধি (Deposit Growth):

(Figure in crore Taka)

২০০৮	২০০৯	২০১০	২০১১	২০১২	২০১৩
৯০২৮	৯৩৮০	৯১১২	১০৯২৩	১৩৭৬০	১৯৯৮৬

২০০৯ সালে মাত্র ৯৩৮০ কোটি টাকা আমানত নিয়ে এই বোর্ড যাত্রা করেছিল। মাত্র চার বছরের ব্যবধানে বিপুল সংখ্যক হিসাব খোলার মাধ্যমে ২০১৩ সালে আমানতের পরিমাণ দ্বিগুণ করা হয়েছে। বর্তমান আমানতের পরিমাণ ১৯৯৮৬ কোটি টাকা।

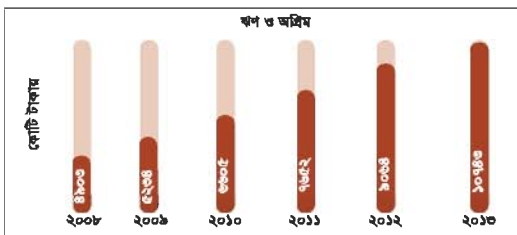


বিনিয়োগ (Investment):

(Figure in crore Taka)

২০০৮	২০০৯	২০১০	২০১১	২০১২	২০১৩
১২৫৫	১৮৩০	১৫৯২	২৩৬১	২৬৫৯	৩৮২৫

২০০৯ সালে অত্র ব্যাংকের বিনিয়োগের পরিমাণ ছিল ১৮৩০ কোটি টাকা। মাত্র পাঁচ বছরের ব্যবধানে এর পরিমাণ তিনগুণের কাছাকাছি হয়ে ২০১৩ সালে এর পরিমাণ ৩৮২৫ কোটি টাকা।



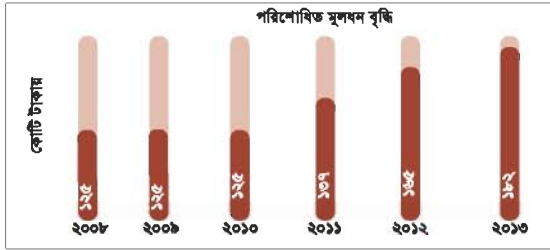
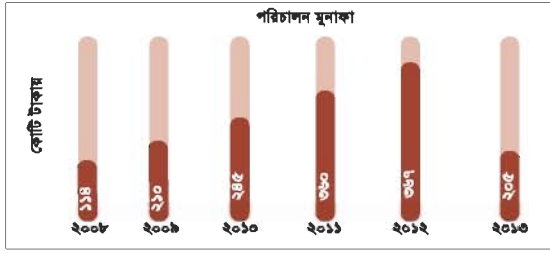
ঋণ ও অগ্রিম (Loans & Advances):

(Figure in crore taka)

২০০৮	২০০৯	২০১০	২০১১	২০১২	২০১৩
৮৯০৩	৫২৩৮	৬৬০৫	৯৬৫২	৯০৬৮	১০৯৮৩

ব্যাংকটি ২০০৯ সালে মাত্র ৫২৩৮ কোটি লোন এন্ড এ্যাডভান্স নিয়ে যাত্রা করে সমঝোতা স্মারকসহ নানান সীমাবদ্ধতা সত্ত্বেও ঋণ অগ্রিমের পরিমাণ ২০১৩ সালে দ্বিগুণে দাঁড়িয়ে ১০৯৮৩ কোটিতে উন্নীত করা হয়েছে।





পরিচালন মুনাফা (Operating Profit):

(Figure in crore taka)

২০০৮	২০০৯	২০১০	২০১১	২০১২	২০১৩
১১৮	২১০	২৮৫	৩৬০	৩৮৯	২০৫

ব্যাংকে ২০০৮ সালে যেখানে পরিচালনা মুনাফার পরিমাণ ছিল মাত্র ১১৮ কোটি টাকা ২০১২ সালে তা ৩৮৯ কোটি টাকায় উন্নীত করা হয়েছে। বর্তমানে নতুন শ্রেণীকরণের নীতিমালা অনুযায়ী শ্রেণীকৃত ঋণের হার বৃদ্ধি পাওয়ায় অধিক পরিমাণে প্রভিশন সংরক্ষণ করতে হয়েছে বিধায় ২০১৩ সালে পরিচালন মুনাফার পরিমাণ দাঁড়িয়েছে ২০৫ কোটি টাকা।

মূলধন বৃদ্ধি (Capital Growth):

(Figure in crore taka)

২০০৮	২০০৯	২০১০	২০১১	২০১২	২০১৩
-৮৬৩	-৯১৩	১০৫৫	১১৬৮	১১২৮	১২৯৬

২০০৯ সালে ৯১৩ কোটি টাকা ঘাটতি মূলধন নিয়ে পর্ষদ দায়িত্ব গ্রহণ করে মাত্র পাঁচ বছর ব্যবধানে ১২৯৬ কোটি টাকায় উন্নীত করে প্রায় ২০ কোটি টাকা উদ্বৃত্ত মূলধন সৃজন করা হয়েছে।

পরিশোধিত মূলধন বৃদ্ধি (Growth of Paid-up Capital):

(Figure in crore taka)

২০০৮	২০০৯	২০১০	২০১১	২০১২	২০১৩
১২৫	১২৫	১২৫	১৩৯	১৬৫	১৮২

২০০৯ সালে ১২৫ কোটি টাকা পরিশোধিত মূলধন নিয়ে পর্ষদ দায়িত্ব গ্রহণ করে নিয়মিতভাবে স্টক ডিভিডেন্ড প্রদানের মাধ্যমে মাত্র পাঁচ বছর ব্যবধানে ২০১৩ সালে পরিশোধিত মূলধন ১৮২ কোটি টাকায় উন্নীত করা হয়েছে।

মানবসম্পদ উন্নয়ন ও প্রশিক্ষণ

একটি প্রতিষ্ঠানের উন্নয়নের পূর্বশর্ত হলো সংশ্লিষ্ট প্রতিষ্ঠানের মানবসম্পদ উন্নয়ন। ব্যাংকের সর্বস্তরের মানবসম্পদ উন্নয়নের লক্ষ্যে প্রায় অকার্যকর রূপালী ব্যাংক ট্রেনিং ইন্সটিটিউট কে রূপালী ব্যাংক হিউম্যান রিসোর্স ডেভেলপমেন্ট সেন্টার(আরবিএইচআরডিসি)-এ রূপান্তরিত করে সেখানে পর্যাপ্ত জনবল পোস্টিংসহ আধুনিক প্রশিক্ষণের প্রয়োজনীয় বইপুস্তক, সরঞ্জাম ও উপকরণ দিয়ে সমৃদ্ধ করা হয়েছে। নিয়োগ দেয়া হয়েছে মহাব্যবস্থাপক পদমর্যাদার অত্যন্ত অভিজ্ঞ ও দক্ষ একজন প্রিন্সিপাল। তার নেতৃত্বে গত তিন বছর প্রশিক্ষণ কেন্দ্রটি অসাধারণ সাফল্য অর্জন করতে সক্ষম হয়েছে। আরবিএইচআরডিসি বিভিন্ন পর্যায়ের কর্মকর্তাদের বিভিন্ন বিষয়ে কার্যকর প্রশিক্ষণ প্রদানের মাধ্যমে কর্মকর্তা কর্মচারীদের মধ্যে দক্ষতা ও আত্মবিশ্বাস সৃষ্টি করে স্ব স্ব দায়িত্ব পালনে সক্ষম করে গড়ে তুলছে। কর্মকর্তাদের ব্যাংকিং জ্ঞানে সমৃদ্ধ করে যেকোনো চ্যালেঞ্জিং পরিস্থিতিতে কাজ করার যোগ্যতাসম্পন্ন করে গড়ে তুলতে আরবিএইচআরডিসির রয়েছে নিজস্ব কলাকৌশল ও প্রশিক্ষণ পঞ্জিকা। আরবিএইচআরডিসি কর্তৃক ২০১৩ সালে

পরিচালিত প্রশিক্ষণ কর্মসূচীসমূহের মধ্যে নিম্নোক্ত কয়েকটি প্রশিক্ষণ কর্মসূচীর নাম বিশেষ উল্লেখযোগ্য:

Managerial Induction Course, Operational Efficiency in Banking, Diversity of Managerial Assignment, Concepts of Banking, Elements of Banking, Fundamentals of Banking, Competence in Managerial Task, Various aspects of Foreign Trade, Efficiency & Effectiveness, Behavior & Performance, Alternate Banking Channels, Public Procurement Rules (PPR), Effective Utilization of Human Resources, Xpress Money Operational Procedure, Developing Professional Efficiency, Professional Training Program on MS Office, Green Banking & Green Finance, Women Entrepreneurship Development, Capacity Building for Sub-staff, Professionalism in Banking, Organizational Development & Challenges, Audit, Inspection & ICC Risk Management, Industrial Finance, Legal aspects of General Banking & Credit, Entrepreneurship Development & SME Finance, Foreign Exchange and Foreign Trade Financing.



২০১০ সাল থেকে ২০১৩ সাল পর্যন্ত আরবিএইচআরডিসি পরিচালিত প্রশিক্ষণ কর্মসূচীর ইতিবাচক সাফল্য নিয়ে হকের মাধ্যমে দেখানো হলো:

সন	কোর্সের সংখ্যা	অংশগ্রহণকারীর সংখ্যা
২০১৩	৯৪	২৮২১
২০১২	৮১	২৩০০
২০১১	৩৫	৯১২
২০১০	১৯	৪৯৪

মূলধন পর্যাপ্ততা ও ব্যাসেল-২ বাস্তবায়নে ব্যাংকের মূলধনের অবস্থান

ব্যাংকগুলোর সার্বিক মূলধনের অবস্থা এবং সম্ভাব্য আর্থিক ক্ষতির হাত থেকে আমানতকারীদের সুরক্ষা প্রদানের উপর আলোকপাত করে। এটি সম্ভাব্য সব আর্থিক ঝুঁকি যেমন- ঋণ ঝুঁকি, বাজার ঝুঁকি, পরিচালনা ঝুঁকি, রেসিডুয়াল ঝুঁকি (দলিলিকরণ ক্রেডিট, জামানত মূল্যায়ন ক্রেডিট ও অর্থের সময় মূল্যজনিত ক্ষতি) মুখ্য ঝুঁকি (Core risks), ক্রেডিট কনসেন্ট্রেশন ঝুঁকি, সুদহার পরিবর্তন জনিত ঝুঁকি, তারল্য ঝুঁকি, সুনামক্ষুর ঝুঁকি, লেনদেন নিষ্পত্তিকরণ (Settlement) ঝুঁকি, স্টেটজিক ঝুঁকি, পরিবেশ ও জলবায়ু পরিবর্তনজনিত ঝুঁকি ও অন্যান্য বস্তুগত (Objective) ঝুঁকি ইত্যাদি মোকাবেলায় সহায়তা করে। ব্যাসেল-২ এর আওতায় ২০১১ সালের জুলাই -সেপ্টেম্বর ত্রৈমাসিক হতে ব্যাংকগুলোকে মূলধন হিসেবে ঝুঁকিতারিত সম্পদের (Risk weighted Asset) কমপক্ষে শতকরা ১০ ভাগ বা ৪০০ কোটি টাকা (এ দুইয়ের মধ্যে যেটি বেশী) সংরক্ষণ করতে হয়। ব্যাংকগুলোকে অভিঘাত শোষণ (shock resilient) ক্ষমতা বাড়ানোর জন্য ন্যূনতম মূলধন পর্যাপ্ততা পরিমার্জন করা হয়েছে। Supervisory Review Process (SRP) এর আওতায় ব্যাংকগুলোকে ভবিষ্যৎ সম্ভাব্য সব ঝুঁকি মোকাবেলায় সক্ষম পর্যাপ্ত মূলধন তথা ন্যূনতম প্রয়োজনীয় মূলধনের বেশী অর্থাৎ Economic capital/Buffer Capital সংরক্ষণের নির্দেশ দেয়া হয়েছে যা SRP-SREP ডায়ালগের মাধ্যমে নির্ধারিত হবে। পর্যাপ্ত মাত্রার মূলধন সংরক্ষণ ব্যাংক সমূহের সক্ষমতা উন্নয়ন ও ব্যাংকিং প্রতিযোগিতায় দীর্ঘ মেয়াদে নিজেদের টিকে থাকার শক্তি যোগাবে।

$$\begin{aligned} \text{পর্যাপ্ত মূলধন} &= \text{ন্যূনতম আবশ্যকীয় মূলধন (MCR)} + \\ &\quad \text{অতিরিক্ত মূলধন (\delta)} \\ &= \text{MCR} + \delta \quad (\text{যেখানে } \delta > 0) \end{aligned}$$

MCR নির্ণয়ের জন্য ICAAP পদ্ধতি প্রণয়ন ও তা অনুসরণের নির্দেশনা প্রদান করা হয়েছে। প্রতিকূল অবস্থায় ব্যাংকে অভিঘাত শোষণ (Shock Resilience) ক্ষমতা নির্ধারণের জন্য ২০১১ সাল থেকে ব্যাংক সমূহের জন্য Stress Testing পদ্ধতি চালু করা হয়েছে। তাছাড়া ICAAP, SRP, Stress testing ইত্যাদিত সকল Report নিয়মিতভাবে অত্র ব্যাংক কর্তৃক বাংলাদেশ ব্যাংকের নির্দেশনা অনুযায়ী প্রস্তুত ও প্রেরণ করা হচ্ছে। ৩১ ডিসেম্বর ২০১৩ পর্যন্ত ব্যাংকের ঝুঁকিভিত্তিক সম্পদের পরিমাণ ছিল ১২৫৫৬ কোটি টাকা এবং ব্যাসেল-২ অনুযায়ী ১০% হারে ন্যূনতম সংরক্ষণযোগ্য মূলধনের পরিমাণ

১২৫৬ কোটি টাকা। একই সময়ে ব্যাংকের মোট সংরক্ষিত মূলধনের পরিমাণ ১২৭৬কোটি টাকা। অর্থাৎ ৩১ ডিসেম্বর ২০১৩ পর্যন্ত ঝুঁকিভিত্তিক সম্পদের বিপরীতে ব্যাংকে কোন মূলধন ঘাটতি নেই বরং পর্যাপ্ত মূলধন সংরক্ষিত রয়েছে।

বিধিবদ্ধ তারল্য সংরক্ষণ ও তারল্য ব্যবস্থাপনা

বর্তমানে বাণিজ্যিক ব্যাংকগুলোকে তাদের মোট তলবি ও মেয়াদি দায়ের শতকরা ৬ ভাগ নগদ তরল সম্পদ (CRR) সংরক্ষণ শতকরা ১৯ ভাগ বিধিবদ্ধ তরল সম্পদ (SLR) সংরক্ষণ করতে হয়। রূপালী ব্যাংক লিঃ অব্যাহত ভাবে নগদে ও দায়হীন অনুমোদিত সরকারী সিকিউরিটিজি (Unencumbered approved Securities) ক্রয়ের মাধ্যমে বিধিবদ্ধ তারল্য সংরক্ষণ করে আসছে। এছাড়া দক্ষ তারল্য ব্যবস্থাপনার ফলে সরকারী খাতের ব্যাংকগুলোর মধ্যে রূপালী ব্যাংক লিঃ Call Money Market এ একচেটিয়াভাবে প্রভাব বিস্তার করে আসছে। গত কয়েক বছর যাবৎ সরকারী বেসরকারী ব্যাংকগুলো যখন মারাত্মক তারল্য সংকটে ভোগছিল, রূপালী ব্যাংক তখন উচ্চ তারল্য বিকল্প বিনিয়োগের মাধ্যমে উল্লেখযোগ্য অংকের আয় বৃদ্ধিতে সক্ষম হয়েছে।

মুনাফা ও উপার্জনশীলতা

প্রতিটি ব্যাংকের আয়ের প্রধান উৎস হলো ঋণ ও অগ্রিম খাতের সুদ এবং ঋণপত্র থেকে প্রাপ্ত কমিশন। রূপালী ব্যাংক লিঃ অব্যাহতভাবে গত ৫/৬ বছর যাবৎ মুনাফা বৃদ্ধি করে আসলেও বাংলাদেশ ব্যাংক এর সাথে সম্পাদিত MOU এর সীমাবদ্ধতার কারণে পর্যাপ্ত আমানত এবং CDR থাকা সত্ত্বেও বাৎসরিক ঋণের প্রবৃদ্ধি ১০% অতিক্রম করতে না পারায় এবং ব্যাংকিং সেক্টরে গত ২/১ বছর কিছু অনাকাঙ্ক্ষিত অনিয়ম ও দুর্নীতির ঘটনা সংঘটিত হওয়ার ফলে ঋণপত্র খোলার সীমাবদ্ধতা সৃষ্টির কারণে ঋণের বিপরীতে সুদ ও এলসির কমিশন উভয় ক্ষেত্রেই আয় হ্রাস পেয়েছে। যার ফলে উপার্জনশীলতা কমে যাচ্ছে। কাজিত মাত্রায় মুনাফা অর্জন সম্ভব হচ্ছে না। তাই ব্যাংকগুলোকে মুনাফার নতুন ক্ষেত্র অনুসন্ধানের প্রয়োজনীয়তা দেখা দিচ্ছে।

কর্পোরেট গভর্ন্যান্স

কর্পোরেট সুশাসন হলো কোম্পানীর পরিচালনা, প্রশাসনিক ও নিয়ন্ত্রণের পদ্ধতি, প্রথা, নীতি- আইন ও গঠন ইত্যাদির সমন্বিত প্রক্রিয়া। ব্যাংক সমূহের পরিচালনা পর্ষদ পর্যদীয় নির্বাহী কমিটি, অডিট কমিটি, ঝুঁকি ব্যবস্থাপনা কমিটি, ব্যবস্থাপনা পরিচালক ও প্রধান নির্বাহী কর্মকর্তার ক্ষমতা দায়িত্ব ও কার্যাবলী সুস্পষ্টভাবে ব্যাংক কোম্পানী (সংশোধিত) আইন, ২০১৩ এবং বাংলাদেশ ব্যাংকের বিআরপিডি সার্কুলার নং ১১/২০১৩ এ উল্লেখ রয়েছে। এ ছাড়াও আইনগত নিয়ন্ত্রণমূলক ও প্রতিষ্ঠানিক নীতিমালার সমন্বয় করে পর্যদ ও নির্বাহী ব্যবস্থাপনায় ভূমিকা ও দায়বদ্ধতা, বহিঃ ও অভ্যন্তরীণ নিরীক্ষা, তারল্য প্রবাহ এবং স্বচ্ছলতা ও জবাবদিহিতা নিশ্চিত করে ব্যাংকগুলোর কর্পোরেট গভর্ন্যান্স এর উপর সর্বাধিক গুরুত্ব দেয়া হয়েছে। তাছাড়াও, যে কোন প্রতিষ্ঠানের দক্ষ ও ফলপ্রসূ ব্যবসা পরিচালনা, টেকসই উন্নয়ন ও ব্যবসায়িক স্থায়িত্বের জন্য কর্পোরেট গভর্ন্যান্স একটি গুরুত্বপূর্ণ বিষয়। রূপালী ব্যাংক



লিমিটেড-এর সর্বস্তরে ব্যাংকিং কর্মকাণ্ডে স্বচ্ছতা ও জবাবদিহিতা নিশ্চিত করতে কর্পোরেট গভর্ন্যান্স প্রবর্তন করা হয়েছে। কর্পোরেট গভর্ন্যান্স পদ্ধতির মাধ্যমে সুষ্ঠু ও ভারসাম্য ব্যবসায়িক কার্যক্রম পরিচালনার স্বার্থে পরিচালনা পর্ষদ ও ব্যবস্থাপনা কর্তৃপক্ষের মধ্যে স্ব স্ব দায়িত্ব ও ভূমিকা বিভাজন করে কর্মপন্থা সুস্পষ্ট করে দেয়া হয়েছে। পর্ষদ কর্পোরেট গভর্ন্যান্স কাঠামোর নেতৃত্বে থেকে ব্যবস্থাপনা কর্তৃপক্ষকে দিক-নির্দেশনা প্রদান করে, ব্যবসায়িক ও অন্যান্য নীতি নির্ধারণী প্রস্তাব সমূহ অনুমোদন করে। পর্ষদ ব্যাংকের পূর্ব নির্ধারিত লক্ষ্য ও উদ্দেশ্য অর্জনের লক্ষ্যে ব্যবস্থাপনা কর্তৃপক্ষের কর্মকাণ্ডের তদারকি করে। নির্বাহী কর্মকর্তা, কর্মকর্তা ও কর্মচারীদের সকল কর্মকাণ্ডে সততা ও দক্ষতার বিষয়টি পর্ষদ কর্তৃক উৎসাহিত করা হয়। পর্ষদ কর্তৃক ব্যাংকের যথাযথ অভ্যন্তরীণ নিয়ন্ত্রণ ব্যবস্থা নিশ্চিত করা হয় এবং আর্থিক বিবরণী প্রস্তুতকালে নির্ভরযোগ্য তথ্য ও উপাত্ত ব্যবহারের বিষয়টি নিশ্চিত করতে গুরুত্বারোপ করা হয়। পর্ষদ আর্থিক বিবরণী ও প্রতিবেদনের মানের গুণগত দিক নিশ্চিত করাসহ ক্ষমতা বহির্ভূতভাবে ব্যাংকের সম্পদ যেন নষ্ট না হয় সে দিকটিও লক্ষ্য রাখা। এছাড়াও মনিটরিং, সুপারভিশন ও কমপ্লায়েন্স এই তিনটি গুরুত্বপূর্ণ ক্ষেত্রে যথাযথ সমন্বয়ের মাধ্যমে অডিট এন্ড ইন্সপেকশন কার্যক্রমকে আরও জোরদার করে জাল-জালিয়াতি শূন্য পর্যায়ে নামিয়ে আনতে পর্ষদ যথেষ্ট সচেতন রয়েছে। সে লক্ষ্যে ইতোধ্যেই অডিট ও ইন্সপেকশন বিভাগকে চেলে সাজানো হয়েছে এবং বিপুল সংখ্যক মেধাবী ও দক্ষ অফিসারকে সংশ্লিষ্ট বিভাগসহ ১০টি বিভাগীয় কার্যালয়ের অধীনে পরিচালিত অডিট এন্ড ইন্সপেকশন টীমে পোস্টিং দেয়া হয়েছে। এতদ্ব্যতীত অত্র ব্যাংক বাংলাদেশ ব্যাংক এবং বাংলাদেশ সিকিউরিটিজ এন্ড এক্সচেঞ্জ কমিশনের চাহিদা মোতাবেক কমপ্লায়েন্স স্টেটাসের শর্তাবলী যথাযথভাবে পরিপালন করে আসছে।

কর্পোরেট সামাজিক দায়বদ্ধতা

কর্পোরেট সামাজিক দায়বদ্ধতা বা CSR বলতে মূলত পরিবেশগতভাবে টেকসই সামাজিক উন্নয়নমূলক কার্যক্রমে সচেতনতা সৃষ্টি ও অংশ গ্রহণকে বুঝায়। সিএসআর কার্যক্রমের উদ্দেশ্য হলো ব্যবসায়িক কর্মকাণ্ডের ফলে সৃষ্ট বহুমুখী পরিবেশগত অভিঘাত হ্রাসকরণ এবং দেশের জনগোষ্ঠীর মধ্যে বিদ্যমান অসমতা, বঞ্চনা ও দারিদ্র্য দূর করা। রূপালী ব্যাংকের কার্যক্রমকে শুধুমাত্র মুনাফা অর্জনের পরিমাপ দিয়ে মূল্যায়ন করা যাবে না। আমাদের অর্জিত মুনাফার উল্লেখযোগ্য একটি অংশ সিএসআর এর আওতায় বিভিন্ন সামাজিক খাতে ব্যয় করা হয়। আমরা দৃঢ়ভাবে বিশ্বাস করি যে, গ্রাহকের সাধের মধ্যে আমরা যে সেবা প্রদান এবং কর্পোরেট দায়বদ্ধতা থেকে সমাজের প্রতি কর্তব্য পালন করে যাচ্ছি তাতে সম্মানিত শেয়ার হোল্ডারদের তথা ব্যাংকের মান মর্যাদা ও ভাবমূর্তি উত্তরোত্তর বৃদ্ধি পাবে। বাংলাদেশ ব্যাংকের গাইডলাইন অনুযায়ী রূপালী ব্যাংক লিমিটেড শিক্ষা, চিকিৎসা, শিল্প-সংস্কৃতি, সামাজিক উন্নয়ন ও দুর্যোগ ব্যবস্থাপনা ইত্যাদি খাতে অর্থ ব্যয় করে আসছে। ২০১২ সালে সিএসআর এর আওতায় রূপালী ব্যাংক ১কোটি ৫২ লক্ষ ৯৪ হাজার টাকা ব্যয় করেছে। যার মধ্যে অসহায় দরিদ্র ও অসুস্থ মুক্তিযোদ্ধাদের চিকিৎসা ও মুক্তিযুদ্ধে আহত ও শহীদ পরিবারকে সহায়তা প্রদান, শিক্ষা-গবেষণা, শিল্প-সংস্কৃতি ও

ক্রীড়া চার্চা, ডিজিটাল বাংলাদেশ বিনির্মাণের অংশ হিসেবে গৃহীত কার্যক্রম এবং স্কুল-কলেজ ও মাদ্রাসায় কম্পিউটার ল্যাব স্থাপন, বিভিন্ন আর্থ সামাজিক উন্নয়ন, বন্যা, অগ্নিকাণ্ড, তীব্র শীতের প্রকোপসহ বিভিন্ন দুর্যোগ ব্যবস্থাপনায় আর্থিক সহায়তা প্রদান ইত্যাদি বিশেষভাবে উল্লেখযোগ্য। তাছাড়া কল্যাণমূলক ও অলাভজনক প্রতিষ্ঠান হিসেবে “রূপালী ব্যাংক ফাউন্ডেশন” প্রতিষ্ঠারও উদ্যোগ নেয়া হয়েছে।

ঝুঁকি ব্যবস্থাপনা

সর্বস্তরে সৃষ্ট ঝুঁকির সর্বোত্তম ব্যবস্থাপনা নিশ্চিত করার মাধ্যমে ব্যাংকের আর্থিক অবস্থা সুদৃঢ়করণের জন্য ঝুঁকি ব্যবস্থাপনাকে সর্বোচ্চ গুরুত্ব প্রদান করা হয়েছে। এ লক্ষ্যে ব্যাংকে বিদ্যমান ঝুঁকি ব্যবস্থাপনা ইউনিটকে পূর্ণাঙ্গ ঝুঁকি ব্যবস্থাপনা বিভাগে উন্নীতকরণের জন্য পর্ষদ সিদ্ধান্ত প্রদান করে। বিভিন্ন আর্থিক সংকট মোকাবেলার জন্য মূলধন সংরক্ষণসহ নিজস্ব Resilience অর্জনের লক্ষ্যে ঝুঁকি ব্যবস্থাপনা বিভাগ কর্তৃক মূখ্য ঝুঁকিসহ বিভিন্ন ধরনের ঝুঁকি পরিমাপ, পর্যবেক্ষণ, বিশ্লেষণ ও নিয়ন্ত্রণের জন্য Internal Capital Adequacy Assessment Process (ICAAP) প্রস্তুতকরণ; Stress Testing এর মাধ্যমে ব্যাংকের Financial Strength নির্ণয়সহ ব্যাংকের Shock absorbing capabilities নির্ধারণ এবং সর্বোপরি ব্যাসেল-২ বাস্তবায়ন করা হয়েছে। এছাড়াও অভ্যন্তরীণ নিরীক্ষা শক্তিশালীকরণের জন্য Risk Based Audit কার্যক্রম চালু করা হয়েছে। উল্লেখ্য, ঝুঁকি ব্যবস্থাপনা সংক্রান্ত সকল কার্যক্রম পর্ষদীয় ঝুঁকি ব্যবস্থাপনা কমিটির মাধ্যমে মনিটরিং করা হয়।

সীমাবদ্ধতা

আমাদের সফলতার পাশাপাশি সীমাবদ্ধতার বিষয়গুলোও আমরা সম্মানিত শেয়ার হোল্ডারদেরকে অবহিত করতে চায়। আমরা ১৯৮৬ সালে কর্পোরেট এন্টিটি হিসেবে নিবন্ধিত হওয়া সত্ত্বেও অদ্যাবধি কর্পোরেটাইজেশনের সকল সুযোগ-সুবিধা ও ক্ষমতা চর্চা করা সম্ভব হচ্ছে না যা সোনালী, জনতা ও অগ্রণী ব্যাংক করছে। অন্যদিকে রূপালী ব্যাংক স্বাধীনতার পর বিভিন্ন প্রতিকূলতার মধ্যে দিয়ে অতিক্রম করে সর্বশেষ ২০০১ থেকে ২০০৮ পর্যন্ত বিভিন্ন কু-চক্রীমহলের হীনস্বার্থের শিকার হয়ে ব্যবসায়িকভাবে মারাত্মক ক্ষতির সম্মুখীন হয়েছে। ব্যাংকটিকে স্বাভাবিক ধারায় এগিয়ে নিয়ে যেতে যে পরিমাণ বিনিয়োগ ও ঋণ প্রবাহ বৃদ্ধি করা প্রয়োজন ছিল বাংলাদেশ ব্যাংকের চাপিয়ে দেয়া সমঝোতা স্মারকের বাধ্যবাধকতার কারণে বিপুল অংকের বিনিয়োগযোগ্য ফান্ড থাকা সত্ত্বেও ঋণের প্রবৃদ্ধি সে অনুপাতে বৃদ্ধি করা সম্ভব হয়নি। ফলে কাজিখত পর্যায়ে মুনাফা অর্জন করাও সম্ভব হয়নি। এছাড়াও ব্যাংকের ঋণ ব্যবস্থাপনায় মারাত্মক অনিয়ম সৃষ্টি করে ব্যাংকের সমুদয় ঋণের বৃহদাংশ মুষ্টিমেয় কয়েকজন ঋণ গ্রহীতার নিকট সীমাবদ্ধ করে রাখা হয়েছে। এতে একদিকে ক্রেডিট কনসেন্ট্রেশন রিস্ক বৃদ্ধি পেয়েছে অন্যদিকে কেন্দ্রীভূত খেলাপী ঋণ আদায় জটিল হয়ে পড়েছে। বর্তমান পর্ষদ এসএমই ও প্রফেশনাল ঋণ বৃদ্ধি করে ক্রেডিট কনসেন্ট্রেশন রিস্ক কমিয়ে আনার চেষ্টা চালিয়ে যাচ্ছে এবং ঋণ খাতে শৃংখলা ফিরিয়ে আনার লক্ষ্যে এবং মুনাফা বৃদ্ধির জন্য নানামুখী বিকল্প পদক্ষেপ হাতে নিয়েছে। গত কয়েক বছরে ব্যাংকিং সেক্টরে অনাকাঙ্ক্ষিত কিছু ঘটনার কারণে সরকারি



ব্যাংকের প্রতি মানুষের যে আস্থার সংকট তৈরি হয়েছে তাও স্বাভাবিক ব্যাংকিং কার্যক্রমে ব্যাঘাত সৃষ্টি করছে।

ভবিষ্যৎ পরিকল্পনা

বর্তমান পর্ষদ দায়িত্ব গ্রহণের পর ব্যাংকিং সেক্টরে রূপালী ব্যাংক লিমিটেডকে একটি মডেল ব্যাংক হিসেবে প্রতিষ্ঠিত করার মিশন নিয়ে কাজ করছে। সে লক্ষ্যে ব্যাংকের কাঠামোগত ও কার্যগত সকল ক্ষেত্রে আধুনিক ও যুগোপযোগী প্রযুক্তি প্রয়োগ করে কর্মক্ষেত্রে স্বচ্ছতা আনয়ন এবং তাৎক্ষণিক ও দ্রুততম সময়ের মধ্যে গ্রাহকসেবা নিশ্চিত করতে পর্ষদ প্রয়োজনীয় পরিকল্পনা ও নীতিমালা প্রণয়ন করছে এবং তা বাস্তবায়নে নিয়মিত তদারকি করছে। দীর্ঘ ২২ বছর পর রূপালী ব্যাংক সম্মানিত শেয়ার হোল্ডারগণকে ২০১০ সালে ১০% এবং ২০১১ সালে ২০% এবং ২০১২ সালে ১০% স্টক ডিভিডেন্ড প্রদান করেছে। ২০১৩ সালে ১৫% স্টক ডিভিডেন্ড প্রদানের প্রস্তাব করা হয়েছে। ২০১৪ সালে ব্যাংকের সার্বিক লক্ষ্যমাত্রা অর্জনের লক্ষ্যে নিম্নোক্ত স্বল্প ও মধ্যমেয়াদী পরিকল্পনা গ্রহণ করা হয়েছে-

- প্রতিযোগিতামূলক ব্যাংকিং সেক্টরে টিকে থাকতে ঋণ ও আমানতে নতুন নতুন প্রডাক্ট চালুর ব্যবস্থা গ্রহণ। এ ধরনের কর্মকাণ্ডে ব্যাংকের কর্মকর্তা-কর্মচারীদের নতুন নতুন উদ্ভাবনী আইডিয়াকে মূল্যায়ন করে উপযুক্ত পুরস্কার দেয়া হবে;
- অন্যান্য প্রতিষ্ঠানের সাথে যৌথ উদ্যোগে বা কো-ব্র্যান্ডেড কর্মকাণ্ড সম্পন্ন করা;
- এসএমইকে বিনিয়োগের মূলধারায় এনে সাধারণ জনগণকে ব্যাংকিং সেবার আওতাভুক্ত করা এবং এর মাধ্যমে বিপুল সংখ্যক লোকের কর্মসংস্থানের ব্যবস্থা করা;
- রূপালী ব্যাংকের অডিট সিস্টেমকে আরও আধুনিক ও প্রযুক্তি নির্ভর করে অনিয়ম ও দুর্নীতি সর্বোচ্চ পর্যায়ে নিয়ন্ত্রণ করা;
- প্রধান কার্যালয়, বিভাগীয় কার্যালয় ও শাখা সমূহের সকল সিদ্ধান্ত দ্রুততার সাথে গ্রহণ ও অবহিত করতে সময় ভিত্তিক টার্গেট সম্বলিত চার্টার অনুসরণের ব্যবস্থা করা;
- আধুনিক ও তথ্য প্রযুক্তি নির্ভর ব্যাংকিং সেবা প্রদানে দ্রুততম সময়ের মধ্যে অন লাইন ব্যাংকিং কার্যক্রম সম্পন্নকরণ;
- ঢাকা, চট্টগ্রাম, ময়মনসিংহ ও কুমিল্লাসহ দেশের

বিভিন্নস্থানে অবস্থিত ব্যাংকের নিজস্ব ভূ-সম্পত্তির উপর বহুতল বিশিষ্ট ইমারত নির্মাণ করে সম্পদের সর্বোত্তম ব্যবহার নিশ্চিত করা;

- প্রধান কার্যালয়ের সকল ফ্লোর, বিভাগীয় কার্যালয়, স্থানীয় কার্যালয়, কর্পোরেট শাখাসহ প্রাইম লোকেশনে অবস্থিত শাখাগুলোকে আধুনিক ও দৃষ্টি নন্দন করে সুসজ্জিত করা;
- এটিএম সার্ভিসকে আরও সম্প্রসারিত করে প্রত্যন্ত অঞ্চলে নিয়ে যাওয়া;
- এডি শাখার সংখ্যা আরও বৃদ্ধি করে বৈদেশিক ব্যবসায় অর্থায়ন সংক্রান্ত কার্যক্রম ও রেমিটেন্স কার্যক্রম বৃদ্ধি করা;
- যে সকল উপজেলায় এবং বাণিজ্যিক গুরুত্বপূর্ণ স্থানে এখনও ব্যাংকের শাখা নেই সেসকল স্থানে পর্যায়ক্রমে ব্যাংকের শাখা খোলা;
- ইসলামী ব্যাংকিং চালুর উদ্দেশ্যে বর্তমান অর্থ বছরেই প্রয়োজনীয় কার্যক্রম সম্পন্ন করা;
- সিএসআর কর্মকাণ্ড আরও সম্প্রসারণের লক্ষ্যে 'রূপালী ব্যাংক ফাউন্ডেশন' নামে একটি কল্যাণমূলক ও অলাভজনক সহযোগী প্রতিষ্ঠান গঠন করা হবে, যার অধীনে দাতব্য হাসপাতাল, স্কুল/কলেজসহ বিভিন্ন সেবা প্রদানকারী প্রতিষ্ঠান চালু করা হবে;
- ২৪ ঘন্টায় বৈদেশিক রেমিটেন্স পরিশোধের লক্ষ্যে ২০১৪ সালের মধ্যে সকল শাখায় Foreign Remittance System বাস্তবায়ন করা হবে। আরও কিছু এক্সচেঞ্জ কোম্পানি/ব্যাংকের সঙ্গে Drawing Arrangement চুক্তি সম্পাদনসহ এক্সচেঞ্জ কোম্পানিতে নিজস্ব কর্মকর্তা Posting দেয়া এবং Delivery Channel সহজতর করতে Remittance Software স্থাপন করা হবে;
- ব্যাংকের সকল কার্যক্রমকে Automation এর মাধ্যমে On-line banking সেবার আওতায় আনার জন্য সর্বাঙ্গিক উদ্যোগ গ্রহণ এবং
- শীর্ষ ঋণ খেলাপীদের কাছ থেকে ঋণ আদায়ে বলিষ্ঠ পদক্ষেপ গ্রহণ ও তা বাস্তবায়নে গতিশীলতা আনয়ন।

(ড. আহমদ আল কবির)

চেয়ারম্যান



“ The demand of time is to ensure innovating banking, which is supplementary of inclusive banking, through bringing the government development programme and country's large population under the banking services. Rupali Bank Limited is committed to satisfy the demand. ”

...M. Farid Uddin
Managing Director

Managing Director's Round up

Bismillahir Rahmanir Rahim

The honourable chairman of the Rupali Bank Limited Dr. Ahmed Al-Kabir, respected directors of the board, shareholders, well wishers and executives of the bank at all levels and journalist friends of the electronic and print media, my heartiest Salam, welcome and thanks to all of you to the 28th Annual General Meeting of the bank for your kind presence.

World Economy and Bangladesh Perspective

Even after four years of the world economic recession, the whole world's economy including the Asia fought to overcome the crisis in 2013. Despite the recession, at the end of the year, Bangladesh remains at the positive direction in the most of the economic indicators. Where the South Asia's target in 2013 was set to achieve 5.0% GDP growth and keep the inflation more or less within 10%, Bangladesh in the last five years has achieved on an average 6.0% GDP growth, and became able to keep the inflation rate at 7.6% as of January, 2014. Bangladesh's per capita income has already reached US\$ 1044.

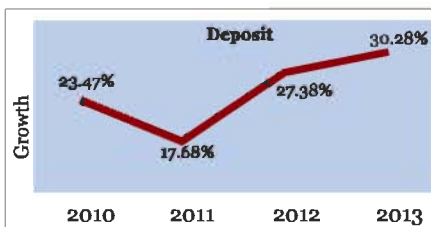
Bangladesh also became able to come out from the 'gray list' of the Financial Action Taskforce (FATF) due to Bangladesh's success in preventing the money laundering and the finance to international terrorism. Because of the listing at the gray list, banks in Bangladesh had to pay charge up to 1.0% in opening the L/C in the earlier days. This charge will now decrease to quite extent.

Though the enormous instability in the second half of 2013 put the country's economy into strong challenge, the banking sector and economy's overall indicators at last remain at the positive direction, proving the Bangladesh economy's intrinsic resilience to face the obstacles. In 2013, the banks' spread, loan-deposit, liquidity situation, inflation, remittance flow, foreign exchange reserve and exchange rate, import-export etc were at the positive direction.

But, due to the long instability in the country, the import-export business was largely hampered. Especially, the stagnant in investment in the private sector created excess liquidity in the banks, putting extra pressure on the profit of the banks. Like other banks, the Rupali Bank amid the overall situation of the country has to conduct its banking business. In 2013, the bank has been able to continue its business success in almost all indicators except two-one points.

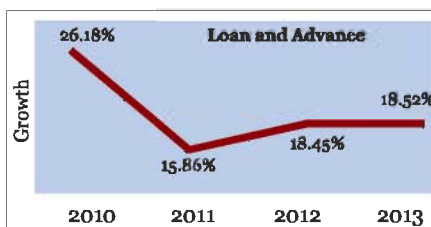
Business Progress

Despite the incessant world economic recession and the country's large scale instability in the previous year especially in the second half, the Rupali Bank Ltd has achieved expected business success in 2013, like previous years, thanks to the timely directions of the bank's board of directors, effective measures and planning of the managing director and collective efforts of the officials and employees at all stages.



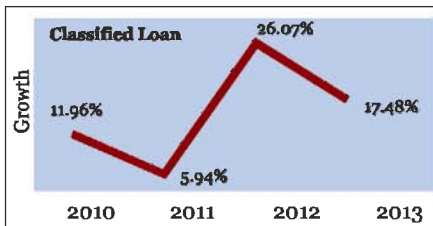
Deposit

In the last five years, it was possible to achieve a stable deposit base in the bank. Its deposit in the years 2009, 2010, 2011, 2012 and 2013 are Tk 7380.34 crore, Tk 9112.38 crore, Tk 10723.40 crore, Tk 13659.88 crore and Tk 17795.64 crore respectively. The growth rate is 23.47% in 2010, 17.68% in 2011, 27.38% in 2012 and 30.28% in 2013.



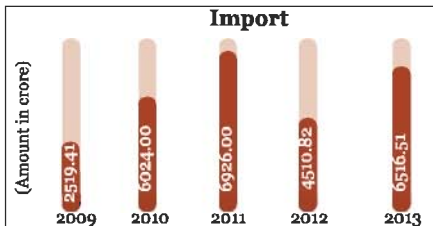
Loan and Advance

The bank's loan and advance in the years 2009, 2010, 2011, 2012 and 2013 are Tk 5234.42 crore, Tk 6604.90 crore, Tk 7652.49 crore, Tk 9064.16 crore and Tk 10742.63 crore respectively. The growth rate is 26.18% in 2010, 15.86% in 2011, 18.45% in 2012 and 18.52% in 2013. Because of an MoU signed with the Bangladesh Bank (BB), there was an obligation to keep the loan and advance growth rate under a limit; as such, there was no chance to disburse more loan than the limit.



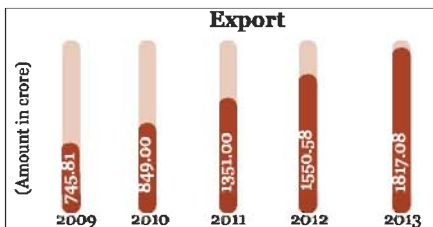
Classified Loan

In fact, due to the new BB policy on classified loan, the amount of the bank's classified loan was Tk 2262.79 crore in 2012, recording 26.07% growth. Thanks to the continuous effort, the classified loan worth Tk 2240.16 crore was recovered in 2013, which is a record. In the current year, the bank's classified loan is Tk 1799.25 crore, registering 17.48% growth.



Import

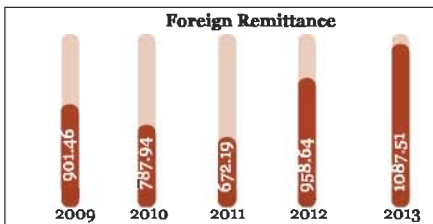
In the years 2009, 2010, 2011, 2012 and 2013, the amount of the bank's import business was Tk 2519.41, Tk 6024.00 crore, Tk 6926.00 crore, Tk 4510.82 crore and Tk 6516.51 crore. Despite the exception in 2012, bank's import trade has been increasing notably since 2009.



Export

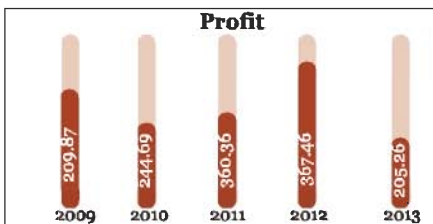
The bank's export trade in 2009, 2010, 2011, 2012 and 2013 was worth Tk 745.81 crore, Tk 849.00 crore, Tk 1351.00 crore, Tk 1550.58 crore and Tk 1817.08 crore respectively. The trade increased by 13.84% in 2010, 59.13% in 2011, 14.77% in 2012 and 17.19% in 2013.

An initiative was taken to make all the 28 dealers and 55 corporate branches of the bank active. It is being possible to conduct the foreign commerce with different countries in a more efficient and speedier way through the bank's 36 nostro accounts and over 450 corresponding banks. As a result, the bank's import-export commerce increased notably. It is being possible to earn more profit in foreign exchange from the treasury department-run dealing room operation.



Foreign Remittance

The bank's inward foreign remittance in the years 2009, 2010, 2011, 2012 and 2013 were Tk 901.46 crore, 787.94 crore, Tk 672.19 crore, 958.64 and Tk 1087.51 crore respectively. As the number of the bank's exchange companies rose, remittance collection and distribution from different countries especially the Middle East ones became easier. The number of the remittance senders from different countries also increased. At present, the bank has remittance-transfer system with 24 renowned exchange companies of the world.



Profit

The bank's profit in 2009, 2010, 2011, 2012 and 2013 was Tk 209.87 crore, Tk 244.69 crore, Tk 360.36 crore, Tk 367.46 crore and Tk 205.26 crore respectively. Though the bank's profit increasingly rose in the last four years, it declined in 2013 due to instability in the country.

Automation

The bank has provided computer with server connection to all of its 528 branches and all of those are now in live operation. To ensure online banking services, establishment of Data Center and DRC is under process. The Core Banking Solution (Intellect CBS of SPFTL) is being implemented. A total of 107 RIT (Rationalized Input Template) was established in the

concerned departments of the bank's head office in order to regularly upload all statements and reports at the Bangladesh Bank (BB)-selected web portal. Through remittance software, automated remittance facilities were extended to the bank's 370 branches. All the 528 branches of the bank were brought under the BEFTN (Bangladesh electronic fund transfer networks). In sync with the BB directives, 232 branches of the bank were brought under the activities of

BACH (Bangladesh automated clearing house) by setting up Truncation Point at the bank's 132 branches. There are 38 ATM booths set up at important places of different districts. By these ATMs, customers of 54 branches including 16 ATM-less ones are enjoying the services of withdrawing money using debit card. To launch the CIB online system, 29 connectivity data, including 25 in work stations, 3 in management and information department and one in the branch level were given. Anywhere Branch Banking was launched to provide online services to the customers of 131 important branches in different districts. In order to update the database of the bank's officials, it took an initiative to send the information to the central server at the head office from the branches through HR software. Currently, 333 branches under the BEFTN are under the facilities. CCTV system is being used to at the bank's 18 infrastructures to ensure additional security considering importance of the head office and other branches.

Human Resource Management

Appointment and regularization

Activities are being conducted in line with the human resource policy-2011 to implement the new management structure. Last year, 488 employees were promoted in different grades, one audit consultant and 17 POs were appointed, and jobs of 156 temporary-basis employees were made permanent. With this, 1955 persons were directly appointed as official from 2009 to 2013, and jobs of 803 employees were made permanent. As of December 31, 2013, the bank's total manpower is 5669 persons; of them, 3941 are first and second class officials, and 1728 are third and fourth class employees.

Training

The "Rupali Bank Human Resource Development Center (RBHRDC) has been strengthened to widen the range of knowledge of the bank's officials and employees considering them as the bank's human resources in the true sense. In 2013, about 3005 officials and employees of the bank were given training by 94 separate training programme arranged on different issues with different institutions including RBHRDC, BIBM, BB, BBTA, BIM, FSCD, East West University, BSTD, BCC, BELA under the direct supervision of RBHRDC.

Capital Structure

In the previous years, it has become possible to

build a strong capital base of the bank and to achieve the minimum required capital. Since 2010, the bank's paid up capital has gradually increased; such as the bank's paid up capital at the end of 2010, 2011, 2012 and 2013 it was Tk 125.00 crore, Tk 137.50 crore, Tk 165.00 crore and Tk 181.50 crore. Currently, total paid up capital of the bank (core and supplementary) is Tk 1275.55 crore, maintaining Tk 19.91 crore as extra than the required paid up capital for Basel-II.

Dividend

After incurring losses in the past years, the bank disbursed 10%, 20% and 10% dividends in the years 2010, 2011 and 2012 respectively. The bank's share is now traded in A-category in the stock market. 15% bonus share has been proposed as dividend in 2013.

New branch opening and up gradation

The bank is continuously increasing its branches taking the BB's permission as per the banking services expansion programme; 11 branches were opened in different potential places of the country in 2011, three in 2012, 22 in 2013. The branches' shifting activities to different business potential areas remain continuous. In the years 2009, 2010, 2011, 2012 and 2013, the bank's 8, 13, 11, 11 and 15 branches were relocated to the nearby business potential places.

Subsidiary Company

Two subsidiary companies named Rupali Investment Ltd and Rupali Bank Securities Ltd are operating successfully in the capital market. Rupali Investment in the second year of its activities collected Tk 9.79 crore as deposit through investment accounts, and distributed margin loan worth Tk 10.69 crore. Company's growth rate is 27.48%. In 2013, the bank's own investment was Tk 30 crore, which is 110% more than that of the previous year. This year, Rupali Investment Ltd's operating profit is Tk 7.38 crore, recording an increase of 291% more than the previous year. This year, the bank's profit against each share worth Tk 10 rose from Tk 0.44 to Tk 1.15.

Rupali Securities Ltd purchased membership form the Dhaka Stock Exchange (DSE) on November 22, 2012. (Membership number 246) On August 29, 2013, the Rupali Securities was formed as a public limited company under the RJSC; its authorized and paid up capital is like that of the Rupali Investment Ltd.

Infrastructure

Construction work of five multi-storied buildings at the own lands in Dhaka, Chittagong, Mymensingh, Comilla and Chittagong is continuing. In the meantime, the two-storied Rupali Sadan in Mirabazar under Sylhet and the two-storied Rupali Sadan in Khulna were expanded to the fifth and third storied-ones respectively. The high officials' floors at the head office and 22 new branches, and 17 offices including the divisional offices and branches were decorated nicely. Revaluation of the bank's 21 own permanent properties (land and building) were completed.

Product

As part of the competitive banking business expansion, attractive deposit products like Rupali Monthly Deposit Scheme (RDS), Rupali Monthly Earning Scheme (RMES), Rupali Monthly Savings Scheme (RMSS), Rupali Monthly Profit Scheme (RMPS), Rupali Double Benefit Scheme (RDBS), and Rupali Students' Savings Account (RSSA), and four loan products under the SME are there in the market.

RSSA, the latest launched product to make the students of different colleges, schools, and other recognized educational institutions prone to savings and make their life safer, attracted a large number of students.

Financial Inclusion

Palli loan

A total of Tk 347.14 crore was distributed as loan since 2009 to 2013 to alleviate poverty in the rural areas and support the national production growth; of the amount, Tk 41.55 crore was distributed only in 2013. At present, the number of the bank's agriculture loan receivers is 33879 and the farmer accounts, opened at Tk 10, is 5,00,238.

SME

The bank distributed SME loan worth Tk 337.73 crore among 2633 entrepreneurs in 2010, Tk 274.52 crore among 2287 entrepreneurs in 2011, Tk 245.97 crore among 2965 in 2012. In 2013, the bank disbursed Tk 205.26 crore among 6100 entrepreneurs, creating temporary employment of 14015 persons and permanent employment of 17056 persons. The amount of SME loan distributed among the women entrepreneurs in 2013 is Tk 45.35 crore.

Green Banking

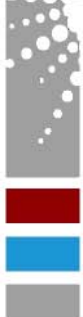
Environment degradation is currently a worldwide burning issue. To prevent the environment pollution in the industrialization and other sectors, the bank included the environment awareness in its regular banking activities. In respect of financing the industrialization, complying with the rules and regulations of the environment department including establishment of the effluent treatment plant was made mandatory. Solar panels were established in the Gheor branch in Manikganj, the corporate branch in the district, Narsingdi branch, Kushtia branch, Kanaighat branch of Sylhet, Kalibazar branch and Kaliganj branches. Setting up of three more solar panels is also under process in different branches. The automation activities are being strengthened to reduce dependency on the usage of paper.

A total of Tk 146.94 crore was distributed in the fields of green finance, climate risk fund and marketing, training and capacity building as part of the green banking in 2013. The environment risk was included in the core risk management and then in 2013, 173 projects, financed by the bank, were categorized as low, moderate and high based on the environment risk. Of the projects, 101 were financed. Apart from those, the bank financed 22 sectors including 17 bio-gas plants, four renewable energy establishment, four HHK brickfields and mushroom and tree plantation. In 2013, the bank arranged nine training/ workshop/ seminar/ awareness programme on green banking issue, where the bank's 882 officials and employees and 35 customers attended.

CSR

The bank is spending money, under the CSR, in the field of empowerment of the poor people, expansion of banking services to the under-privileged group of the people, education, sports, culture or health sectors, assistant to the disaster-affected people, protection of environment, history and heritage preservation, flourishing of liberation war spirit and different other charitable issues. The bank's CSR is supporting to increase the institution's image and financial inclusion, and strengthen the business competitive position. In the CSR sector, the bank spent Tk 167.35, 152.94, and 321.78 lakh in 2011, 2012 and 2013 respectively. The activities are being conducted under a CSR guideline.





Audit and Inspection

The central bank, commercial auditors, external auditors and bank's audit and inspection department are conducting the audit and inspection activities of the bank's all branches round the year regarding the capital adequacy, protection of depositors' interest, risk management, liquidity position, money laundering prevention, imitating guideline in loan disbursement, loan statements. The BB in 2013 has conducted its audit at the bank's head office and 130 branches. Some 18 persons of the head office, 25 micro-inspection team in 10 divisional offices with 106 officials and employees became able to complete audit at all the branches of the bank last year. On the audit activities, the prepared reports are regularly followed by the head office's compliance division and necessary steps are being taken. With this, it was possible to ensure quite transparency and accountability.

National and International Awards and Public Relations Activities

The bank won the ICAB, ICMAB and SAFA first awards for its Annual Business Report-2011; in 2012, the bank also bagged the ICAB first, the ICMAB second and the SAFA first awards; apart from these, the bank also won the Best Remittance Service Provider at the Western Union in Asia Pacific Agent Summit-2012; the bank is publishing bulletin regularly; with this, inter-communication among the bank's officials and employees was increased; news of all events and programmes of the bank at different areas of the country is being published widely in different media.

Future planning:

As part of the continuous effort to build the Rupali Bank Limited as a modern and people's bank, the following short-term and medium-term planning has been taken-

- Taking all out imitative to improve the bank's position at the CAMELS Rating;
- Ensuring due monitoring of all compliance issues including MoU;
- Opening new branches at the upazilas and other important commercial areas, where the bank's branch is absent, raising the number of branches to 560 by the year 2016;
- Launching Islami banking at the bank by 2014 upon approval from the BB;

- Controlling the irregularities and corruption at the highest level by conducting modern and technology-based auditing activities. To do so, conducting audit twice at the branches having highest risks;
- Ensuing reduction of risk level and profit growth by properly managing the core risks at the bank;
- Implementing the following targets in respect of automation-

Name of services	Number of Branches		
	2014	2015	2016
CBS (core banking system) implementation	98	300	All branches
ABB (anywhere branch banking)	151	360	----
ATM Booth	50	80	150
Providing ATM services	152	300	All branches
BACH (Bangladesh automated clearing house)	240	300	All branches
CCTV system	100	200	300

Apart from those, 200 branches will be brought under the CIB Online Reporting System and Inward Remittance Software will be implemented at all branches within 2014.

- By strengthening the planning and research department, doing due SWOT Analysis at the bank, taking necessary measures after identifying the business progress-nature and right sectors, framing KPI, grading the branches, launching the competitive product & services and identifying the right and balanced loan-deposit structure and their implementation;
- Continuing the ongoing shifting of branches, changing names and decoration;
- Observing different Week/ Fortnight/ Month to make publicity of products, collect deposit and classified loan, and expand customers' service etc in order to achieve the declared business-goal of the bank;
- Opening new five lakh deposit accounts to achieve the stable deposit and large customer-base;
- Erecting multi-storied buildings at the bank's own land located at the country's different areas including Dhaka, Chittagong, Mymensing and Comilla, ensuring best usage of the properties;

- Decorating and modernizing all floors of the head office, divisional office, local offices, corporate branches, and also the comparative more important branches.
- Expanding foreign commerce and remittance activities by increasing the number of approved dealer;
- Implementing the Foreign Remittance System at all branches by 2014 aiming to give payment of foreign remittance within 24 hours. Signing more Drawing Agreements with the exchange companies and banks. Posting own officials at the exchange companies and setting up of remittance software to make the Deliver Channel easier;
- Taking strong steps for repayment of loan from the large loan defaulters and bringing dynamism to implement the steps. Decreasing the amount of classified loan gradually.

The commercial banks largely dominate in the participation in the financial sector of Bangladesh. That's why establishment of disciplined banking system is sine qua non in

order to ensure the economic development. The demand of time is to ensure innovating banking, which is supplementary of inclusive banking, through bringing the government development programme and country's large population under the banking services. Rupali Bank Limited is committed to satisfy the demand. The bank has efficient board of directors, experienced executives, and a group of young talented dedicated officials and employees. I firmly believe and expect that with the collective efforts of all, Rupali Bank will be able to achieve its declared target. At last, I conclude here praying all-out wellbeing of all of you.

May almighty Allah be graceful to us.



(M. Farid Uddin)

Managing Director

Managing Director's Round up



ব্যবস্থাপনা পরিচালক-এর বক্তব্য

বিস্মিল্লাহির রাহমানির রাহিম

রূপালী ব্যাংক লিমিটেড পরিচালনা পর্ষদের সুযোগ্য চেয়ারম্যান ড. আহমদ আল কবির, পরিচালনা পর্ষদের সম্মানিত পরিচালকবৃন্দ, সম্মানিত শেয়ারহোল্ডারবৃন্দ, বিভিন্ন পর্যায়ের সুধীবৃন্দ ও ব্যাংকের নির্বাহীবৃন্দ, Electronic ও Print Media-র সাংবাদিক বন্ধুগণ, ব্যাংকের ২৮তম বার্ষিক সাধারণ সভায় সানুগ্রহ উপস্থিতির জন্য আপনাদের সকলের প্রতি রইলো আমার আন্তরিক শুভেচ্ছা ও সালাম।

বিশ্ব অর্থনীতি ও বাংলাদেশ প্রেক্ষাপট

বিশ্ব অর্থনৈতিক মন্দার ৪ বছর পরও ২০১৩ সালে এশিয়াসহ সমগ্র বিশ্ব অর্থনীতিকে সংকট থেকে উত্তরণের জন্য সংগ্রাম করতে হয়েছে। বিশ্বব্যাপী সংকটের মধ্যেও বছর শেষে অধিকাংশ অর্থনৈতিক সূচকে বাংলাদেশ ইতিবাচক ধারায় রয়েছে। ২০১৩ সালে যেখানে দক্ষিণ এশিয়ায় ৫% জিডিপি প্রবৃদ্ধি অর্জন ও মূল্যস্ফীতি কম-বেশি ১০% এর মধ্যে সীমাবদ্ধ রাখার লক্ষ্যমাত্রা নির্ধারিত হয়েছিল, সেখানে বাংলাদেশ গত ৫ বছরে গড়ে ৬% জিডিপি প্রবৃদ্ধি অর্জন করেছে এবং জানুয়ারি ২০১৪ নাগাদ মূল্যস্ফীতি ৭.৬% ধরে রাখতে সক্ষম হয়েছে। বাংলাদেশের মাথাপিছু আয় ইতোমধ্যে ১০৪৪ মার্কিন ডলারে পৌঁছেছে।

মুদ্রা পাচার ও আন্তর্জাতিক সন্ত্রাসে অর্থায়ন প্রতিরোধে সাফল্যের কারণে বাংলাদেশ ফাইন্যান্সিয়াল এ্যাকশন টাস্কফোর্সের (এফএটিএফ) 'গ্রে-লিস্ট' থেকে বেরিয়ে আসতে সমর্থ হয়েছে। গ্রে তালিকাভুক্ত থাকায় এতদিন এলসি খোলার ক্ষেত্রে বাংলাদেশের ব্যাংকগুলোকে এক শতাংশ পর্যন্ত চার্জ দিতে হতো। এখন এই চার্জ অনেকটাই কমে আসবে।

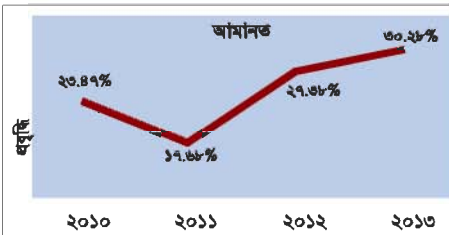
২০১৩ সালের দ্বিতীয়ার্ধে ব্যাপক অস্থিতিশীলতা দেশের অর্থনীতিকে জোরালো চ্যালেঞ্জের মধ্যে ফেললেও ব্যাংকিং খাত ও অর্থনীতির সার্বিক সূচকগুলো শেষ পর্যন্ত ইতিবাচক ধারায় থাকতে পারাটা বাংলাদেশের অর্থনীতির অন্তর্নিহিত ঘাত প্রতিরোধ করার সক্ষমতার (Resilience) প্রমাণ দেয়। ২০১৩ সালে ব্যাংকের স্প্রেড, ঋণ-আমানত, তারল্য পরিস্থিতি, মূল্যস্ফীতি, রেমিট্যান্স প্রবাহ, বৈদেশিক মুদ্রার রিজার্ভ ও বিনিময় হার, আমদানি-রপ্তানি ইত্যাদি ইতিবাচক ধারায় ছিলো।

তবে দেশে দীর্ঘস্থায়ী অস্থিতিশীলতার কারণে আমদানি-রপ্তানি বাণিজ্য যথেষ্ট পরিমাণে ব্যাহত হয়। বিশেষ করে বেসরকারিখাতে বিনিয়োগে সৃষ্ট স্থবিরতার কারণে ব্যাংকগুলোতে সৃষ্টি হওয়া অতিরিক্ত তারল্য ব্যাংকের মুনাফার উপর বাড়তি চাপ তৈরি করে।

অন্যান্য ব্যাংকের মত রূপালী ব্যাংককেও দেশের সার্বিক পরিস্থিতির মধ্যেই তার ব্যাংকিং ব্যবসায় পরিচালনা করতে হয়েছে। দু'একটি ব্যতিক্রম ছাড়া ২০১৩ সালে ব্যাংক প্রায় সকল সূচকে সাফল্য অব্যাহত রাখতে সক্ষম হয়েছে।

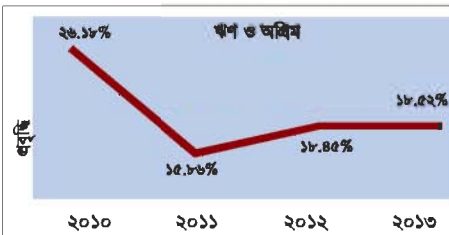
ব্যবসায়িক অগ্রগতি

অব্যাহত বিশ্ব অর্থনৈতিক মন্দা ও বিশেষ করে বিগত বছরের দ্বিতীয়ার্ধে দেশে ব্যাপক অস্থিতিশীলতা সত্ত্বেও পরিচালনা পর্ষদের সমন্বয়মূলক দিক নির্দেশনা, ব্যবস্থাপনা কর্তৃপক্ষের কার্যকরী পদক্ষেপ ও পরিকল্পনা এবং সর্বস্তরের কর্মকর্তা-কর্মচারীদের সম্মিলিত প্রচেষ্টায় রূপালী ব্যাংক লিমিটেড বিগত কয়েক বছরের মত ২০১৩ সালেও বেশীরভাগ ক্ষেত্রে প্রত্যাশিত ব্যবসায়িক সাফল্য অর্জনে সমর্থ হয়েছে।



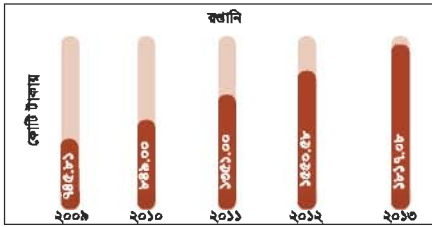
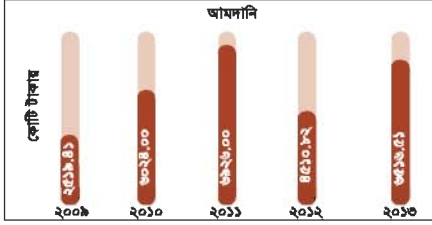
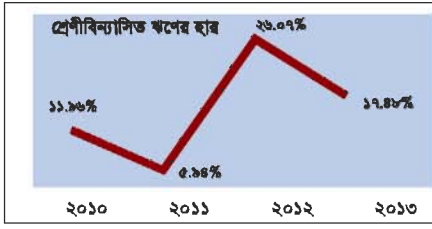
আমানত

বিগত ৫ বছরে ব্যাংকে একটি স্থিতিশীল আমানত ভিত্তি অর্জন সম্ভব হয়েছে। ২০০৯, ২০১০, ২০১১, ২০১২ ও ২০১৩ সালে ব্যাংকের আমানতের পরিমাণ যথাক্রমে ৭৩৮০.৩৪, ৯১১২.৩৮, ১০৭২৩.৪০, ১৩৬৫৯.৮৮ ও ১৭৭৯৫.৬৪ কোটি টাকা। প্রবৃদ্ধি অর্জনের হার ২০১০ সালে ২৩.৪৭%, ২০১১ সালে ১৭.৬৮%, ২০১২ সালে ২৭.৩৮% এবং ২০১৩ সালে ৩০.২৮%।

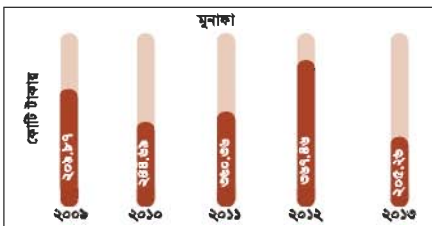
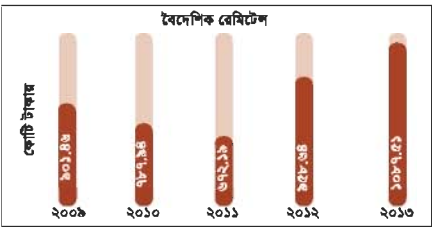


ঋণ ও অগ্রিম

২০০৯ সাল হতে ২০১৩ অনুক্রমে ব্যাংকের ঋণ ও অগ্রিমের পরিমাণ যথাক্রমে ৫২৩৪.৪২, ৬৬০৪.৯০, ৭৬৫২.৪৯, ৯০৬৪.১৬ ও ১০৭৪২.৬৩ কোটি টাকা। ২০১০ সাল হতে ২০১৩ অনুক্রমে ব্যাংকে উক্ত খাতে প্রবৃদ্ধির হার যথাক্রমে ২৬.১৮%, ১৫.৮৬%, ১৮.৪৫% ও ১৮.৫২%। বাংলাদেশ ব্যাংকের সাথে সম্পাদিত MoU এর কারণে ঋণ ও অগ্রিম খাতে প্রবৃদ্ধি একটি নির্দিষ্ট সীমার মধ্যে রাখার বাধ্যবাধকতা রয়েছে বিধায় নির্ধারিত সীমার অতিরিক্ত ঋণ প্রদানের সুযোগ ছিল না।



করার উদ্যোগ গ্রহণ করা হয়েছে। ব্যাংকের ৩৬টি নতুন হিসাব ও ৪৫০টির অধিক correspondent ব্যাংকের মাধ্যমে বিশ্বের বিভিন্ন দেশের সাথে বৈদেশিক বাণিজ্য অধিকতর দক্ষতা ও দ্রুততার সাথে সম্পাদন করা সম্ভব হচ্ছে। ফলে ব্যাংকের আমদানি-রপ্তানি বাণিজ্য উল্লেখযোগ্য পরিমাণে বৃদ্ধি পেয়েছে। ট্রেজারি বিভাগ কর্তৃক পরিচালিত ডিলিং রুম অপারেশন থেকে বৈদেশিক মুদ্রায় অধিকতর মুনাফা অর্জন সম্ভব হচ্ছে।



অটোমেশন

রূপালী ব্যাংক লিমিটেড-এর ৫২৮টি শাখার সবগুলোতে সার্ভারসহ কম্পিউটার সরবরাহ করা হয়েছে যাদের সবগুলো বর্তমানে লাইভ অপারেশনে আছে। অনলাইন ব্যাংকিং সুবিধা নিশ্চিত করতে ডাটা সেন্টার (DC) এবং DRC স্থাপন চলমান রয়েছে। ব্যাংকের জন্য উপযুক্ত Core Banking Solution (Intellect CBS of SPFTL) বাস্তবায়ন আর্ন্ত আছে। সকল বিবরণী নিয়মিতভাবে বাংলাদেশ ব্যাংকের নির্ধারিত Web Portal-এ Upload করার লক্ষ্যে প্রধান কার্যালয়ের সংশ্লিষ্ট বিভাগসমূহে ১০৭টি RIT (Rationalized Input Template)

শ্রেণীবিন্যাসিত ঋণ

মূলত বাংলাদেশ ব্যাংকের ঋণ শ্রেণীকরণের নতুন নীতিমালার কারণে ২০১২ সালে ব্যাংকের শ্রেণীবিন্যাসিত ঋণের পরিমাণ ছিলো ২২৬২.৭৯ কোটি টাকা, যার হার ২৬.০৯%। অব্যাহত প্রচেষ্টার ফলে ২০১৩ সালে ব্যাংকে শ্রেণীকৃত ঋণ হতে ২২৪০.১৬ কোটি টাকা আদায় হয়েছে যা একটি রেকর্ড। চলতি বছরে ব্যাংকের শ্রেণীবিন্যাসিত ঋণের পরিমাণ ১৭৯৯.২৫ কোটি টাকা, যার হার ১৯.৮৭%।

আমদানি

২০০৯, ২০১০, ২০১১, ২০১২, ২০১৩ সালে ব্যাংকের আমদানি বাণিজ্যের পরিমাণ ছিলো যথাক্রমে ২৫১৯.৪১, ৬০২৪.০০, ৬৯২৬.০০, ৪৫১০.৮২ ও ৬৫১৬.৫১ কোটি টাকা। ২০১২ সাল ব্যতীত ২০০৯ সাল হতে এ পর্যন্ত ব্যাংকের আমদানি বাণিজ্যের পরিমাণ প্রতি বছর উল্লেখযোগ্য হারে বৃদ্ধি পেয়েছে।

রপ্তানি

ব্যাংকের রপ্তানি বাণিজ্যের পরিমাণ ২০০৯ সাল হতে ২০১৩ অনুক্রমে যথাক্রমে ৭৪৫.৮১, ৮৪৯.০০, ১,৩৫১.০০, ১,৫৫০.৫৮ ও ১,৮১৭.০৮ কোটি টাকা। পূর্ববর্তী বছরের তুলনায় ব্যাংকে রপ্তানি বাণিজ্য ২০১০ সালে ১৩.৮৪%, ২০১১ সালে ৫৯.১৩%, ২০১২ সালে ১৪.৭৭% এবং ২০১৩ সালে ১৭.১৯% বৃদ্ধি পেয়েছে।

২৮টি ডিলার ও ৫৫টি করপোরেট শাখার সবগুলোকে বৈদেশিক ব্যবসায় সক্রিয়

বৈদেশিক রেমিটেন্স

ব্যাংকের inward foreign remittance এর পরিমাণ ২০০৯, ২০১০, ২০১১, ২০১২, ২০১৩ সালে যথাক্রমে ৯০১.৪৬, ৭৮৭.৯৮, ৬৭২.১৯, ৯৫৮.৬৪ ও ১০৮৭.৫১ কোটি টাকা। ব্যাংকের এক্সচেঞ্জ কোম্পানির সংখ্যা পূর্বের তুলনায় বৃদ্ধি পাওয়ায় বিশ্বের বিভিন্ন দেশ বিশেষ করে মধ্যপ্রাচ্যের রেমিটেন্স সংগ্রহ ও বিতরণ সহজতর হয়েছে। বিভিন্ন দেশ থেকে রেমিটেন্স প্রেরণকারীর সংখ্যাও বৃদ্ধি পাচ্ছে। বর্তমানে ব্যাংকের সাথে বিশ্বের খ্যাতিমান ২৪টি এক্সচেঞ্জ কোম্পানির রেমিটেন্স ট্রান্সফারের ব্যবস্থা রয়েছে।

মুনাফা

২০০৯ সাল হতে ২০১৩ অনুক্রমে ব্যাংকের মুনাফার পরিমাণ ছিলো যথাক্রমে ২০৯.৮৭, ২৪৪.৬৯, ৩৬০.৩৬, ৩৬৭.৪৬ ও ২০৫.২৬ কোটি টাকা। বিগত ৪ বছরে ব্যাংকের মুনাফা অব্যাহতভাবে বাড়লেও ২০১৩ সালে দেশে বিরাজিত অস্থিতিশীলতার কারণে হ্রাস পেয়েছে।

স্থাপন করা হয়েছে। Remittance Software-এর মাধ্যমে ব্যাংকের ৩৭০টি শাখায় Automated Remittance সুবিধা সম্প্রসারণ করা হয়েছে। ব্যাংকের ৫২৮টি শাখার সবগুলোকে BEFTN (Bangladesh Electronic Fund Transfer Networks)-এর আওতায় আনা হয়েছে। বাংলাদেশ ব্যাংক এর নির্দেশনাক্রমে রূপালী ব্যাংকের ১৩২টি শাখায় Truncation Point স্থাপনের মাধ্যমে ২৩২টি শাখাকে BACH (Bangladesh Automated Clearing House) কার্যক্রমের আওতায় আনা হয়েছে। বিভিন্ন জেলার গুরুত্বপূর্ণ স্থানে স্থাপিত ব্যাংকের ATM বুথের সংখ্যা ৩৮টি। এ বুথগুলোর মাধ্যমে বুথবিহীন আরো



১৬টি শাখাসহ মোট ৫৪টি শাখার গ্রাহকগণ ডেবিট কার্ড ব্যবহার করে অর্থ উত্তোলন সুবিধা পাচ্ছেন। CIB Online সিস্টেম চালু করার লক্ষ্যে ওয়ার্ক স্টেশন পর্যায়ে ২৫টি, ব্যবস্থাপনা ও তথ্য বিভাগে ৩টি এবং শাখা পর্যায়ে ১টিসহ মোট ২৯টি ডাটা কানেকটিভিটি প্রদান করা হয়েছে। বিভিন্ন জেলার গুরুত্বপূর্ণ ১৩১টি শাখার গ্রাহকগণকে অনলাইন সুবিধা প্রদানের লক্ষ্যে Anywhere Branch Banking কার্যক্রম চালু করা হয়েছে। কর্মকর্তা-কর্মচারীদের ডাটাবেজ আপডেট করতে শাখা হতে HR Software এর মাধ্যমে প্রধান কার্যালয়ের কেন্দ্রীয় সার্ভারে তথ্য প্রেরণের ব্যবস্থা করা হচ্ছে। বর্তমানে BEFTN-এর আওতাভুক্ত ৩৩৩টি শাখা এই সুবিধার আওতাভুক্ত। প্রধান কার্যালয়সহ শাখার গুরুত্ব বিবেচনায় অতিরিক্ত নিরাপত্তার জন্য ব্যাংকের ১৮টি অবকাঠামোতে CCTV System ব্যবহৃত হচ্ছে।

মানবসম্পদ ব্যবস্থাপনা

নিয়োগ ও স্থায়ীকরণ

নতুন ব্যবস্থাপনা কাঠামো বাস্তবায়নের লক্ষ্যে মানবসম্পদ নীতিমালা ২০১১ অনুযায়ী কার্যক্রম পরিচালিত হচ্ছে। গত বছর বিভিন্ন গ্রেডে ৪৮৮ জনকে পদোন্নতি, ১ জন অডিট কনসালট্যান্ট ও প্রিন্সিপাল অফিসার পদে ১৭ জনকে নিয়োগ প্রদান এবং বিভিন্ন গ্রেডে ১৫৬ জন অস্থায়ী কর্মচারীর চাকুরী স্থায়ীকরণ করা হয়েছে। এ নিয়ে ২০০৯ থেকে ২০১৩ পর্যন্ত শূন্য পদে সরাসরি কর্মকর্তা হিসেবে নিয়োগ করা হয়েছে মোট ১৯৫৫ জন এবং চাকুরিতে স্থায়ীকরণ করা হয়েছে ৮০৩ জন কর্মচারীকে। ৩১ ডিসেম্বর ২০১৩ ভিত্তিক ব্যাংকের মোট জনবল ৫৬৬৯ জন যাদের মধ্যে ৩৯৪১ জন ১ম ও ২য় শ্রেণীর কর্মকর্তা এবং ১৭২৮ জন ৩য় ও ৪র্থ শ্রেণীর কর্মচারী।

প্রশিক্ষণ

ব্যাংকের কর্মকর্তা-কর্মচারীগণকে ব্যাংকের সত্যিকারের সম্পদ হিসেবে বিবেচনা করে তাদের কর্মদক্ষতা ও ব্যাংকিং জ্ঞানের পরিধি বৃদ্ধি করতে “রূপালী ব্যাংক মানব সম্পদ উন্নয়ন কেন্দ্র” (RBHRDC) কে শক্তিশালী করা হয়েছে। ২০১৩ সালে RBHRDC-র প্রত্যক্ষ তত্ত্বাবধানে RBHRDC সহ BIBM, BB, BBTA, BIM, FSCD, East West University, BSTD, BCC, BELA ইত্যাদি প্রতিষ্ঠানের মাধ্যমে বিভিন্ন বিষয়ের উপর ৯৪টি প্রশিক্ষণ কর্মসূচীর মাধ্যমে ব্যাংকের ৩০০৫ জন কর্মকর্তা-কর্মচারীকে প্রশিক্ষণ প্রদান করা হয়।

মূলধন কাঠামো

বিগত বছরগুলোতে ব্যাংকের একটি শক্ত মূলধন ভিত্তি তৈরি ও minimum required capital অর্জন সম্ভব হয়েছে। ২০১০ সাল হতে ব্যাংকের পরিশোধিত মূলধন ক্রমাগত বেড়েছে। ২০১০, ২০১১, ২০১২ ও ২০১৩ সাল শেষে ব্যাংকের পরিশোধিত মূলধনের পরিমাণ যথাক্রমে ১২৫.০০, ১৩৭.৫০, ১৬৫.০০ ও ১৮১.৫০ কোটি টাকা। বর্তমানে ব্যাংকের মোট মূলধন (কোর + সাপ্লিমেন্টারি) ১২৭৫.৫৫ কোটি টাকা যা ব্যাসেল-২ অনুযায়ী প্রয়োজনীয় মূলধনের তুলনায় ১৯.৯১ কোটি টাকা বেশী।

লভ্যাংশ

বিগত বছরগুলোতে শোকসানের পর ২০১০, ২০১১ ও ২০১২ সালে ব্যাংক সম্প্রদায়ের শেয়ার হোল্ডারগণকে লভ্যাংশ হিসেবে

যথাক্রমে ১০%, ২০% এবং ১০% বোনাস শেয়ার প্রদান করেছে। রূপালী ব্যাংকের শেয়ার বর্তমানে A-Categoryভুক্ত। ২০১৩ সালেও লভ্যাংশ হিসেবে ১৫% বোনাস শেয়ার প্রদানের প্রস্তাব করা হয়েছে।

নতুন শাখা খোলা ও আপগ্রেডেশন

ব্যাংকিং সেবা সম্প্রসারণকল্পে রূপালী ব্যাংক বাংলাদেশ ব্যাংকের অনুমতি সাপেক্ষে অব্যাহতভাবে তার শাখার সংখ্যা বৃদ্ধি করে চলেছে। ব্যবসায়িক দিক থেকে সম্ভাবনাময় দেশের বিভিন্ন স্থানে ২০১১ সালে ১১টি, ২০১২ সালে ৩টি এবং ২০১৩ সালে ব্যাংকের ২২টি নতুন শাখা খোলা হয়। এছাড়া ব্যবসা সম্প্রসারণকল্পে বাণিজ্যিক স্থানে ব্যাংকের শাখা স্থানান্তর কার্যক্রম অব্যাহত রয়েছে। ২০০৯, ২০১০, ২০১১, ২০১২ এবং ২০১৩ সালে ব্যাংকের যথাক্রমে ৮টি, ১৩টি, ১১টি, ১১টি এবং ১৫টি শাখাকে কাছাকাছি ব্যবসায়িক সম্ভাবনাময় স্থানে স্থানান্তর করা হয়েছে।

সাবসিডিয়ারি কোম্পানি

রূপালী ইনভেস্টমেন্ট লিমিটেড এবং রূপালী ব্যাংক সিকিউরিটিজ লিমিটেড নামে ব্যাংকের ২টি সাবসিডিয়ারি কোম্পানি ক্যাপিটাল মার্কেটে তাদের কার্যক্রম পরিচালনা করছে। রূপালী ইনভেস্টমেন্ট তার কার্যক্রম পরিচালনার দ্বিতীয় বছরে বিভিন্ন বিনিয়োগ হিসাবের মাধ্যমে ৯.৭৯ কোটি টাকা আমানত সংগ্রহ এবং ১০.৬৯ কোটি টাকা মার্জিন ঋণ বিতরণ করেছে। কোম্পানির আমানত প্রবৃদ্ধির হার ২৭.৪৮%। ২০১৩ সালে ব্যাংকের নিজস্ব বিনিয়োগ ছিলো ৩০ কোটি টাকা যা বিগত বছরের তুলনায় ১১০% বেশী। এ বছর রূপালী ইনভেস্টমেন্ট লিমিটেড-এর পরিচালন মুনাফা ৭.৩৮ কোটি টাকা যা পূর্ববর্তী বছরের তুলনায় ২৯১% বেশী। এ বছর রূপালী ব্যাংকের ১০/- টাকা মূল্যের প্রতিটি শেয়ারের বিপরীতে আয় ০.৪৪ টাকা থেকে বৃদ্ধি পেয়ে ১.১৫ টাকায় উন্নীত হয়েছে।

রূপালী সিকিউরিটিজ লিমিটেড ঢাকা স্টক এক্সচেঞ্জ (ডিএসই) হতে ২০১২ সালের ২২ নভেম্বর membership ক্রয় করে যার নম্বর ২৪৬। পাবলিক লিমিটেড কোম্পানি হিসেবে গত ২৯ আগস্ট ২০১৩ তারিখে রেজিস্টার অব জয়েন্ট স্টক কোম্পানিজ-এর অধীন রূপালী সিকিউরিটিজ গঠিত হয় যার অনুমোদিত ও পরিশোধিত মূলধন রূপালী ইনভেস্টমেন্ট লিমিটেড-এর অনুরূপ।

অবকাঠামো

ঢাকা, চট্টগ্রাম, ময়মনসিংহ, কুমিল্লা ও চট্টগ্রামে ব্যাংকের নিজস্ব জমিতে ৫টি বহুতল ভবন নির্মাণ কাজ চলমান রয়েছে। ইতোমধ্যে সিলেটের মিরাবাজারস্থ দ্বিতলবিশিষ্ট রূপালী সদনকে ৫ম তলা পর্যন্ত এবং খুলনাস্থ দ্বিতলবিশিষ্ট রূপালী সদনকে ৩য় তলা পর্যন্ত বর্ধিতকরণ সম্পন্ন হয়েছে। প্রধান কার্যালয়ের উর্ধ্বতন নির্বাহী কর্মকর্তাদের ফ্লোরসহ নতুনভাবে খোলা ব্যাংকের ২২টি নতুন শাখা এবং বিভাগীয় কার্যালয় ও শাখাসহ ১৭টি কার্যালয়/শাখাকে দৃষ্টিনন্দন সাজে সজ্জিত করা হয়েছে। ব্যাংকের ২১টি নিজস্ব স্থাবর সম্পত্তির (ভূমি ও দালান) পুনর্মূল্যায়ন সম্পন্ন হয়েছে।

প্রডাক্ট

প্রতিযোগিতামূলক ব্যাংকিং ব্যবসা সম্প্রসারণকল্পে রূপালী মাসিক সঞ্চয় স্কিম (RDS), রূপালী মাসিক উপার্জন স্কিম (RMES), রূপালী মাসিক সঞ্চয়ী স্কিম (RMSS), রূপালী মাসিক মুনাফা স্কিম (RMPS), রূপালী দ্বিগুণ বৃদ্ধি স্কিম (RDBS) এবং রূপালী স্টুডেন্টস' সেভিংস একাউন্ট (RSSA) নামে আকর্ষণীয় আমানতি প্রডাক্টসহ SME-র আওতায় সহজ, পেশাজীবী, ব্যবসায়ী, মাঝারি নামের ৪টি ঋণ প্রডাক্ট চালু রয়েছে।

দেশের ভবিষ্যত কর্ণধার হিসেবে বিভিন্ন স্কুল, কলেজ ও অন্যান্য স্বীকৃত শিক্ষাপ্রতিষ্ঠানে অধ্যয়নরত বিপুল সংখ্যক তরুণ শিক্ষার্থীদেরকে সঞ্চয়মুখী ও তাদের ভবিষ্যতকে সুন্দর ও নিরাপদ করার প্রয়াসে সর্বশেষ চালু করা রূপালী স্টুডেন্টস' সেভিংস একাউন্ট (RSSA) শিক্ষার্থীদের মধ্যে যথেষ্ট আগ্রহ সৃষ্টি করতে সক্ষম হয়েছে।

আর্থিক অন্তর্ভুক্তি

পত্নী ঋণ

পত্নী এলাকায় দারিদ্র্য দূরীকরণ ও জাতীয় উৎপাদন বৃদ্ধিতে সহায়তা করতে ২০০৯ হতে ২০১৩ পর্যন্ত মোট ৩৪৭.১৪ কোটি টাকা ঋণ বিতরণ করা হয়েছে যার মধ্যে ২০১৩ সালে বিতরণের পরিমাণ ৪১.৫৫ কোটি টাকা। বর্তমানে রূপালী ব্যাংকে কৃষি ঋণ গ্রহীতার সংখ্যা ৩৩,৮৭৯ জন এবং ১০/- টাকায় খোলা কৃষক হিসাবের সংখ্যা ৫,০০,২৩৮টি।

এসএমই

জাতীয় টেকসই অর্থনৈতিক প্রবৃদ্ধি অর্জন এবং বেকার সমস্যা দূর করতে ব্যক্তিগত ও প্রাতিষ্ঠানিক উভয় পর্যায়ে ব্যাংকে ২০১০ সালে ২,৬৩৩ জন, ২০১১ সালে ২,২৮৭ জন ও ২০১২ সালে ২,৯৬৫ জন উদ্যোক্তার মধ্যে যথাক্রমে ৩৩৭.৭৩, ২৭৪.৫২ ও ২৪৫.৯৭ কোটি টাকা এসএমই ঋণ বিতরণ করা হয়েছে। ২০১৩ সালে ৬১০০ জন উদ্যোক্তার মধ্যে ২০৫.২৬ কোটি টাকা এসএমই ঋণ বিতরণের মাধ্যমে ১৪,০১৫ জনের খণ্ডকালীন ও ১৭,০৫৬ জনের স্থায়ী কর্মসংস্থানের ব্যবস্থা করা সম্ভব হয়েছে। ২০১৩ সালে নারী উদ্যোক্তাদের মধ্যে বিতরণকৃত ঋণের পরিমাণ ৪৫.৩৫ কোটি টাকা।

গ্রীন ব্যাংকিং

পরিবেশ সংকট বর্তমানে বিশ্বব্যাপী একটি ব্যাপক আলোচিত বিষয়। শিল্পায়নসহ নানাবিধ কারণে পরিবেশ দূষণ রোধকল্পে রূপালী ব্যাংক কর্তৃক নিয়মিত ব্যাংকিং কার্যক্রমের মধ্যে পরিবেশ সচেতনতাকে অন্তর্ভুক্ত করা হয়েছে। শিল্পখাতে অর্থায়নের ক্ষেত্রে বর্জ্য পরিশোধন প্ল্যান্ট স্থাপনসহ পরিবেশ অধিদপ্তরের বিধিনিষেধ পরিপালন বাধ্যতামূলক করা হয়েছে। মানিকগঞ্জের ঘিওর শাখা ও মানিকগঞ্জ করপোরেট শাখা, নরসিংদী শাখা, কুষ্টিয়া শাখা এবং সিলেটের কানাইঘাট শাখা, কালিবাজার শাখা ও কালিগঞ্জ শাখায় সোলার প্যানেল স্থাপন করা হয়েছে। বিভিন্ন শাখায় আরো ৩টি সোলার প্যানেল স্থাপন প্রক্রিয়াধীন রয়েছে। কাগজ ব্যবহারে নির্ভরশীলতা দূর করতে অটোমেশন কার্যক্রম জোরদার করা হচ্ছে।

গ্রীন ব্যাংকিং এর অংশ হিসেবে Green Finance, Climate Risk Fund এবং Marketing, Training and Capacity Building খাতে ২০১৩ সালে মোট ১৪৬.৯৪ কোটি টাকা বিতরণ করা হয়। Core Risk Management এর মধ্যে Environment Risk কে অন্তর্ভুক্ত করে ২০১৩ সালে ব্যাংকের অর্থায়নকৃত ১৭৩টি প্রজেক্টকে Environment Risk এর ভিত্তিতে Low, Moderate এবং High-এ তিনটি Categoryতে ভাগ করা হয়। প্রজেক্টগুলোর মধ্য হতে ১০১টিতে অর্থায়ন করা হয়েছে। এছাড়া ১৭টি বায়ো-গ্যাস প্ল্যান্ট, ৪টি নবায়নযোগ্য জ্বালানী/সোলার প্যানেল স্থাপন, ৪টি HHK Brickfield এবং মাশরুম, বৃক্ষরোপনসহ অন্যান্য ২২টি খাতে ব্যাংক অর্থায়ন করেছে। ২০১৩ সালে গ্রীন ব্যাংকিং বিষয়ে সর্বমোট ৯টি ট্রেনিং/ওয়ার্কশপ/সেমিনার/সচেতনতা বৃদ্ধিমূলক কর্মসূচীর আয়োজন করা হয় যাতে ব্যাংকের ৮৮২ জন কর্মকর্তা-কর্মচারী ও ৩৫ জন গ্রাহক অংশগ্রহণ করে।

সিএসআর

দরিদ্র জনগণের ক্ষমতায়ন, সুবিধাবঞ্চিত জনগোষ্ঠীর মধ্যে ব্যাংকিং সুবিধা সম্প্রসারণ, শিক্ষা, ক্রীড়া, সংস্কৃতি বা স্বাস্থ্যখাতে অনুদান প্রদান, দুর্গতদের ত্রাণ সহায়তা, পরিবেশ রক্ষা, ইতিহাস-ঐতিহ্য সংরক্ষণ, মুক্তিযুদ্ধের চেতনা বিকাশসহ বিভিন্ন ক্ষেত্রে ব্যাপক সেবা এবং অনুদান/আর্থিক সহায়তা প্রদান করা হচ্ছে। রূপালী ব্যাংকের সিএসআর কার্যক্রম প্রতিষ্ঠানের ভাবমূর্তি, Financial Inclusion বৃদ্ধি এবং ব্যবসায়ের প্রতিযোগিতামূলক অবস্থান সুসংহত করতে সহায়তা করেছে। সিএসআর খাতে ২০১১, ২০১২ ও ২০১৩ সালে ব্যাংক যথাক্রমে ১৬৭.৩৫, ১৫২.৯৪ এবং ৩২১.৭৮ লক্ষ টাকা ব্যয় করেছে। একটি সিএসআর নীতিমালার অধীন এ কার্যক্রম পরিচালিত হচ্ছে।

নিরীক্ষা ও পরিদর্শন

মূলধন পর্যাপ্ততা, আমানতকারীদের স্বার্থ সংরক্ষণ, ঝুঁকি ব্যবস্থাপনা, তারল্য পরিস্থিতি, মানি লভারিং প্রতিরোধ, ঋণ বিতরণে অনুসরণীয় গাইডলাইন, ঋণ বিবরণী ইত্যাদি বিষয়ে কেন্দ্রীয় ব্যাংক, বাণিজ্যিক নিরীক্ষক, বহিঃনিরীক্ষক এবং ব্যাংকের নিরীক্ষা ও পরিদর্শন বিভাগ কর্তৃক বছরব্যাপী ব্যাংকের সকল শাখা/কার্যালয়ে নিরীক্ষা ও পরিদর্শন কার্যক্রম পরিচালিত হচ্ছে। বাংলাদেশ ব্যাংক ২০১৩ সালে ব্যাংকের প্রধান কার্যালয় ও ১৩০টি শাখায় তাদের নিরীক্ষা কার্যক্রম পরিচালনা করেছে। প্রধান কার্যালয়ের ১৮ জন এবং ১০টি বিভাগীয় কার্যালয়ের ২৫টি Micro Inspection Team এর ১০৬ জন কর্মকর্তা-কর্মচারী গত বছর ব্যাংকের সকল শাখায় তাদের নিরীক্ষা কার্যক্রম সম্পন্ন করতে সক্ষম হয়েছে। নিরীক্ষা কার্যক্রমের উপর প্রস্তুতকৃত রিপোর্ট প্রধান কার্যালয়ের Compliance Division কর্তৃক নিয়মিত অনুসরণ ও প্রতিকারমূলক ব্যবস্থা গ্রহণ করা হচ্ছে। এতে স্বচ্ছতা ও জবাবদিহিতা অনেকখানি নিশ্চিত করা সম্ভব হয়েছে।

জাতীয়-আন্তর্জাতিক পুরস্কার ও জনসংযোগ কার্যক্রম

ব্যাংকের প্রকাশিত বার্ষিক ব্যবসায়িক প্রতিবেদন ২০১২ সালে ICAB ও ICMAB কর্তৃক প্রথম ও SAFA প্রথম পুরস্কার,



২০১১ সালে ICAB কর্তৃক প্রথম, ICMA কর্তৃক দ্বিতীয় ও SAFA প্রথম পুরস্কার অর্জন করে। এছাড়া Western Union in Asia Pacific Agent Summit 2012 তে রূপালী ব্যাংক Best Remittance Service Provider পুরস্কার লাভ করে। রূপালী ব্যাংক বুলেটিন নিয়মিত প্রকাশ করা হচ্ছে। এতে ব্যাংকের কর্মকর্তা ও কর্মচারীদের মধ্যে আন্তঃযোগাযোগ বৃদ্ধি পেয়েছে। দেশের বিভিন্ন প্রান্তে অনুষ্ঠিত ব্যাংকের সকল অনুষ্ঠানের সংবাদ তাত্ক্ষণিক প্রিন্ট ও ইলেকট্রনিক মিডিয়ায় প্রকাশ ও প্রচারিত হচ্ছে।

ভবিষ্যত কর্মপরিকল্পনা

রূপালী ব্যাংক লিমিটেডকে একটি আধুনিক ও জনগণের ব্যাংক হিসেবে গড়ে তুলতে অব্যাহত প্রচেষ্টার অংশ হিসেবে বর্তমান ব্যবস্থাপনা কর্তৃপক্ষ নিম্নোক্ত স্বল্প ও মধ্যমেয়াদী পরিকল্পনা গ্রহণ করেছে-

- CAMELS Rating এ ব্যাংকের অবস্থানের উন্নয়নের জন্য সর্বাঙ্গিক উদ্যোগ গ্রহণ;
- MoU সহ সকল compliance issue যথাযথ monitoring নিশ্চিত করা;
- যেসকল উপজেলা ও গুরুত্বপূর্ণ বাণিজ্যিক স্থানে ব্যাংকের শাখা নেই সেসকল স্থানে পর্যায়ক্রমে শাখা খোলার মাধ্যমে ব্যাংকের শাখার সংখ্যা ২০১৬ সালের মধ্যে ৫৬০-এ উন্নীত করা;
- বাংলাদেশ ব্যাংকের অনুমোদনক্রমে ২০১৪ সালের মধ্যে ব্যাংকে ইসলামী ব্যাংকিং চালু করা;
- আধুনিক ও প্রযুক্তিনির্ভর নিরীক্ষা কার্যক্রম পরিচালনার মাধ্যমে রূপালী ব্যাংকে অনিয়ম ও দুর্নীতিকে সর্বোচ্চ পর্যায়ে নিয়ন্ত্রণ করা। এ লক্ষ্য অর্জনে উচ্চ ঝুঁকির শাখাগুলোতে বছরে দুইবার নিরীক্ষা কার্যক্রম পরিচালনা করা;
- ব্যাংকের core risk সমূহ যথাযথ ব্যবস্থাপনার মাধ্যমে ঝুঁকির পরিমাণ হ্রাস ও মুনাফা বৃদ্ধি নিশ্চিত করা;
- অটোমেশনের ক্ষেত্রে নিম্নোক্ত লক্ষ্যমাত্রা বাস্তবায়ন করা-

সেবার নাম	শাখার সংখ্যা		
	২০১৪	২০১৫	২০১৬
CBS (Core Banking System) বাস্তবায়ন	৯৮টি	৩০০টি	সকল শাখা
ABB (Anywhere Branch Banking)	১৫১টি	৩৬০টি	---
এটিএম বুথ	৫০টি	৮০টি	১৫০ টি
এটিএম সেবা প্রদান	১৫২টি	৩০০টি	সকল শাখা
BACH (Bangladesh Automated Clearing House)	২৪০টি	৩০০টি	সকল শাখা
CCV System	১০০টি	২০০টি	৩০০ টি

এছাড়া ২০১৪ সালের মধ্যে সকল শাখায় Inward Remittance Software বাস্তবায়ন এবং ২০০ শাখাকে সরাসরি CIB Online Reporting System এর আওতায় আনা হবে।


- পরিকল্পনা ও গবেষণা বিভাগকে শক্তিশালী করার মাধ্যমে ব্যাংকের যথাযথ SWOT Analysis, ব্যবসায়ের গতিপ্রকৃতি

ও সঠিক ক্ষেত্র চিহ্নিত করে যথোপযুক্ত কার্যক্রম গ্রহণ, KPI প্রণয়ন, শাখাগুলোর শ্রেডিংকরণ, প্রতিযোগিতামূলক পণ্য ও সেবা প্রচলন এবং সঠিক ও ভারসাম্যপূর্ণ ঋণ-আমানত কাঠামো চিহ্নিত ও বাস্তবায়ন করা;

- শাখাসমূহের চলমান স্থানান্তর, নাম পরিবর্তন ও সুসজ্জিতকরণ কার্যক্রম অব্যাহত রাখা;
- ব্যাংকের ঘোষিত ব্যবসায়িক লক্ষ্যমাত্রা অর্জনে প্রডাক্টসমূহের প্রচার, আমানত সংগ্রহ, খেলাপী ঋণ আদায়, গ্রাহক সেবা সম্প্রসারণ ইত্যাদি বিষয়ে বিভিন্ন সপ্তাহ/পক্ষ/মাস উদযাপন করা;
- Stable Deposit এবং বিশাল গ্রাহক ভিত্তি অর্জন করতে পাঁচ লক্ষ নতুন আমানত হিসাব খোলা;
- ঢাকা, চট্টগ্রাম, ময়মনসিংহ ও কুমিল্লাসহ দেশের বিভিন্নস্থানে অবস্থিত ব্যাংকের নিজস্ব ভূ-সম্পত্তির উপর বহুতল বিশিষ্ট ইমারত নির্মাণ করে সম্পদের সর্বোত্তম ব্যবহার নিশ্চিত করা;
- প্রধান কার্যালয়ের সকল ফ্লোর, বিভাগীয় কার্যালয়, স্থানীয় কার্যালয়, করপোরেট শাখাসহ তুলামূলকভাবে অধিক গুরুত্বপূর্ণ শাখাগুলোকে আধুনিক সাজে সজ্জিত করা;
- অনুমোদিত ডিলার শাখার সংখ্যা বৃদ্ধি করে বৈদেশিক বাণিজ্য ও রেমিটেন্স কার্যক্রম বৃদ্ধি করা;
- ২৪ ঘন্টায় বৈদেশিক রেমিটেন্স পরিশোধের লক্ষ্যে ২০১৪ সালের মধ্যে সকল শাখায় Foreign Remittance System বাস্তবায়ন করা। আরো এক্সচেঞ্জ কোম্পানি/ব্যাংকের সঙ্গে Drawing Arrangement চুক্তি সম্পাদনসহ এক্সচেঞ্জ কোম্পানিতে নিজস্ব কর্মকর্তা Posting এবং Delivery Channel সহজতর করতে Remittance Software স্থাপন;
- শীর্ষ ঋণ খেলাপীদের কাছ থেকে ঋণ আদায়ে বলিষ্ঠ পদক্ষেপ গ্রহণ ও তা বাস্তবায়নে গতিশীলতা আনয়ন;
- শ্রেণীবিন্যাসিত ঋণের পরিমাণ ক্রমাগত কমিয়ে আনা।

বাংলাদেশের Financial Sector-এ দেশের বাণিজ্যিক ব্যাংকগুলোর অংশীদারিত্ব সিংহভাগ। সেকারণে দেশের অর্থনৈতিক সমৃদ্ধি নিশ্চিত করতে একটি সুশৃঙ্খল ব্যাংকিং ব্যবস্থা প্রতিষ্ঠা আবশ্যিক। সরকারের উন্নয়ন কর্মসূচী ও দেশের বৃহত্তর জনগোষ্ঠীকে ব্যাংকিং সেবার আওতায় আনয়নের মাধ্যমে অন্তর্ভুক্তিমূলক প্রবৃদ্ধি অর্জনের পরিপূরক উদ্ভাবনী ব্যাংকিং সেবা নিশ্চিতকরণ এখন সময়ের দাবী। রূপালী ব্যাংক লিমিটেড দাবী পূরণে অঙ্গীকারবদ্ধ। ব্যাংকে রয়েছে দক্ষ পরিচালনা পর্ষদ, অভিজ্ঞ নির্বাহীবৃন্দ, আর তারুণ্যে ঝলমল একদল নিবেদিতপ্রাণ কর্মকর্তা-কর্মচারী। সকলের সম্মিলিত প্রচেষ্টায় রূপালী ব্যাংক তার ঘোষিত ব্যবসায়িক লক্ষ্যমাত্রা অর্জনে সক্ষম হবে, এ আমার দৃঢ় বিশ্বাস ও প্রত্যাশা। পরিশেষে আপনাদের সকলের সর্বাঙ্গীণ মঙ্গল কামনা করে শেষ করছি।

সর্বশক্তিমান আল্লাহ আমাদের সহায় হউন।


(এম. ফরিদ উদ্দিন)
ব্যবস্থাপনা পরিচালক

Management Discussion and Analysis

Global Economy

The global economy is growing more slowly than anticipated and growth is projected to remain subdued at 2.9 percent in 2013. The growth in advanced economies is expected to pick up gradually following a weak (1.2 percent) growth in 2013. In emerging market and developing economies, the growth rate is expected to slow to 4.5 percent in 2013. However, global activity is expected to strengthen moderately, but downside risks to global growth prospects still dominate the outlook.

In emerging market economies, the reasons for weaker growth may include tightening capacity constraints, stabilizing or falling commodity prices, less policy support, and slowing credit. The forecast for growth rate for China is reduced to 7.6 percent in 2013, which will affect commodity exporters among the emerging market and developing economies. An overview of the WEO projections of economic growth.

Bangladesh Economy

Bangladesh economy achieved a respectable growth of 6.0 percent during FY13 in a very challenging domestic and global economic environment. Using ~the FY96 base year, real GDP growth was 0.2 percentage point lower than 6.2 percent growth recorded in FY12. In FY13, measured at current market prices, the GDP of Bangladesh recorded Taka 10,379.9 billion representing a growth of 13.1 percent. In FY13, the country's per capita real GDP increased by 4.6 percent and per capital GDP increased by 11.6 percent.

The growth of Sectoral GDP (%)

	FY10	FY11	FY12	FY13
Agriculture	5.2	5.1	3.1	2.2
Industry	6.5	8.2	8.9	9.0
Services	6.5	6.2	6.0	5.7
GDP	6.1	6.7	6.2	6.0

Source : Bangladesh Bank Annual Report (2012-13)

The expansion of the economy during FY13 was broad based, registering positive growth by all sectors and sub-sectors of the economy. GDP growth during the year was based on 9.0 percent growth in the industry sector, 5.7 percent growth in the services sector and 2.2 percent moderate growth in the agriculture sector. In the overall GDP growth of 6.0 percent in FY13, the services and industry sectors contributed equally (weighted share in growth rate) i.e, 2.8 percentage points while agriculture contributed 0.4 percentage point.

Banking Sector of Bangladesh

The banking sector of Bangladesh comprises four categories of scheduled banks. These are state-owned commercial banks (SCBs), state-owned development financial institutions (DFIs), private commercial banks (PCBs) and foreign commercial banks (FCBs). The number of banks was remained unchanged at 47 in 2012. These banks had a total number of 8322 branches as of December 2012 compared to 7961 in December 2011. At the end of June 2013, the total number of banks and their branches increased to 55 and 8427 respectively due to opening of new PCBs and bank branches during the year.

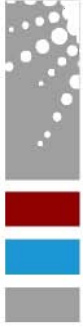
(Billion Taka)

The structure of Banking systems

Bank types	2013 June					
	No. of Banks	No. of Br	Total assests	% of Indus-try Assets	Deposits	% of deposits
SCBs	4	3499	2013.15	26.75	1522.88	26.75
DFIs	4	1476	424.02	5.63	301.84	5.30
PCBs	38	3386	4628.21	61.49	3551.17	62.38
FCBs	9	66	461.26	6.13	316.95	5.57
Total	55	8427	7526.51	100	5692.84	100

Source : Bangladesh Bank Annual Report (2012-13)

Deposits continued to be the main sources of funds of the banking industry and constituted 76.8 percent (BDT 5396.0 billion) of its aggregate liability and capital portfolio in 2012. Capital and reserves of the banks were BDT 544.3 billion (7.7 percent) in 2012, as against BDT 536.0 billion (9.1 percent) in 2011. It is worth mentioning here that capital and reserves of the banks stood at BDT 498.6 billion at end June 2013.



Emergence of Rupali Bank Ltd.

Rupali Bank Limited (RBL) was incorporated as a Public Limited Company on 14 December 1986 under the Companies Act, 1913 and has taken over the business of Rupali Bank (emerged as a Nationalised Commercial Bank in 1972, pursuant to Bangladesh Bank Nationalization Order 1972(P.O.No. 26 of 1972) as a going concern through a vendor agreement signed between the Ministry of Finance, People's Republic of Bangladesh on behalf of Rupali Bank and the Board of Directors on behalf of Rupali Bank Limited on 14 December 1986 with a retrospective effect from 14 December 1986.

Principal Activities

The principal activities of the Bank are banking and related activities such as accepting deposits, personal banking, trade financing, SME, trade and services, cash management, treasury, securities and custody services, remittance services, modern banking services etc.

Business Operation and Development

- The deposit of the Bank has increased to Tk. 17795.64 in 2013 crore as against Tk. 13659.88 crore in 2012 registering a growth of 30.27 %.
- The loans and advances of the Bank has increased to Tk. 10742.63 crore in 2013 crore as against Tk. 9064.16 crore in 2012 registering a growth of 18.52%.
- In 2013 the classified loans and advances has decreased to Tk. 1799.25 crore stood at 16.75% whereas it was Tk. 2262.79 crore at a rate of 24.96% in 2012.
- It has reconciled long outstanding entries within the year ended 31 December 2013;
- Rupali Bank has made import business of BDT 6516.51 crore in 2013 whereas it was 4510.82 core 2012;
- Total export business handled by the Bank was BDT 1817.08 crore as against BDT 1550.58 crore in 2012 registering a growth of 17.19%;
- The total foreign remittance business has stood at Tk. 1087.51 crore in 2013 against Tk. 941.60 crore in 2012 registering a growth of 15.49%.
- The Bank has automated its remittance system so that the beneficiary can receive the spot cash payment instantly with the

help of Web-based Remittance Management Software (RMS).

- Rupali Bank installed 38 ATM booths in the busy and preferred locations across the country up to 2013. Moreover, 16 boothless branches' customers may avail the same facility.
- RBL has established ABB in 131 branches and by December, 2014 this number will be increased to 100.
- Being one of the members of BEFTN, RBL has established electronic fund transfer facilities in its 521 branches. Necessary network connectivity required for BEFTN in the remaining branches are about to be finished within the end of 2014.
- RBL has established communication links for BACH operation with its 65 clearing region under 129 truncation point with a view to cover online clearing facility to 232 branches of the Bank.
- In 2013 an amount of Tk. 150.00 crore has been allotted under rural & micro credit scheme such as Shrimps culture, micro credit, microcredit for handicrafts women, fishery culture, dairy, poultry, nursery for tree plantation, solar power and bio-gas scheme, farmers loan scheme, micro credit through Bank-NGO linkage, agro-based industries etc.
- As a part of sustainable banking the Bank extended loan facility Tk. 146.94 crore for green banking.
- Six branches continued with solar panels as a part of expansion programme of green branch.
- In 2013 twenty two new branches were inaugurated at different business potential areas around the countries.
- Rupali CIB Online System, a software for CIB reporting, has been developed to facilitate online reporting and availability of credit reports of the loan applicants so that the Bank does not encounter any credit risk while extending any lending or rescheduling facility. The CIB reporting software has installed in the central server to bring into the 25 workstations and 13 corporate branches of the Bank in direct network for CIB reporting. More than 700 officials of the Bank were trained on CIB online system in 2013.
- The Bank has made the tasks of

compilation and upload of different rationalised Input Templates (RITs) to Bangladesh Bank through a specific Web Portal.

- As a part of modernisation and up-gradation and in-house environment management for green banking the Bank has taken initiatives in relation to interior decoration of branches and Head Office. Meanwhile the works of interior decoration of some 30 branches at important location around the city has been finished.

Our Outstanding Achievements

- First dividend (10% in cash) declared for the income year 1986;
- Launching of New logo & Signboard;
- Introducing Merchant Banking in the name of Rupali Investment Limited;
- Enhancement of number of corporate branches from 06 to 54;
- Launching of SME products (Shohoj, Peshajibi, Baboshayee & Majhari);
- Inauguration of Hazrat Shahjalal International Airport Foreign Exchange Booth;
- Inauguration of online Any Where Branch Banking;
- Enhancement of paid-up capital from Tk. 165.00 Crore to Tk. Crore 181.50 ;
- Launching of Rupali CIB Online System;
- Inauguration of new 36 branches during 2011-2013;
- Inauguration of ATM service;
- Commencement of BACH operation;
- Beginning BEFTN & EFT operation;
- Received the SAFA Best Presented Annual Reports Award and SAARC Anniversary Award for Corporate Governance 2011 as first prize in the Public Sector Banking Institutions category;
- Received the First Prize of the 12th ICAB National Awards for Best Presented Annual Reports 2011 in the public sector banking institutions.

Our Growth Culture

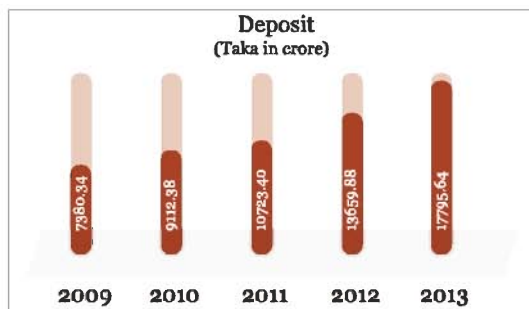
The major growth in the different indicators in 2013 compared to the year 2012 are discussed below:

- 18.52 percent growth of loans and advances volume;
- 30.28 percent growth of customer deposits;
- 47.42 percent growth of investment income;

- 17.19 percent growth of export, 44.46 percent growth of import business;
- 180.67 crore NPL recovered in 2013.
- operating cost increased by 11.08 percent during the year.

Deposit Base

Total deposit of the Bank continued to increase. Five year's deposit growth:



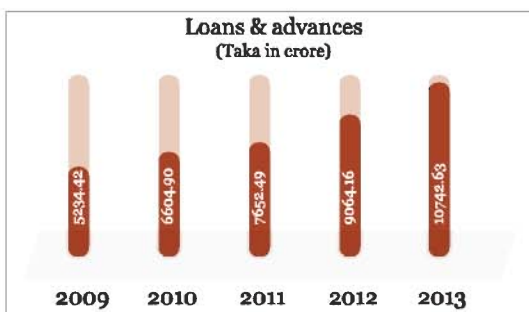
- Savings deposit of the Bank showed growth of 4.05 percent and its share to total deposit stood at 30.28 percent
- Low cost and no cost deposits showed increased of 8.12 percent.
- High cost deposits registered a growth of 45.23 percent as liquidity pressure in the market induced the Bank.

The Bank was strived to build a strong deposit base through deposit raise campaign by providing motivation towards the employees. However, strong brand image, modernisation of branch interior decoration, efficient customer services, introducing modern banking services etc. are the main reasons to the laudable deposit growth rate.

Loans and Advances

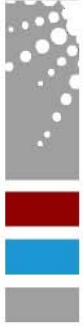
Total loan and advances continued to increase.

Five year's loans and advances growth:



- Loans and advances were well diversified to getout of credit concentration SME sector showed significant growth in 2013.
- Non-performing loan decreased to Tk 1799.25 crore by 17.48 percent in 2013.





- RBL made adequate provision against classified loan as per Bangladesh Bank instruction.
- The Bank's classified loan was Tk 1799.25 in 2013. The cash recovery from classified loan stood at Tk 180.67 core.

Capital Management and Basel-II

- As per Basel-II guidelines issued by Bangladesh Bank, RBL has been continuously assessing its capital requirement both in terms of Tier-I and Tier-II. All the options have been weighed in order to keep a strong capital base as well as ensure increased shareholders value;
- In order to support the business growth stress was given for internal capital generation by maintaining strong profitability for the shareholders. More details regarding capital management and Basel-II are given in the Market Discipline-Pillar-III Disclosures under Basel-II chapter in this report.

Monitoring the Bank's Activities by means of Financial Key Performance Indicators

The Bank tracks the performance against number of bench marks known as key performance indicators. There are two types of KPI; financial and non-financial.

- Deposit performance is assessed in terms of cost of deposit, mix of deposits;
- Credit is monitored in terms of yield on advance and impairment charges;
- Asset-liability mix is monitored to expected profitability, efficiency as well as to achieve diversification;
- Off-balance sheet exposure i.e., letter of credit, export and guarantee are monitored as these are important sources of fee based income;
- Cost to income ratio is an important management tool to determine the efficiency of consumption of resources for creating income;
- NPL ratio gives the idea of the asset quality of the bank and helps in managing asset portfolio;
- Net profit before tax measures the operating efficiency of the management and is important

for determining the productivity of the employees;

- Return on average equity measures the return on the average capital invested in the business;
- EPS shows the level of earnings generated per ordinary shares.

Non-financial Key Performance Indicators

- Customer satisfaction is an important non-financial indicator used as KPI;
- The expansion of ATMs and increase of customers of ATM indicates customer satisfaction;
- compliance status of the Bank measures the Non-financial key performance indicators.

Risk Factors and Steps Taken to Effectively Manage the Risks

Some external risks which may affect the business of the Bank.

- General business and political condition of the country;
- Changes in credit quality of borrowers;
- Changes in policies of regulatory authorities;
- Implementation of Basel-II status;
- Volatility in capital market;
- Changes in money market;
- Operational risks of the Bank.

Corporate Social Responsibility (CSR) and Green Banking (GB)

The notion of Corporate Social Responsibility (CSR) is globally fast gaining acceptance as the business can and should make significant contributions towards environmentally sustainable and socially equitable development.

Our CSR initiatives aim at responding to the huge unmet demand of the society. We contribute generously to the nourishment of education, art, crafts, culture, health, sports, literature, publication, etc. in the country irrespective of caste, creed and color. The attached "Report on CSR" in this annual report is provided the details of various CSR related activities of the bank.

As per BRPD Circular 02/2011 Green Banking unit has formulated a Green Banking Policy in



the bank which is approved by board of directors. A high powered committee comprising directors from the board of RBL particularly members from Audit Committee review and supervise green banking activities. Headed by a deputy managing director Green Banking Unit (GBU) has formed consist of core risk management heads/ competent officials from Industrial Credit, SME, General & Rural Credit, Alternate Banking and Computer Division of the Bank. A green banking officer coordinates over all green banking activities.

Employee Assistance

We promote our employees through our pro-employee HR policy which bridges the personal bearing and working life. To achieve long term HR goal of RBL is providing different facilities and benefits like other commercial organisations to its employees such as bonus, incentives, housing loan with concessional rate of interest, lunch benefit, transport to carry to and from the work place, annual cultural and sports event for rejuvenation, medical check-up and treatment by bank's doctor, hospitalization benefit, maternity leave, death relief grant scheme, pension fund etc.

Future Outlook

The global financial meltdown caused a spillover effect in the economy around the world. The efficacy of policy tools and their applications in managing systemic crises were challenged. These almost inevitably compelled the policy makers and financial sectors supervisors to revisit their policy choices.

Bangladesh, though, suffered little from the crisis, but in no way can it remain complacent, as the chance of future vulnerabilities can never be ignored. With financial systems becoming more and more complex and the global financial system being more interconnected, such apprehension is plausible and understandable.

As the major trends in banking industry with respect to their impact on their financial stability, the banks are at the hub of the credit intermediation process between savers and investors and provide critical services to different stakeholders and the strength and resilience of the industry is the foundation for sustainable economic growth.

The Bank is completely prepared to meet the

challenges it may face in its pursuit for growth and development.

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

- RBL is well placed to meet the challenges of 2014 and will strive to arrest the opportunity for growth.
- The Bank will maintain to fasten the budding sectors such as retail, SME, remittance and financial inclusive programmes.
- RBL will bring the SME under the mainstream of investment to absorb a huge section of people for employment.
- Data Recovery Centre and Core Banking Solution will be completed and installed while 98 branches, 12 countrolling divisional and Head office will be run on test basis.
- A number of multi-storied buildings are under constructions in Dhaka, Comilla Mymensingh and Chittagong.
- Continued to launch new deposit, loan products and innovative services.
- Kept on expansion of branch network in rural and urban area.
- The alternate delivery channels will be expanded for sustainable banking.
- Athorised dealer branches of the Bank will be increased.
- It is anticipated that mobile banking will be introduced to satisfy the customers current needs.
- The Bank will give more emphases on green banking, corporate social responsibility, financial inclusion etc.
- Continued to develop the employees' database and borrower's database.
- Shifting of branches, branch up-gradation and renovation will be continued at commercially important locations.
- The Bank will Launch of Islamic Banking at 25 branches of the Bank at different important locations across the country. As per Board decision, a letter has sent to Bangladesh Bank to get approval on Islamic Banking.
- The Bank will establish a CSR Foundation through formulating CSR policy of the Bank.



Corporate Governance





Report on Corporate Governance

Introduction

Rupali Bank Limited is dedicated to comply with the every standards of corporate governance. The Bank has amended its Memorandum and Articles of Association in the EGM held on 17 February 2010 following which all the legal formalities have been completed. Thenceforth Rupali Bank Ltd. has been enjoying the status of a corporate entity. Corporate governance is the system by which companies are directed and controlled. It involves a set of relationships between a company's management, its board, its shareholders and other stakeholders. It deals with prevention or mitigation of the conflict of interests of stakeholders. Ways of mitigating or preventing these conflicts of interests include the processes, customs, policies, laws, and institutions which have impact on the way a company is controlled. An important theme of corporate governance is the nature and extent of accountability of people in the business, and mechanisms that try to decrease the principal-agent problem.

Corporate governance also includes the relationships among the many stakeholders involved and the goals for which the corporation is governed. In contemporary business corporations, the main external stakeholder groups are shareholders, debt holders, trade creditors, suppliers, customers and communities affected by the corporation's activities. Internal stakeholders are the board of directors, executives, and other employees. It guarantees that an enterprise is directed and controlled in a responsible, professional, and transparent manner with the purpose of safeguarding its long-term success. The principles of corporate governance include

rights and equitable treatment of shareholders, interests of other stakeholders, role and responsibilities of the board, integrity and ethical behavior and disclosure and transparency of a company.

Company Charter

The Board of Directors is the highest authority in the Bank next to its shareholders' meeting. The Board at RBL is committed to the Bank seeking to achieve excellent financial performance and long-term prosperity while meeting stakeholders' expectations of sound corporate governance. A guideline for the directors of all scheduled banks issued by Bangladesh Bank sets out the responsibilities of the directors of a bank. We are devoted to serve our customers and stakeholders by providing our financial services through the inception of our products, innovative services in the markets. RBL is fully committed to upholding the principles and maintaining the standards of corporate governance stated by Bangladesh Securities and Exchange Commission (BSEC) and Bangladesh Bank (BB) guidelines.

Statements of Compliance

Securities and Exchange Commission Notification on Corporate Governance

As RBL is listed on the Stock Exchanges in Bangladesh and the company complies with the SEC's notification on corporate governance. The compliance report for the year ended on 31st December 2013 is annexed at the end of this chapter.

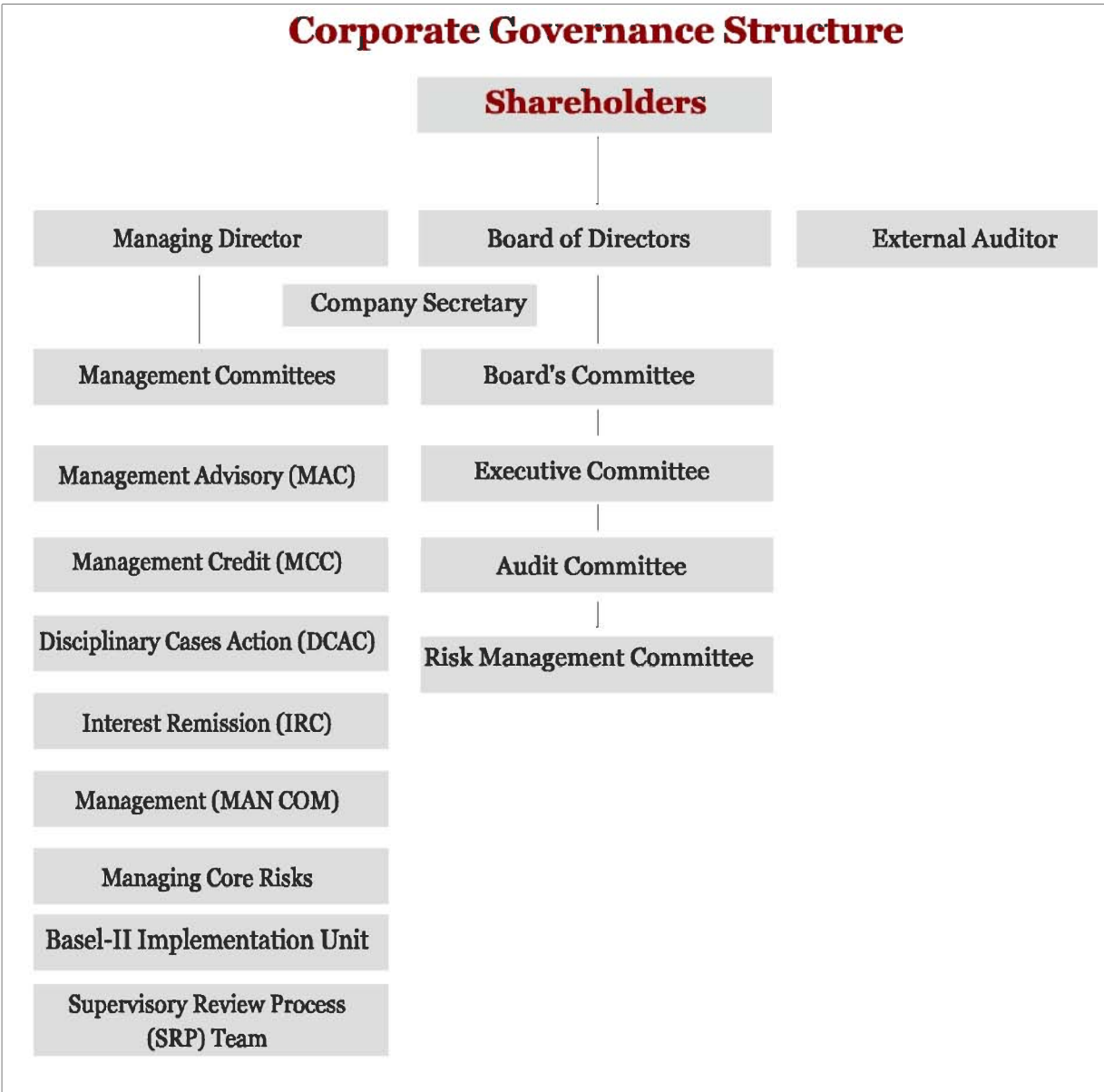
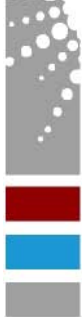
Bangladesh Bank's Guideline on Corporate Governance

As a scheduled bank RBL is to comply with the central bank's guideline for corporate governance (BRPD circular no.16 dated 24.07.2003 and BRPD circular no. 06 dated 04.02.2012). The compliance report has been provided at the end of the chapter.

Corporate Governance Framework

A banking company operates within a comprehensive corporate governance framework keeping its Board of Directors in the focal point. A brief outlined diagram is shown below to indicate how RBL is governed under the corporate governance framework of the company.





Type of Ownership of Rupali Bank Ltd.

RBL is a state-owned enterprise (SOE) with 90.19% of its total share held by government and remaining 9.81% shares by the individuals and private institutions or companies. The other stakeholders include individual shareholders, customers, depositors, creditors, regulators, board of directors, management executives, employees, all sort of dealers and the community at large.

Shareholders Meetings

The highest authority in the bank's affairs, within the limits established by the Memorandum and Article of Association and statutory law rests with legitimate shareholders' meetings. The bank's annual

general meeting is held within statutorily permissible time every year. Each share carries one vote at the shareholders' meeting. Decisions are taken by majority vote unless there are contrary provisions in the bank's Articles of Association or statutory provision.

The Board of Directors, Chairman and Managing Directors

Policy on Appointment of Directors

The members of the Board of Directors of RBL are appointed as per the provision of Companies Act 1994, Bangladesh Securities Exchange Regulation and Memorandum and Article of Association with adoption of the Bangladesh Banks (Nationalisation) Order, 1972 of the Bank. Formation of Board of

the Bank is complied with the related guidelines of Bangladesh Bank.

The Board is consisted of qualified members with diverse understanding in the field of finance, banking, trade, commerce, management, industry etc.

The Board of Directors of Rupali Bank Limited has 11 (Eleven) non-executive directors including one independent director. Managing director is an ex-officio member of the board.

The number of board members is within the limit set by the Bangladesh Bank.

The Executive Committee

The executive committee of the Board of RBL consists of 4 (four) members. As per Bangladesh Bank guidelines the members of the executive committee as entrusted by the Board will formulate policy, strategic planning and take important decisions. There are 3 (three) meetings of the executive committee held in 2013.

Non-Executive Director

All the Directors of the Bank are non-executive directors except the Managing Director as an ex-officio director.

Independent Director

Board has appointed 01 (one) independent Director in consonance with the latest corporate governance notification and guidelines of regulatory authorities. The independent director enjoy full independence in terms of carrying out their coveted responsibilities. Independent director is well conversant in the field of business and professional areas. The independent director has a decade corporate management experience.

Chairman is independent of Managing Director

As the Chairman and the Managing Director of the Bank are different individuals, Chairman does not interfere in day-to-day company matters. The non-executive chairman's duties are typically limited to matters directly related to the board, such as chairing the meetings of the board, organizing and coordinating the board's activities as set in its annual agenda, reviewing and evaluating the performance of the managing director and the other board members.



Mr. M. Farid Uddin, Managing Director receiving the SAFA Best Presented Annual Reports Award and SAARC Anniversary Award for Corporate Governance 2013.

The Role and Responsibilities of the Board of Directors

The major responsibilities of the Board, among others, are set the direction, vision, and mission and policies of the Bank and to determine objectives and strategies to ensure the effective discharge of the Bank's functions and the most efficient use of the Bank's resources. However, as per the BRPD circular no. 11 dated 27 October 2013 the Board of Directors has set the work-plan and strategy of the Bank, credit risk management policy, internal control management, Human resources management and development, Financial management etc.

Responsibilities of the Chairman of the Board

Chairman of the Board of the company is a different person with different roles and responsibilities. The responsibility of the Chairman is defined in the BRPD Circular No. 11 dated October 27, 2013 which is fully complied with. There is a clear delineation of responsibilities between the board and management which the bank is operating, the management is held responsible for the execution of the policies and accomplishment of bank's objectives. As per guidelines of Bangladesh Bank the Chairman of a bank does not participate in or interfere into the administrative or operational and routine affairs of the Bank. He can make on-site inspection of any visit any project financed by the bank. He can give directives to investigate any matter of the bank. Moreover, he can raise the matter in the executive meeting and as per board decisions about the report he can take necessary action through the managing director of the bank.

Board Member's Independence

As the directors of the Bank are non-executive directors except the Managing Director as an ex-officio, they are independent from the management, so they can express their opinions independently in the Board. In addition they are involved in policy related matter so that they cannot employ the executive power. Thus they can impose right policy irrespective of operational, executive interference and routine affairs of the Bank.

Duties and Responsibilities of MD, CFO & Company Secretary

The duties and responsibilities of Managing Director(MD), Chief Financial Officer(CFO), a Head of Internal Audit and a Company Secretary (CS) as defined by the regulators, are approved by the Board of Directors.

Appointment of CFO, Company Secretary & Head of Internal Audit and a Company Secretary (CS)

The Bank appointed a CFO, Head of Internal Audit and a Company Secretary (CS). The Board of Directors has defined clearly the roles, responsibilities and duties of the CFO, the Head of Internal Audit and the CS.

Independence of Non-Executive Director

All the non-executive Directors of the Bank are enjoying the autonomy and independence as explained in corporate governance compliance of Bangladesh Bank and Securities Exchange Company .

Performance Appraisal of the Board

To achieve the strategic objectives of RBL the board of directors are responsible for setting the yearly work business plans, formulating all sorts of policy, confirming key aspects of the bank's internal organization, making decisions on the establishment of branches, evaluating and assessing the key performance for managing director, reviewing operational and financial performance, reviewing all sorts of risks and management of internal control, approving all the information supplied to shareholders in the annual general meeting, approving capital expenditure, setting the borrowing limit, reviewing bank's systems of financial and budgetary control, approving the human resources policy, reviewing the outcome of the management committees.

The performance of the Board is appraised in various ways such as reviewing the performance of the bank periodically, placing implementation status of Board's decisions, and submission of Board's performance report by the committee as framed by the Board.

The performance of the Board is appraised in various ways such as reviewing the performance of the bank periodically, placing implementation status of Board's decisions, and submission of Board's performance report by the committee as framed by the Board.

Annual Evaluation of the Managing Director by the Board

The Managing Director is responsible for day to day operations and in this respect observes the policy and directions of the Board of Directors. He must obey the responsibilities of Managing Director delineated in Bank Company act, Bangladesh Bank guidelines and assignments provided by the Board to the Managing Director. In addition, the performance evaluation of the MD is conducted by the Board through various reports like performance report of the Bank.

Policy on Training of Directors

The policy on training of directors embraces the policy guidelines and circulars issued by the regulatory authority to be conveyed to the directors through training, information, discussion session and moral suasion to the corporate governance compliance issues. Banks arranged sessions on different latest issues circulated by the Bangladesh Bank to raise awareness and to improve understanding regarding the rules and regulations to be applied in the banking business.

Directors' Expertise in Finance and Accounting

There are two directors in the Board of the Bank who are professionally qualified Chartered Accountants. They are highly efficient in the field of accounting and finance. The other directors are well conversant in business related discipline.

Board Meetings

There were 23(twenty three) Board meetings held in 2013. The statement on the attendance of the directors is furnished at the end of this chapter after SEC's the compliance status.

Attendance of CFO and Company Secretary

The CFO and the Company Secretary attend the meeting of the Board of Directors as directed in the compliance status of the SEC and Bangladesh Bank in this regard.

Directors Report on Compliance with Corporate Governance

Status of compliance of corporate governance checklist is included at the end of the chapter which is duly reviewed by the external auditor.

Accountability, Audit and Financial Reporting

The Board undertakes responsibilities for preparing and presenting a comprehensive assessment of the Bank's operations at the end of the each financial year through annual financial statements and annual report and quarterly and half yearly announcement of results of the Bank to the Shareholders.

The audit committee of the Board assists in this respect by scrutinizing the information to be disclosed, and to ensure accuracy, adequacy, transparency and completeness.

Vision, Mission and Strategy

Vision and Mission

The vision and mission of RBL guided by the central bank's guidelines are approved by the Board. These are disclosed in the annual report, bank's website and other publications.

Business goals and Objectives

Our business goals and objectives are set out in our vision and mission statements. The business strategies are identified and our strategic objectives are clearly stated in the Annual Report. As the Board of Directors is the highest authority in relation to formulation the policies of the Bank against the backdrop of the persisting law and regulation, the board of directors decides the business target and work plan of the Bank.

Strategies to achieve the Business Goals

The strategies to achieve the business goals are set out in the previous pages of the annual report.

Board's Committee

Appointment and Composition

The Board has appointed the members of the executive, audit committee and Risk Management Committee as per Bangladesh Bank guidelines.



Meeting of the Audit Committee

Sub-committee of the Board

Executive Committee

As approved by Bangladesh Bank the Board has an Executive Committee. The number of members of the Executive Committee is 4(four). Chairman of the Board is the convener of the committee. The members of the executive committee mainly meet in case when consecutive two meetings of the Board take long time for some unavoidable circumstances. The Executive Committee exercises the same power and authority as empowered by the Board and discusses all sorts of agenda regarding business, policies, administration, interest waiver etc. Company Secretary is the secretary of the executive committee meeting.

Audit Committee

Audit Committee makes recommendations on the reporting, internal control and audit, financial risk, financial reporting and compliance of the bank laws and regulations. The committee reports to the board regarding internal and external audit with a view to mitigate the risk arising from the different activities of the Bank.

The Audit Committee comprises three directors. The convener of the Audit Committee is a senior director. The committee has unrestricted access to all accounts and records to ensure that the bank's activities are conducted properly. 13(thirteen) meetings of audit committee were held during the year and following every meeting the committee submitted its report to the Board on different aspects of the Bank. The company secretary of the Bank attends the audit committee meetings and he acts as the secretary of the audit committee.



Meeting of the Risk Management Committee

Chairman of the Audit Committee

The Chairman of the audit committee is an independent non-executive director. He performs his duties independently.

Terms of Reference/Role of Audit Committee

As per the status of compliance with the conditions imposed by the Commission's Notification No.SEC/CMRRCD/2006-158/134/Admin/44 dated 07 August 2012 issued under section 2CC of the Securities and Exchange Ordinance, 1969: (Report under Condition No. 7.00) the audit committee plays key role in finalization of the Financial Statements of the Bank, overseeing the financial reporting process, monitoring choice of accounting policies & principle, monitoring internal control risk management process, overseeing hiring and performance of external auditors, reviewing along with the management the annual, quarterly & half yearly financial statements before submission to the board for approval, reviewing the adequacy of internal audit function etc.

The committee is empowered to investigate/question any employee of the Bank. It can also take external expert counsel, if deem necessary.

Non- executive Director

All the members of the Audit Committee are Non-executive Directors. No executive director of RBL is eligible to become a member of the audit committee.

Expertise in Finance and Accounting Knowledge

All the members of the audit committee have financially literate. Two Directors on the Board of the Bank are expertise in finance and accounting knowledge. One board member qualified as a Chartered Accountant from ICAB and qualified as a Cost and Management Accountant from ICMAB. His main areas of

interest are International Accounting, IAS/IFRS, Forensic Accounting, Creative Accounting and Capital Market.

Another board member qualified as a Cost and Management Accountant from ICMAB and a Board Member of South Asian Federation of Accountants (SAFA).

Access of Head of Internal Audit in the Audit Committee

Head of Internal Audit in the Audit Committee has a direct access to the audit committee and he attends the audit committee meetings.

Review and Evaluation of quarterly Report

The Audit committee reviews and evaluates the quarterly reports and refers the same to the Board.

Meetings of Audit committee

The audit committee conducted 13 meetings in 2013. The attendance status of the meetings is given at the end of this chapter.

Objective and Activities of the Audit Committee

Review of Internal Control of the Bank

The audit committee regularly reviews the Internal Control System of the Bank. The committee monitors the effectiveness of internal control system through periodic review as per Bangladesh Bank guidelines.

Role of Audit Committee in ensuring the Regulatory Compliance

The committee usually engaged in reviewing all the quarterly, yearly financial statements with notes and disclosures of the Bank. The committee review and examine whether the Bank follows the International Accounting Standard(IAS) and International Financial Reporting Standard (IFRS) adopted as Bangladesh Accounting Standard (BAS) and Bangladesh Financial Reporting Standard (IFRS) by the Institute of Chartered Accountant of Bangladesh (ICAB), Bank Company Act 1991 (Amended 2013), the Companies Act 1994, the Securities and Exchange Commission Rules, Bangladesh Bank guidelines and circulars and other laws and rules applicable in Bangladesh.

Review of External Audit Function

- **Effective Coordination of External Audit Function :** The committee provides coordination of external auditors as they require. The committee helps

generally to prepare and finalise the financial statements during the year. The progress of the audit by the external auditor is reviewed by the committee.

- **Ensure Independence of External Auditors:** The committee ensures independence of external auditors as they can audit freely and fairly.
- **Review of External Auditors Findings:** The findings of the external auditors have been taken seriously to meet the irregularities if any. For this the committee instructs the management on the findings of the auditor.
- **External Auditors' appointment and Reappointment:** The audit committee recommends every year to appointment/reappointment of external auditor.
- **Non-Audit Work:** External auditors were not assigned any work other than statutory audit in 2013. The independence of external auditors was not compromised.

Selection of Accounting Policies

The audit committee mulls over the selection of appropriate accounting policies that are in line with IAS, IFRS, BAS, BFRS and other regulatory guidelines while reviewing the financial statements of the Bank for annual reports.

Annual and Interim Price Sensitive Information

The audit committee reviews the annual and interim financial release and recommends these to the Board of Director (BOD) for approval.

Reliability on the Management Information

The audit committee makes certain on the information placed in computation of financial disclosures is realistic.

Internal Control and Risk Management

Internal Control System

The Board of Directors of Rupali Bank Limited is responsible to establish appropriate system of internal control. To ensure internal control system a guidelines in this regard has been introduced.

Features of Internal Control Compliance and Monitoring System

To establish corporate transparency, compliance and accountability as per Bangladesh Bank guidelines the Bank has

incorporated three divisions.

Audit and Inspection Division

The Board's Audit Committee plays a vital role in strengthening internal control and compliance functions of the Bank. This committee ensures co-operation between the management and the ultimate supervisory authority the Board of Directors and identifies various risk factors that arise from the business activities of the Bank by periodically reviewing the audit reports for safe, sound and disciplined banking operations. Besides these, the committee directs the officials concerned to prepare risk-based audit planning and improve accounting standard in order to reduce the number of objections likely to be raised by internal audit and categorize objections according to the nature and re-define them as serious and very serious ones.

Role and Function of Audit & Inspection Division

The Internal Audit & Inspection Division plays a vital role in ensuring proper internal control over the Bank's activities. The division works to ensure that the activities of the Bank are conducted in accordance with the applicable rules and regulations of Bangladesh Bank, Bank Companies Act 1991 (Amended 2013), Companies Act 1994 and internal rules, regulations and policies of the bank.

An independent division called Monitoring Division was also established to ensure control at every level of branch operation. Under the Internal Control and Compliance Team (ICCT), a squad of experienced personnel checks daily activities of the branches to identify and correct operational lapses, if any. The Audit Committee reviews reports of Audit and Inspections Division and suggests actions to rectify/address the lapses identified in the reports.

Monitoring Division

Monitoring Division works as a Monitoring unit in the Bank. Internal control & compliance manual of Rupali Bank Ltd. has been prepared in line with Bangladesh Bank's guideline and approved by the Board of Directors of RBL. The Board of Directors of the Bank has formed Audit Committee consisting 3 directors. The Deputy Managing Director is the Head of internal control & compliance. Three units namely Compliance Unit, Monitoring Unit and Audit & Inspection





27th Annual General Meeting of the Bank

Unit have been formed in order to properly perform ICC related activities .The Management Committee (MANCOM) has been formed and is working properly through framing required policies and procedures to identify, measure, monitor and control the risks. A senior Deputy Managing Director is the Chairman and General Managers of Head office are the members of MANCOM. All decisions resolved in the MANCOM meetings are being conveyed to the Managing Director.

- Management Reporting System (MRS) Committee has been formed with a General Manager as its head.
- Departmental Control Function Check List (DCFCL) and Quarterly Operation Report (QOR) have been introduced.
- Loan documentation check list has been introduced.
- Bank's Health Report for 2012 has been prepared and placed to the Board of Directors through Audit Committee.
- Guidelines (Manuals) related to credit, human resources, finance & accounts, treasury, internal control & compliance etc. have been prepared.
- Areas of potential conflicts of interest have been identified.
- A checklist/matrix will be introduced for risk based branch gradation.

Future Outlook of Bank's Monitoring Division

- ✓ Internal Control and Compliance Manual will be up-dated.
- ✓ Review and follow up of Quarterly

Operation Report (QOR) will be continued.

- ✓ Training activities through RBHRDC will be continued.
- ✓ Health report of the bank 2013 will be prepared.

Compliance Division

The activities of Rupali Bank Ltd. are conducted in accordance with the applicable rules and regulations of Bangladesh Bank, Bank Companies Act 1991 (Amended 2013), Companies Act 1994 and various circulars issued by Bangladesh Bank. Various requirements and controls are imposed covering inter-alia capital adequacy, depositors' protection, risk management, market and liquidity, anti money launde ring activities, prudential guidelines on lending, statements etc.

Compliance Division ensures that Bank complies with all regulatory requirements while conducting its day to day business. The Division works for establishing compliance culture in the Bank.

Review of Adequacy of Internal Control System

The Board of Directors time to time review the Internal Control System and necessary revision is made to improve the system.

Audit and Inspection by Bangladesh Bank

Bangladesh Bank conducted comprehensive inspection on Head Office and 130 Branches of the bank during 2013. They have also inspected our Treasury, Foreign Exchange Operation and IT Risk Management processes



and will prepare a comprehensive report on the banking operation. The reports are subject to the Board and its Audit Committee. The management emphasizes the suggestions and corrective measures are taken regarding the inadequacies or lapses to be mentioned in the report. Banglaesh Bank regularly meets with senior executives of the Bank, discusses issues and objections regarding the standards and guidelines of the Bank.

Commercial Audit

Under the direction of Comptroller and Auditor General of Bangladesh, officers of Directorate of Commercial Audit conduct audit on accounts of head office and branches in accordance with circulars issued by the Government from time to time. They mainly examine the lapses and violations of government orders relating to capital and revenue expenses and prepare reports. The objections mentioned in the report are discussed and met up in a joint meeting held with the Ministry of Finance, Directorate of Commercial Audit and the Bank's management.

Statutory Audit

Statutory/external auditors also conduct audit on branches and the head office in order to reduce at least 80% of the risks of the assets. They examine the procedure and standard of accounts in accordance with IAS and BAS. They discuss with the management and Audit Committee of the Board on various issues including internal control and compliance. The management tries to consider and implement the suggestions of the report.

Audit and Inspection Division

General Objectives

1. To ensure that the books of accounts and financial statements are properly prepared according to Bank Company Act 1991 (Amended 2013), Companies Act 1994, IAS, IFRS, BAS & BFRS.
2. To identify and prevent inadequacies and lapses.
3. To detect and check fraud and forgeries.
4. To find out weaknesses of standard and operational procedure.
5. To ensure interest of shareholders, depositors, customers and stockholders.

The Audit and Inspection Division, Head Office has 26 micro-teams in 10 (Ten) divisional inspection cells/teams. It has 18 employees at

the head office headed by a DGM and 10 regional/divisional inspection cells/teams having 106 employees. Audit and Inspection Division, cells/teams and Divisional offices/work stations conducted following audit and inspections during 2012 and 2013:

SL NO	Nature of inspection	2013	2012
1	Comprehensive inspection of branches by Audit and Inspection Division	02	05
2	Comprehensive inspection of branches by 26 micro-teams within 10 Regional/Divisional inspection cells/teams.	524	432
3	Surprise cash verification of branches by 25 workstation within 10 Divisional Offices	524	490
4	Surprise inspection of branches by 25 Workstations within 10 Divisional Offices	524	490
5	Investigation and special inspection of branches	11	05
6	Service file pre-audited	242	459
7	Bills pre-audited	412	164

After investigation and inspection reports prepared by separate inspection teams are regularly followed up and remedial measures are taken by the compliance division according to the directions of management. The head of the division has direct access to the management and its audit committee which helps to maintain its independence.

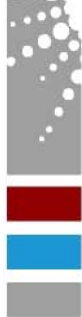
IT Audit and Security

Information systems audit is a part of the overall audit process which is one of the facilitations for good corporate governance. To comply with the ICT Guideline of Bangladesh Bank and to ensure the smooth operation of business there is a guideline namely, IT policy of Rupali Bank Ltd. was formulated in 2006 by Computer Division.

Banking information and data are the valuable assets for the bank. To protect these assets against any risk, the following standard security measures will be applicable to all functional tiers: Password Control User ID, Maintenance, Network Security, Input Control, Data Encryption, Virus, etc. The risk of IT system and operation is controlled by physical security, information security, business continuity, and disaster recovery plan as per the bank's guideline.

Risk Management (RM) Committee

The Bank has formed a four member committee on risk management formally as per BRPD circular no. 11 dated 27 October 2013. The high power committee structured with four directors from the Board of directors



of the Bank. The RM committee identifies and measures the core risks associated with area of credit, foreign exchange transaction, Internal control and compliance, Money laundering, ICT and other related risks. Risk management committee related disclosure is cited in the end of this chapter and in risk management & control environment chapter.

Risk Management: Identification of the Risks

Rupali Bank Ltd. has a risk management culture. Core risks management guidelines have been formulated for the sound and prudent operation of the Bank as well as for compliance with Bangladesh Bank's instructions. There are separate risk management committees for each core risk in related division.

MANCOM is the prime body of management and decision making in the Bank. Besides, ALCO will perform designated functions and responsibilities. Each of these forums has specific Terms of Reference approved by the Board. Bank has also formed a Basel-II Implementation unit to oversee the implementation of this new risk management avenue of the banking business. A Risk Management Division consists of dedicated and skilled professionals, has been formed and working to co-ordinate the activities of risk management committees and Basel-II implementation.

Strategies Adopted to Manage and Mitigate Risks

A number of steps including Stress Testing has been introduced to manage and mitigate the risks. The detail of risk management in RBL is given in the "Report on Risk Management & control environment" chapter.

Ethics and Compliance

Statement of Ethics

The statement of core values and ethical principles is approved by the Board of Directors. Our core values include social responsibility, performance, integrity, respect, innovation, teamwork.

The ethical principles focus on fairness, quality, honesty and integrity, belief in our people, teamwork, good corporate governance and corporate social responsibility.

All the ethical issues are adopted in the Core

Values and Ethical Principles statement and are disclosed in the annual report.

Communication of Statement of Ethics

The detail of our core values and ethical statement is available in our website and annual report. The statement on ethics is communicated to our all employees and our shareholders, customers and stakeholders.

Board Statement on Ethics

The Board of Directors of RBL is committed to introduce high level of code of conduct and ethical principles. The Board of Directors also monitors the same very firmly.

Anti-fraud Program

- Compliance Division provides effective training on anti-fraud and forgery conducted by RBHRDC as a part of raising awareness among all tiers of employees.
- Vigilance and Intelligence Division usually makes instant visit to investigate if any serious misappropriation or irregularities identified.
- Anti-Money Laundering Division strictly adheres to comply with the regulatory compliance such as anti money laundering and combating against terrorist financing. As a part of this around two thousand officers have been trained up to 2012.
- Risk Management Division acts as a whistleblower at RBL.

Remuneration Committee

- As per Bangladesh Bank guidelines the Board shall have no committees except the executive committee, the audit committee & Risk management committee. So there is no such a committee in the name of remuneration committee. But the Board of Directors time to time reviews and fixes up the remuneration paid to all level of employees, directors and others.
- The remuneration of the non-executive Directors is decided by the Board .
- Key policies on remuneration of the employees of the Bank are determined as per national pay scale.
- The non-executive directors (directors other than Managing Director) of the Board representing shareholders do not take any remuneration or reimbursement of any expenses for attending Board meeting or for

any other purpose. The Board members received honorarium of Tk.5000/-(Taka five thousand) each for attending a board/committee meeting. The payment to directors are disclosed in note to the financial statements.

Human Capital

Human capital is the stock of competencies, Human capital is the stock of competence, knowledge and other personal attributes embodied in an individual and manifest ability to perform labor so as to produce economic value. It is the attributes gained by a worker through education and experience. However, an individual can't be transformed into human capital without effective inputs of education, health, and moral values.

The transformation with these inputs is the process of human capital formation. Human resource management (HRM) is the management of an organization's human resources or workers. It is responsible for the attraction, selection, training, assessment and rewarding of employees, while also overseeing organizational leadership and culture, and ensuring compliance with employment and labor laws.

Human Resource Strategy

- Attracting qualified personnel for long term career with the Bank;
- Retaining competent human capital through creation of superior working environment;
- Motivating the employees to add value with superior services;
- Imparting training to the employees for acquiring skills;
- Encouraging excellence in performance by rewards and recognition;
- Ensuring equal employment opportunity irrespective of race, gender, religion etc.
- Adhering to the core values of the Bank to meet the strategic objectives;
- Upholding the ethical principles of the Bank in every banking service;
- Streamlining new ideas and innovation among the employees;
- Conforming to the organizational customs to achieve distinctive corporate culture;
- Maintaining a spirit of ambition to comply with the organizational goal; Ensuring compliance with employment and labour law.

Human Resources Management

RBL manages human capital through its Administration and Human Resource Division. For better HR management the board of directors of the Bank has approved Human Resource Policy 2011.

It is implemented in accordance with Rupali Bank Employee's Service Regulations, 1981. Further, the objectives of our human resource strategies are to attract qualified personnel by creating a congenial workplace and encouraging employees to maintain professional skills and give them the opportunity to develop and grow with the organization.

Total human capital by employment position group and other related information :

Particulars	No. of Employees as on 31-12-2013	No. of Employees as on 31-12-2012	No. of Employees as on 31-12-2011
Managing Director and Senior Executives	13 (1+12)	14 (1+13)	18 (1+17)
Executives	210	190	158
Officers	3717	3836	3713
Staff	1729	1605	1093
Total	5669	5645	4982
Number of Branch	528	506	503
Per Branch Employee	11	11	10
Deposit Per Employee (in million Taka)	31.39	24.20	21.52
Investment Per Employee (in million Taka)	6.92	4.71	4.74

Human Resource Accounting

Towards implementing Human Resource Accounting standard RBL adopts transparent disclosure practices regarding its human resources. Related disclosure is given on HR chapter.

Employee's Health, Safety and Other Assistance

We promote our employees through our pro-employee HR policy which bridges the personal bearing and working life. To achieve long term HR goal, RBL is providing different facilities and benefits like other commercial organisations to its employees as follows :

- Bonus
- Incentives
- Housing loan with concessional rate of interest
- Advance against provident Fund



Rupali Bank Chairman & Management at the Annual Sports competition

- Lunch benefit
- Medical allowance
- Subsidized food as lunch at bank's canteen
- Transport to carry to and from the work place
- Annual cultural and sports event for rejuvenation
- Medical check-up and treatment by bank's doctor
- Hospitalization benefit
- Maternity leave
- Death relief grant scheme
- Burial expenses
- Honorarium for passing Banking Diploma Examination
- Awarding of scholarships to help educate the wards of the employees
- Awarding of cash prize and certificate of merit to the exceptional outstanding job performed for the Bank
- Pension fund
- Group insurance etc.
- Congenial working environment equipped with air-conditioning and generator for power back up
- All RBL offices including head office and branches are equipped with fire fighting material and have multiple exit points for emergency exit.

Besides, all officials/employees of the Bank are getting quality medical services at affordable cost due to a deal signed between Rupali Bank and Ayesha Medical Specialised Hospital Ltd.

Training and Internship

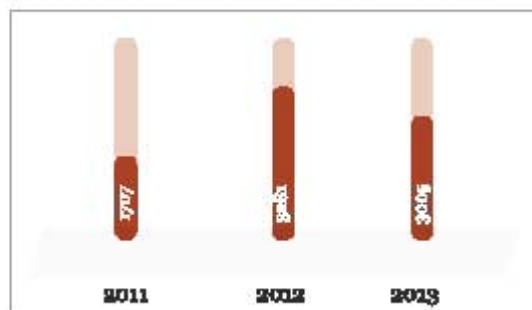
Rupali Bank Human Resource Development Centre (RBHRDC) is working for appropriate training to maintain professional skills with a view to familiarize with the desk-oriented job,



Rupali Bank Managing Director distributing certificates

acquire diversified knowledge in banking operations, attend the assigned task with due diligence, courage and confidence, change of attitude to offer satisfactory services to the clients. RBL facilitates Internship students to have acquaintance with professional knowledge from the desk level reality and practice of banking.

A glimpse of participants attended in training, workshop, seminars and internship programme conducted during 2011-2013.



Succession Planning

Succession planning is a process for identifying and developing internal people with the potential to fill key business leadership positions in the company. Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available. RBL has taken initiatives to develop successive planning.

Performance Appraisal

A performance appraisal is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. RBL always strives to employ the right people, develop their capacities and reward their performance.

Promotion, Reward & Motivation

RBL goes after structured human resources with the implementation of Human Resource Policy 2011 for providing promotion, reward and motivation towards staff on different level. Manpower structure has been revised. In 2013 it has been recruited 17 principal officers who have completed CC courc/part-1. A number of 156 employees have been made parmanent in different grade. One audit consultant has been recruited .

Training and Development

The quality of employees and their development through training and education are major factors in determining long-term profitability of business. RBL is keen to training for achieving high quality of ethical and professional standard of employees of the Bank. For achieving sustainable development comprehensive training courses are provided round the year like in-house training and job rotation, constant improvement of training process, imparting need base training, training at home and abroad, professional English training etc.

Grievance Management and Counseling

Both the employees and the customers have the right to complain at any issue they feel deprivation. Customers' complaints are taken into serious consideration and are resolved by the authority consulted with the respective department. Employees have the right to challenge any possible violation of their rights or any questionable practices by filing a complaint or grievance. They have the right to have their complaint or grievance answered in writing, with reasons for the decision. They have the right to appeal any decision.

Employee Productivity

The employee productivity of the Bank is given below :

Particulars	2013	2012
1. Total deposit per employee	31.39	24.20
2. Total investment per employee	6.92	4.71
3. Total income per employee	3.06	2.73
4. Total expenses per employee	2.70	2.08
5. Profit before provision per employee	0.36	0.65
6. Profit before taxes per employee	0.18	0.22
7. Salary and allowances per employee	0.30	0.30

Global Reporting Initiative(GRI)

The Global Reporting Initiative (GRI) is a leading organization in the sustainability field. GRI promotes the use of sustainability reporting as a way for organizations to become more sustainable and contribute to sustainable development. In line with the above Rupali Bank Limited has started to incorporate the components of standard disclosures in annual report.

Investor Friendly Information

Rupali Bank Limited for the first time after 1987 issued 10 percent stock dividend for the honourable shareholders in 2010 which upgraded the category of Bank's share to A from Z in the Capital Market.

Corporate Social Responsibility

The notion of Corporate Social Responsibility (CSR) is globally fast gaining acceptance as the business can and should make significant contributions towards environmentally sustainable and socially equitable development.

Our CSR initiatives aim at responding to the huge unmet demand of the society. We contribute generously to the nourishment of education, art, crafts, culture, health, sports, literature, publication, etc. in the country irrespective of caste, creed and color. The attached "Report on CSR" in this annual report is provided the details of various CSR related activities of the bank.

Communication to Shareholders and Stakeholders

✓ Share Division of Rupali Bank Limited keeps its shareholders and stakeholders always in touch to serve and to inform related information.

✓ To hold successful Annual General Meeting (AGM) Rupali Bank declares date of AGM at a stipulated time, send Annual Reports and other required documents, arranges AGM in a convenient place and time. The shareholders are completely free to speak in the meeting. The complaints, suggestions, proposals of the shareholders are recorded in minutes for consideration and implementation.

Environment and Social Obligations

❖ The environment in Bangladesh is subject to constant pressure. The key areas of deterioration include land degradation, water



pollution and scarcity, air pollution, biodiversity resources and impacts of natural disasters. Rapid population growth, improper use of land, poor resource management and uncontrolled discharge of pollutants are the major causes. In addition, floods, tropical cyclones, storm, surges and droughts are likely to become more frequent and severe in the coming years. The detail is given in the report on 'Green Banking' and 'Sustainability' of this report.

❖ We contribute generously to the nourishment of education, art, crafts, culture, health, sports, literature, publication, etc. in the country irrespective of caste, creed, and colour.

Rotation of Directors

As per Companies Act 1994 and Articles of Association of the Bank one third of the Directors will retire on seniority basis and they will be reappointed in the Annual General Meeting.

Delegation of Power

As per Bangladesh Bank guidelines the board has delegated proper financial and business power to the management. Moreover, as per schedule of power of the Bank the credit and administrative proposals are to be approved by the Board.

Achievement of Business Targets in 2013

Despite global and national financial crisis RBL could achieve business target in the year 2013. The following table presents the performance of the bank against the targets:

Taka in crore			
Particulars	Budget 2013	Actual 2013	Achievement (%)
Operating Profit	400.00	205.26	51.320
Deposit	16000.00	17795.64	111.22
Advance	10704.00	10742.63	100.36
Import	4000.00	6516.51	162.91
Export	2000.00	1817.08	90.85

Ratings

RBL was rated by Alpha Credit Rating Limited (Date of Declaration 09, May 2013) based on financials up to December 31, 2012 by judging the Bank's asset quality, market share, capital base, financial performance, and liquidity and product lines.

Rating	2012	2011
Long term	A	A3
Short term	AR-2	ST3
National Support	AAA	AAA
Outlook	Stable	Stable

Contribution to the National Exchequer

In connection with government revenue collection RBL has contributed to the process in the form of staff income tax, tax and VAT deducted at source and deposited and excise duty. The Bank deducts income tax, value added tax and excise duty at source as per law from various payments and services. RBL deposits the amount to the national exchequer. RBL pays tax on behalf of its employees. Total payment to the national exchequer during the year 2013 and 2012 are as follows:

Taka in Crore		
Particular	2013	2012
Staff income tax paid by the bank	1.29	2.34
Tax deducted at source and deposited	125.02	89.11
VAT deducted at source and deposited	10.38	8.43
Excise duty deducted and deposited	14.09	12.29
Total	150.78	112.17

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Awards & Recognition

As a state-owned bank Rupali Bank is performing well with a strong branding position among our customers, shareholders and stakeholders. Our sound financial performance, our devoted services to the nations, our strong corporate governance and efficient management make enable us to present a comprehensive Annual Report.



We received a number of awards for the annual report of RBL.

- Rupali Bank Limited won the SAFA Best Presented Annual Report Awards and SAARC Anniversary Awards for Corporate Governance Disclosures 2012 in the Public Sector Banking Institutions category.
- The Bank received the First Prize of the 13th ICAB National Awards for Best Presented Annual Reports 2012 in the public sector banking institutions.
- RBL has received the First Prize in the State owned Commercial Bank Section the ICMAB Best Corporate Award 2013 presented by the Institute of Cost and Management Accountants of Bangladesh (ICMAB).
- Rupali Bank Limited won the SAFA Best Presented Annual Reports Award and SAARC Anniversary Award for Corporate Governance 2011 in the Public Sector Banking Institutions category secured First Position.
- The Bank received the First Prize of the 12th ICAB National Awards for

Best Presented Annual Reports 2011 in the public sector banking institutions.

- Rupali Bank Limited has received the Second Prize in the State owned Commercial Bank Section the ICMAB Best Corporate Award 2012 presented by the Institute of Cost and Management Accountants of Bangladesh (ICMAB)
- RBL won the Second Prize of the 11th ICAB National Awards for Best Published Accounts Reports 2010 in the Public Sector Entities status.
- RBL has also received in the State owned Commercial Bank Section the ICMAB Best Corporate Award 2011 presented by the Institute of Cost and Management Accountants of Bangladesh (ICMAB).

These awards and recognition are a testimony of compliance by the bank with Bangladesh Accounting Standards and International Accounting Standard. Our report provides ample information for our shareholders and stakeholders to judge our financial health as well as sustainability in banking industry.

Awards and Recognition



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- 01. SAFA Best Presented Annual Reports Award and SAARC Anniversary Award for Corporate Governance 2012- 1st Prize
- 02. 14th ICAB National Award for Best Presented Annual Reports 2012- 1st Prize (In the Public Sector Entities status)
- 03. ICMAB Best Corporate Award 2013-1st Prize
- 04. SAFA Best Presented Annual Reports Award and SAARC Anniversary Award for Corporate Governance 2011- 1st Prize
- 05. 12th ICAB National Awards for Best Published Accounts Reports 2011- 1st Prize
- 06. ICMAB Best Corporate Award 2012- 2nd Position
- 07. 11th ICAB National Awards for Best Published Accounts Reports 2010- 2nd Position
- 08. ICMAB Best Corporate Award 2011
- 09. Location Activation Champion 2011 Award

Corporate structure

Corporate Structure of RBL is shown on the Management Team Chapter.

Management Review & Responsibility

Bank has approved organizational structure to clearly function and perform the tasks of organization and to fulfill the compliance of the regulatory authorities including core risks management committees and other Management committees.

The Management Committee

Managing Director can take management decisions and also measures relating to unusual or extra-ordinary matters pursuant to special authorization from the Board of Director. In such cases the Board of Directors is promptly notified of the measures. The Managing Director also ensures that the bank's accounts and finance conform to applicable laws and accepted standards. The management functions through several committees headed by Managing Director himself, Deputy Managing Directors, General Managers and committees comprising a number of executives of the Bank. The committees are Management Credit Committee (MCC), Disciplinary Cases Action Committee (DCAC), Management Advisory Committee (MAC), Interest Remission Committee (IRC), Management Committee (MANCOM), Asset Liability Committee (ALCO), Managing Core Risks Committee (MCRC), Basel-II Implementation Unit, SRP team etc. Management enjoys absolute power in respect of recruitment, posting and promotion of the employees in accordance with Bangladesh Bank guidelines and policies approved by the board. In addition, the board has delegated adequate administrative, business and financial power to the management for quick and efficient discharge of the bank's activities.

Details of the committee formation has given at the end of the chapter.

Asset liability management committee (ALCO)

ALCO is formed by 19 members including MD as the head and Deputy General Manager,

Treasury Division as the member secretary. Its functions are to receive and review reports on liquidity risk, market risk and capital management, identify balance sheet under performance. According to Bangladesh Bank guideline, a meeting of ALCO is held in every month. 12 (Twelve) meetings of the committee were held in 2013.

Management committee (MANCOM)

MANCOM comprised of all deputy managing directors and all GMs of head office. Meeting held in every three months and important decisions related to bank management is taken there. 06 (Six) meetings were held in 2013 by the committee. Deputy General Manager of monitoring division acts as the member secretary of the committee.

Management credit committee (MCC)

A deputy managing director is the head and 05 (Five) general managers of credit divisions are the member of the committee. Deputy general manager of SME division acts as the member secretary of the committee. It evaluates the ability of prospective borrowers, ability to repay debt, determining the instructions and merit of the loan proposals under credit policy, identifying the potential risks might arise. 35 (Thirty Five) meetings of the committee were held in 2013.

Disciplinary cases action committee (DCAC)

Disciplinary action committee comprised of two deputy managing directors, two GMs, deputy general manager of audit and inspection division, AHRD and board secretariat. Recommendation regarding disciplinary matters are taken by disciplinary action committee (DCAC). 08 (Eight) meetings were held by the committee in 2013. Deputy General Manager of discipline division acts as a member secretary of the committee.

Interest remission committee(IRC)

Interest remission committee comprised of all GMs of credit divisions. Decision on interest waiver related cases are taken in this committee. Recommendations are made on interest waiver and it has decided by board as per the rules and regulations of the Finance



Ministry, Bangladesh Bank, corporate rules and related all regulations. 18 (Eighteen) meetings were held in 2013 by the committee. Deputy General Manager of recovery division acts as the member secretary of the committee.

Management advisory committee(MAC)

Management advisory committee (MAC) comprised of two deputy managing director, all general managers and three deputy general managers of computer division, engineering division and establishment and maintenance division. 15 (Fifteen) meetings were held in 2013 by the committee. Deputy General Manager of establishment and maintenance division acts as the member secretary of the committee.

Regulatory Compliance

Bank has been following relevant guidelines including submission of quarterly, half-yearly, and yearly financial statements to fulfill the regulatory requirements.

The six risks in bank are overseen by the six core committee of the Bank, for example, credit risk management committee, foreign exchange Risk Management Committee, Information & Communication Technology Risk Management Committee, Anti-Money Laundering Risk Committee etc.

Board of directors' responsibility In respect of audited financial statement

The board of directors ensures that financial statements give a true and fair view, of the bank's state of affairs, results, changes in equity and cash flows in 2013. In preparing the financial statements, the bank uses appropriate accounting policies, supported by reasonable and prudent judgments and estimates to ensure that all applicable accounting standards have been followed at the time of preparing the financial statements.

Relationship of board of directors with the auditors

The board has established transparent and appropriate relationships with its external auditors through the audit committee. The external auditors have an obligation to bring any significant lapses/irregularities in the

bank's system of internal control and compliance to the attention of the board.

Relationship of board of directors with the shareholders and investors

The board recognizes the importance of timely and proper dissemination of information with regard to the bank's performance and other issues affecting the interests of the shareholders, investors and the general public.

One of the most important means of communication to the shareholders is the annual report, which contains comprehensive and sufficient details about the financial results, performance and other important activities of the bank.

Subsidiary company

(i) Provisions relating to the composition of the board of directors of RBL are applicable to the composition of the board of directors of its subsidiary companies.

(ii) 01 (one) directors of RBL are also directors of Rupali Investment Limited- a subsidiary of RBL.

(iii) The audit committee of RBL also reviews the financial statements, in particular, the investments made by the subsidiary companies.

Declaration of Managing Director and Chief Financial Officer (CFO) attached before the Chapter of Auditors' Report & Financial Statements of the Bank.

The Managing Director and CFO certified on fair representation of statements to the board attached before the Chapter of Auditors' Report & Financial Statements of the Bank.

Reporting and compliance of corporate governance (i) RBL obtained a certificate from a practicing professional chartered accountant regarding compliance of conditions of corporate governance guidelines of the BSEC and sent the same to the shareholders along with the annual report.

(ii) The directors of the company stated, in accordance with the annexure attached at BSECs notification No. SEC/CMRRCD/ 2006-158/134/Adrnin/44 dated 07 August 2012, in the directors' report whether the company has complied with those conditions.

Compliance Report on

BSEC's Notification

The Board of Directors is responsible for ensuring sufficient measure to manage compliance with the laws, regulations, internal and international accounting standards, internal control and audit, internal policies pertinent to company's operations. The Securities and Exchange Commission (SEC) requires all listed companies to report on the compliance of the conditions described in SEC's notification dated 20 February 2006 on "Comply or Explain" basis. The Board of Directors of the company has taken suitable measures to conform to the conditions as detailed in Annexure I, II, III& IV below.

Annexure-I

Number of Board Meetings and attendance of Directors during the year

SI. No.	Name of Directors	Position	Date of Appointment	Meetings Held	Meetings Attended	Date of Retirement
01.	Dr. Ahmed Al-Kabir	Chairman	06-12-2012	23	23	
02.	Mr.M. Farid Uddin	Managing Director	18-03-2010	23	23	
03.	Mr. Mahbubur Rahman Hiron	Director	24-02-2010	3	3	24-02-2013
04.	Mr. Abul Kalam Chowdhury	Director	24-02-2010	3	3	24-02-2013
05.	Mr. Sheikh Serajul Hoque Farazi	Director	24-02-2010	3	3	24-02-2013
06.	Mr Md. Ashiqul Hoque Chawdhury	Director	11-02-2013	21	15	
07.	Advocate Sattiyendra Chandra Bhakta	Director	11-02-2013	21	21	
08.	Dr. Amallendu Mukherjee	Director	12-07-2010	23	07	
09.	Mr. Md. Syful Islam FCA,FCMA	Director	05-11-2012	20	18	04-11 -2013
10.	Prof. Syed Ahsaul Alam	Director	12-07-2010	21	13	04-12 -2013
11.	Mr. Mahiuddin Faruqui	Director	09-05-2013	16	16	
12.	Dr. Md. Hasibur Rashid	Director	28-05-2013	14	14	
13.	Mr. Abu Sufian	Director	08-07-2013	12	10	
14.	Barrister Zakir Ahammad	Director	10-11-2013	3	3	
15.	Prof. Md. Salim Uddin FCA, FCMA,MBA	Director	28-12-2013	
16.	Dr. Sushil Ranjan Howlader	Director	15-05-2013	15	14	

Shares held by Directors as on 31 December 2013

Annexure-II

The pattern of shareholding is:

01. Parent/Subsidiary/associated companies and other related parties : Nil

02. Appointed Directors:

SI. No.	Name of Directors	Position	per cent of Shareholding as on 31-12-2013	Date of Retirement
01.	Dr. Ahmed Al-Kabir	Chairman	...	
02.	Mr. M. Farid Uddin	Managing Director	...	
03.	Mr. Mahbubur Rahman Hiron	Director	...	24-02-2013
04.	Mr. Abul Kalam Chowdhury	Director	...	24-02-2013
05.	Mr. Sheikh Serajul Hoque Farazi	Director	...	24-02-2013
06.	Mr Md. Ashiqul Hoque Chawdhury	Director	...	
07.	Advocate Sattyendra Chandra Bhakta	Director	...	
08.	Dr. Amallendu Mukherjee	Director	...	
09.	Mr. Md. Syful Islam FCA,FCMA	Director	...	04-11 -2013
10.	Prof. Syed Ahsaul Alam	Director	...	04-12 -2013
11.	Mr. Mahiuddin Faruqui	Director	...	
12.	Dr. Md. Hasibur Rashid	Director	...	
13.	Mr. Abu Sufian	Director	...	
14.	Barrister Zakir Ahammad	Director	...	
15.	Prof. Md. Salim Uddin FCA, FCMA,MBA	Director	...	
16.	Dr. Sushil Ranjan Howlader	Director	...	

03. Shareholding of MD, CFO, Company Secretary & Head of Internal Audit

SL. NO.	Particulars	% of Share holding as on 31-12-2013
01.	Managing Director and his spouse and minor children	...
02.	CFO and his spouse and minor children	...
03.	Company secretary and his spouse and minor children	...
04.	Head of Internal Audit and his spouse and minor Children	...

04. Top five salaried executives other than MD, CFO, Company Secretary & Head of Internal Audit

SI. NO.	Name of Directors	% of Share holding as on 31-12-2013
01.	Mr. Md. Abu Hanif Khan, DMD	...
02.	Mr. Md. Khalilur Rahman Chowdhury, FCA	...
03.	Mr. Debasish Chakrabarty, GM	...
04.	Mr. Hosne Ara Begum, GM	...
05.	Syed Abu Asad, GM	...

05. Shareholders holding 10% or more voting right : Govt. of the Peoples' Republic of Bangladesh

06. Number of Executive Committee meetings and attendance of Directors

SI. No.	Name of Directors	Position	Meetings Held	Meetings Attended
01.	Dr. Ahmed Al Kabir	Chairman	3	3
02.	Mr. M. Farid Uddin	Managing Director	3	3
03.	Advocate Sattyendra Chandra Bhakta	Member	3	3
04.	Barrister Zakir Ahammad	Member	1	1

07. Number of Audit Committee meetings and attendance of Directors

Sl. No.	Name of Directors	Position	Meetings held	Meetings Attended	Remarks
01.	Mr. Prof. S. R. Howlader	Independent Director & Chairman	13	8	
02.	Mr. Mahiuddin Faruqui	Member	13	3	
03.	Mr. Md. Ashiqul Hoque Chawdhury	Member	13	12	
04.	Mr. Syful Islam FCA, FCMA	Chairman	13	11	Retired on 05.11.13
05.	Prof. Syed Ahsanul Alam	Member	13	7	Retired on 05.12.13
06.	Mr. Sheikh Serajul Hoque Farazi	Member	1	1	Retired on 24.02.13

08. Number of Risk Management Committee meetings and attendance of Directors

SI. No.	Name of Directors	Position	Meetings Held	Meetings Attended
01.	Mr. Mahiuddin Faruqui	Chairman	1	1
02.	Advocate Sattyendra Chandra Bhakta	Member	1	1
03.	Dr. Md. Hasibur Rashid	Member	1	1
04.	Mr. Abu Sufian	Member	1	1



কে. এম. হাসান এন্ড কোং
K. M. HASAN & CO.
Chartered Accountants



Certificate of compliances of conditions of The Corporate Governance guidelines to the shareholders of Rupali Bank Limited

We have examined the compliances of conditions of The Corporate Governance guidelines of the Bangladesh Securities and Exchange Commission ("BSEC") by Rupali Bank Limited (the "Bank") as stipulated in clause 7(i) of the BSEC notification no SEC/CMRRCD/2006-158/134/Admin/44 dated 7 August 2012.

The compliances of conditions of The Corporate Governance guidelines as stated in the aforesaid notification and reporting of the status of compliance is the responsibility of the Bank's Management. Our examination for the purpose of issuing this certificate was limited to the examining of procedures and implementations thereof, adopted by the Bank for ensuring the compliance of conditions of corporate governance and correct reporting of compliance status on the attached statement on the basis of evidence gathered and representation received thereon.

To the best of our information and according to the explanations given to us, we certify that the Bank has complied with the conditions of corporate governance stipulated in the above mentioned BSEC notification dated 7 August 2012 issued under section 2CC of the Securities and Exchange Ordinance-1969, except for conditions No.- 1.2 (i), 1.2(iv) & 5(ii) for the year ended 31 December 2013.


K. M. Hasan FCA

Senior Partner
K.M. Hasan & Co
Chartered Accounts

Dhaka, February 23, 2014



BSEC Guidelines for Corporate Governance

Status of compliance with the conditions imposed by the Commission's Notification No.SEC/CMRRCD/2006-158/134/Admin/44 dated 07 August 2012 issued under section 2CC of the Bangladesh Securities and Exchange Ordinance, 1969: (Report under Condition No. 7.00)

Condition No.	Title	Compliance Status (Put ✓ in the appropriate Column)		Remarks (if any)
		Complied	Not complied	
1.	Board of Directors (BOD)			
1.1	Board's Size (Should not be less than 5 and more than 20)	✓		
1.2	Independent Directors (IDs)			
1.2(i)	At least 1/5 of the total number of Directors		✓	
1.2(ii)a	Share held by the Independent Directors	✓		
1.2(ii)b	ID is not a sponsor of the company and is not connected with his/her family members who hold 1% or more share.	✓		
1.2(ii)c	ID does not have any other relationship with the company or with its subsidiary	✓		
1.2(ii)d	ID is not a member, director or officer of any stock exchange	✓		
1.2(ii)e	ID is not a shareholder, director or officer of any member of stock exchange or an intermediary of the capital market	✓		
1.2(ii)f	ID is/was not a partner or executive during the preceding 3 years of the concerned company's statutory audit firm	✓		
1.2(ii)g	ID shall not an independent director in more than 3 listed companies	✓		
1.2(ii)h	ID has not been convicted as a loan defaulter	✓		
1.2(ii)i	ID has not been convicted for criminal offence	✓		
1.2(iii)	Appointment of ID	✓		
1.2(iv)	The vacancy period for the post of ID		✓	
1.2(v)	Code of conduct of all Board members and record of its annual compliance	✓		
1.2(vi)	The tenure of office of an ID	✓		
1.3	Qualification of Independent Director (ID)			
1.3 (i)	ID shall be a knowledgeable individual to ensure compliance	✓		
1.3(ii)	Corporate management/ professional experience of ID	✓		
1.3(iii)	Relaxation of qualifications of an ID	✓		
1.4	Chairman of the Board and CEO			
	(The BOD shall clearly define respective roles and responsibilities of the chairman and the CEO)	✓		
1.5	The Directors' Report to Shareholders			
1.5 (i)	Industry outlook and future development	✓		
1.5(ii)	Segment-wise or product-wise performance	✓		
1.5 (iii)	Risks and concerns	✓		
1.5 (iv)	Discussions on cost of goods sold, gross profit margin and net profit margin	✓		
1.5 (v)	Discussion on continuity of any extra-ordinary gain or loss	✓		
1.5 (vi)	Basis for related party transactions	✓		
1.5 (vii)	Utilization of proceeds from public issues, rights issues etc	✓		No such issue of the shares in the recent past
1.5 (viii)	Explanation if the financial results deteriorate for IPO,RPO,etc			Not yet happned
1.5 (ix)	Disclosure for significant financial variance	✓		
1.5 (x)	Remuneration to directors including independent directors	✓		
1.5 (xi)	Fair presentation of financial statements of issuer company	✓		
1.5 (xii)	Maintenance of proper books of account of the issuer company	✓		
1.5 (xiii)	Appropriate accounting policies applied for financial statements	✓		
1.5 (xiv)	Application of IAS/BAS/IFRS/BFRS and disclosure for any departure thereof	✓		
1.5 (xv)	Internal control compliance has been effectively implemented and monitored	✓		
1.5 (xvi)	Disclosure for issuer company as a going concern	✓		
1.5 (xvii)	Explanation for significant deviations from the last year's operating results of the issuer company	✓		
1.5 (xviii)	Summary of five years financial performance of the company	✓		
1.5 (xix)	Reasons disclosed for not declaration of dividend (cash/stock)	✓		

Condition No.	Title	Compliance Status (Put ✓ in the appropriate Column)		Remarks (if any)
		Complied	Not complied	
1.5 (xx)	Statement of attendance of the directors and number of Board meetings held during the year	✓		
1.5 (xxi) a)	Name-wise details of the pattern of shareholding of Parent/Subsidiary/ Associated Companies and related parties	✓		
1.5 (xxi) b)	Name-wise details of the pattern of shareholding of Directors, Chief executive officer (CEO), Company Secretary (CS), Chief Financial Officer (CFO), Head of Internal HoIA and their spouses & minor children	✓		
1.5 (xxi) c)	Name-wise details of the pattern of shareholding of top five salaried employees of the company	✓		
1.5 (xxi) d)	Name-wise details of shareholders holding 10% or more voting interest in the company	✓		
1.5 (xxii) a)	A brief resume of appointed/reappointed director	✓		
1.5 (xxii) b)	Appointed director's expertise in specific functional areas	✓		
1.5 (xxii) c)	Position held in the other companies	✓		
2.0	Chief Financial Officer (CFO), Head of Internal Audit and Company Secretary (CS)			
2.1	Appointment of CFO, HoIA & CS Requirement to attend Board meetings by the CFO and CS	✓		
3.0	Audit Committee			
3 (i)	Board shall have an Audit Committee as a sub-committee	✓		
3 (ii)	The Audit Committee shall ensure the true and fair view of the state of affairs of the company through the financial statements	✓		
3 (iii)	The Audit Committee shall be responsible to the BOD as its duties shall be clearly set forth in writing	✓		
3.1	Constitution of the Audit Committee	✓		
3.1 (i)	The Audit Committee shall be composed of at least 3(Three) members	✓		
3.1 (ii)	The BOD shall appoint at least 1(one) independent director in audit committee	✓		
3.1 (iii)	All members of the audit committee should be financially literate and at least one member shall have accounting or related financial management experience	✓		
3.1 (iv)	The BOD shall appoint new committee member(s) to fill up the vacancy (ies) not later than one month from the date of vacancy	✓		
3.1 (v)	The CS shall act as the secretary of the committee	✓		
3.1 (vi)	The quorum of the Audit Committee meeting shall not constitute without at least one independent director	✓		
3.2	Chairman of the Audit Committee	✓		
3.2 (i)	An independent director to be the Chairman of the audit committee appointed by the BOD	✓		
3.2 (ii)	Chairman of the audit committee shall remain present in the Annual General Meeting	✓		
3.3	Role of Audit Committee			
3.3 (i)	Oversee the financial reporting process	✓		
3.3 (ii)	Monitor choice of accounting policies & principles	✓		
3.3 (iii)	Monitor internal control risk management process	✓		
3.3 (iv)	Oversee hiring and performance of external auditors	✓		
3.3 (v)	Review along with the management the annual financial statements before submission to the board for approval	✓		
3.3 (vi)	Review along with the management the quarterly & half yearly financial for statements before submission to the board for approval	✓		
3.3 (vii)	Review the adequacy of internal audit function	✓		
3.3 (viii)	Review statement of significant related party transaction submitted by the management	✓		
3.3 (ix)	Review Management Letters/Letter of Internal Control weakness issued by statutory auditors	✓		
3.3 (x)	If raising money through IPO, RPO/Rights Issue on quarterly basis the company shall disclose to the audit committee and on annual basis it shall prepare a statement of funds utilized for purposes other than those stated in the offer document/prospectus.			No such issue of the shares in the recent past
3.4	Reporting of the Audit Committee			
3.4.1	Reporting to the Board of Directors	✓		
3.4.1 (i)	The Audit Committee shall report on its activities to the BOD	✓		
3.4.1 (ii) a)	Report on conflicts of interests	✓		

Condition No.	Title	Compliance Status (Put ✓ in the appropriate Column)		Remarks (if any)
		Complied	Not complied	
3.4.1 (ii) b)	Suspected or presumed fraud or irregularity or material defect in the internal control system	✓		
3.4.1 (ii) c)	Suspected infringement of laws, including securities related laws, rules and regulations	✓		
3.4.1 (ii) d)	Any other matter which shall be disclosed to the BOD immediately	✓		
3.4.2	Reporting to the Authorities If the audit committee finds anything which has material impact on the financial condition and results of operation discussed with the BOD and management, such rectification has been unreasonably ignored, the Audit Committee shall report such finding to the Commission upon reporting of such matters to the BOD for three times or completion of a period of six months from the date of first reporting to the BOD, whichever is earlier.			No such case
3.5	Reporting to the Shareholders and General Investors Under condition 3.4.1 (ii) above during the year, the concerned report shall be signed by the Chairman of the Audit Committee and disclosed in the annual report of the issuer company			No such case
4.0	External/Statutory Auditors The issuer company should not engage its external/statutory auditors to perform the following services of the company	✓		
4 (i)	Appraisal or valuation services or fairness opinions	✓		
4 (ii)	Financial information systems design and implementation	✓		
4 (iii)	Book-keeping or other services related to the accounting records or financial statements	✓		
4 (iv)	Broker-dealer services	✓		
4 (v)	Actuarial services	✓		
4 (vi)	Internal audit services	✓		
4 (vii)	Any other service that the audit committee determines	✓		
4 (viii)	No partner or employees of the external audit firms shall possess any share of the company	✓		
5.0	Subsidiary Company			
5 (i)	Provision relating to the composition of the Board of Directors of the holding company shall be made applicable to the composition of the Board of Directors of the subsidiary company	✓		
5 (ii)	At least one independent director on the BOD of the holding company shall be a director on the BOD of the subsidiary company		✓	
5 (iii)	The minutes of the Board meeting of the subsidiary company shall be placed for review at the following Board meeting of the holding company	✓		
5 (iv)	The minutes of the respective Board meeting of the holding company shall state that they have reviewed the affairs of the subsidiary company also.	✓		
5 (V)	The Audit Committee of the holding company shall also review the financial statements, in particular the investments made by the subsidiary company	✓		
6.0	Duties of CEO and CFO			
6 (i) a)	CEO and CFO shall certify to the Board about the financial statements for the year which do not contain any materially untrue statement or omit any material fact that might be misleading	✓		
6 (i) b)	Financial statements with a true and fair view of the company's affair are in compliance with existing accounting standards and applicable laws	✓		
6 (ii)	Financial statements during the year, to the best of knowledge and belief, are free of fraudulent, illegal, or violation of the company's code of conduct	✓		
7.0	Reporting and Compliance of Corporate Governance			
7 (i)	Certificate has obtained regarding compliance of conditions of CG from Chartered Accountant/Cost and Management Accountant/ Chartered Secretary. Compliance of conditions of Corporate Governance Guidelines of the Commissions is stipulated with the Annual Report for shareholders.	✓		
7 (ii)	Compliance statement in director's report regarding the conditions of CG of the company complied with the given annexure	✓		

Bangladesh Bank guidelines on Corporate Governance

Sl. No.	Particulars	Compliance Status
01.	Responsibilities and authorities of the Board of Directors	Complied
	(A) Work-planning and strategic management	
	(i) The Board shall determine the objectives and goals and to this end shall chalk out strategies and workplans on annual basis. It shall specially engage itself in the affairs of making strategies consistent with the determined objectives and goals and in the issues relating to structural change and reorganization for enhancement of institutional efficiency and other relevant policy matters. It shall analyze/monitor at quarterly rests the development of implementation of the work plans.	Complied
	(ii) The Board shall have its analytical review incorporated in the Annual Report as regard the success/ failure in achieving the business and other targets as set out in its annual work-plan and shall apprise the shareholders of its opinions/ recommendations on future plans and strategies. It shall set the Key Performance Indicators (KPIs) for the CEO and other senior executives and have it evaluated at times.	
	(B) Lending and risk management	Complied
	(i) The policies, strategies, procedures etc. in respect of appraisal of loan/investment proposal, sanction, disbursement, recovery, reschedulement and write-off thereof shall be made with the Board's approval under the purview of the existing laws, rules and regulations. The Board shall specially distribute the power of sanction of loan/investment and such distribution should desirably be made among the CEO and his subordinate executives as much as possible. No director, however, shall interfere, directly or indirectly, in the process of loan approval.	
(ii) The board shall frame policies for risk management and get them complied with and shall monitor at quarterly rests the compliance thereof	Complied	
(C) Internal control management	Complied	
The Board shall be vigilant on the internal control system of the bank in order to attain and maintain satisfactory qualitative standard of its loan/investment portfolio. It shall review at quarterly rests the reports submitted by its Audit Committee regarding compliance of recommendations made in internal and external audit reports and the Bangladesh Bank inspection reports.		
(D) Human resources management and development	Complied	
(i) Policies relating to recruitment, promotion, transfer, disciplinary action and punitive measures, human resources development etc. and Service Rules shall be framed and approved by the Board. The Chairman or the Directors shall in no way involve themselves or interfere into or influence over any administrative affairs including recruitment, promotion, transfer and disciplinary measures as executed under the set		

Sl. No.	Particulars	Compliance Status
	Service Rules. No member of the Board of Directors shall be included in the selection committees for recruitment and promotion to different levels. Recruitment and promotion to the immediate two tiers below the CEO shall, however, rest upon the Board. Such recruitment and promotion shall have to be carried out complying with the Service Rules.	Complied
	(ii) The Board shall frame the policies and procedures for bank's purchase and procurement activities and shall accordingly approve the distribution of power for making such expenditures. The maximum possible delegation of such power shall rest on the CEO and his subordinates. The decision on matters relating to infrastructure development and purchase of land, building, vehicles etc, for the purpose of bank's business shall, however, be adopted with the approval of the Board.	Complied
	(E) Financial management (i) The annual budget and statutory financial statements shall finally be prepared with the approval of the Board. It shall at quarterly rests review/ monitor the positions in respect of bank's income, expenditure, liquidity, non-performing asset, capital base and adequacy, maintenance of loan loss provision and steps taken for recovery of defaulted loans including legal measures.	Complied
	(ii) The Board shall frame the policies and procedures for bank's purchase and procurement activities and shall accordingly approve the distribution of such power shall rest on the CEO and his subordinates, the decision on matters relating to infrastructure development and purchase of land building, vehicles etc, for the purpose of bank's business shall, however, be adopted with the approval of the Board.	Complied
	(F) Formation of supporting committees For decision on urgent matters an Executive Committee, whatever name called, may be formed with the directors. There shall be no committee or sub-committee of the Board other than the Executive Committee and the Audit Committee, No alternate director shall be included in these committees.	Complied
	(G) Appointment of CEO the Board shall appoint a competent CEO for the bank with the approval of the Bangladesh Bank.	Complied
02.	Responsibilities of the Chairman and Board of Directors (a) As the Chairman of the Board of Directors (or Chairman of any committee formed by the Board or any director) does not personally possess the jurisdiction to apply policy making or executive or operational and routine affairs of the bank.	Complied
	(b) The Chairman may conduct on-site inspection of any bank-branch or financing activities under the purview of the oversight responsibilities of the Board. He may call for any such affairs; he may submit such information or investigation report to the meeting of the Board or the Executive Committee and if deemed necessary, with the approval of the Board, he shall effect necessary action thereon in accordance with the set rules through the CEO. However, any complaint against the CEO shall have to be apprised to Bangladesh Bank through the Board along with the statement of the CEO.	Complied



Sl. No.	Particulars	Compliance Status
	(c) The Chairman may be offered an office-room a personal secretary/assistant, a telephone at the office and a vehicle in the business-interest of the bank subject to the approval of the Board.	Complied
03.	Responsibilities of Adviser The adviser, whatever name called, shall advise the Board of Directors or the CEO on such issues only for which he is engaged in terms of the conditions of his appointment, He shall neither have access to the process of decision-making nor shall have the scope of effecting executive authority in any matters of the bank including financial, administrative or operational affairs.	Not Applicable
04.	Responsibilities and authorities of CEO The CEO of the bank, whatever name called, shall discharge the responsibilities and effect the authorities as follows: (a) In terms of the financial, business and administrative authorities vested upon him by the Board, the CEO shall discharge his own responsibilities. He shall remain accountable to achievement of financial and other business targets by means of business plan, efficient implementation thereof and prudent administrative and financial management.	Complied
	(b) The CEO shall ensure compliance of the Bank Companies Act 1991 and/or other relevant laws and regulations in discharge of routine functions of the bank.	Complied
	(c) The CEO shall report to Bangladesh Bank Companies Act 1991 or of other laws/regulations and if required, may apprise the Board post facto.	Complied
	(d) The recruitment and promotion of all staff of the bank except those in the two tiers below him shall rest on the CEO. He shall act in such cases in accordance with the approved service rules on the basis of the human resources policy and sanctioned strength of employees as approved by the Board. The Board or the Chairman of any committee of the Board or any director shall not get involved or interfere into such affairs. The authority relating to transfer of and disciplinary measures against the staff, except those at one tier below the CEO, shall rest on him, which he shall apply in accordance with the approved service rules, Besides this, under the purview of the human resources policy as approved by the Board, he shall nominate officers for training etc.	Complied
05.	Meetings of the Board of Directors One Meeting of the board of Directors per month can be held usually but it can be more than one upon necessity. No less than one meeting of the Board in three months is to be held.	Complied
06.	Number of members of Executive Committee (EC) of the Board Number of members of the EC cannot exceed 7 members as per BB BRPD Circular Letter No. 11 dated 27 October 2013 and members elected for 03 Years.	Complied
07.	Training of the Directors The Directors of the Board will acquire appropriate knowledge of the Banking laws and other relevant laws, rules and regulations to effectively discharge the responsibilities as a director of the bank.	Complied

Board's Committees

Executive Committee (EC)

Name of the Directors	Position on the Bank's Board	Status in the ommittee
Dr Ahmed Al- Kabir	Chairman	Chairman
Mr. M. Farid Uddin	Managing Director	Member
Advocate Sattiyendra Chandra Bhakta	Managing Director	Member
Barrister Zakir Ahammad	Director	Member

Audit Committee (AC)

Dr. Sushil Ranjan Howlader	Director	Chairman
Mr. Mahiuddin Faruqui	Director	Member
Mr Md. Ashiqul Hoque Chawdhury	Director	Member

Risk Management Committee (RMC)

Mr. Mahiuddin Faruqui	Director	Chairman
Advocate Sattiyendra Chandra Bhakta	Director	Member
Dr. Md. Hasibur Rashid	Director	Member
Mr. Abu Sufian	Director	Member

Management committees

Management Credit Committee (MCC)

Mr. Md. Khalilur Rahman Chowdhury, FCA	Deputy Managing Director	Convener
Mr. Md. Abu Hanif Khan	Deputy Managing Director	Member
Mr. Kazi Md. Neyamat Ullah	Senior Credit Specialist (DMD)	Member
Mr. Md. Nazrul Islam	Principal, RBHRDC(GM)	Member
Mr. Debasish Charabarti	General Manager	Member
Mr. Hosneara Begum	General Manager	Member
Mr. Khondeker Anisur Rahman	General Manager(CC)	Member
Deputy General Manager	Foreign Trade Finance & International Division	Member
Head of Corporate Branch	...	Member
Deputy General Manager	Concerned Division	Member
Deputy General Manager	SME Division	Member Secretary

Disciplinary Cases Action Committee (DCAC)

Mr. Md. Abu Hanif Khan	Deputy Managing Director	Convener
Mr. Md. Khalilur Rahman Chowdhury, FCA	Deputy Managing Director	Member
Mr. Kazi Md. Neyamat Ullah	Senior Credit Specialist (DMD)	Member
Mr. Md. Abdul Wahab	General Manager (CC)	Member
Deputy General Manager	Audit & Inspection Division	Member
Deputy General Manager	Administration and Human Resources Division	Member
Deputy General Manager	Board Secretariat	Member
Deputy General Manager	Discipline Division	Member Secretary



Management Advisory Committee (MAC)

Mr. Md. Abu Hanif Khan	Deputy Managing Director	Convener
Mr. Md. Khalilur Rahman Chowdhury, FCA	Deputy Managing Director	Member
Mr. Kazi Md. Neyamat Ullah	Senior Credit Specialist (DMD)	Member
Mr. Md. Nazrul Islam	Principal, RBHRDC(GM)	Member
All GMs of HO	---	Member
Deputy General Manager	Computer Division	Member
Deputy General Manager	Engineering Division	Member
Deputy General Manager	Establishment & Welfare Division	Member Secretary

Interest Remission Committee (IRC)

Mr. Debasish Chakabarty	General Manager	Convener
Mr. Md. Yousuf Ali	Senior Recovery Specialist (GM)	Member
Mr. Arifur Rahman	General Manager	Member
Mr. Md. Abdul Wahab	General Manager (CC)	Member
Mrs Hosne Ara Begum	General Manager	Member
DGM (Recovery Specialist)	Recovery Division	Member Secretary

Asset Liability Committee (ALCO)

Managing Director		Chief of the Committee
Deputy Managing Directors		Member
Generals Managers		Member
Deputy General Manager	Central Accounts Division	Member
Deputy General Manager	Planning & Research Division	Member
Deputy General Manager	Industrial Credit Division	Member
Deputy General Manager	General Credit & SME Division	Member
Deputy General Manager	Audit & Inspection Division	Member
Deputy General Manager	Administration & Human Resources Division	Member
Deputy General Manager	Recovery Division	Member
Deputy General Manager	International Trade and Foreign Exchange	Member
Deputy General Manager	Monitoring Division	Member
Deputy General Manager	Treasury Division	Member Secretary

Credit Risk Management (CRM) Committee

General Manager	Industrial Credit Division	Chairman
Deputy General Manager	Foreign Trade Finance & International Division	Member
Deputy General Manager	SME	Member
Deputy General Manager	Rural Credit Division	Member
Deputy General Manager	Treasury	Member
Deputy General Manager	RMD	Member
Deputy General Manager	Industrial Credit Division	Member Secretary

Foreign Exchange Risk Management Committee

General Manager	Foreign Trade Finance & International Division	Chairman
Deputy General Manager	Foreign Trade Finance & International Division	Member
Deputy General Manager	Treasury Division	Member
Mr. Md. Nazrul Islam	Principal, RBHRDC(GM)	Member
Mr. Debasish Chakabarty	General Manager	Member
Deputy General Manager	Computer Division	Member
Deputy General Manager	Engineering Division	Member
Assistant General Manager	Foreign Trade Finance & International Division	Member
Assistant General Manager	Treasury Division	Member
Senior Principal Officer	Back Office, Treasury	Member
Senior Principal Officer	Foreign Trade Finance & International Division, Front Office	Member Secretary

Management Committee (MANCOM)

Mr. Md. Khalilur Rahman Chowdhury, FCA	Deputy Managing Director	Convener
Mr. Md. Abu Hanif Khan	Deputy Managing Director	Member
All GMs of HO	---	Member
CFO & Accounts Consultant	---	Member
Audit Consultant	---	Member
Head of MIs	---	Member
DGM, Monitoring Division	---	Member Secretary

Anti-Money Laundering Central Compliance Unit (AMLCCU)

DMD	Chief Anti-Money Laundering Compliance Officer	CAMLCO
Divisional Head	Deputy CAMLCO	Member
Deputy General Manager	Inspection Division	Member
Deputy General Manager	Foreign Trade Finance & International Division	Member
Deputy General Manager	SME	Member
Deputy General Manager	Risk Management Division	Member
Deputy General Manager	Computer Division	Member
Deputy General Manager	Monitoring Division	Member
Deputy General Manager	Compliance	Member
Senior Principal Officer	Anti-Money Laundering Division	Member Secretary

Information & Communication Technology Risk Management Committee

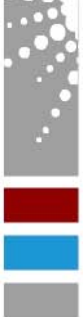
Deputy General Manager	Alternate Banking Division	Chairman
Deputy General Manager	Computer Division	Member
Assistant General Manager	Alternate Banking Division	Member
Assistant General Manager, Dealing Officer	Computer Division	Member Secretary

Basel-II Implementation Unit

Deputy Managing Director	Convener
Deputy General Manager, Industrial Credit Division	Member
Deputy General Manager, Central Accounts	Member
Deputy General Manager, Audit & Audit & Inspection Division	Member
Deputy General Manager, Computer Division	Member

Supervisory Review Process (SRP) Team

Managing Director	Chairman
Deputy General Manager, Industrial Credit Division	Co-Chairman
All GMs of Head Office	Member
Audit & Accounts Consultant	Member



Report on Sustainability

Sustainable development is a state of development that meets the needs of the present without compromising the ability of future generation to meet their own needs.



It is an eclectic concept and a wide array of views fall under its umbrella. Sustainability is a process which encompasses all aspects of human life - economic development, social development, and environmental protection-affecting sustenance and is famously known as three dimensions.

Broadly defined, the sustainable development mantra enjoins current generations to take a systems approach to growth and development and to manage natural, produced and social capital for the welfare of their own and future generations.

Social

We do business for ours and world community

Business Partners

Customers and clients are our business partners. Our relationship with them is based on mutual trust and respect. We sincerely strive to improve business relationship with them for mutual benefits and proudly offer various contemporary financial products and services to meet their needs without any hidden cost. We are fully aware of increasing the shareholders value by optimizing financial performance at least cost. Providing ATM service and online banking in many of our branches, we are enabling our customers in making easy and seamless transaction.

Regulatory Authorities

Being a responsible corporate body, we conform to all stringent regulations issued by the Government of Bangladesh and Bangladesh Bank.

Human Resources

HR is our distinctive resource and true capital. We treat our officers and staffs as human resources rather only the employees. Rupali Bank Human Resource Development Centre imparts huge trainings and workshops on different contemporary areas of banking for its employees.

We encourage excellence in performance by reward and recognition. We ensure a level playing ground for our women workers in terms of promotion, placement and delegation of power. Following the governmental rules and regulations, our women employees enjoy up to 6 (six) months of Maternity Leave with other facilities.

We operate a Death Relief Grant Scheme. The scheme is applicable to all employees of the Bank and payments out of this fund are made to the successors of the employees on their death while in Bank's service. The quantum of payment is determined as per scale and grade of such employees. We also operate two alternative Retirement Benefit Schemes for our permanent employees. They are Contributory Provident Fund (CPF) and General Provident Fund (GPF).

A Staff Welfare Fund is being run by the bank out of the employees' regular contribution to stand by them for their well-being. Children Education Allowance is provided to all the employees of Rupali Bank Limited who have children on study. We ensure better healthcare of the employees with the help of Medical Consultant at Head Office.

Rupali Bank Krira Parishad organizes sports and cultural activities for its employees to shake off their monotony. They also operate a library with huge number of books, magazines and journals. Rupali Bank's cricket team has regularly been participating in the Cricket League. A detail on human resources is given in the Human Resources chapter.

Financial inclusion

We open accounts with Tk. 10.00 only for the freedom fighters, extreme poor, insolvent handicaps, donation receivers from Hindu Religious Welfare Trust, allowance receivers under Social Safety Net Program and other socially disadvantaged rural and urban population segments. These accounts are free of charges.



We provide small scale credits as fishery loan, shrimp cultivation loan, goat/sheep rearing loan, poultry loan, dairy loan, loan against crop storage in silos, small loan, micro-credit for the handicapped, crop loan, the tree plantation loan etc. for socio-economic development of the country under the policy pursued by the government. Bank-NGO Linkage Credit facility is also provided to different NGOs.

Highlights of Financial Inclusion Activities of RBL in 2013

- Opened 500454 individual farmers account with initial deposit of BDT 10 each;
- Total 39882 accounts for beneficiaries under Social Safety Net Programmes have been opened;
- Opened freedom fighters accounts 269;
- Opened small life insurance policy holders accounts 679;
- Opened accounts of BDT 10 for Bank Account for Hardcore Poor, donation receivers from Hindu Religious Welfare Trust, Old-aged, Disabled, Widows and Woman discarded by husband, Unemployed Youth, Garments workers etc;
- 17 branches of the Bank were opened during 2011-2013 in rural areas which are serving the financial inclusion purposes;
- Women entrepreneurs included by giving soft term loan without collateral;
- 7478 school banking accounts have been opened both in urban and rural areas;
- 38 ATM booths are installed to make the financial services easy for the customers.
- 232 branches of the Bank have been operated under BACH program.

CSR

Corporate Social Responsibility (CSR) initiatives of Rupali Bank Limited in fact aims at responding to the huge unmet demand of the society. We aim to make business more committed towards social needs and national development through ethical, legal and commercial conduct.

We as corporate citizen contribute generously a significant amount as a part of CSR every year to the nourishment of education, art, crafts, culture, health, sports, literature, publication etc. in the country irrespective of caste, creed and colour.

Allocation and Utilization budget of CSR

Amount in Lac

Particulars	2013	2012	2011
Allocation of Budget	600.00	400.00	400.00
Utilization of Fund	321.78	152.94	170.35

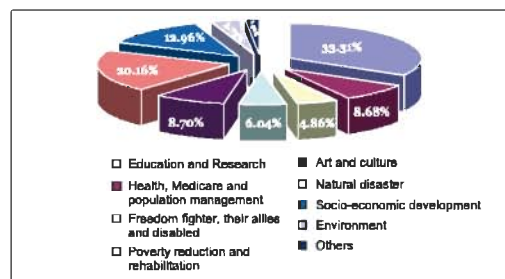


Fig: CSR Contributions of the Bank in 2013

Environment

We do business to protect our environment.

As per BRPD Circular 02/2011 of Bangladesh Bank a Green Banking Unit (GBU) has been formed with the task of developing policies and planning and administering the green banking initiatives. As a consequence, a green banking policy in the Bank has been formulated and it is approved by Board of directors. Presently RBL is rated one of the top 10 Green Bank in the country.

Environment is a Combination of Nature and Culture

Through introducing green banking structurally in the bank RBL is meeting its environmental responsibility.

Participation in Environmental Governance by the Financial Institutions (FIs) is a major issue as the financing activities initiated, in particular, by the Bank may deteriorate environmental scenario and climate change. Failing to consider the risks arising from environmental hazards will cause economic maladies and ultimately lead to an increase in non-performing loans (NPLs) for banks.

The environment in Bangladesh is subject to constant pressure. The key areas of deterioration include land degradation, water pollution and scarcity, air pollution, biodiversity resources and impacts of natural disasters. Rapid population growth, improper use of land, poor resource management and uncontrolled discharge of pollutants are the major causes. In addition, floods, tropical cyclones, storm, surges and droughts are likely to become more frequent and severe in the coming years.

Green Banking

We demonstrated our leadership in the area of environmental sustainability by popularising the concept of "Green banking" in the country. Bangladesh Bank designated us as one of the top Green Banks in 2012. RBL Secured 3rd Position in terms of green financing among the top 10 Banks during 2012 in Bangladesh.

Allocated budget for GB in 2013 & 2012

Taka in million

	2013	2012
Allocated Budget	4220.00	4000.00
Utilized Fund	1469.41	3907.90

Utilization of the allocated budget 2013 & 2012

Taka in million

	2013	2012
Green Finance	1404.29	2834.20
Climate Risk Fund	50.08	3.66
Marketing, Training & Capacity Building	15.05	0.75

Green financing

RBL has financed in various projects which are environment friendly and stay away from those projects which are awful for the environment. RBL deals with the projects as a part of green financing practices, for example-

- Priority financing in installation of EFT, project having ETP, Bio-gas plant, solar panel, renewable energy plant, bio-fertilizer plant, brick field such as hybrid Hoffman Kiln, Zig-zag kiln, Improved Zig-zag Kiln, Auto brick field, VSBK, HSBK, Tunnel kiln, Waste management plant, Resort, PTE bottle, LED bulb plant, Solar home system, Solar mini grid, Vermicompost, Solar PV cell, Hydro-electricity, Solar battery, Mushroom project, horticulture, forestation, etc. The Bank has Tk. 1500.00 million disbursed in these projects during 2013 calendar year.
- The Bank is down to earth to the persisting environmental laws in Bangladesh. In the case of financing of projects which do not conform to these laws are not acceptable. The Bank is closely monitoring the set of conditions imposed by the Department of Environment (DOE) to be fulfilled by the

business entrepreneurs in operating the business.

- RBL has financed a significant amount so far for the installation of EFT in seven projects.
- In a Mushroom project the Bank has disbursed Tk. 370.00 million.
- For installation of solar energy and bio-gas plant under Agri & Rural Credit programme there has been disbursed about Tk 218.00 million
- Bank has given priority in environment friendly jute bag manufacturing industries.
- Bangladesh bank has refinanced about Tk.530.00 million against green financed in various environment friendly projects by RBL.
- The Bank has expended Tk.15.00 million for capacity building, training and marketing for awareness raising regarding green banking activities.
- The Bank has distributed Tk. 50.00 million for CSR among the climate victims due to devastating flood, cold hit wave etc. in different parts of the country .

Economic

We do business for achieving economic sustainability of the country.

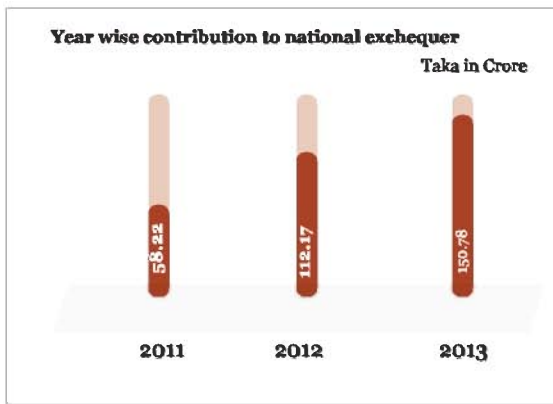
As a scheduled Bank RBL is active in the banking arena towards serving the country's economy.

Contribution to the National Exchequer

In connection with government revenue collection RBL has contributed to the process in the form of staff income tax, tax and VAT deducted at source and deposited and excise duty. The Bank deducts income tax; value added tax and excise duty at source as per law from various payments and services. RBL deposited the amount to the national exchequer. RBL paid tax on behalf of its employees. Total payment to the national exchequer during the year 2013 and 2012 were as follows:

Taka in crore

Particulars	2013	2012
Staff income tax paid by the Bank	1.29	2.34
Tax deducted at source and deposited	125.02	89.11
VAT deducted at source and deposited	10.38	8.43
Excise duty deducted and deposited	14.09	12.29
Total	150.78	112.17



Contribution to the National Economy

Commercial banks play an important and active role in the economy of a country. Banks as intermediary take deposit from and provide financial services to its customers. To put it simply, it helps extensively in capital formation, promotion of trade and growth of industry through financing, enhancing financial inclusion by increasing the geographical and demographic coverage, generation of employment, augmenting the individual's income etc. As a financial service provider, RBL contributes to the economic prosperity by providing diversified financial products and services among the market segments. Rupali Bank envisages to achieve the government's industrial policy goal through the credits disbursement to the different industrial sectors including jute, leather, Small & Cottage, cold storage, textile, garments, engineering, food, chemicals, shipping, shoe, ceramic, plastic, dairy printing and publications etc.. Industrialization expands the horizon of the economy.

Market failure

We do business efficaciously to establish an ideal market environment.

RBL is committed to do business ethically in banking industries to promote a fair and efficient market environment.

Future Outlook of Sustainability

Social

1. We will maintain strong relationship with our partners, customers, stakeholders and clients.
2. We will bring down the cost of our financial services accommodating the alternate delivering channel.
3. We will conform to the guidelines, policy, circulars and directives of the regulatory body like Bangladesh Bank and Government of Bangladesh.

4. We enhance the CSR activities as the core principles of our bank.
5. We contribute to the financial inclusion program/strategy as a current social ethos.

Environmental

1. Environmental obligation will be filled up by strong adhering with the philosophy of green banking.
2. We are committed to stay with "Green financing" as top ten bank of Bangladesh.
3. We will try to adopt GRI standards of reporting in our bank.
4. We will do a green bank as we think green.

Human resources

1. We will attract the qualified personnel for long term career with the Bank.
2. We consider our human resources are our main potential so that we will impart further training to the employees for acquiring skills
3. We uphold ethical principles of the Bank so that we will strongly drive our people to achieve the goal of the organization.
4. We encourage excellence in performance by reward and recognition.

Economic

1. The loan policy of the bank is shifted to SME concentration from the large loan. So small and medium enterprises will gain huge in number to contribute the economy.
2. Traditional financing in large loan will be continued.
3. Financial services will be multifaceted by introducing new products to meet the current customers' need.
4. The traditional contribution in national exchequer as vat, tax, sources tax, other government charges will be increased in volume.

Market

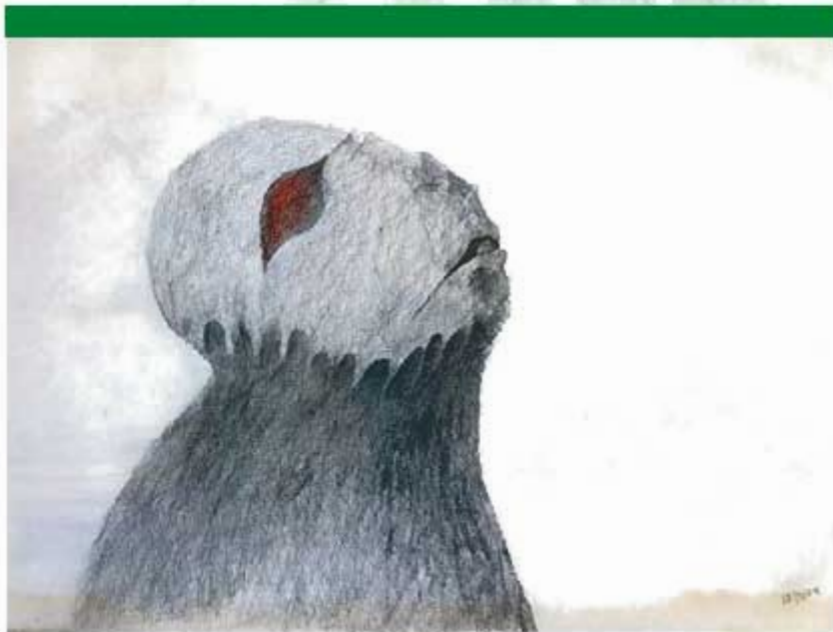
1. We are committed to fair and ethical business environment so that new market opportunities will be revamped and become sustainable.
2. We encourage our people to do fair business in the market so that our customer retains.

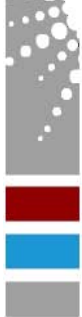
Sustainability Mapping of RBL

Particulars	Planning and Strategy	Implementation level (Yes/No)
Sustainable Business Growth	<ul style="list-style-type: none"> ❖ Strong balance sheet ❖ Strong bottom line ❖ Well risk management ❖ Strong capital base ❖ Positive KPI 	Yes
Corporate Culture & Governance	<ul style="list-style-type: none"> ❖ Good corporate culture ❖ Customer confidence and trusted partner. ❖ Fair treatment to all customers, depositors, borrowers, clients, shareholders, stakeholders and clients without any discrimination. ❖ Believe in good governance, audit, internal control, compliance and transparency. ❖ Strong adherence to Regulatory compliance ❖ Core values and ethical principles 	Yes
Sustainable Products & Services	<ul style="list-style-type: none"> ❖ Innovative products ❖ Alternate delivery channels ❖ IT based services ❖ Update the traditional product & services 	Yes
Social Commitment	<ul style="list-style-type: none"> ❖ Committed CSR policy ❖ Financial Inclusion strategy ❖ School banking ❖ Other social services 	Yes
Environment	<ul style="list-style-type: none"> ❖ Green banking policy adoption and practice ❖ Green thinking ❖ Ethical banking 	Yes
Employee Benefit & Welfare	<ul style="list-style-type: none"> ❖ Human resource policy ❖ Pro-employee laws and benefit ❖ Succession planning ❖ Work environment 	Yes



Green Banking





Report on Green Banking

Participation in Environmental Governance by the Financial Institutions (FIs) is a major issue as the financing activities initiated. Bank may deteriorate environmental scenario and climate change. Failing to consider the risks arising from environmental hazards will cause economic maladies and ultimately lead to an increase in non-performing loans (NPLs) for banks.

The environment in Bangladesh is subject to constant pressure. The key areas of deterioration include land degradation, water pollution and scarcity, air pollution, biodiversity resources and impacts of natural disasters. Rapid population growth, improper use of land, poor resource management and uncontrolled discharge of pollutants are the major causes. In addition, floods, tropical cyclones, storm, surges and droughts are likely to become more frequent and severe in the coming years.

Green banking is a simple word but its magnitude is wider covering social environment and economical aspects. Green bank is a bank that considers social and ecological factors with an aim to protect environment and conserve natural resources. Thus green bankers concern about sustainable development. Green banking is our special agenda taking care of environment on earth. Green banking is a proactive and effective step with a vision for future sustainability.

Bangladesh Bank issued a circular (BRPD Circular No. 02 dated 27 February 2011) in relation to policy guideline for green banking practices where a clear roadmap to adopt and to implement the policy in three phases for a bank is stated.

An increasing awareness of these environmental issues and their impact on financial institutions and business enterprises has been driving force behind the formulation of a guideline encouraging banks to integrate environmental risk management (ERM) policies into existing credit risk management (CRM) procedures. Banks has adopted ERM practices in a formal and structured manner in line with global norms so as to protect their

financing from the risks of a deteriorating environment and ensure sustainable banking practices.

Policy Formulation & Governance

As per BRPD Circular 02/2011 of Bangladesh Bank a Green Banking Unit (GBU) has been formed with a view to developing policies and planning and administering the green banking initiatives. As a consequence, a green banking policy in the bank has been formulated and it is approved by board of directors. A high powered committee comprising directors from the board of RBL particularly members from Audit Committee review and supervise green banking activities of the bank. Green banking unit (GBU) headed by a deputy managing director has encompassed the head of core risk management, executives and officers from the divisions of industrial credit, SME, rural, alternate banking and computer. A green banking officer coordinates over all green banking activities of the Bank.

Green Leader

We demonstrated our leadership in the area of environmental sustainability by popularising the concept of "Green Banking" in the country. Bangladesh Bank designated us as one of the top Green Banks in 2012. RBL Secured 3rd Position in terms of green financing among the top 10 Banks durring 2012 in Bangladesh.

Allocated Budget for GB in 2013 & 2012

	Taka in million	
	2013	2012
Allocated Budget	4220.00	4000.00
Utilized Fund	1469.41	3907.90

Utilization of the allocated Budget 2013 & 2012

	Taka in million	
	2013	2012
Green Finance	1404.29	2834.20
Climate Risk Fund	50.08	3.66
Marketing, Training & Capacity Building	15.05	0.75

In-house Environment Management

Rupali Bank Limited has taken a number of initiatives for in-house environment management to align with green banking policy. In the bank's green banking circular there is a clear direction how to maintain a green office. However, the following initiatives are taken in this regard.



The Rashid Autobricks outside Dhaka Financed by RBL



The Solar Panel Financed by RBL

- A number of circulars have issued for efficient use of electricity, water, paper, eco-font ink, stationery, gas, fuel etc.
- Steps have taken for using energy savings bulbs instead of traditional bulbs/lights
- Duplex printer, pen drive, e-mail, e-statement, automated power switching etc. are introduced as a organizational coherent customs.
- LCD monitors are used instead of CRT for CCTV system for lower power consumption.
- Instructions are given to ensure cleanliness in bank premises.
- Conservation of vehicles of bank's transportation pool and those of the employee to run on CNG.
- Another circular has been issued to use jute bags for related purposes.
- Solar panels have been installed in seven branches of the bank.

Incorporation of ERM

Bank has taken steps to assess environmental risk along with existing credit risk to assess the credit risk measure. All projects are rated as high, moderate and low using EDD check list. About 281 projects are rated using EDD Checklist among these 78 projects are associated with low risk ,68 projects are moderate and 27 projects are high risk rated. Projects rating using EDD checklist are mandatory as directed by regulatory body, Bangladesh bank. The Bank will make database on the number of projects applicable for environmental due diligence checks for environmental risk rating, number of projects rated and status of rating, number and amount disbursed to rated projects financed and status

of loan classification for rated projects financed. General and Sector specific environmental due-diligence checklists has introduced covering poultry, dairy, cement, chemicals, pesticides, pharmaceuticals, engineering, housing, pulp & paper, sugar & distilleries, tannery, textile & apparels, ship-breaking industries etc.

Green financing

RBL has financed in various projects which are environment friendly and stay away from those projects which are awful for the environment. RBL deals with the projects as a part of green financing practices, for example-

- Priority financing in installation of EFT, project having ETP, Bio-gas plant, solar panel, renewable energy plant, bio-fertilizer plant, brick field such as hybrid Hoffman Kiln, Zig-zag kiln, Improved Zig-zag Kiln, Auto brick field, VSBK, HSBK, Tunnel kiln, Waste management plant, Resort, PTE bottle, LED bulb plant, Solar home system, Solar mini grid, Vermicompost, Solar PV cell, Hydro-electricity, Solar battery, Mushroom project, horticulture, forestation, etc. The Bank has Tk. 1500.00 million disbursed in these projects during 2013 calendar year.
- The Bank is down to earth to the persisting environmental laws in Bangladesh. In the case of financing of projects which do not conform to these laws are not acceptable. The Bank is closely monitoring the set of conditions imposed by the Department of Environment (DOE) to be fulfilled by the business entrepreneurs in operating the business.

- RBL has financed a significant amount so far for the installation of EFT in seven projects.
- In a Mushroom project the Bank has disbursed Tk. 370.00 million.
- For installation of solar energy and bio-gas plant under Agri & Rural Credit programme there has been disbursed about Tk 218.00 million
- Bank has given priority in environment friendly jute bag manufacturing industries.
- Bangladesh bank has refinanced About Tk.530.00 million against green financed in various environment friendly projects by RBL.

Green marketing

RBL is using slogans "Plant tree, Save the environment" Green banking kari sundar prithibee gari, in bank's letterhead and envelopes in raising green awareness among its shareholders and stakeholders. RBL has included solar installation, bio-gas and agro-based projects for financing as specialized and priority sector in its SME loan portfolio. Tree plantation project is encouraged by the Bank. Rupali Bank Human Resource Development Centre (RBHRDC) has arranged seminar, training and workshop on green banking and green financing to raise awareness regarding green banking activities of the Bank.

Green Products

RBL has introduced various new green products which ultimately reduce carbon emission, online Banking, ATM, Mobile Banking etc. Expansion of ATM network is reducing the carbon emission.

Online Banking

RBL is keen to emphasize on the easiest way to save environment by decreasing paper waste, reducing carbon emission, reducing printing costs and postal expenses. To establish ATM booths Rupali Bank signed a Co-branded ATM agreement with BRAC Bank on 25 September 2010. Rupali Bank installed 35 ATM booths in the busy and preferred locations across the country. RBL plans to install 50 more ATM booths in 2014. RBL has established a remarkable phase in the arena of decentralized banking system by setting up the ABB system in 131 branches, BACH in 232 branches, BEFTN in 521 branches, Data connectivity in 528 branches to provide its customers the



An ETP Project Financed by RBL

opportunity of online banking facility. The Bank has already established data centre and procured core banking software. Bank's future plan is to start Mobile Banking for its wide segment of customers.

Employee Training

RBL has trained its officers/Executives on green banking through 3 training programs held in BIBM in 2011. In 2013 Several numbers of workshops arranged including resource person from Bangladesh bank, BIBM and Rupali bank's executives/ officers as did in previous years. Participants were branch managers, Sub managers along with clients. A session on green banking in every course is mandatory. The Bank has expended Tk.15.00 million for capacity building, training and marketing for awareness raising regarding green banking activities.

Climate Risk Fund

RBL has involved CSR activities covering environmental, social, educational and cultural advancement as well as climate change mitigation. The Bank has distributed Tk. 50.00 million for CSR among the Climate victims due to devastating flood, Cold hit wave etc. in different parts of the Country .

Disclosure of Green Banking Activities

- Bank's green banking activities has been disclosing in Annual Report since 2010.
- Green banking activities will also be disclosed in Bank's website.
- Green banking activities are published quarterly basis on bank's bulletin.



Success Story of Green Banking of RBL

Rupali Bank Limited has recently highly acclaimed for its green banking activities. Annual Report on Green Banking 2012, a publication by Green Banking Wing Green Banking and CSR Department of Bangladesh Bank reported that Rupali Bank is one of the Top Ten Banks in Green Banking Activities. In terms of green financing Rupali Bank secured 3rd position amongst the top 10 green banks of Bangladesh. Besides, in a report of the Daily Shokar Khabar on 10 February 2014 issue highlighted that RBL has been sanctioned the highest fund of TK 63.00 crore under environmentally friendly refinancing project of Bangladesh Bank among the top green banks. An America based online news portal Citiscope Global News published an authentic detail report, lauding Rupali Bank in connection with green banking activities with picture. Some excerption has given below:

Top Ten Banks in Green Banking Activities

Top 10 banks are evaluated on the basis of their overall Green Banking activities.

An effort has been made to evaluate top ten banks on each criterion such as Environmental Risk Rating (EnvRR), green finance, part of CSR activities for green event or green project, green marketing, training & development, in house green activities, online banking and other green banking activities as of 2012 and also data on last quarter of 2012 have been taken into due consideration while grading top ten banks.



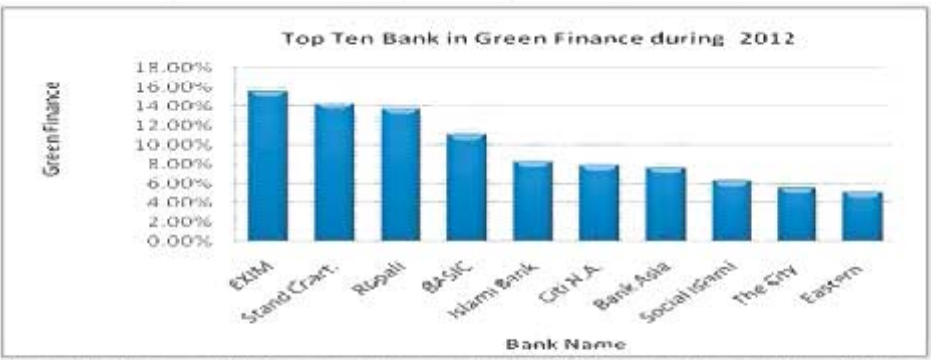
ইটভাটায় চারণ' কোটি টাকার পুনঃঅর্থায়ন তহবিল ঋণের নীতিমালা শিথিল করেছে এডিবি

এডিবি কর্তৃক প্রদত্ত ঋণের পরিমাণ ১০ কোটি টাকা হতে বাড়িয়ে দেওয়া হয়েছে। এছাড়াও ঋণের শর্তাদিও হেফাজতহীন রাখা হয়েছে। এছাড়াও ঋণের সুদের হারও হ্রাস করা হয়েছে। এডিবি কর্তৃক প্রদত্ত ঋণের পরিমাণ ১০ কোটি টাকা হতে বাড়িয়ে দেওয়া হয়েছে। এছাড়াও ঋণের শর্তাদিও হেফাজতহীন রাখা হয়েছে। এছাড়াও ঋণের সুদের হারও হ্রাস করা হয়েছে।



সিএনএস কর্তৃক প্রকাশিত, তারিখ: ১০.০২.২০১৪

Source : Annual Report on Green Banking 2012, Green Banking Wing Green Banking and CSR Department, Bangladesh Bank



Top ten banks are contributing to a great extent having 90% share of the total Green Finance. Exim Bank Ltd. is on the top among them with more than 15% share.

Source : Annual Report on Green Banking 2012, Green Banking Wing Green Banking and CSR Department, Bangladesh Bank

Making bricks for Dhaka's construction boom, without all the soot

DHAKA, Bangladesh – A placard hangs outside the Rashid Autobricks factory in this fast-growing megacity. It reads, "No more pollution! We must survive and allow the next generation to survive."

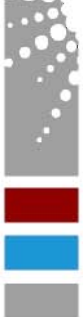
The sign was put up by humanitarian groups protesting the more than 500 dirty brick kilns clustered on the north side of Dhaka. The factories belch thick black smoke from towering chimneys caked with soot. The kilns are responsible for much of the pollution that makes the air in Bangladesh's capital city among the dirtiest on the planet.

But Rashid is no longer one of the problem kilns relying on 19th-century technology to make clay bricks. In the past year, the kiln has undergone a \$2 million makeover. It's now one of the cleanest and most energy efficient kilns of the roughly 5,000 operating in Bangladesh.

Inside, under a red iron shade, an orderly procession of clay chips and unburned bricks roll slowly along conveyor belts. A dozen female workers gently put bricks in order before a machine takes the bricks to the dryer. The ovens are fired by coal, but the process is efficient enough to cut greenhouse-gas emissions almost in half and particulate pollution to one-fiftieth of what the other plants produce.



Source : <http://www.citiscope.org/story/2014/making-bricks-dhaka-cons.....> Feb. 26.2014 by AZM Anas



Report on Financial Inclusion

Financial inclusion is a key element of social inclusion, roughly meaning the opportunity for people to contribute to and gain benefit from the processes of social and economic advancement. To describe the simple terms deprivation in health, education, and asset ownership are major causes of financial and social exclusion, blocking or severely curtailing employment, income and borrowing options.

Financial inclusion implies access to financial products and services like, savings facility, credit and debit cards, electronic fund transfer, all kinds of commercial loans, overdraft facility, cheque facility, payment and remittance services, low cost financial services, financial advice, pension for old age and investment schemes, micro credit during emergency, entrepreneurial credit etc. The financially excluded sections popularly known as "unbanked" people, largely comprise marginal farmers, landless laborers, oral lessees, self employed and unorganized sector enterprises, urban slum dwellers, migrants, ethnic minorities and socially excluded groups, senior citizens etc.

Bangladesh Bank and concerned different ministries are working to address the issues.

RBL is keen about the financial inclusion program. As a part of the program the Bank has extended its services by opening bank accounts for the unbanked disadvantaged people.

Financial Inclusion Policy of RBL

Financial inclusion combats poverty by unblocking advancement opportunities for the disadvantaged poor, thereby fostering social inclusion and inclusive socio-economic growth.

The Bank aims at working with financial inclusion considering as a major dimension of the broader notion of social inclusion, or people's opportunity for contributing to and

benefiting from social and economic progress. With this backdrop the Bank has included the following roadmaps to achieve the goal of financial inclusions:

- Supporting the poor segment of people by tagging them with the bank's CSR policy;
- Providing banking services to the unbanked segment of population by implementing government and Bangladesh Bank inclusive program;
- Access to small-sized loans for income generating self-employment people;
- Expansion of bank branches in rural areas;
- Taking the refinance line from Bangladesh Bank for running agricultural credit program for rural economic activities;
- Extension of microfinance and SME activities among the low income generating people;
- Introduction of cost efficient financial services among financially excluded section of the society.
- Raising low cost deposit by opening school banking account as an inclusion tools.

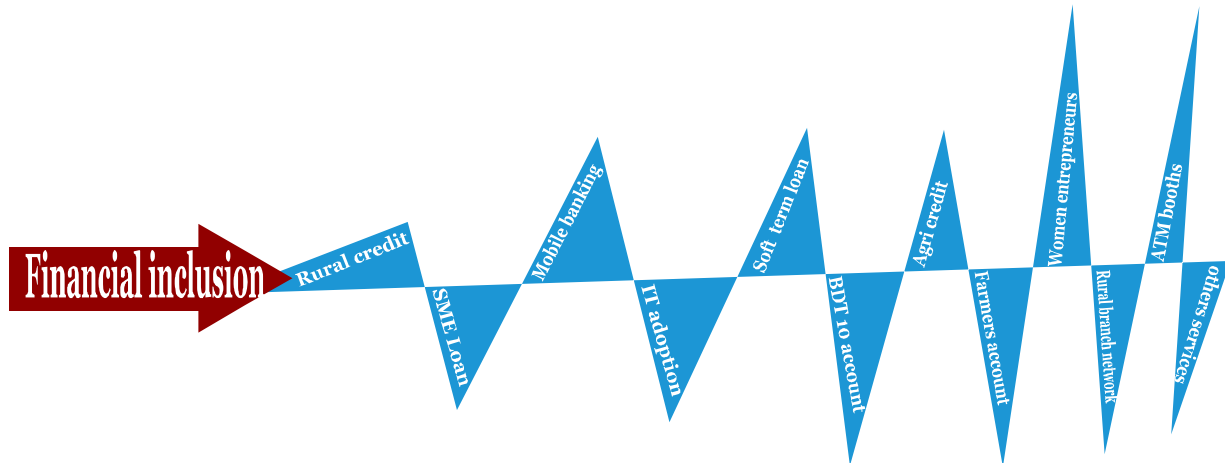
Financial Inclusion Program of RBL

To transport the services of financial inclusion of the Bank among the beneficiaries the following arrangements are made :

- ❖ Bank Account for Hardcore Poor
- ❖ Bank Account for Garments workers
- ❖ Bank Account for donation receivers from Hindu Religious Welfare Trust " Bank Account for Small life insurance policy holders
- ❖ Bank Account for Old-aged, Disabled, Widows and Woman discarded by husband
- ❖ Bank Account for Beneficiaries of social safety network program
- ❖ Bank Account for hardcore poor woman
- ❖ Bank Account for Freedom Fighters
- ❖ Country wide expansion of branches
- ❖ Bank Account for Unemployed Youth
- ❖ BACH & BEFTN operation
- ❖ Arrangement of Small Scale- loan
- ❖ Mobile Banking
- ❖ School Banking

RBL has opened the following accounts under financial inclusion program in 2013.

Sl	Particulars	Number of accounts
1.	Bank Account for Beneficiaries of social safety network program	39882
2.	Bank Account for Freedom Fighters	269
3.	Bank Account for Small life insurance policy holders	679
4.	Other BDT 10 Accounts	106941
5.	Farmers Accounts	500454
6.	School Banking Accounts	7478



Highlights of Financial Inclusion Activities of RBL in 2013

- Opened 500454 individual farmers account with initial deposit of BDT 10 each;
- Total 39882 accounts for beneficiaries under Social Safety Net Programmes have been opened;
- Opened freedom fighters accounts 269;
- Opened small life insurance policy holders accounts 679;
- Opened accounts of BDT 10 for Bank Account for Hardcore Poor, donation receivers from Hindu Religious Welfare Trust , Old-aged, Disabled, Widows and Woman discarded by husband, Unemployed Youth, Garments workers etc;
- During 2011-2013 17 branches of the Bank were opened in rural areas which are serving the financial inclusion purposes;
- Women entrepreneurs included by giving soft term loan without collateral;
- 7478 school banking accounts have been opened both in urban and rural areas;
- 38 ATM booths are installed to make the financial services easy for the customers.

- 232 branches of the Bank have been operated under BACH program.

Future outlook

- Supporting the Government's inclusive growth strategy, RBL will come forward to implement any further steps taken to serve the under served/unserved economic sectors and population segments.
- Providing credit facilities to SME entrepreneurs, agricultural and other rural and urban farm and non farm productive activities.
- Continue expansion of rural branches of the Bank;
- Work with mutually-owned cooperative societies offering financial and other specified services;
- Mobile banking services will be introduced very soon for inclusion program;
- Continue CSR obligation to foster financial inclusion;
- ATM services will be continued in rural areas;
- IT based financial services like BACH, BEFTN will be enhanced.

Financial Inclusion



C O R P O R A T E
S O C I A L
R E S P O N S I B I L I T Y



Report on Corporate Social Responsibility

Corporate Social Responsibility (CSR) is a form of corporate self-regulation integrated into a business model. CSR policy functions as a built-in, self regulating mechanism whereby a business monitors and ensures its active compliance with the spirit of the law, ethical standards and international norms.

It is gaining global acceptance rapidly as a standard to resume sustainable and socially equitable business practice. The role of business worldwide and specifically in developed economies has evolved from classical 'profit maximizing' approach to a 'socially responsible' approach, where business is not only responsible to its stockholders but also to all of its stakeholders in a broader inclusive sense.

CSR as a concept is being interwoven into the psyche of local business. This is both internal and external. The corporate houses are trying to integrate CSR within their own management structure.

Focus

CSR initiatives of Rupali Bank Limited in fact aim at responding to the huge unmet demand of the society. It tends to make business more committed towards social needs and national development through legal and commercial conduct.

Business Partners

Customers and Clients are the business partners of the bank. Their relationship with the bank is based on mutual trust and respect. The bank sincerely strives to improve business relationship with them for mutual benefits and proudly offer various contemporary financial

products and services to meet their needs without any hidden cost. Rupali Bank is fully aware of increasing the shareholders value by optimizing financial performance at least cost. Providing some modern banking services like ATM service, Automated Remittance System, Spot Cash Payment and online banking in many of its branches, the bank is enabling its customers in making easy and seamless transaction.

Regulatory Authorities

Being a responsible corporate body, the bank conforms to all stringent regulations issued by the Government of Bangladesh and Bangladesh Bank.

Human Resources

It is the distinctive resource and true capital of RBL. The bank treats its officers and staff as human resources rather only the employees. Rupali Bank Human Resource Development Centre imparts huge training programs and workshops on different contemporary issues of banking for the employees.

Rupali Bank encourages excellence in performance by reward and recognition. The bank ensures a level playing ground for its women jobholders in terms of promotion, placement and delegation of power. Following the governmental rules and regulations, women employees of the bank enjoy six months' Maternity Leave with other facilities.

The bank operates a Death Relief Grant Scheme. The scheme is applicable to all its employees and payments out of this fund are made to the successors of the employees on their death while in Bank's service. The quantum of payment is determined as per scale and grade of such employees. The bank also operates two alternative Retirement Benefit Schemes for its permanent employees. They are Contributory Provident Fund (CPF) and General Provident Fund (GPF).

A Staff Welfare Fund is being run by the bank out of the employees' regular contribution to stand by them for their well-being. Children Education Allowance is provided to all the employees of Rupali Bank Limited who have children on study. Retired employees of the bank receive medical allowance and half of his/her last basic as festival bonus twice a year until his/her death. The bank ensures better healthcare of the employees with the help of Medical Consultant at Head Office.



Advocate Satyendra Chandra Bhatta, Director of Rupali Bank Ltd. distributing blankets among the cold wave hit distressed people.

Rupali Bank Krira Parishad organizes sports and cultural activities for its employees to shake off their monotony. They also operate a library with huge number of books and magazines. Rupali Bank's cricket team has regularly been participating in the Cricket League.

Environment

Rupali Bank's CSR actions generously contribute to save the environment. Its lending policies and practices are supportive in nourishing the environment. Obtaining clearance from the Department of Environment has been made mandatory by the business entity before applying for any credit facility to the bank. ETPs in manufacturing establishments especially in dyeing industries are made mandatory while financing by the bank. The bank is using a slogan "Plant tree, nurse them and save the environment" in all its envelopes in building awareness among the people.

A general instruction is being followed in all the branches of the Bank for efficient use of electricity, printed stationary etc and maintaining cleanliness as part of efficient in-house environment management. Ongoing automation program will help reducing the reliance on printed documents and postage expenses or printing costs as well.

Financial Inclusion

The Bank opens accounts with Tk 10.00 for the freedom fighters, extreme poor, insolvent handicaps, donation receivers from Hindu Religious Welfare Trust, allowance receivers under Social Safety Net Program and other have-nots of rural and urban population segments. It also opens accounts with Tk 50.00 and Tk 100.00 for youth farmers and



Managing Director of the Bank distributing blankets among the cold wave hit distressed people.

school students respectively. These accounts are free of charges.

Rupali Bank provides small scale credits as fishery loan, shrimp cultivation loan, goat/sheep rearing loan, poultry loan, dairy loan, loan against crop storage in silos, micro-credit for the handicapped, the tree plantation loan etc for socio-economic development of the country under the policy pursued by the government. Bank-NGO Linkage Credit facility is also provided to different NGOs.

Social Services & Awareness

The bank is engaged in payment of portion of salaries paid by the government to the teachers and employees of registered non-government educational institutions, scholarship and stipends to the girl students of primary levels, pension bill to the retired government, civil and military personnel and receipt of Hajj Money and utility bills such as PDB, DESA, DESCO, REB, WASA, gas, telephone etc. The bank also receives Municipal and Land Development Tax, purchases and sells Prize Bonds. RBL is facilitating banking service to the women community through its six Ladies Branches in five districts. Pursuant to the policy adopted by the government, the bank is using some slogans on purchasing books, discouraging dowry, population control and green banking on all its official envelopes.

CSR Policy of Rupali Bank Limited

The bank's CSR initiatives are being stepped under a well structured CSR policy approved by the Board of Directors from its 905th assembly on 23 February, 2013.

A five member CSR Committee supervises and monitors overall CSR activities of the Bank

including primary scrutiny of applications and making recommendations in conformity with the CSR policy of the Bank. Board of Directors in this regard is the ultimate authority to approve any CSR initiative.

The Bank has a CSR Desk comprised of two officers to act as the focal point/contact centre of the Bank and to keep constant contact with the concerned ministry and Bangladesh Bank as well.

Major sectors and sub-sectors for CSR funded by Rupali Bank Limited are education and research, health, medicare and population management, poverty reduction and rehabilitation, women empowerment, welfare of freedom fighter and allies, face up natural disaster, environment conservation, upholding national history-heritage, nurturing art and culture and patronizing games and sports. Both individuals and institutions are being funded under CSR policy irrespective of caste, creed and color.

Allocation and Utilization Budget of CSR

Amount in Lac

Particulars	2013	2012	2011
Allocation of Budget	600.00	400.00	400.00
Utilization of Fund	321.78	152.94	170.35

CSR initiatives of RBL in 2013, 2012 and 2011 are as below:

(Amount in lac)

Sl	Areas	2013	2012	2011
1.	Education and Research	107.20	19.97	18.15
2.	Health, Medicare and population management	27.93	21.75	9.75
3.	Freedom fighter, their allies and disabled	15.65	29.00	59.05
4.	Poverty reduction and rehabilitation	19.42	6.70	5.00
5.	Art and culture	28.00	7.70	20.70
6.	Natural disaster	64.88	25.00	38.00
7.	Socio-economic development	41.70	31.82	12.00
8.	Environment	12.00	8.00	5.70
9.	Others	5.00	3.00	2.00
	Total	321.78	152.94	170.35

CSR Steps initiated by Rupali Bank Limited in 2013

The Bank have been imparting in CSR actions with bounteous amount of money since last several years. The Bank contributed Tk 1.70, 1.53 and 3.22 crore in 2011, 2012 and 2013 respectively.

Rupali Bank awarded Tk 27.93 lac as financial assistance to the individuals and Tk 293.85 lac to the institutions in 2013.

Education and Research

The bank awarded Tk 107.20 lac to information technology initiatives and English learning program providing computers and books. The donation also included the scholarships to the poor and to the offspring of distressed people from different schools, madrasahs, colleges and universities. Rupali Bank was the platinum sponsor of "The Best Competition & Gala Events for Apps Competition".

Health, medicare and population management

The bank donated Tk 27.93 lac to provide medical facilities among the oppressed people. To establish a healthcare centre in Sylhet Tk 5 lac has also approved by the authority of the Bank.

Freedom fighter, their allies and disabled

The Bank distributed Tk 15.65 lac for the poor freedom fighters, their family members and to the disabled. This distribution included the grant of the financial assistance to establish a special school for disabled & autistic children in Bhola.

Poverty reduction and rehabilitation

The Bank made a charity of Tk 19.42 lac to promote "Ekti bari ekti khamar" project with a view to reduce poverty from the society.

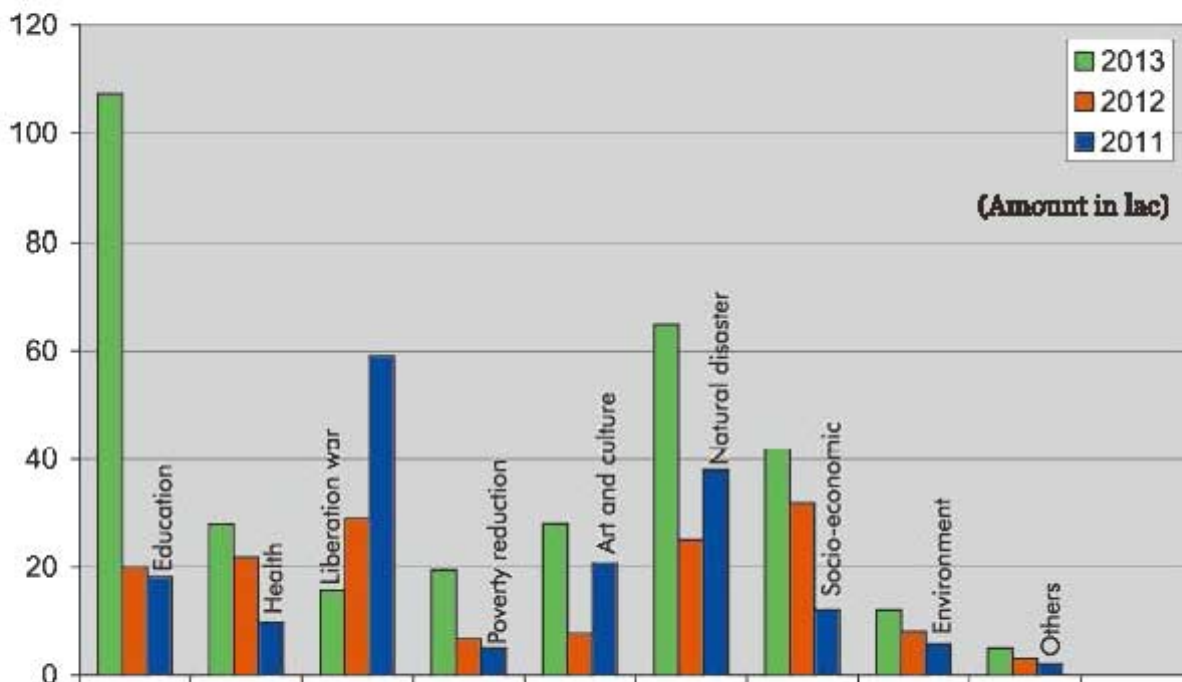
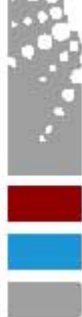


Fig: Bank's Contributions to CSR during 2011-2013

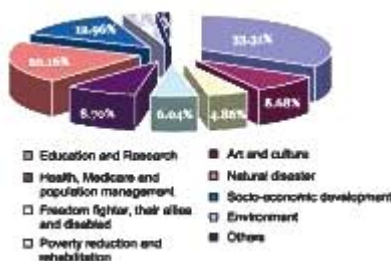


Fig: CSR Contributions of the Bank in 2013

Art and culture

Rupali Bank contributed Tk 28.00 lac to construct a sculpture at the TSC in The University of Dhaka and for publication of books on our history and heritage by Bangla Academy.

Natural disaster

The Bank disbursed Tk 64.88 lac to the people affected by natural disaster like flood, drought, cyclone, tornado and cold wave from different parts of the country. Food, medicine and winter cloths were distributed among them.

Socio-economic development

Rupali Bank provided Tk 41.70 lac to bring Socio-economic development among the poor people on several religious occasions like Eid-ul-Fitr, Eid-ul-Azha, Durga Puja etc. The amount was spent to purchase and distribute new dresses for and among the distressed people from different religious community.

Preservation of environment

Any environment related organization that takes the effort of preserving the environment, the bank stays by their side. Besides, in the field of tree plantation, green-belts, sanitation, and pure drinking water etc. the bank provides assistance. Preference is given on uses of technology, solar energy etc. for promoting green banking. The Bank distributed Tk 12.00 Lac for Preservation of environment.

Others

The Bank also distributed Tk 5.00 lac among different sections of the society to promote extra curriculum activities, school banking and social or corporate events like Excursion of DU, School Banking Conference 2013, ICAB Annual Report 2012, DU Senate Session and the Central Mosque of Dhaka Cantonment.



Students working at a Computer Lab Financed by RBL





Report on Human Resources

Human capital is the stock of competence, knowledge and other personal attributes embodied in an individual and manifest ability to perform labour so as to produce economic value. It is the attributes gained by a worker through education and experience. However, an individual can't be transformed into human capital without effective inputs of education, health and moral values.

The transformation with these inputs is the process of human capital formation. Human Resource Management (HRM) is the management of an organization's human resources or workers. It is responsible for the attraction, selection, training, assessment and rewarding of employees, while also overseeing organizational leadership and culture, and ensuring compliance with employment and labour laws.

Human Resource Strategy

- ✓ Attracting qualified personnel for long term career with the Bank;
- ✓ Retaining competent human capital through creation of superior working environment;
- ✓ Motivating the employees to add value with superior services;
- ✓ Imparting training to the employees for acquiring skills;
- ✓ Encouraging excellence in performance by rewards and recognition;
- ✓ Ensuring equal employment opportunity irrespective of race, gender, religion etc.

- ✓ Adhering to the core values of the Bank to meet the strategic objectives;
- ✓ Upholding the ethical principles of the Bank in every banking service;
- ✓ Streamlining new ideas and innovation among the employees;
- ✓ Conforming to the organizational customs to achieve distinctive corporate culture;
- ✓ Maintaining a spirit of ambition to comply with the organizational goal;
- ✓ Ensuring compliance with employment and labour law.

Human Resources Management

RBL manages human capital through its Administration and Human Resource Division. For better HR management the Board of Directors of the Bank has approved Human Resource Policy 2011. It is implemented in accordance with Rupali Bank Employee's Service Regulations, 1981. Further, the objectives of our human resource strategies are to attract qualified personnel by creating a congenial workplace and encouraging employees to maintain professional skills and give them the opportunity to develop and grow with the organization.

Total human capital by employment position group and other related information:

Particulars	No. of Employees as on 31-12-2013	No. of Employees as on 31-12-2012
Managing Director and Senior Executives	13 (1+12)	14 (1+13)
Executives	210	190
Officers	3717	3836
Staff	1729	1605
Total	5669	5645
Number of Branch	528	506
Per Branch Employee	11	11
Deposit Per Employee (in million Taka)	31.39	24.20
Investment Per Employee (in million Taka)	6.92	4.71

Total human capital by designation wise information:

Particulars	No. of Employees as on 31-12-2013	No. of Employees as on 31-12-2012
Managing Director	1	1
Deputy Managing Director	1	2
General Manager	11	11
Advisor	2	9
Deputy General Manager	62	52
Assistant General Manager	147	138
Senior Principal Officer	416	464
Principal Officer	619	380
Senior Officer	969	1096
Officer	1702	1887
Other	1728	1605
Total	5669	5645

Employee's Health, Safety and Other Assistance

We promote our employees through our pro-employee HR policy which bridges the personal bearing and working life. To achieve long term HR goal RBL is providing different facilities and benefits like other commercial organisations to its employees such as bonus, incentives, housing loan with concessional rate of interest, lunch benefit, subsidized food as lunch at bank's canteen, transport to carry to and from the work place, annual cultural and sports event for rejuvenation, medical check-up and treatment by bank's doctor, hospitalization benefit, maternity leave, death relief grant scheme, pension fund etc. All officials/employees of the Bank are getting quality medical services at affordable cost due to a deal signed between Rupali Bank and Ayesha Medical Specialised Hospital Ltd.

Training and Internship

Rupali Bank Human Resource Development Centre (RBHRDC) is working for appropriate training to maintain professional skills with a view to familiarize with the desk-oriented job, acquire diversified knowledge in banking operations, attend the assigned task with due diligence, courage and confidence, change of attitude to offer satisfactory services to the clients. RBL facilitates internship students to

have acquaintance with professional knowledge from the desk level reality and practice of banking.

Succession Planning

Succession planning is a process for identifying and developing internal people with the potential to fill key business leadership positions in the company. Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available. RBL has taken initiatives to develop succession planning.

Performance Appraisal

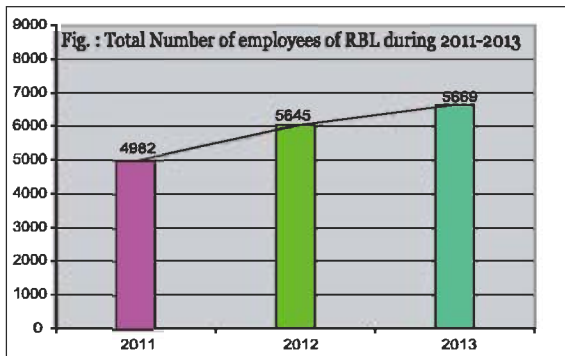
A performance appraisal is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. RBL always strives to employ the right people, develop their capacities and reward their performance.

Promotion, Reward & Motivation

RBL goes after structured human resources with the implementation of Human Resource Policy 2011 for providing promotion, reward and motivation towards staff on different level. Manpower structure has been revised. In 2013 it has been recruited 17 principal officers who have completed CC courc/part-1. A number of 156 employees have been made parmanent in different grade. One audit consultant has been recruited .

Training and Development

The quality of employees and their development through training and education are major factors in determining long-term profitability of business. RBL is keen to training for achieving high quality of ethical and professional standard of employees of the Bank. For achieving sustainable development comprehensive training courses are provided round the year like in-house training and job rotation, constant improvement of training process, imparting need base training, training at home and abroad, professional English training etc.



Grievance Management and Counseling

Both the employees and the customers have the right to complain at any issue they feel deprivation. Customers' complaints are taken into serious consideration and are resolved by the authority consulted with the respective department. Employees have the right to challenge any possible violation of their rights or any questionable practices by filing a complaint or grievance. They have the right to have their complaint or grievance answered in writing, with reasons for the decision. They have the right to appeal any decision.

Retirement and Resignation

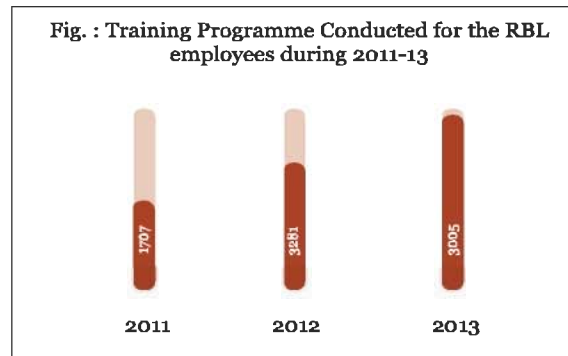
All the policies and strategies on retirement and resignation are well defined in Human Resource Policy of the Bank in accordance with Rupali Bank Employees Service Regulation, 1981.

Human Resource Accounting

Human Resource Accounting means accounting for people as the organizational resources. It is the measurement of the cost and value of people to organization. It is the process of assigning, budgeting, and reporting the cost of human resources incurred in an organization, including wages and salaries and training expenses.

Flameouts proposes three methods (Capitalization, replacement cost valuation and original cost valuation) for valuation of expense centre groups. In all these measures, the surrogate value is used for estimation.

The Capitalization method involves capitalizing a person's salary and using it as a surrogate measure of human value. This value



may be ascertained for groups as well as individuals. The value of the group is essentially the aggregate value of the individuals compromising the group. Capitalization of compensation method is not considered an ideal method of group valuation because it ignores the possible effects of synergy. However, this method may be used to arrive at an approximation of a group's value to the firm. The total value of Human Capital has been ascertained by present value of future earning model (Lev & Schwartz) at BDT 69041.43 million in the year 2013 and BDT 66483.23 million in 2012. The following table projects the age-group-wise value in 2013 and 2012 respectively.

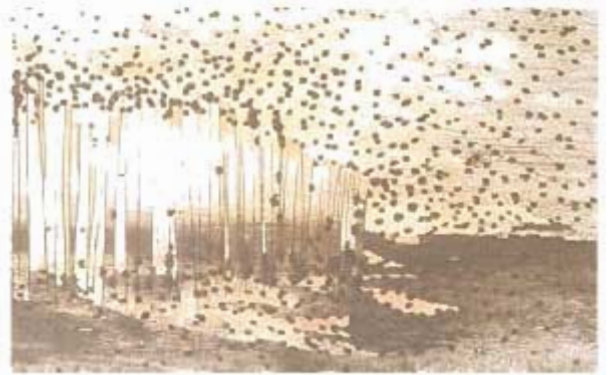
(Amount in million)

Category	Pet capita Value	2013		212	
		No of Employee	Total Value	No of Employee	Total Value
18 yrs -29 yrs	4.32	761	3287.52	1048	4527.36
30 yrs -39 yrs	7.42	1804	13385.68	1593	11820.06
40 yrs -49 yrs	12.10	1163	14072.30	1197	14483.70
50 yrs -59 yrs	19.73	1941	38295.93	1807	35652.11
Total		5669	69041.43	5645	66483.23

Future outplan 2014

1. Recruitment letter will be issued for 501 officers who have passed in written and viva-voce.
2. The required number of senior officers will be called upon for viva-voce.
3. The work of human resources data base is continued.
4. The proper distribution of human sources will be done as per Human Resource policy 2011.

*Information Technology
&
Financial Services*



Report on Information Technology & Financial Services

Rupali Bank Limited, with the vision to provide IT base services to its large customer base in the country, has taken bold steps by adopting new technologies.

Computer Division and Allnet Banking Division of the Bank commits to take the challenge of giving the best possible service to its users and customers. Some of the recent and future important activities related to bank's IT are as follows:

Branch Automation

By means of Distributed database systems, most of all our branches are providing a faster, smoother and secured banking facility to our customers. Rupali Bank Limited has grown extensively over the recent years in branch automation. Till date 521 branches out of its total 528 branches are computerized by using LAN based Branch Banking Software.

Online Banking Facility

RBL has established a remarkable phase in the arena of decentralized banking system by setting up the ABB system to provide its customers the flavor of online banking facility so that customers of one branch can deposit and withdraw to and from any branches under the service. RBL has established ABB in 131 branches in 2013.

Automated Teller Machine (ATM)

Upto December,13 we have installed 38 ATM

Booths throughout the country and plan to install 12 more ATM Booths by December, 2014. Last year we provide Boothless ATM facility to 16 branches and plan to provide the same facility to 30 more branches by December, 2014 because it is cost effective and it is the only way to make ATM profitable. Our mission is to install at least 1 (One) ATM Booth in every district and to increase the number of Boothless ATM branches, so that majority portion of our client could be brought under the facility of ATM. Present location of Rupali Bank - Brac Bank Co-branded ATM booths all over the country shown in diagram below :

The ATM customer of Rupali Bank are facilitated to withdraw money from their SB,CD,STD account using our booth. Beside this customer are able to draw money using 2000 (approx) booth branded under the logo of Omnibus from any part of the country. Moreover our ATM booth are serving customers of all Omnibus member banks.

Branding of Rupali Bank - Brac Bank Co-branded ATM booths are given below :-

Debit Card

Student Account "Surjamukhi" will be brought under the facility of Debit Card. Moreover, teachers will be facilitated through providing Debit Cards for their smooth cash operation from SB account.

Credit Card

A significant number of local and foreign banks performing banking activities in Bangladesh have introduced Credit Card facilities. With its growing popularity our Management have shown interest to launch Credit Cards by the end of 2014 or there after.

Bangladesh Automated Clearing House (BACH)

In compliance of Bangladesh Bank's instruction to automate clearing of interbank instrument (including cheques and instruments transfer) namely Bangladesh Automated Clearing House (BACH) Rupali Bank Limited developed the following two separate systems :-

Bangladesh Automated Cheque Processing System (BACPS)

Being one of the member of BACH we have provided online clearing facility to 232 branches through 129 Truncation Point (TP)



Branding of Rupali Bank - Brac Bank Co-branded ATM booths



Present location of Rupali Bank - Brac Bank Co-branded ATM booths all over the country.

last year .Our mission is to cover most of the branches under BACH operation by the end of 2014.

Bangladesh Electronic Fund Transfer Network (BEFTN)

Being one of the member of BEFTN, RBL has already established electronic fund transfer facility to its 521 branches. Remaining branches and all new branches will be brought under the same facility by the end of 2014.

Data Connectivity Enhancement

The Bank has setup data connectivity for running the operation of BACH, BEFTN, ATM, ABB, CIB Online and RMS. We have already established data connectivity to Head office Division, Divisional office, Work Station and Branches as follows:

Dedicated Connectivity	200 Branches
Modem	316 Branches
Modem	10 Divisional Office
Modem	15 Work Station
Modem	3 Head Office Division
Total	544

Our mission is to establish data connectivity in DC, DRC and remaining 12 branches as well as to establish redundant data connectivity in CBS and TP of BACH operation branches.

Core Banking Solution (CBS)

To provide customers all modern banking facilities along with online Banking RBL has selected the Core Banking Solution (CBS) branded 'Intellect CBS' of Sonali Polaris IT Limited (SPFTL) in the heart of its operation.

The Bank has signed a Contract Agreement with the SPFTL on 24 September 2013.

With a growing population that demands' right to use, to financial services, regulations in Bangladesh are waking up to the potential of technology motivated banking automation. Under CBS project, 98 branches will operate live at the end of 2014 and our mission dialect that within 2016 all branches will be live with Intellect™ CBS. Business run on modern tools and techniques of the stage of state-of-the-art technology carries intrinsic risks. Our data center has completed with all its civil work and design. Within 2014 RBL will complete the whole task of procurement for CBS hardware, RDBMS, necessary OS, related software of CBS, DC's cooling system, generator lighting system and so on.

Though risk mitigating measures have been ascertained, organized operating failure cannot be ruled out at any point of time. Notification of Award issued on 10 December 2013 and contract agreement signed on 28December 2013 with M/S Techvelly Solutions Ltd. for establishing Data Recovery Center (DRC) at Bank's own building on the S K Road of Narayanganj. The enrichment of human resources with technical knowledge through continuous and rigorous training has always been a prime concern of RBL. During the year 2014 under review, a good number of officials will send to different training institutes at home and abroad to enrich CBS related technical strategies.



The Kick off session for the Implementation of CBS Project 'DISHA'

Following are the advantages of Core Banking

- Customer can have anywhere, more convenient and easier banking.
- Centralized manage the operation of the bank. So reduce the complexity of the operation and increase the quality of service.
- Easily introduce modern services through alternate delivery channel (Multi-channel) ATM (Debit Card, Credit Card, Master, VISA Card etc.) Internet Banking, Mobile Banking, Phone Banking, Payment Gateways etc. Also Support Multicurrency, Multiple languages.
- More strong and economical way for MIS. Reduce financial crime.
- Transparency and instant information availability for decision support.
- Auto reconciliations.
- Quick and accurate Implementation of policies.
- Improved recovery process causing reduction on recovery costs, NPA (Non performing asset) provisions.
- Innovative, redefined or improved of business process.
- Electronic transactions with other financial Institutions.
- Increased speed in working resulting in more business opportunities and reduction in penalties, legal expenses etc.
- Reduction in branch Manpower by 15-20%.
- Additional manpower available for marketing, recovery and personalized banking.



MoU signing ceremony between RBL & CPTU

e-GP


National e-Government Procurement (e-GP) portal (i.e. <http://eprocure.gov.bd>) of the Government of the People's Republic of Bangladesh is developed, owned and being operated by the Central Procurement Technical Unit (CPTU), DME Division of Ministry of Planning. The e-GP system provides an on-line platform to carry out the procurement activities by the Public Agencies - Procuring Agencies (PAs) and Procuring Entities (PEs).

The e-GP system is a single web portal from where and through which PAs and PEs will be able to perform their procurement related activities using a dedicated secured web based dashboard. The e-GP system is hosted in e-GP Data Center at CPTU, and the e-GP web portal is accessible by the PAs and PEs through internet for their use.

In the first phase, e-Tendering has been introduced on pilot basis in the CPTU and 16 other Procuring Entities (PEs) under 4 (four) sectorized agencies, namely: Bangladesh Water Development Board (BWDB), Local Government Engineering Department (LGED), Roads and Highways Department (RHD) and Rural Electrification Board (REB). The system rolled out to 291 PEs of those 4 sectorized agencies is now expanding to all the PEs of the government up to Districts and sub-Districts level.

In the e-GP system registered banks has to collect contractor's registration fee , renewal fee, tender document fee and bank guarantee etc.

Rupali bank has signed an agreement with CPTU for providing service to the customer of e-GP system. CPTU already provided training to four employees of Rupali bank for



implementing e-GP system in Bank end. Rupali Bank has a plan to implement e-GP system with its 70 Branches in first phase at the end of 2014. A formal training for operating e-GP system will be provided to a large number of employees of the Bank.

CC TV Security

RBL has been initiated the facility of CC TV Security with 16 Branches. For strengthening security measure 100 branches in 2014, will be set up this high level.

Mobile Banking

In Bangladesh banking is branch based where customers need to come to bank branches to do the banking. Branch based concept of banking is very costly. It requires huge capital expenditure to set up branches every where to cover most of the people of the country. To overcome this limitation and to address the unprivileged market, RBL wants come up with its innovative mobile banking service with aim of financial inclusion to bring a large number of unbanked people to banking channel.

Mobile Banking Service is the way to explore a huge market which has not yet been reached. Through this service we would be able. Beside this it will also facilitate us with the following new opportunities

- open new revenue stream through mobile financial services
- Offer various market specific services and increase customer base
- Reduce bank's per subscriber acquisition cost
- Reduce bank's per subscriber operation cost
- Reduce per transaction cost
- Divert retail banking load to customer pocket and increase branch operational efficiency

- Reduce cost management effort
- Increase low cost deposit ,thus reduce cost of fund and earn from the float
- Create employment, mainly for marginalized people out of the bank payroll
- Take competitive advantage over the competing banks
- Develop network with the unbanked people as a social responsibility
- Accumulate micro savings of the poor people to contribute to GDP.

Considering all the above mentioned scope and opportunities of Mobile Banking, Management have decided to introduce it in our bank. As such we arranged several meeting with some vendors (Mobile service provider) in 2013 and hopeful with the proper guidance of our Management we would be able to facilitate potential clients with the service of Mobile Banking by the end of 2014.

Agent Banking

Agent Banking means providing banking services to the customers through the engaged agents under a valid agency agreement, rather than a teller/cashier. As the bank needs not to go for infrastructural development for a branch rather than to engage an agent through an agent agreement, so it is more cost effective. It does not allow the bank to serve people who have any bank account nor do they have any affiliation with banking activities; with a limited form of banking services.

Our mission is to provide Agent Banking with the mobile banking to that segment of people who are away from banking service and to promote complementary channel to reach this segment with a range of financial services, especially of geographically dispersed location.

PRODUCTS & SERVICES

রাষ্ট্রায়ত্ত্ব বাণিজ্যিক ব্যাংক রূপালী ব্যাংক লিমিটেডের আকর্ষণীয় সঞ্চয়ী স্কীমসমূহ

রূপালী মাসিক সঞ্চয়ী স্কীম স্বপ্ন (RMSB)



- সঞ্চয়ের মেয়াদ : ২, ৪, ৬ ও ১২ মাস
- মাসিক কিস্তি : ১,০০০ টাকা হতে ২৪,০০০ টাকা পর্যন্ত
- সুসঞ্চয় হার : ১০.৫০%, ১০.৬০% ও ৯.৫০% চক্রান্তি হারে
- যাদের যেকোনো কার্যনির্বাহী হিসাব খোলা ও বন্ধিত কিস্তির টাক জমা দেয়া যায়
- ৩ মাসের অন্তর্গত হিসাবটি অন্য কোনো স্থানান্তর করা যায়
- প্রয়োজনে হিসাবের স্থিতি ৮০% পর্যন্ত বন্ধ গ্রহণ করা যায়
- মেয়াদপূর্তিতে স্বর্ণপ্রদানযোগ্য

সঞ্চয়ের মেয়াদ ও সুসঞ্চয় হার	মাসিক কিস্তি	মোট জমাক্ত পঞ্জির পরিমাণ	সর্বোচ্চ সুসঞ্চয় পরিমাণ	মেয়াদান্তে আসল ও সুসঞ্চয় প্রাপ্ত
২ মাস ১০.৫০%	১,০০০	২৪,১,০০০	২,৭১৮	২৬,৭১৮
৪ মাস ১০.৬০%	১,০০০	৪৮,০০০	১০,৬৬৬	৫৮,৬৬৬
৬ মাস ৯.৫০%	১,০০০	৬২,০০০	২৪,০৭২	৮৬,০৭২

১,০০০ টাকার অর্ধে মাসিক কিস্তির ক্ষেত্রে প্রদত্ত সুসঞ্চয় ৬ মাস ব্যতীত অন্য কোনো টাকায় স্থগিত হতে পুঁজি পাবে

রূপালী মাসিক সঞ্চয়ী স্কীম রূপালী (RMPB)



- সঞ্চয়ের মেয়াদকাল ৩ মাস এককালীন অর্থাৎ একসময় টাকা বা এর প্রতিদ্বন্দী
- বার্ষিক ১২.২৫% হারে প্রতিমাসে ব্যাংক কর্তৃক প্রদেয় মাসিক সুসঞ্চয় ১,০২০ টাকা
- প্রতি মাসের সর্ব হিসাবধারীর সঞ্চয়ী হিসাব নির্দিষ্ট তারিখে সর্ব বর্তমান কর্ম গ্রহণ
- যাদের যেকোনো কার্যনির্বাহী হিসাব খোলা যায়
- প্রাথমিক/স্মার্টফোন/ই-টেলিগ্রাম এবং যৌথ নামের হিসাব খোলা যায়
- প্রয়োজনে হিসাবের স্থিতি ৮০% পর্যন্ত বন্ধ গ্রহণ করা যায়

সঞ্চয়ী হিসাব (Savings Account)



- সঞ্চয় ২ বছরে বেশি বা ১০,০০০/- টাকার বেশি উত্তোলন করলে সুসঞ্চয় বা প্রদানের শর্ত বহিত করে "স্মার্ট ২৪" তারিখে মাসিক উত্তোলন না করলে স্থান ও হিসাবের মতে হিসাবের উপর ২ বছর সুসঞ্চয় প্রদেয় হবে। তবে সঞ্চয়ী হিসাবের অধিক সুসঞ্চয় প্রদান করা যাবে

রূপালী বিতরণ বুদ্ধি স্কীম (RDBS)

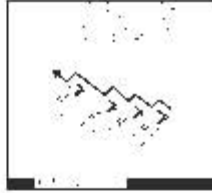


- এককালীন অর্থাৎ ১০,০০০ টাকার বা এর প্রতিদ্বন্দী
- বার্ষিক ১১.৩০% ১.৫৬% হারে সুসঞ্চয়
- আয়কাল ৩ বছর ৮ মাসে বিভক্ত
- একক বা যৌথ নামে মাসের যেকোনো কার্যনির্বাহী এক বা একাধিক হিসাব খোলা যায়
- প্রয়োজনে হিসাবের স্থিতি ৮০% পর্যন্ত বন্ধ গ্রহণ করা যায়

সঞ্চয়ী সঞ্চয়ী স্কীম (SND)



সঞ্চয়কারী সঞ্চয়ী	সঞ্চয় হার
১. ৫০% টাকার অধিক অর্থায়ন করে	৪.০০%
২. ৫০% টাকার অধিক অর্থায়ন করে	৪.২০%
৩. ৫০% টাকার অধিক অর্থায়ন করে	৪.৪০%
৪. ৫০% টাকার অধিক অর্থায়ন করে	৪.৬০%
৫. ৫০% টাকার অধিক অর্থায়ন করে	৪.৮০%



- ১ মাস এবং ৩ মাসের অর্থায়ন করে ৪.০০%
- ২ মাস এবং ৩ মাসের অর্থায়ন করে ৪.২০%
- ৩ মাস এবং ৩ মাসের অর্থায়ন করে ৪.৪০%
- ৪ মাস এবং ৩ মাসের অর্থায়ন করে ৪.৬০%
- ৫ মাস এবং ৩ মাসের অর্থায়ন করে ৪.৮০%
- প্রয়োজনে হিসাবের স্থিতি ৮০% পর্যন্ত বন্ধ করা যায়



- সর্বনিম্ন ১০০/- টাকা দিয়ে হিসাব খোলা যায়
- হিসাবে কোন সার্ভিস চার্জ নেই
- একাধিক কলিংকার্ড উপহার
- দৈনিক স্থিতি বিধিতে ৭২ মাসে বছরে ৭ বার (কেন ও হিসাবের) সুসঞ্চয় প্রদান
- যাদের উচ্চ শিক্ষা রয়েছে তারা হিসাবে সুসঞ্চয়ী ফাইল রয়েছে।
- কি ATM কার্ড সার্ভিস প্রদান করা যাবে।



- রূপালী ব্যাংকের ATM CARD উক্ত রূপালী ব্যাংক এবং RMBBS বা Q Card বিহীন যেকোনো সুখ পাতে হিসাব ২৪ ঘণ্টা টাক উত্তোলন করা যাবে

রূপালী ব্যাংক লিমিটেড উত্তম সেবার নিশ্চয়তা

www.rupalibank.org

Products & Services

Products and Services in Rupali Bank Limited

Deposits

- Current Deposit (CD)
- Call Deposit (CDR)
- Special Notice Deposit (SND)
- Savings Deposit (SB)
- Fixed Deposit (FDR)

Schemes

- Rupali Deposit Scheme (RDS)
- Rupali Monthly Earning Scheme (RMES)

Special Attractive Products

- Rupali Monthly Savings Scheme (RMSS)- SHOPNO
- Rupali Monthly Profit Scheme (RMPS)- RUPOSHI
- Rupali Double Benefit Scheme (RDBS)
- Festival Deposit Scheme (FDS)

School Banking Account

- Rupali Students' Savings Account (RSSA)

Loans and Advances

General Products

- Industrial Project Loan/Term Loan
- General House Building Loan- Residential/ Commercial
- Cash Credit (Hypothecation)
- Loan against Deposit Schemes
- Renewable Energy Project Loan
- Overdraft (OD)
- Consumer Loan
- PPP Loan
- Student Loan
- Loan under Equity Entrepreneurship Fund (EEF)
- Green Project Loan
- Cash Credit (Pledge)
- Loan against FDR
- Syndication/Consortium Loan
- Bank Guarantee
- Commercial Car Loan

Small and Medium Enterprise Loan (SME)

- SHOHOJ • PESHAJIBI • BABOSHAYEE • MAJHARI
- Under the 4 (four) SME products, loan to Solar Installation, Bio-gas and Agro-based project and Trained-Efficient professionals are provided as the specialized area.
- Woman Entrepreneur Financing Program • Cluster Financing

Small Enterprise Financing

Manufacturing

- Fixed Assets Financing
- Working Capital Financing

Trading and Services

Trading

- Fixed Assets Financing
- Working Capital Financing
- Working Capital Financing

Green Finance

Solar Energy, Bio Gas, Bio-Fertilizer, ETP, Water Purification Plant, Waste Management Plant & HHK (Hybrid Hoffman Kiln) Brick Field, Forestation, Mashrum project, Horticulture etc.



Rural and Agro Credit

- Youth/Farmers' Loan
- Fishery Loan
- Shrimp Cultivation Loan
- Loan Against Crop Storage in Silos-SHAGARIP
- Pulses seeds for edible oil, spices & maize cultivation
- Loan for Tree Plantation
- Bank-NGO Linkage Credit
- Socio-economic & poverty alleviation loan
- Solar-Energy and Bio-Gas Plant Installation Loan
- Goat/Sheep Rearing Loan
- Dairy Loan
- Poultry Loan
- Micro-Credit for the Handicapped
- Micro-Credit

Other Loans

- Loan Against Share/Debenture
- Transport/Car Loan-Commercial and Consumer
- Loan Against Cash Incentives/Duty Draw Back
- Consumer Credit

Foreign Exchange Business

All sorts of Foreign Exchange Transactions are handled by Rupali Bank Limited under 'Guidelines for Foreign Exchange Transactions (GFET 2009)', Bangladesh Bank and Latest Import and Export Policy Order of the government.

Foreign Currency Accounts

- Foreign Currency Account
- Resident Foreign Currency Deposit Account
- Non-Resident Foreign Currency Deposit Account
- Private Non-Resident Taka Account
- Non-Resident Blocked Taka Account
- Non-Resident Investor's Taka Account (NITA)
- Convertible and Non-Convertible Taka Account
- Exporter's Retention Quota (ERQ) Account

Import Finance

- Letters of Credit
- Loan against Imported Merchandise (LIM)
- Loan against Trust Receipt (LTR))

Export Finance

Pre-shipment Credit

- Cash Credit Against Hypothecation of Raw Materials/Exportable Goods
- Cash Credit Against Pledge of Raw Materials/Exportable Goods
- Packing Credit (PC)
- Back to Back L/C
- Back to Back L/C under Export Development Fund (EDF)

Post-shipment Credit

- Negotiation of Export Documents
- Collection of Export Documents
- Foreign Bills Purchase (FBP)
- Inland Bills Purchase (IBP)

Bond

- Wage Earners Development Bond
- Investment Bond
- Premium Bond



Guarantee

- Bid Bond
- Performance Guarantee
- Warranty Guarantee
- Shipping Guarantee
- Guarantee Against Foreign Bank's Counter Guarantee
- Advance Payment Guarantee
- Customs and Excise Guarantee

Ancillaries

- Foreign Currency Endorsement
- Issuance and Encashment of Traveler's Cheque
- Foreign Currency Encashment
- Issuance and Encashment of Foreign Demand Drafts and Telegraphic Transfer
- Opening of Student File and remittance there against
- Releasing Foreign Exchange against Travel Quota, Medical Treatment and attending seminar-symposium abroad.
- LC Advising, Confirmation and Transfer

Treasury

- Treasury Bills
- Treasury Bonds
- Debenture
- REPO
- Reverse REPO
- Money Market Operation
- TT Discount/TT Remittance

Forex and Fund Management

All sorts of Dealing Room Operation including Forward Buy-sell, Spot Buy-sell, Corporate Buy-sell, Speculation, SWAP etc.

Fund Transfer

- BEFTN
- Inter-Branch Money Transfer
- Telegraphic Transfer/Demand Draft/Mail Transfer
- Automated Inward Foreign Remittance

Modern Banking Services

- Online transaction facility (ABB)
- SWIFT
- ATM Service
- BACH

Value Added Service

- Locker Service

New Products and Services

- Merchant Banking Services
- Capital Market Services

Foreign Remittance

- Automated Remittance System • Spot Cash Payment • Digital Guidebook on Modern Remittance

Under Process

- Core Banking Solution (CBS)[™] Intellect
- Mobile Banking (Mobile Financial Services- MFS)



Our Cash Remittance Services with



Products & Services



 **RUPALI BANK LIMITED**
Assures Better Service



Mr. Mahiuddin Faruqi
Chairman, Risk Management Committee

Message from the Chairman of Risk Management Committee

Statement of Chairman of Risk Management Committee

Risk management is an important part of planning for businesses. The process of risk management is designed to reduce or eliminate the risk of certain kinds of events happening or having an impact on the business.

According to Bangladesh Bank instruction Risk Management Division of RBL has been formed with the vision to establish a comprehensive risk management process in the bank and to ensure a continuous sound banking practice through identifying, assessing, and prioritizing different types of risks. The prime objective of risk management practices is to protect businesses from being vulnerable. Risk management is also designed to protect the employees, customers, and general public from negative events.

Risk Management Committee (RMC)

Board of Directors of Rupali Bank Ltd. has formed a Risk Management Committee to minimize the risk that may arise at the time of implementing the policy & strategy set by the board. Risk Management Committee identifies & measures how much risk associated with the area of Credit risk, Foreign Exchange transaction risk, Internal Control & Compliance risk, Money Laundering risk, Information & Communication Technology risk, Operational risk, Interest risk, Liquidity risk and other risks. After identifying and measuring risk the committee examines sufficiency of maintained capital, provision and the risk mitigation method taken by the management against the risks. The committee reviews all the report prepared by the risk management division such as Basel-II, stress testing, internal capital adequacy assessment process (ICAAP), risk management papers etc & the responsibility endowed to the core risk management committee of RBL.

Organizational Structure of RMC

1. The member of the committee were nominated from the board of directors (BOD);
2. The committee was formed with four (04) members;
3. Members of the committee were nominated for the three (03) years;
4. Secretary of board of directors (BOD) acts as the secretary of the RMC.

Selection criteria for member of the committee

1. Directors with honesty, sincerity, academically qualified, experienced & skilled would be the members of the committee;
2. Directors accommodated who can properly contribute to make the committee fruitful;
3. Members of the committee must have adequate knowledge about banking business, operation and various types of risks.

Risk Management Committee of RBL

As per Bank Company Act (Amended 2013), The BOD of RBL approved the Risk Management Committee in the 920th Board meeting held on 8 October 2013 to control and supervise risks management procedure of the Bank. Members of the risk management committee are as follows:

Mr. Mohiuddin Faruqui	Director	Convener
Advocate Sattayendra Chandra Bhakta	Director	Member
Dr. Md. Hasibur Rashid	Director	Member
Mr. Abu Sufian	Director	Member

Secretary of the BOD will carry out duty as the secretary of RMC. Quorum of meeting will be fulfilled if two third members of the committee are present including convener.

Activities to be performed by RBL risk management committee

Risk management committee of RBL is formed very recently. This committee has taken necessary measures to perform the followings duties & responsibilities:

- To measure & control risk involved in different areas of RBL;
- To review/update risk management policy, guidelines & all limits including credit approval limit at least once a year;
- To convey meeting with each core risks management committee individually or jointly for reviewing & monitoring the implementation of CRM guidelines quarterly;
- To establish proper organizational structure of core risk management committee & ensure full implementation of Core risk management guidelines;
- To monitor all the compliance issues including MOU of RBL;
- To convey monthly/quarterly or necessity based meeting with the different stakeholder of risk management process;
- To recommend & suggest the management to improve the Bank's rating, CAMELS rating etc.;

- To review the all the report prepared by the risk management division such as Basel-II, stress testing, ICAAP, Risk management papers etc & the functions of core risks management committee of RBL.
- To submit summary of decisions and recommendation of the committee quarterly to board of directors;
- To comply the instructions time to time given by controlling authority of the committee;
- To examine & review the internal & external auditors evaluation report regularly.
- To approve the data maintaining and reporting system prepared by RBL management after auditing & examining the same.

Initiatives taken by Risk Management Division (RMD) of RBL in 2013

- The RMD of RBL is engaged in coordinating the risk management activities, Basel-II implementation and Stress Testing by providing regular report regarding various risk position to the senior management, Board Audit committee, Board Risk Management Committee as well as to Bangladesh Bank;
- The RMD convenes monthly meeting on various issues to determine strategies in consistency with risk management policy, which can measure, monitor and maintain acceptable risk level of the bank. Minutes of each meeting has been submitted to Bangladesh Bank on quarterly basis;
- Risk Management Paper has also been prepared on monthly basis by the members of RMD addressing different areas of risk and their mitigating tools & techniques and submitted to Bangladesh Bank, Board Risk Management Committee as well as to Board Audit Committee on quarterly basis;
- Risk Management Division deals with CAMELS rating and takes necessary activities to upgrade the rating in line with the instructions, suggestions & recommendations of Bank Senior Management as well as Board of Directors;
- Risk Management Division also coordinates with respective division regarding different types of compliance issues including MOU of RBL;
- Risk Management Division also coordinates with respective division regarding different types of compliance issues including MOU of RBL;
- Risk Management Division maintaining communication with Ministry of Finance as

well as Bangladesh Bank, prepare the papers & submit to them as per their instructions to receiving the recapitalization fund from Government of People's Republic of Bangladesh;

- RMD, as an integral part of Supervisory Review Process (SRP) team is also engaged in preparing Internal Capital Adequacy Assessment Process (ICAAP) for RBL;
- Because of strong risk management initiatives the Bank was able to stand its CAR at 10.16% in 2013.

Future Plan of Risk Management Division in 2014:

- To ensure Implementation of Core Risks Management Guideline in RBL with a view to managing risks as well as increasing profit;
- To prepare Internal Capital Adequacy Assessment Process (ICAAP) for the Bank;
- To create awareness among the officers of the Bank regarding Core Risks & ICAAP;
- To co-coordinate the respective divisions for complying different issues of MOU-2014;
- To formulate of Action Plan to upgrade RBL's resilience capacity, CAMELS Rating, Core Risks Management rating as well as Bank's own Credit rating in line with the instructions of senior management.

Concluding Remarks

In conclusion I would like to express my heartiest thanks to the members of the RMC for their relentless support, invaluable contribution and guidance. The Bank is performing its due role as per Bangladesh Bank's guidelines. I convey special thanks who are directly dealing the risks management desk of the Bank and prepare the piece of writing on Risk Management and Control Environment and Market disclosures under Pillar III of Basel II for the year 2013. I take the advantage to give my sincere thanks to the Board of Directors of RBL for encouraging the RMC to perform the due responsibility .



(Mahiuddin Faruqui)

Chairman
Risk Management
Committee



Risk Management and Control Environment

Report on Risk Management and Control Environment

Risk Management Framework

Risk is the likelihood of an undesirable event to occur or the effect of an adverse outcome. Banking risk is the potentiality of losing asset. Banks face several types of risks. Risk is not just about threats and challenges; it is also about taking advantage of opportunities.

Risk management is the process of measuring or assessing the actual or potential dangers of a particular situation. It focuses on reporting, oversight and segregation of duties within the organization.

The overall focus of risk management of Rupali Bank Ltd. (RBL) in 2013 was on maintaining bank's risk profile in line with bank's risk strategy, strengthening its capital base and supporting the bank's strategic goals.

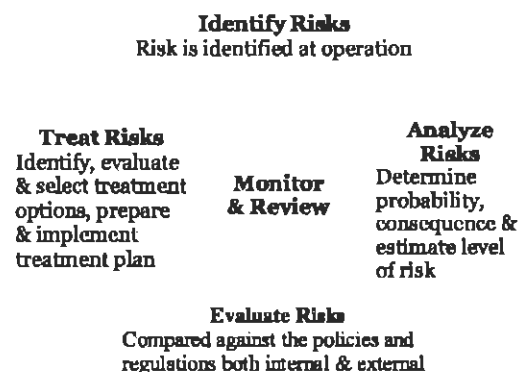


Fig: Risk Management Process

Risk Management in RBL

The prime objective of the risk management by RBL is taking calculative business risks while safeguarding the bank's capital, its financial resources and profitability from various risks.

Risk management in RBL is conducted by high officials who are able to analyze and manage banking risk efficiently and create positive business environment. A number of techniques are applied to efficiently manage the operational risk in RBL's business.

Management Organization

The following chart provides a schematic overview of the risk management governance structure of Rupali Bank Ltd.

Board of Directors	Approves policies and processes of Risk Management (RM)
Board Audit Committee	Reviews internal control system, internal audit of the Bank
Board Risk Management Committee	Reviews risk management policies & activities of the Bank
Committee at Management level (MAC, MANCOM)	Monitor & review adcuquacy & efficacy of control systems through related RM committees
RM Committees (ALCO, MCC, FEx, AML, ICC, ICT)	Manage various risks at different levels

Fig: Related risk management committees in RBL

The Deputy Managing Director is given the responsibility of the Chief Risk Officer (CRO) of RBL. The CRO is accountable for the overall risk management function.

A. Managing Core Risks in RBL

Core risks management guidelines have been formulated in RBL for sound and prudent operation of the bank as well as for compliance with Bangladesh Bank's instructions. The activities to update the guidelines consecutively are under process. There are separate risk management committees for each core risk in related division.

Different steps have already been taken to improve the rating like workshop on core risks management, assessing the bank's position against Bangladesh Bank's inspection checklist and establishing separate Treasury Division. Several meetings with six core risk management committees were convened by RBL's Managing Director for ensuring proper implementation of guidelines and upgrading of the rating of core risks management. Thus

implementation of risk management has improved in several aspects.

A.1 Credit Risk Management

Credit risk is one of the prime risks of a bank. It indicates the potential loss arising from contractual failure of the borrower with the bank. The failure may be resulted from unwillingness of the borrower or due to decline of the financial conditions.

RBL emphasizes to manage credit risk in the entire range as well as the risk in individual credits or transactions. The effective management of credit risk is a critical component of a comprehensive approach to risk management and essential to the long-term success of RBL.

On the basis of Bangladesh Bank's credit risk management policies, a manual of Credit Risk Management (CRM) has been formed and approved by RBL's Board of Directors. The organizational structure of RBL's Head Office level has been designed in line with CRM Guidelines.

The duties of the executives & officers working in the credit areas like credit approval, administration, monitoring and recovery functions, have been segregated for smooth functioning.

Prior Approval CRM Activities of RBL

The following principles underpin RBL's approach to credit risk management:

- **Client due diligence**, which is aligned with our country and industry portfolio strategies also emphasizes on the size & type, purpose, structure (term, conditions, repayment schedule & interest rate) and securities of the loan proposed.
- Prevent undue concentration and large unexpected losses by ensuring a diversified and marketable credit portfolio.
- Assess and manage client, industry and product-specific concentrations actively against RBL's risk appetite.
- Initiate and review the assessment process periodically at branch/credit division which is placed before Management Credit Committee (MCC) or Board for approval. The process includes borrower analysis, industrial analysis, historical financial analysis, repayment sources analysis, mitigating factors etc.
- Strictly follow the conditions of Bangladesh Bank to set up single borrower or large loan

limit, i.e. total of funded and non-funded loan limit is 15% of RBL's entire capital.

Any credit approval is subject to the banking regulations in force or to be imposed by the regulatory body and to the changes in the banking policy. Data collection check list and limit utilization form are being prepared for regular assessment.

Credit risk grading (CRG) system has been adopted by RBL as per Bangladesh Bank's instruction. The system defines the risk profile of borrowers to ensure that account management, structure and pricing are commensurate with the risk involved. CRG by RBL considers the following criteria:

	Leverage
	Liquidity
Financial Risk	Profitability
	Coverage
	Size of Business
	Age of Business
Business/ Industry Risk	Business Outlook
	Industry Growth
	Market Competition
	Experience
Management Risk	Succession
	Team work
	Security Coverage
Security Risk	Collateral
	Support
	Account Conduct
Relationship Risk	Utilization of Limit
	Compliance of Covenants
	Personal Deposits

Fig: Credit Risk Grading

RBL also follows Bangladesh Bank guidelines regarding CIB reporting, provisioning, write off of bad and doubtful debts, and suspension of interest.

Total Loans and Advances of RBL

Fig in crore Tk

Total Loans & Advances	10742.63	9064.16
Classified amount (Opening)	2262.79	454.66
Less Total recovery adjustment during the year	2240.16	812.03
Add newly classified during the year	1776.62	2620.15
Classified amount (Closing)	1799.25	2262.79
% of classified loans	16.74	24.96

Credit Concentration by Region (Division)

Fig in crore Tk

Dhaka	7101.19	66.11	6003.32	66.23
Chittagong	1443.11	13.43	1266.73	13.98
Khulna	1234.51	11.49	925.78	10.21
Sylhet	101.45	0.95	89.63	1.00
Rajshahi	218.54	2.03	231.47	2.55
Rangpur	360.24	3.35	284.00	3.13
Barisal	283.59	2.64	263.23	2.90
Total	10742.63	100	9064.16	100

A.2 Asset Liability Risk Management

Asset and liability management (ALM) is one of the key essentials of managing a bank's balance sheet efficiently. The main objectives of ALM are to manage balance sheet risk i.e. liquidity risk & interest rate risk and to maintain adequate capital.

RBL has its own guideline for asset liability management which is approved by RBL's Board of Directors. Considering all risk factors the bank has established an effective ALM process for assessing, analyzing and reviewing various kinds of risk exposures arising from composition and dynamics of the balance sheet. Asset Liability Committee (ALCO) of RBL regularly reviews these risk exposures in the following manner:

- It advises for both the opportunities and threats to its liquidity and balance sheet positions as well as positions of maturing assets and liquidity contingency plan.
- It monitors the liquidity management of treasury by-
 - i) setting tolerance for cumulative cash flow mismatches (maximum cumulative outflow limit 20% of balance sheet assets),
 - ii) setting limit on loan to deposit ratio (81% expected, 110% maximum),
 - iii) setting limit on dependence on institutional deposits that are volatile in nature.
- ALCO also monitors the rate sensitive assets and liabilities of the bank.

ALM desk plays vital role in managing liquidity, interest sensitive assets and interest sensitive liabilities. ALCO paper is the main support for ALCO meeting in taking decision. This paper is prepared by the ALM desk. In RBL, ALCO paper contains all the information regarding liquidity based on historical requirements, current liquidity position, anticipated future funding requirement, sources of fund and options for reducing funding needs, present and anticipated asset quality, present and future earning capacity along with capital position. Thus all the decisions are made based on practical scenario.

RBL has established a separate Treasury Division to strengthen its asset liability management, implement the Asset Liability Manual of RBL as well as managing risk proactively.

A.2.1. Liquidity Position

RBL maintains its regulatory requirement of SLR and CRR. Liquidity position of RBL is comparatively better in 2013 than 2012 as the bank was in lending position in 2013.



Maintaining Statutory Liquidity in RBL

Fig in crore Tk

Cash Reserve Requirement	Required	958.24	820.44
	Maintained	971.34	816.58
Rest of Statutory Liquidity Ratio	Required	2076.18	1777.62
	Maintained	2831.36	2358.07
	Excess	755.18	580.45

Lending and Borrowing from Call Money Market

Fig in crore Tk

Lending	865.00	445.00
Borrowing	-	-

As per the structural liquidity profile of RBL, Medium Term Funding Ratio (MTF) and Maximum Cumulative Outflow (MCO) as on December 2013

MTF Ratio	48.82%	45%
MCO	26.24%	< 20%
Loan Deposit Ratio	60.37%	80%-85%

A.2.1.1 Interest Rate Risk

According to Duration Gap Analysis, the fall in market value of equity due to 1% change in interest rate for 31 December 2013 is Tk.45.26 crore.

Interest Earning Assets

Fig. In crore Tk

Balance with other Banks & FIs	2158.88	1021.67
Investments	3095.87	1979.30
Money at Call & Short Notice	865.00	445.00
Loans and Advances	8943.38	6801.37
Others	243.91	1018.91
Total	15307.04	11198.71

Interest Bearing Liabilities

Fig. in crore Tk

Borrowings	74.64	136.14
Deposits and Other A/Cs	16312.58	12126.99
Total	16387.22	12263.13

Net Interest Income

Fig. in crore Tk

Total Interest Income	1284.21	1171.51
Total Interest Expense	1190.82	869.28
Net Interest Income	93.39	302.23

A.3 Foreign Exchange Risk Management

Foreign Exchange risk is the risk of declines in cash flows and asset values of a bank due to change in exchange rate. The responsibility of Foreign Exchange Risk Management of RBL is on the Foreign Trade Finance & International Division.

In compliance with the Bangladesh Bank Guidelines, RBL has prepared Foreign Exchange Risk Management Manual. Treasury Front Office, Back Office and Mid Office have been established and are functioning through an independent organizational chain in accordance with the terms and conditions of the manual.

The dealers of the bank are responsible for risk management of its overall balance sheet and managing the capital. It is a highly responsible function where the best possible decisions are expected to be made in split-second to determine the extent of risk in this area.

Dealer strikes a deal	Enters deal into blotter, raises deal ticket, sends ticket to treasury back office	Treasury back office contacts deal confirmations with
		Passes all required entries
Advises treasury of accurate position	Reconciles	Settles the deal

Fig: Process flow chart of dealing in RBL

These limits includes intra-day limit, monthly stop loss limit, intra-day stop loss limit,

overnight holding limit and counter party limit. To facilitate the treasury functions, individual limits for the dealers and limit for dealing room have been fixed up.

A.4 Money Laundering Risk Management

RBL has its own guideline, approved by the Board of Directors, for prevention of money laundering in line with Anti Money Laundering (AML) Law and Bangladesh Bank guidelines. Anti Money Laundering Division of RBL is responsible for Money Laundering Risk Management of RBL.

RBL has a Central Compliance Unit (CCU) headed by the Chief Anti Money Laundering Compliance Officer (General Manager) and Money Laundering Prevention Committee (MLPC) headed by Deputy Managing Director to supervise the overall AML and CFT activities.

Each branch of RBL has an Anti Money Laundering Compliance Officer (BAMLCO) who is responsible for compliance of Bangladesh Bank instructions relating to AML/CFT (Anti Money Laundering/Combating financing of Terrorism) activities in the branch. Risk is identified by the branch through analyzing the KYC (know your customer) and TP (transaction profile). CTR (cash transaction report) is sent to the Head Office on monthly basis for cash transaction of 10 (ten) lac or above in a day (w.e.f. August, 2012). All these reports are sent to Bangladesh Bank through special software within 21st of every month.

When any unusual/suspicious transaction occurs it is reported as STR (suspicious transaction report) to CCU (Central Compliance Unit). CCU examines the report properly and sends to Bangladesh Bank with

comments of the CAMLCO if it is reportable.

A.5 Internal Control and Compliance Risk Management

Internal control structure and system are very essential to the capital assessment process. The process includes an independent review and, where appropriate, the involvement of internal or external audits. RBL has its own ICC manual.

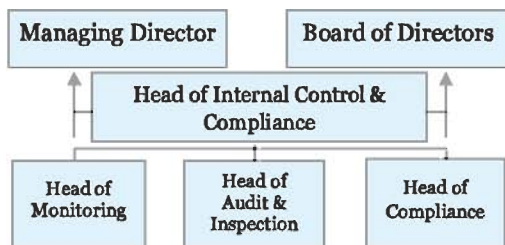


Fig: Internal control structure of ICC

The functions of three divisions of ICC (Monitoring, Audit & Inspection, Compliance) are to manage the cross divisional and cross regional operational risk as well as risk concentrations at branch level. These divisions ensure a consistent application of the operational risk management strategy across the bank.

Audit & Inspection division performs risk-oriented reviews of the design and operating effectiveness of RBL's system of internal controls. Internal audit is conducted at periodical interval to ensure compliance of the policies of the bank and regulatory bodies.

The activities are undertaken to ensure internal control and compliance in RBL:

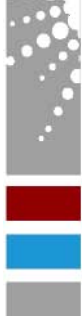
- i) Risk based Departmental Control Function Checklist (DCFCL), a risk verification checklist, has been introduced to declare the status of performance of the branches.
- ii) Self-Assessment of Anti-fraud internal control checklist has been introduced to assess the performance of RBL.
- iii) ICC unit in each workstations of RBL to ensure control and compliance is under process.
- iv) Management Reporting System (MRS) Committee has been formed with a General Manager as its head.
- v) Health report of the bank is prepared annually and placed to the audit committee as well as to the Board of Directors.

A.6 Information Communication Technology (ICT) Risk Management

RBL has its IT Policy prepared in line with the ICT Guidelines of Bangladesh Bank.

Physical security of RBL ensures environmental safeguards as well as controlling physical access to equipment and data depending on IT set up. The risk management of physical security involves three tiers: Tier-1 for data centre including disaster recovery site, Tier-2 for server room and Tier-3 for standalone computers or ATM. At the moment, Rupali Bank Ltd. does not have the proper infrastructure for all these. Information security measures is applicable to all functional tiers, include password control, user ID maintenance, input control, network security, data encryption, virus protection, internet and e-mail.

The data centre of RBL already completed. Automation is on the process. IT policy regarding physical security and information security for risk



management is yet to be fully implemented. Risk is identified by the branch. Internal IT Audit is conducted by Computer and Audit Inspection Division on half yearly basis. A limited number of IT professionals are recruited and several trainings are provided to the related employees.

B. Risk Mitigation Methodology

Since risk arise from uncertainties associated with the risk elements, risk reduction is achieved by adopting strategies that eliminate or reduce the uncertainties associated with the risk elements. This is called "Risk Mitigation" While they help in reducing adverse impact or profits, it limits upside potential as well. Nevertheless, one achieves stability in his net cash flow and risks stand reduced.

In banking, we come across a variety of financial instruments and number of techniques that can be used to mitigate risks. The techniques to mitigate different types of risk are different. For mitigating credit risk banks have been using traditional techniques such as collateralization by first priority claims with cash or securities or landed properties, third party guarantees etc. Banks may buy credit derivatives to offset various forms of credit risks. For mitigating interest rate risk banks use interest rate swaps, forward rate agreements or financial future. Similarly, for mitigating forex risks bank use forex forward contract, forex options or future and for mitigating equity price risk, equity options.

Risk mitigation measures aim to reduce downside variability in net cash flow but it also reduces upside potential simultaneously. In fact, risk mitigation measures reduce the variability in net cash flow.

B.1 Risk Management Paper

Banks have to prepare a risk management paper and must place the same in the monthly meeting of the Risk Management Division (RMD) as per guideline of Bangladesh Bank.

RM paper is prepared according to the prescribed format of Bangladesh Bank letter No. DOS (RMMS) 1154/01/2013-65 dated 24.01.2013 by the RMD of RBL. Monthly meeting of RMD is conducted on the basis of analysis and recommendations made in the RM

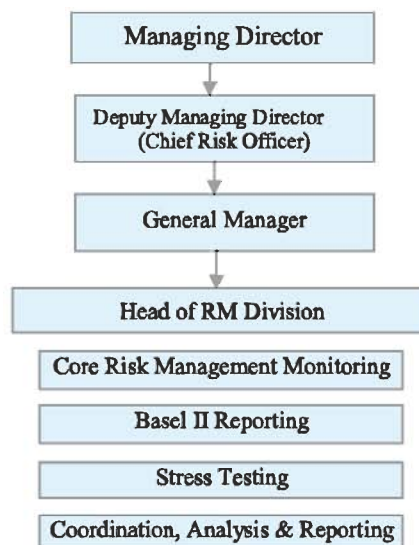
paper. RM paper is submitted to the Department of Off-site Supervision, Bangladesh Bank (for successive months of each quarter) along with the minutes of the meetings within 10 days of each quarter end as per following sequence:

- Credit Risk
- Liquidity Risk
- Market Risk
 - a) Interest Rate Risk
 - b) Equity Price Risk
 - c) Foreign Exchange Risk
- Operational Risk
- Interest Rate Risk in the Banking Book
- Reputation Risk
- Core Risk Management Ratings and Implementation Status
- Oversee the Capital Management Function
- Analysis of Bank's own Resilience Capacity
- Evaluation of Stress Test Result
- Recommendations, Suggestions and Steps Taken

C. Risk Management Division (RMD)

The Risk Management Division (RMD) in a commercial bank can play a vital role in managing and mitigating risk by critical risk assessment and management as well as regular monitoring. According to Bangladesh Bank instruction, the RMD of RBL has been formed with the vision to establish a comprehensive risk management process in the bank and to ensure a continuous sound banking practice. The main objective of RMD is to prevent bank from taking excessive risk.

C.1 Organogram of Risk Management in RBL



C.2 Role of RMD

The RMD is concerned with providing comprehensive and effective framework for measuring, monitoring and mitigating risk exposures in the context of business strategy of RBL. The functions of RMD are:

- To ensure compliance with six core risks management guidelines at the department level, sub department level and desk level.
- To analyze data/information through preparation of Risk Management Paper.
- To analyze the bank's own resilience capacity towards facing financial difficulties of the bank.
- To conduct periodic stress tests so that no inexplicable error exists in operations of the bank.
- To oversee the capital management function of the bank in line with the Basel-II Accord.
- To review market conditions and take precautionary measures towards facing abnormal market situation and vulnerability of investments of the bank.
- To highlight risky portfolios in the monthly meeting based on the reports of risk management committees on timely manner to the senior management.

Initiatives taken by Risk Management Division (RMD) of RBL

- The RMD of RBL is engaged in coordinating the risk management activities, Basel-II implementation and Stress Testing by providing regular report regarding various risk position to the senior management as well as to Bangladesh Bank.
- The RMD convenes monthly meeting on various issues to determine strategies in consistency with risk management policy, which can measure, monitor, and maintain acceptable risk level of the bank. Minutes of each meeting are submitted to Bangladesh Bank on quarterly basis.
- In addition Risk Management Paper is prepared on monthly basis by the members of RMD addressing different areas of risk and their mitigating tools and techniques and submitted to Bangladesh Bank as well as to Board Risk Management Committee on quarterly basis.
- To create awareness and establish risk management culture at branch level a daylong workshop on core risk management was arranged by the RMD for the zonal heads and corporate branch heads. The resource persons were invited from Bangladesh Bank to conduct

knowledge sharing session on six core risks and their management.

- RMD, as an integral part of Supervisory Review Process (SRP) team is also engaged in preparing Internal Capital Adequacy Assessment Process (ICAAP) for RBL.
- To perform the risk management function smoothly, all the operational divisions have revived internal risk management committees due to continuous and successful persuasion by RMD.

Risk Appetite Framework (RAF)

Risk appetite is the level and type of risk a bank is able and willing to assume in its exposures and business activities. Risk appetite is the cornerstone of a successful risk management framework.

RBL will adopt some fundamentals for an effective RAF is mentioned below:

Desired business mix, composition of the balance sheet, risk preferences, the acceptable trade-off between risk and reward, tolerances for volatility, capital thresholds, tolerance for post-stress loss, optimum liquidity ratios, and others;

Focus on the bank's key strengths and competitive advantages;

Enable the Board to challenge business proposals outside of the bank's traditional product and service lines;

Make forward-looking discussions of risk easier;

What types of risk the bank is willing to bear and under what conditions, as well as which risks the bank is unwilling to assume.

D. Basel II Framework

The Basel Accord is the cornerstone of international risk-based banking regulation introduced by the Basel Committee on banking supervision. Basel-II is a banking risk and capital management framework dealing with three distinct areas commonly known as pillars, where-

Pillar-1 : Minimum Capital Requirement

Pillar-2 : Supervisory Review Process

Pillar-3 : Market Discipline through disclosure of material information



RBL started to implement revised regulatory capital framework "Risk Based Capital Adequacy for Banks" from January 2009. Regular reporting is ensured by Risk Management Division (RMD) to the Department of Offsite Supervision (DOS) of Bangladesh Bank by the end of each quarter.

D.1 Pillar-1: Minimum Capital Requirement (MCR)

The first pillar deals with maintenance of regulatory capital calculated for three major components of risk that a bank faces: credit risk, operational risk and market risk. Other risks are not considered fully quantifiable at this stage.

Comparative scenario of Minimum Capital Requirement (MCR) as per Risk Based Capital Adequacy Statement (Basel II) is as follows:

Fig in crore Tk

Eligible Capital	December 2013	December 2012
Tier - 1 (Core Capital)	1030.77	780.48
Tier - 2 (Supplementary Capital)	244.79	343.12
Tier - 3 (eligible for market risk only)	0	0
Total Eligible Capital	1275.56	1123.60
Total Risk Weighted Assets (RWA)	12556.40	11114.59
Capital Adequacy Ratio (CAR)	10.16%	10.11%
Core Capital to RWA	8.21%	7.02%
Supplementary Capital to RWA	1.95%	3.09%
Minimum Capital Requirement (MCR) 10% of RWA	1255.64	1111.46
Capital Surplus	29.92	22.14

Comparative scenario of Risk Weighted Assets as per Statement of Risk based Capital Adequacy (Basel II) is as follows:

Fig in crore Tk

Risk Weighted Assets (RWA) for	December 2013	December 2012
Credit Risk	10773.28	9417.79
Market Risk	506.76	487.58
Operational Risk	1276.36	1239.22
Total RWA	12556.40	11114.59



D.1.1 Credit Risk

For credit risk mitigation, loan provided against financial securities and rating of some large borrowers has been used. Rating of some other large borrowers is on the process. Capital requirement can be reduced if some good large borrowers are rated.

Some comparative scenarios of Loans and Advances are as follows:

• Sector wise Loan

Fig in crore Tk.

Particulars	December 2013		December 2012	
	UC	CL	UC	CL
Government	0.00	54.05	0.00	54.06
Other Public	707.62	34.01	538.21	34.00
Private	8235.76	1711.19	6263.15	2174.71
Total Loan	8943.38	1799.25	6801.37	2262.77

• Rating Position of Corporate Loans

Fig in crore Tk.

Particulars	December 2013	December 2012
Rated Amount	3395.98	1718.69
Unrated Amount	3237.02	1878.65
Total Corporate Loans	6633.00	3597.34

• Risk Weighted Asset & Capital Charge for Credit Risk as per Basel II Accord

Fig in crore Tk.

Risk Weighted Asset for Credit Risk	December 2013		December 2012	
	RW Amount	Capital Charge	RW Amount	Capital Charge
On-Balance Sheet	10434.50	1043.45	9067.97	906.79
Off-Balance Sheet	338.79	33.87	349.82	34.98
Total RWA for Credit Risk	10773.28	1077.32	9417.79	941.78

D.1.2 Market Risk

Market risk is defined as the risk of losses in on and off-balance sheet positions arising from movements in market prices i.e. interest rate and equities in the trading book; commodity price and foreign exchange position (both in the banking and trading book).

Comparative Position of Capital Charges for Market Risk

Fig in crore Tk.

Details	Dec 2013	Dec 2012
Interest Rate Related Instrument	23.04	28.26
Equities	27.01	11.74
Foreign Exchange Position	0.63	5.75
Commodities	0.00	0.00
Total	50.68	45.76

D.1.2.1 Interest Rate Risk

Interest rate risk in trading book can be general and specific risk based on its effect. To minimize general interest rate risk, RBL emphasizes investment in government treasury bonds and quality financial instruments, which are less volatile in nature.

Investment in Interest Rate Related Instrument

Fig in crore Tk

Particulars		December 2013	December 2012
Held to Maturity	Govt. T. Bill & Bond	1321.68	819.40
	Private Bond	677.93	677.93
Held for Trading	Govt. T Bond	653.42	653.39
	Private Bond	0.00	0.00

D.1.2.2 Equity Price Risk

Equity risk is defined as losses due to change in market price of equity held. To measure and identify the risk mark to market valuation of the share investment portfolios are done. To minimize equity price risk diversification is enforced as per bank's own policy.

Statement of Share Position

Fig in crore Tk

Particulars	December 2013		December 2012	
	Cost Price	Market Value	Cost Price	Market Value
Unquoted Shares	555.35	555.35	81.68	81.68
Quoted Shares	135.03	413.57	58.71	286.53

D.1.2.3 Foreign Exchange Risk

As per Basel II the risk weighted amount for foreign exchange risk is the 100% of open short or long position whichever is higher. Capital requirement can be reduced by keeping net open position of foreign exchange at a possible minimum level.

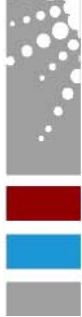
Measuring Bank Exposure to Foreign Exchange Risk as on 31 December 2013

		Amount (in Million)	Exchange Rate	Net Long (+)/ Short(-) position in USD equivalent (Million)	Taka Equivalent (in Crore)
US Dollar	USD	5.7054	1.0000	5.7054	44.4392
Japanese Yen	JPY	3.8806	105.3100	0.0368	0.2870
Pound Sterling	GBP	0.0718	1.6477	0.1183	0.9212
Euro	EUR	-0.3900	1.3742	-0.5359	-4.1739
Other Currencies		0.4153	1.0000	0.4153	3.2346
Sum of the net Long Position				6.2758	48.8820
Sum of the net Short Position				-0.5359	-4.1739
Overall net position*				6.2758	48.8820
Risk weight					10%
Capital Charge for Foreign Exchange Exposure					4.89
*The overall net position shall be greater one of the absolute value of the sum of net long or the sum of short position. Current spot market exchange rate is Tk =77.89 per US \$					

D.1.3 Operational Risk

Operational risk is the potential for incurring losses in relation to employees, contractual specifications and documentation, technology, infrastructure failure and disasters, external influences and customer relationships. This definition includes legal and regulatory risk, but excludes business and reputation risk.

The bank uses the basic indicator approach (BIA) to calculate its operational risk. Under BIA, the capital charge for operational risk is a fixed percentage, denoted by α (alpha) of average positive annual gross income of the



bank over the past three years. Capital Charge for Operational Risk is determined in following way:

Fig in crore Tk

Year	2013	2012	2011	Capital Charge 15%
Gross Income	780.86	856.47	915.38	127.6355

To reduce operational risk, RBL emphasizes HR development and proper distribution of human resources to ensure placement of right man at the right place. RBL has provided different training to employees through different training institutions including Rupali Bank Human Resource Development Centre. Information on external events occurring in the banking industry is systematically utilized to ensure that similar incidents will not happen to RBL.

The Audit and Inspection Division makes a year wise risk based audit plan to carry out comprehensive audits and inspections of the banking operations in approved procedures. To manage operational risk in the best way, intensive compliance and follow up is very important.

D.2 Pillar-2: Supervisory Review Process

The key principle of the **Supervisory Review Process (SRP)** as per Bangladesh Bank Guidelines is that “banks have a process for assessing overall capital adequacy in relation to their risk profile and a strategy for maintaining their capital at an adequate level”.

RBL has an exclusive body called SRP team where RMD is an integral part. RMD under direct supervision of SRP team of RBL prepared ICAAP (Internal Capital Adequacy Assessment Process) for assessing the bank’s overall risk profile and a strategy for maintaining adequate capital. RBL has a capital plan to raise its capital against risks to fulfill Bangladesh Bank’s requirement.

D.2.1 Risks covered under SRP of RBL Residual risks

RBL has proper risk management procedures in place to control the risks that result from the use of credit risk mitigating techniques, including residual operational and legal risks.

The following factors are considered under residual risk while preparing ICAAP-

- a) The liquidation procedure of the collateral is difficult and time consuming,

- b) The valuation of the collateral is Inappropriate (e.g. overvaluation).

RBL has appropriate governing and control systems, valuation procedures, internal regulations and responsible individuals assigned for the prudent handling of these risks.

Securitization risk

RBL has procedures under SRP to evaluate and manage risks deriving from securitization deals with a view to ensure that the actual economic content of the transaction is fully reflected in risk evaluation and management decisions.

Evaluation of Core Risk Management

RBL during the SRP linked management of core risks and its rating with the additional capital requirement. RBL assesses the potential deficiencies of the applied methods and take them into consideration to ensure proper implementation of core risk management guidelines.

Credit concentration risk

Credit concentration risk has the potential to be a source of extensive losses, thus the policy to handle this risk is an integral part of risk management system of RBL. The following concentration is considered under SRP of RBL:

- a) By economic sector or geographical location;
- b) In a specific foreign currency and
- c) Of credit-risk mitigating techniques (concentration of collaterals or the type or issuer of such assets).

Interest rate risk in the banking book

RBL has taken Interest rate risk in the banking book also as a potential risk. Sources and types of interest rate risks in banking book are: a) Gap or mismatch risk b) Basis risk c) Net interest position risk d) Embedded option risk etc.

Liquidity risk

Liquidity risk occurs when a bank is unable to fulfill its commitments in time when payment falls due. RBL estimates liquidity risk by comparing liquid assets to short-term liabilities. RBL analyzes the expected changes of its liquidity by comparing the maturity of its receivables and payables. RBL has contingency plans approved by the Board for handling potential liquidity crisis.

Settlement risk

Settlement risk is also considered by the SRP of RBL. Settlement risk addresses to the credit

risk and liquidity risk elements. Treasury transactions, trading book items (deals) and capital market dealings concluded as part of investment services convey a settlement risk that is a specific mix of credit and liquidity risk.

Reputation risk

Reputation risk is the current or prospective indirect risk to earnings and capital arising from adverse perception of the image of the financial institution on the part of customers, counterparties, shareholders, investors or regulators. RBL provides training to the manpower, applies modern technology, performs corporate social responsibilities etc. to ensure quality customer service.

Strategic risk

Strategic risk means the current or prospective risk to earnings and capital arising from changes in the business environment and from adverse business decisions, or from the overlooking of changes in the business environment. RBL regularly revise its strategy in line with clearly articulated requirements of regulators and trends of the economic environment to manage strategic risk.

Environmental risk

Environmental risk has taken into account by RBL under SRP as environmental and climate change risk refers to the uncertainty or probability of losses that originates from any adverse environmental or climate change events (natural or man-made) and/or the non-compliance of the prevailing national/BB environmental regulations. Environmental and climate change risk can hamper the business stability of the borrowers in respect of both- i) profitability and ii) reputation. Consequentially, the extent of risk for the bank will be higher.

Other material risks

SRP of RBL also covers risk if any, not been identified earlier but are material for the bank's internal capital allocation process.

D.3 Pillar-3: Market Discipline

RBL has its own disclosure framework for disclosure of its material information which is the requirement of Pillar-3 of Basel-II. It includes both qualitative and quantitative information that are important for the stakeholders. The disclosure framework of RBL is approved by the bank's Board of Directors and it describes the bank's risk management objectives and policies for each separate risk area (credit, market, operational, banking book interest rate risk, equity), including:

- strategies and processes;
- the structure and organization of the relevant risk management function;
- the scope and nature of risk reporting and/or measurement systems;
- policies for mitigating risk with strategies and processes.

The following components set out in tabular form have disclosed in the disclosure of RBL:

- Scope of application
- Capital structure
- Capital Adequacy
- Credit Risk
- Equities: disclosure for banking book positions
- Interest rate risk in the banking book (IRRBB)
- Market risk
- Operational risk

The disclosure of RBL based on audited balance sheet is available in the bank's website.

E. Stress Testing

Stress testing is a series of tests to quantify the impact of changes in a number of risk factors on the assets and liabilities using a set of exceptional but plausible events in abnormal market condition.

Stress Testing is performed by RMD on quarterly basis for managing risk proactively in an adverse economic condition. RMD ensures regular reporting to the senior management of RBL as well as the Department of Offsite Supervision (DOS) of Bangladesh Bank by the end of each quarter. As per Stress Testing of December 2013 the most adverse effect comes from shock relating to top ten large borrowers.

Calibration of Shocks for Credit Risk

- **Performing loan directly downgraded to B/L(sectoral concentration 1& 2)**

The most concentrated sector in RBL is textile sector and the second one is other manufacturing industries. The impact of downgrading 3%, 9% & 15% of total performing loan of textile sector and other manufacturing industries directly to B/L category having 100% provisioning requirement is calculated by stress testing.



▪ **Increase in NPL due to default of top large borrowers**

The impact of increasing NPL due to default of top 3 (three), top 7 (seven) & top 10 (ten) borrowers at minor, moderate and major level of shock is calculated assuming that the performing loan of the respective borrowers are directly downgraded to Bad & Loss category creating a requirement of 100 % provision.

▪ **Negative shift in NPL categories**

This includes 5%, 10% & 15% downward shift of the SMA to substandard, the substandard to doubtful and doubtful to bad and loss at minor, moderate and major level of shock respectively.

▪ **Decrease in the FSV of Collateral**

It includes decrease in forced sale value of mortgage collateral by 10%, 20% and 40% at minor, moderate and major level of shock respectively.

F. Basel III

Basel III is a global regulatory framework for more resilient banks and banking systems. The objective of the reforms is to improve the banking sector's ability to absorb shocks arising from financial and economic stress.

It mainly focuses on **Strengthening Capital Base** and **Maintaining Liquidity Standard**. It is an upcoming risk based capital management framework that Bangladesh Bank is yet to adopt. It is not regulatory for the banks at present; besides RBL is yet to implement Basel II fully. Guidelines of Basel III will be issued by Bangladesh Bank on June 2014 & implementation will be started from July 2014.

F.1 Strengthening Capital Base

Capital base would be strengthened through raising the quality, consistency and transparency. The predominant form of Tier 1 capital must be common shares and retained earnings. In addition, Tier 2 capital instruments will be harmonized and so-called Tier 3 capital instruments, which were only available to cover market risks, will be eliminated. Finally, to improve market discipline, the transparency of the capital base will be improved with all elements of capital required to be disclosed along with a detailed reconciliation to the reported accounts.

F.2 Maintaining Liquidity Standard

For maintaining liquidity, Basel III introduced two global liquidity standards called Liquidity

Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR).

F.2.1 Liquidity Coverage Ratio (LCR)

The LCR is intended to promote resilience to potential liquidity disruptions over a thirty day horizon. It will help ensure that global banks have sufficient unencumbered, high quality liquid assets to offset the net cash outflows it could encounter under an acute short term stress scenario.

F.2.2 Net Stable Funding Ratio (NSFR)

The NSFR requires a minimum amount of stable sources of funding at a bank relative to the liquidity profiles of the assets, as well as the potential for contingent liquidity needs arising from off-balance sheet commitments, over a one-year horizon.

F.3 RBL's Preparation for Basel III

- i) Tier 1 capital of the RBL includes paid-up capital, statutory reserve, general reserve, retained earnings and share deposit whereas Tier 2 capital consists of general provision, revaluation reserves for fixed assets, securities and equity instruments. Tier 2 capital is already harmonized in RBL as per guidelines of Bangladesh Bank. Eliminating Tier 3 is not applicable for RBL as the bank does not have any Tier 3 capital.
- ii) RBL can raise its capital through increasing its operating profit. The bank has a seven years capital plan for fattening capital through earning retention.
- iii) RBL is now preparing itself for maintaining its LCR & NSFR at an adequate level. Statements regarding LCR and NSFR have been prepared and sent to Bangladesh Bank as per their requirement. RBL is calculating and maintaining the Statutory Liquidity Ratio (SLR) and Cash Reserve Requirement (CRR) regularly. RBL's position in call money market is satisfactory. The bank was in lending position in 2013.
- iv) RBL performs scenario analysis, sensitivity analysis and stress testing as per the guidelines of Bangladesh Bank.
- v) RBL reports Liquidity Profile to Bangladesh Bank on monthly basis within the first five working days of the following month.

RBL continuously strives to improve its risk and capital management and needs to anticipate all market developments, in particular those of an extreme nature.

Compliance of Basel II in RBL

Component	Basel II Requirement	Compliance
A. Minimum Capital Requirement	i) No Scheduled Bank in Bangladesh shall commence and carry on its business unless it has the minimum required capital fixed by Bangladesh Bank from time to time as per section 13 of Bank Company Act, 1991. Minimum Capital Requirement is 10% of Risk Weighted Assets from December 2013.	RBL meets its Minimum Capital Requirement (MCR) as per Basel II Framework. Capital Adequacy Ratio of RBL on 31 December 2013 is 10.16% and 10.18% in solo and consolidated basis respectively.
	ii) Banks have to maintain at least Tk. 200 cr as paid up capital from August 11, 2011 as per BRPD Circular Letter No. 11 dated 14 August, 2008 of Bangladesh Bank.	Ministry of Finance approved TK. 62.50 crore in favour of RBL for increasing paid-up capital and RBL received this amount by Govt. cheque on 23.10.2012. This amount has been treated as paid-up capital only for calculating regulatory capital under Basel-II. As on 31 December 2013 paid up capital of RBL is Tk 244.00 cr only.
	iii) Banks have to maintain at least 50% of required capital as Tier 1 capital.	50% of MCR is Tk.627.82 crore As on 31 December 2013 whereas amount of tier-1 Capital is Tk. 1030.77 crore. Thus percentage of Core Capital to MCR is 60.91 %.
	iv) The amount of Tier 2 capital will be limited to 100% of the amount of Tier 1 capital.	As on 31 December 2013 Tier 2 capital is limited to 100% of the amount of Tier 1 capital.
B. Supervisory Review Process	i) Banks should have an exclusive body (called SRP team) where risk management unit is an integral part.	RBL has formed a Supervisory Review process (SRP) team as per decision of Board Meeting No.854 dated: 11.04.2011.
	ii) Banks should have a process document (called Internal Capital Adequacy Assessment Process-ICAAP) for assessing its overall risk profile, and a strategy for maintaining adequate capital.	RMD under direct supervision of SRP team of RBL prepared an Internal Capital Adequacy Assessment Process (ICAAP) document for 2012 based on MCR of December 2011 for assessing the bank's overall risk profile and a strategy for maintaining adequate capital and submitted it to Bangladesh Bank.
C. Market Disclosure	Banks should have a formal disclosure framework approved by the Board of Directors.	RBL has its own disclosure framework, approved by the Board of Directors, for disclosure of its material information.
	Bank should provide all required disclosures in both qualitative and quantitative form, as at end March of each year along with the annual financial statement.	The disclosures of RBL based on audited balance sheet of 2013 are available in the bank's website in both qualitative and quantitative form since 07 May 2014.
	Banks have to submit a copy of their disclosures to the Department of Off-site Supervision of Bangladesh Bank.	RMD of RBL has submitted a copy of their disclosures to the Department of Off-site Supervision of Bangladesh Bank.

Market Disclosure for December 2013 Under Pillar-III of Basel II

The purpose of Market Disclosure is to complement the operation of Minimum Capital Requirement (Pillar-1) & the Supervisory review Process (Pillar 2) in the Revised Capital Adequacy Framework (Basel-II). It allows market participants to assess key pieces of information on the scope of application, capital adequacy, risk exposures, risk assessment & its management processes. Market disclosures have the potential to reinforce capital regulation & other supervisory efforts to promote safety & soundness in bank.

The qualitative and quantitative disclosures of the bank under Basel-II requirements based on the audited financial position as of 31 December 2013 are prepared as per the guidelines of Bangladesh Bank on "Risk Based Capital Adequacy for Banks" to establish more transparent and more disciplined financial market.

1. Scope of Application

Market Disclosure

(a) The name of the top corporate entity in the group to which this guidelines applies	Rupali Bank Limited.
(b) An outline of differences in the basis of consolidation for accounting and regulatory purposes, with a brief description of the entities within the group (i) that are fully consolidated; (ii) that are given a deduction treatment and (iii) that are neither consolidated nor deducted (e.g. where the investment is risk-weighted).	Rupali Bank Limited (RBL) is a state-owned commercial bank. Basel-II is applied by the bank on "solo" & "consolidated" basis. Rupali Investment Limited (RIL) a fully owned subsidiary company of RBL, incorporated as a public limited company on August 27, 2010 with the registrar of Joint Stock Companies & approved by Bangladesh Securities & Exchange Commission on August 09, 2011 to perform full-fledged merchant banking activities like portfolio management, underwriting, stock trading business etc. Investment in the subsidiary company RIL is risk weighted in the bank's exposures. Rupali Securities Ltd is also a subsidiary company of RBL but operation is not started yet.
(c) Any restrictions, or other major impediments, on transfer of funds or regulatory capital within the group.	Not applicable
(d) The aggregate amount of capital deficiencies in all subsidiaries not included in the consolidation that are deducted and the name(s) of such subsidiaries.	Not applicable

2. Capital structure

(a) Summary information on the terms and conditions of the main features of all capital instruments, especially in the case of capital instruments eligible for inclusion in Tier 1 or in Tier 2.	Tier 1 capital, also called as 'Core Capital', of RBL consists of paid-up capital, statutory reserve, general reserve, retained earnings and share money deposit. Tier 2 capital, also called as "Supplementary Capital", of RBL consists of general provision (against unclassified loans, SMA and Off-Balance Sheet exposures), revaluation reserves for fixed assets (50%), securities (50%) and equity instruments (10%). RBL does not have any Tier 3 capital. Total Eligible Regulatory Capital = (Eligible Tier-I Capital + Eligible Tier-II Capital)



Capital structure contd.

Quantitative Disclosures			
(b) Amount of core capital (Tier 1), with separate disclosure of:	Tier 1 Capital	Solo	Consolidated
		Taka in Crore	
	Paid-up capital	244.00	244.00
	Statutory reserve	250.20	250.20
	General reserve	151.33	151.33
	Retained earnings	167.74	173.48
	Share money deposit	217.50	217.50
	Total Tier 1 Capital	1030.77	1036.51
(c) Total Supplementary Capital	Tier 2 and Tier 3 Capital	244.79	244.79
(d) Deductions	Other deductions from capital	Nil	Nil
(e) Total eligible capital	Total eligible capital	1275.56	1281.30

3. Capital Adequacy

Qualitative Disclosures			
(a) A summary discussion of the bank's approach to assessing the adequacy of its capital to support current and future activities	i) The bank has adopted Standardized Approach (SA) for computation of capital charge for credit risk and market risk and Basic Indicator Approach (BIA) for operational risk. Assessment of capital adequacy is carried out in conjunction with the capital adequacy reporting to the Bangladesh Bank.		
	The bank has maintained capital adequacy ratio on the solo & consolidated are 10.16 percent & 10.18 percent against the minimum regulatory requirement of 10 percent. Tier-I capital adequacy ratio for solo & consolidated are 8.21 percent & 8.24 percent against the minimum regulatory requirement of 5 percent.		
	The bank's policy is to manage and maintain its future capital considering all material risks that are covered under pillar-2 of Basel II as well as the result of Stress Tests. The primary objective of the capital management is to optimize the balance between return and risk, while maintaining economic regulatory capital in accordance with risk appetite.		
	ii) RBL determines its risk weighted assets by multiplying the exposure amount of assets with their respective risk weight given in Basel II guidelines of Bangladesh Bank. RWA for market & operational risk are calculated by multiplying the capital charge for these risks by the reciprocal of minimum capital adequacy ratio (10%).		
Quantitative Disclosures			
(b) Capital Requirement		Solo	Consolidated
		Taka in crore	
	For Credit Risk	1077.33	1081.05
	For Market Risk	50.68	50.68
	For Operational Risk	127.64	128.14
(c) Total and Tier 1 capital ratio:	Capital Adequacy Ratio (CAR) %	10.16	10.18
	Core Capital to Risk Weighted Assets%	8.21	8.24

(d) Break-up of total assets based on its Risk Weight	Assets with 0% Risk Weight	6648.39	6653.11
	Assets with 20% Risk Weight	5185.32	5185.32
	Assets with 50% Risk Weight	1334.26	1334.26
	Assets with 75% to 100% Risk Weight	5912.52	5935.85
	Assets with more than 100% Risk Weight	<u>2538.09</u>	<u>2538.09</u>
	Total	21618.58	21646.63

4. Credit Risk

Qualitative Disclosures	Classification SL	Types of Loans	Classification Status	Period for classification
a(i) RBL follows Bangladesh Bank's BRPD Circular No.14 Dated 23 September 2012 for classification of loans & advances	1	Continuous Loan (Overdraft, Cash credit-Hypo, Cash credit-pledge etc)	SMA	2 Months
			SS	3M
			DF	6M
			BL	9M
	2	Demand Loan (Forced Loan, PAD, LIM, FBP, IBP etc.)	SMA	2M
			SS	3M
			DF	6M
			BL	9M
	3	Term Loan (which are repayable under a specific repayment schedule-within 5 years.)	SMA	2M
			SS	3M
			DF	6M
			BL	9M
	4	Term Loan (which are repayable under a specific repayment schedule-above 5 years.)	SMA	2M
			SS	3M
			DF	6M
			BL	9M
	5	Short term Agriculture & Micro credit	SMA	-
			SS	12M
			DF	36M
			BL	60M

(ii)Provisioning depending on the group:	Particulars		Short Term Agriculture & Micro Credit	Consumer Financing			SMEF	BHs/ MBs /SDs	All other Credit
				Other than HF, LP	HF	LP			
	UC	Standard	5%	5%	2%	2%	0.25%	2%	1
		SMA	-	5%	5%	5%	5 %	5%	5%
	Classified	SS	5%	20%	20%	20%	20 %	20%	20%
DF		5%	50%	50%	50%	50 %	50%	50%	
BL		100%	100%	100%	100%	100 %	100%	100%	
<p>HF=Housing Finance, LP=Loans to professionals to setup business, SMEF=Small & Medium Enterprise Financing, BHs= Loans to Brokerage House, MBs= Loans to Merchant Bank, SDs = Loans to Stock Dealers.</p> <p>On the basis of Bangladesh Bank's credit risk management policies, a manual of Credit Risk Management (CRM) has been formulated and approved by RBL's Board of Directors. The key principle of credit risk management is client due diligence, which is aligned with our country and industry portfolio strategies before sanction of any credit facility as per CRM policies which emphasizes on the size & type, purpose, structure (term, conditions, repayment schedule& interest rate) and securities of the loan proposed.</p> <p>For actively aiming to prevent concentration (Single borrower/group borrower/geographical /sectoral concentration) and long tail-risks (large unexpected losses; RBL follows different prudential guidelines of its own and Bangladesh Bank. In all market conditions, the bank's capital is effectively protected by ensuring a diversified and marketable credit portfolio.</p> <p>Risk appetite for credit risk of RBL is determined by its Board of Directors desiring optimum business mix, risk preferences, the acceptable trade-off between risk & reward etc.</p>									
(iii)Discussion of the bank's credit risk management policy:									

Credit Risk contd.

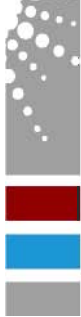
Qualitative Disclosures	
	<p>The assessment process is initiated at branch/credit division and placed before Management Credit Committee (MCC) or Board for approval. This process includes borrower analysis, industrial analysis, historical financial analysis, repayment sources analysis, mitigating factors etc. Credit risk grading system has been adopted by RBL as per Bangladesh Bank's instruction that defines the risk profile of borrower's to ensure that account management, structure and pricing are commensurate with the risk involved.</p> <p>RBL is very much concern in managing non-performing loan. RBL follows Bangladesh Bank's BRPD Circular for classification of loans & advances & provisioning. Targets to recover classified loans & advances are determined for the branch, workstation & divisional office at the beginning of the year. Continuous contact with the borrowers, special meeting with the defaulter, recruitment of recovery specialist, formation of special task forces, announcement of special program are emphasized.</p>
Quantitative Disclosures	
	Taka in crore
(b)	<p>Loan General 4736.07</p> <p>Cash Credit 3013.01</p> <p>Overdrafts 274.06</p> <p>Other Loans 2440.45</p> <p>Bills Purchased and Discounted <u>279.04</u></p> <p>Total 10742.63</p>



		Taka in crore
(c) Geographical distribution of exposures:	Dhaka	7101.19
	Chittagong	1443.11
	Sylhet	101.45
	Barisal	283.59
	Khulna	1234.51
	Rajshahi	218.54
	Rangpur	<u>360.24</u>
		<u>10742.63</u>
(d) Industry or counterparty type distribution of exposures, broken down by major types of credit exposure	Taka in crore	
	Jute Industry (Govt. & Private)	356.29
	Tannery Industry	326.17
	Jute Business	423.93
	Small & Cottage Industry	-
	Cold Storage/Ice plant	89.00
	Textile	2798.00
	Garments	525.00
	Engineering	725.00
	Food	399.00
	Chemicals	415.00
	Shipping/ Transport	116.00
	Shoe	37.00
	Services	158.00
	Ceramic	18.00
	Plastic	27.00
Dairy	9.00	
Printing & Publications	143.00	
Other	<u>4177.24</u>	
Total		<u>10742.63</u>

Credit Risk contd.

Quantitative Disclosures		
(e) Residual contractual maturity breakdown of the whole portfolio, broken down by major types of credit exposure.	Taka in crore	
	Payable on Demand	214.85
	Over 1 month but not more than 3 months	2685.66
	Over 3 months but not more than 1 year	2900.51
	Over 1 year but not more than 5 years	2363.38
	Over 5 years	2578.23
(f) Major counterparty wise amount of impaired loans :	Total	<u>10742.63</u>
	Taka in crore	
	Government	
	Unclassified:	
	Standard	-
	Special Mention Account(SMA)	-
	Classified:	
	Substandard	
	Doubtful	
	Bad & Loss	54.05
Sub Total		54.05



	Other Public	Unclassified:		
		Standard	707.62	
		Special Mention Account (SMA)		
		Sub total		707.62
		Classified:		
		Substandard		
		Doubtful		
		Bad & Loss	<u>34.01</u>	
		Sub total		34.01
	Private	Unclassified:		
	SMA+Standard	8235.76		
	SS+DF+BL	<u>1711.19</u>		
	Sub total		9946.96	
	Grand Total		<u>10742.63</u>	
	Classified:			
	Substandard	185.87		
	Doubtful	121.83		
	Bad & Loss	<u>1491.55</u>		
	Sub Total		<u>1799.25</u>	
Summary			Taka in crore	
	Unclassified			
	Standard	8869.31		
	SMA	<u>74.07</u>		
	Sub Total			8943.38
	Classified			
	Substandard	185.87		
	Doubtful	121.83		
	Bad & Loss	<u>1491.55</u>		
	Sub Total			<u>1799.25</u>
	Grand Total			<u>10742.63</u>

Market Disclosure

Credit Risk contd.

Quantitative Disclosures		Taka in crore
(g) Movement of NPA & Provisions	Gross Non Performing Assets(NPAs)	1799.25
	Non Performing Assets (NPAs) to outstanding Loans & advance	17.48 %
	Movement of NPAs (Gross)	
	Opening balance	2262.79
	Additions during the year	1776.62
	Reductions (Cash Recovery +Adjustment +Write-Off)	<u>(2240.16)</u>
	Closing balance	1799.25
	Movement of specific provisions for NPAs	





	Opening balance	636.74
	Provisions made during the period	103.86
	Recovered from previously written off loans	0.01
	Fully Provided debts Write-off	
	Transferred from off-balance sheet exposure	
	Closing Balance	740.61

5. Equities: Disclosures for banking book positions

Qualitative Disclosures

(a) The general qualitative disclosure requirement with respect to equity risk, including:

- Differentiation between holdings in which capital gains are expected and those taken under other objectives including for relationship and strategic reasons
- Discussion of important policies covering the valuation and accounting of equity holdings in the banking book. This includes the accounting techniques and valuation methodologies used, including key assumptions and practices affecting valuation as well as significant changes in these practices.

-Differentiation between holdings of equities for capital gain and those taken under other objectives is being clearly identified. The equity positions are reviewed periodically by the senior management.

-Important policies covering equities valuation and accounting of equity holdings in the Banking Book are based on use of the cost price method for valuation of equities.

Capital requirements broken down by appropriate equity groupings, consistent with the bank's methodology, as well as the aggregate amounts and the type of equity investments subject to any supervisory provisions regarding regulatory capital requirements.

Value disclosed in the balance sheet of investments, as well as the fair value of those investments; for quoted securities, a comparison to publicly quoted share values where the share price is materially different from fair value.

Particulars	Solo		Consolidated	
	Taka in Crore			
	Cost Price	Fair Value	Cost Price	Fair Value
Unquoted Shares	555.35	555.35	555.35	555.35
Quoted Shares	135.03	413.57	135.03	413.57
Total	690.38	968.92	690.38	968.92

The cumulative realized gains (losses) arising from sales and liquidations in the reporting period. Nil

Total unrealized gains 278.54

Total latent revaluation gains (losses) Nil

Any amounts of the above included in Tier 2 capital 27.85

Capital charge for Equity exposure assessed for total amount without group segregation is 27.01.

6. Interest rate risk in the banking book (IRRBB)

Qualitative Disclosures	
(a) The general qualitative disclosure requirement including the nature of IRRBB and key assumptions, including assumptions regarding loan prepayments and behavior of non-maturity deposits, and frequency of IRRBB measurement.	- To manage this risk in the banking book, bank considers the impact of interest rate changes on both assets and liabilities, and its particular features including, among other things, terms and timing. Changes in interest rates affect both the current earnings (earning perspective) as well as the net worth of the bank (economic value perspective). RBL periodically computes the interest rate risk on the banking book that arises due to re-pricing mismatches in interest rate sensitive assets and liabilities. For computation of the interest rate mismatches the guidelines of Bangladesh bank are followed. Details relating to re-pricing mismatches and the interest rate risk thereon are placed to the ALCO regularly.
(b) The increase (decline) in earnings or economic value (or relevant measure used by management) for upward and downward rate shocks according to management's method for measuring IRRBB, broken down by currency (as relevant).	- At 1% increase in Interest Rate, fall in MVE (Market Value Equity) is Tk.45.26 crore

7. Market risk

Qualitative Disclosures																			
(a) Views of BOD on trading/investment activities	-The Board approves all policies related to market risk, sets limits and reviews compliance on a regular basis. The objective is to obtain maximum returns without taking undue risks.																		
Methods used to measure Market risk	-Standardized Approach (SA) is used for calculating capital charge against market risk (interest rate risk, equity position & foreign exchange risk) which is determined separately. The total capital requirement in respect of market risk is the sum of capital requirement measured in terms of two separately calculated capital charges for specific market risk and general market risk for each of these market risk sub-categories.																		
Market Risk Management system	- RBL makes investment decision based on historical data of market movements of all comparable financial instruments to avoid general market risk. For managing specific risk RBL emphasizes on investment in Government treasury bonds and quality financial instruments, which are less volatile in nature. Treasury Front Office, Back Office & Mid Office have been established and functioning through an independent organizational chain as per terms & of the manual.																		
Conditions, Policies and processes for mitigating market risk	-There are approved limits for credit deposit ratio, liquid assets to total assets ratio, maturity mismatch, commitments for both on-balance sheet and off-balance sheet items, borrowing from money market and foreign exchange position. The limits are monitored and enforced regularly to protect against market risks. These limits are reviewed based on prevailing market and economic conditions to minimize risk due to market fluctuation.																		
Quantitative Disclosures																			
The capital requirements for:	<table border="1"> <thead> <tr> <th></th> <th>Solo</th> <th>Consolidated</th> </tr> <tr> <th></th> <th colspan="2">Taka in Crore</th> </tr> </thead> <tbody> <tr> <td>(b) Interest rate risk</td> <td>23.04</td> <td>23.04</td> </tr> <tr> <td>(c) Equity position risk</td> <td>27.01</td> <td>27.01</td> </tr> <tr> <td>(d) Foreign Exchange risk</td> <td>0.63</td> <td>0.63</td> </tr> <tr> <td>(e) Commodity risk</td> <td>Nil</td> <td>Nil</td> </tr> </tbody> </table>		Solo	Consolidated		Taka in Crore		(b) Interest rate risk	23.04	23.04	(c) Equity position risk	27.01	27.01	(d) Foreign Exchange risk	0.63	0.63	(e) Commodity risk	Nil	Nil
	Solo	Consolidated																	
	Taka in Crore																		
(b) Interest rate risk	23.04	23.04																	
(c) Equity position risk	27.01	27.01																	
(d) Foreign Exchange risk	0.63	0.63																	
(e) Commodity risk	Nil	Nil																	



8. Operational risk

Market Disclosure

Qualitative Disclosures							
<ul style="list-style-type: none"> Views of BOD on system to reduce Operational Risk 	<p>-Internal Control & Compliance (ICC) is the main tool in managing operational risk. Management, through three units of ICC i.e. monitoring, compliance and Audit & Inspection; controls overall operation of the bank. Board audit committee directly oversees the functions of ICC to prevent operational risks.</p>						
<ul style="list-style-type: none"> Performance gap of executives and staffs 	<p>-There is no significant performance gap as RBL takes necessary steps for HR development and ensures proper distribution of its human resources.</p>						
<ul style="list-style-type: none"> Potential external events 	<p>- No potential external event is expected to expose the bank to significant operational risk.</p>						
<ul style="list-style-type: none"> Policies and processes for mitigating operational risk 	<p>-RBL has formed MANCOM (Management Committee) to identify measure, monitor and control the risks through framing required policies and procedures. The policy of managing operational risk through Internal Control and Compliance is approved by the Board taking into account the relevant guidelines of Bangladesh Bank. DCFCL (departmental control function check list) and QOR (quarterly operation report) are applied for evaluation of the branches operational performance. Manuals related to Credit, Human Resources, Finance & Accounts, Treasury, Audit and Inspection etc. have been prepared for continuous recognition and assessment of all material risk that could adversely affect the achievement of RBL's goal. The audit & inspection division makes a year wise risk based audit plan to carry out comprehensive audits & inspections on the banking operations in procedures are in place & complied with.</p>						
<ul style="list-style-type: none"> Approach for calculating capital charge for operational risk 	<p>-RBL uses the basic indicator approach (BIA) to calculate its operational risk. Under BIA, the capital charge for operational risk is a fixed percentage denoted by α (alpha) of average positive annual gross income (GI) of the bank over the past three years. The capital charge may be expressed as follows:</p> $K = [(GI_1 + GI_2 + GI_3) \times \alpha] / n$ <p>Where, K = Capital charge under the basic indicator approach GI= Only Positive annual gross income over the previous three years α = 15% N = Number of the previous three years of which gross income is positive</p>						
Quantitative Disclosures							
<ul style="list-style-type: none"> The capital requirements for operational risk 	<table border="1"> <thead> <tr> <th>Solo</th> <th>Consolidated</th> </tr> <tr> <th colspan="2">Taka in Crore</th> </tr> </thead> <tbody> <tr> <td>127.64</td> <td>128.14</td> </tr> </tbody> </table>	Solo	Consolidated	Taka in Crore		127.64	128.14
Solo	Consolidated						
Taka in Crore							
127.64	128.14						





DIRECTORS' REPORT

2013



Bangladesh Economy

Bangladesh's GDP growth rate of 6.0 % in 2013 (using the 1995-96 base) as compared to 6.2 % in 2012, which shows the downward trends slightly.

In the following table the sectoral GDP growth is depicted.

Sector	FY 13	FY12
Agriculture	2.2	3.1
Industry	9.0	8.9
Services	5.7	6.0
GDP (at FY 96 constant market prices)	6.0	6.2

Source : Bangladesh Bank Annual Report 2012-13

Growth in agriculture sector declined from 3.1 percent in FY12 to 2.2 percent in FY13.

Industry sector grew slightly more at 9.0 percent in FY13 compared to 8.9 percent in FY12 driven in large part by faster growth in mining and quarrying, construction and small scale industries.

Services sector growth decreased to 5.7 percent in FY13 from 6.0 percent in FY12 affected mainly by lower growth of wholesale and retail trade sub-sector.

Monetary Policy

According to BBS' preliminary estimates for FY13 growth came to 6.03%. The average GDP growth in developing countries was 5.0 percent in 2013 so while on the one hand Bangladesh's growth rate remains respectable, it is lower than the previous five year average of 6.2% growth. A key factor behind this was slower growth in agriculture which according to these provisional numbers has slowed from 3.11% in FY12 to 2.17% in FY13. Industrial growth, which is the sector most affected by access to timely credit, is estimated at 8.99% in FY13, higher than the 8.90% in FY12 driven in large part by faster growth of construction and small scale industries which increased from 7.57% and 6.45% in FY12 to an estimated 8.05% and 6.76% in FY13 respectively. The construction sector is likely to have benefitted from higher remittance growth and a significant increase in public investment compared to FY12. However the investment climate suffered for parts of H2FY13 due to a series of national strikes and consequent disruptions to the supply chain.

As such growth of services slowed down to 5.73% in FY13 from 5.96% in FY12 as the retail and wholesale trade sectors were particularly affected.

Looking ahead to FY14, BB's current forecast is that output growth is unlikely to deviate significantly from the last ten year average of 6.2%.

This is based on current and projected trends of a number of variables including global growth, domestic and foreign investment, exports, imports, remittances etc. BB will update its forecasts on a regular basis during the course of the year and the monetary program will also be flexible to accommodate any significant change in these forecasts.

Inflation

The average inflation rate, using the FY06 new base, moderated to 6.8 percent at the end of FY13 from 8.7 percent at the end of FY12. Over this period, food and non-food inflation both decreased from 7.7 to 5.2 percent and from 10.2 to 9.2 percent respectively. The decrease in average inflation during FY13 was driven mainly by a gradual fall of food inflation until January 2013 when food inflation bottomed out at 3.2 percent. A steady decline in non-food inflation during the second half of FY13 also contributed to fall in average inflation. Though average inflation went down, point-to-point inflation increased to 8.1 percent in FY13 from 5.6 percent in FY12.

Savings and Investment

Gross fixed investment increased slightly to 26.8 percent of GDP in FY13 from 26.5 percent in FY12 due to increasing growth of public investment (Chart 1.1). During the same period, private investment decreased from 20.0 to 19.0 percent of GDP and public investment increased from 6.5 to 7.9 percent of GDP. National savings rates increased slightly from 29.2 percent of GDP in FY12 to 29.5 percent of GDP in FY13. Domestic savings as a percent of GDP remained unchanged at 19.3 percent in FY13. The domestic savings-investment gap as a percentage of GDP, correspondingly, increased from 7.2 percent in FY12 to 7.5 percent in FY13.

Export, Import and Workers remittance

The exports earnings increased to USD 26566 million from USD 23989 million and import payments increased marginally to USD 33576 million from USD 33309 million in FY13 over FY12. Trade deficit declined to USD 7010 million in FY13 from USD 9320 million in FY12.

The export earnings, expressed as a percent of GDP, decreased from 20.7 percent in FY12 to 20.5 percent in FY13. The growth rate of exports earnings increased from 6.2 percent to 10.7 percent during this period. While leather, jute goods, knitwear and woven garments experienced a positive growth, some of the exports items like fish, shrimps, raw jute, tea, home textile and engineering products experienced a negative growth.

Import payments, as a percent of GDP, decreased from 28.7 in FY12 to 25.9 in FY13.

The rate of growth of workers' remittance inflows increased by 12.6 percent to USD 14,338 million in FY13 from USD 12,734 million in FY2012.

Foreign exchange reserve increased by BDT 154.11 on (by 14.94 percent) to BDT 1,190.90 billion in FY13 from BDT 1,036.09 billion in FY12.

Banking Sector of Bangladesh

The banking sector of Bangladesh showed remarkable elasticity in 2013. Bangladesh Bank recommended a number of important policy measures and reforms throughout the year to foster a sound, efficient and stable financial system.

The banking sector of Bangladesh comprises four categories of scheduled banks. These are State-owned Commercial Banks (SCBs), State-owned Development Financial Institutions (DFIs), Private Commercial Banks (PCBs) and Foreign Commercial Banks (FCBs). At the end of June 2013, the total number of banks and their branches increased to 55 and 8427 respectively due to opening of new PCBs and bank branches during the year.

The economy of Bangladesh depends on banking system as the sector mobilizes the deposit, credits and draws the balance payment.

Bank type	Number of banks	Number of branches
SCBs	4	3499
DFIs	4	1476
PCBs	38	3386
FCBs	9	66
Total	55	8427

Source : Bangladesh Bank Annual Report 2012-13

Rupali Bank Limited in the banking sector of Bangladesh

Rupali Bank Limited has been playing a very important role in the making of the national economy of Bangladesh. As a banking corporate body the Bank is contributing through its entire activities. In terms of deposits and loans of the total bank market, the Bank occupied more or less 4%.

Emergence of Rupali Bank Limited

Rupali Bank Limited (RBL) was incorporated as a Public Limited Company on 14 December 1986 under the Companies Act, 1913 and has taken over the business of Rupali Bank (emerged as a Nationalised Commercial Bank in 1972, pursuant to Bangladesh Bank Nationalization Order 1972(P.O.No. 26 of 1972) as a going concern

through a vendor agreement signed between the Ministry of Finance, People's Republic of Bangladesh on behalf of Rupali Bank and the Board of Directors on behalf of Rupali Bank Limited on 14 December 1986 with a retrospective effect from 14 December 1986.

Subsidiary Organizations

Rupali Investment Limited

Rupali Investment Limited started its Merchant Banking activities in 2010. The company obtained license from the Securities and Exchange Commission to act as issue manager, underwriter, portfolio manager and also carry out other merchant banking operations under the Securities and Exchange Commission (Merchant Banker & Portfolio Manager) regulations.

Rupali Investment Ltd. started the business operation at Sadharan Bima Tower (7th floor), 37/A, Dilkusha Commercial Area, Dhaka with an excellent working environment, adequate experts, professionals and fully automated merchant banking services ensuring innovative and quality services to the customers.

The Chairman of the Board of Directors of Rupali Bank Ltd. is the Chairman of the said company.

Rupali Bank Securities Limited

Rupali Bank Securities Limited (RBSL) is a fully owned subsidiary company of RBL. RBSL purchased its membership from Dhaka Stock Exchange Limited (DSE) on 22 November 2012 (member no. 246). Subsequently the company got incorporated as a public limited company on 29 August 2013 with the Registrar of Joint Stock Companies vide certificate of commencement on the same date with an authorized capital of Tk. 500 crore and paid up capital of Tk. 100 crore.

The main objectives of the company are to act and carry on the business of a stock broker and stock dealer and to engage in all types of stock brokerage business, including BO account opening, buying and selling of securities with the permission of competent authority. The Board of Directors of RBSL comprised of eleven directors including the Chairman.

National Network

With a large geographical coverage RBL has a well distributed network of branches in rural and urban areas of Bangladesh. It has 528 branches with the newly opened 22 branches in 2013. The Bank oversees the activities of the branches by the 10 divisional offices with the 25 work stations. The division-wise number of branches is shown in the table below:

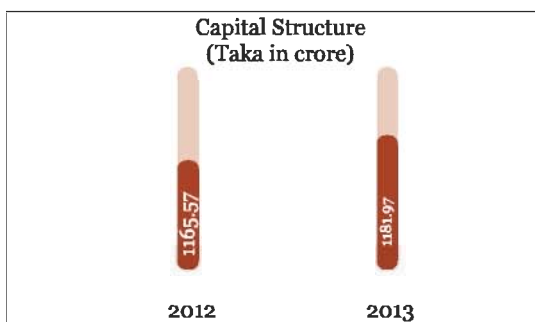
Division	Urban	Rural	Total
Local Office (Dhaka)	1	-	1
Dhaka	39	21	60
Dhaka	43	5	48
Chittagong	41	14	55
Rajshahi	38	32	70
Khulna	29	26	55
Barishal	24	18	42
Sylhet	20	28	48
Rangpur	22	20	42
Comilla	24	40	64
Mymensingh	23	20	43
Total	304	224	528

Principal Activities of RBL

The principal activities of the Bank are banking and related activities such as accepting deposits, personal banking, trade financing, SME, trade and services, cash management, treasury, securities and custody services, remittance services etc. The services are endowed with the conventional and modern products.

Capital Structure

The shareholder's equity of the Bank as on 31 December 2013 stood at Tk. 1181.97 crore as against Tk. 1165.57 crore in 2012. The paid-up capital of the Bank was Tk. 181.50 crore in 2013.

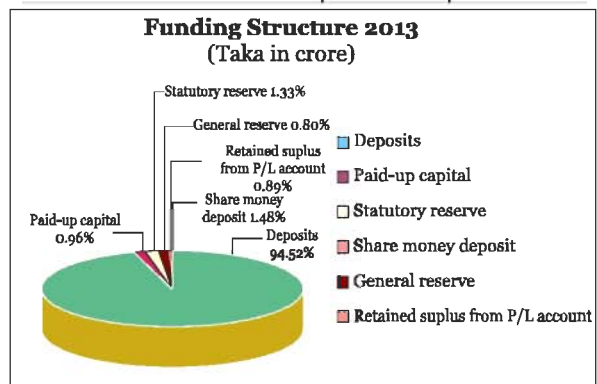


Funding Structure

The year-end funding structures of the Bank in 2013 and 2012 are given below :

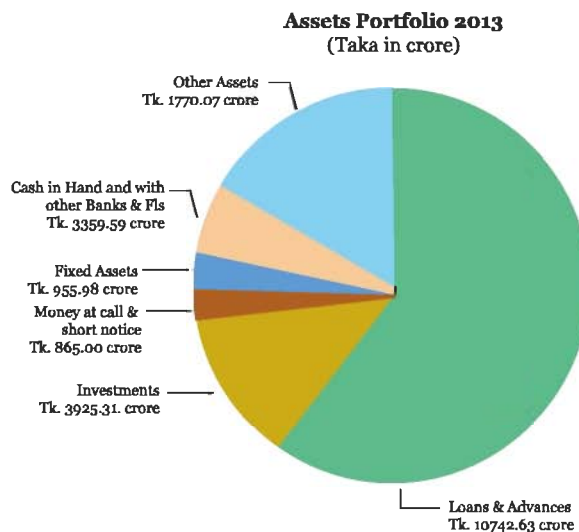
Taka in crore

Sources of Fund	2013	2012
Deposits	17795.64	13659.88
Paid-up capital	181.50	165.00
Statutory reserve	250.20	228.99
Share money deposit	279.99	70.00
General reserve	151.33	151.33
Retained surplus from profit and loss account	167.74	165.16
Total	18826.40	14440.36



Asset Portfolio

The asset portfolio of Rupali Bank Ltd. constitutes loans and advances, investments, fixed assets, money at call and short notice, cash in hand and with other banks & financial institutions and other assets. Asset portfolio of the Bank in 2013 and 2012 comprised the following:



Taka in crore

Particulars of assets	2013	2012
Loans and advances	10742.63	9064.16
Investment	3925.31	2657.23
Fixed assets	955.98	968.92
Money at call and short notice	865.00	445.00
Cash in hand and with other bank's & Fls	3359.59	2150.71
Other assets	1770.07	2013.29
Total	21618.58	17299.31

Business Performance

Deposits

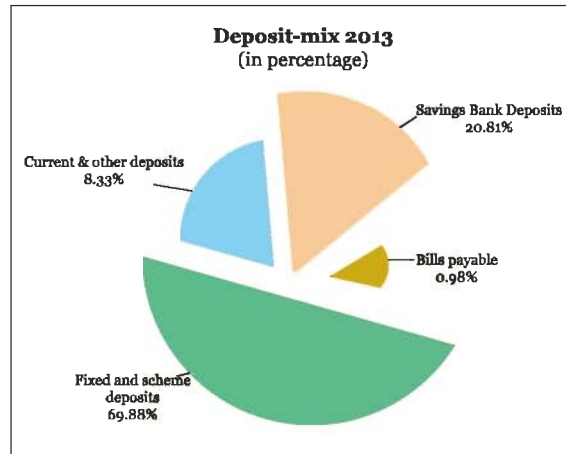
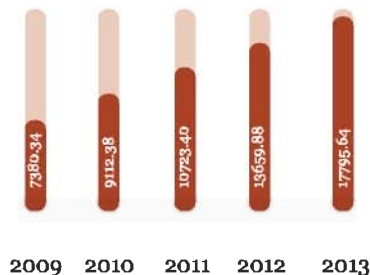
At the end of December 2013, the deposit of the Bank was Tk. 17795.64 crore compared to Tk. 13659.88 crore at the end of previous year leading to a year-over-year the growth in deposit of 30.28 per cent. This growth rate is a remarkable achievement, considering the adverse economic scenario of the country during the year under review.

In the prevailing situation, mobilizations of deposits has become very competitive and as a result the average cost of fund for the banks has increased compared to the previous year. The bank has laid particular emphasis on procurement of low cost fund. The deposit mix of the Bank as on 31 December 2013 was as follows:

Taka in crore

Types of Deposit	2013	2012
Current and other deposits	1483.05	1368.38
Savings bank deposits	3703.10	3558.93
Fixed deposits	12435.24	8568.06
Bills payable	174.25	164.51
Total	17795.64	13659.88

Deposit Growth (Taka in crore)



Investment

The investment portfolio of the Bank at the end of year 2013 was Tk 3925.31 crore as against Tk. 2657.23 crore in the previous year, registering a growth of 47.72 percent. The Bank has always given emphasis on high yielding investments and maintains statutory liquidity requirement (SLR) as fixed by Bangladesh Bank vide BRPD circular # 11 dated 25 August 2005 and circular# 12 dated 25 August 2005. The portfolio of investment of the Bank as on 31 December 2013 are shown below:

Taka in crore

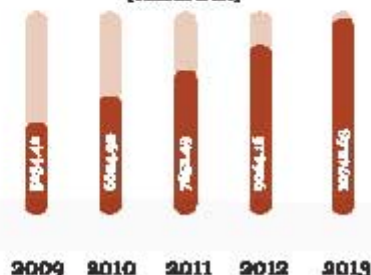
Types of securities	2013	2012
Treasury bills	220.79	100.20
Treasury & other bonds	2432.24	2044.32
Inter Bank REPO	255.00	-
Prize bonds	1.06	1.21
Sub total (A)	2909.09	2145.73
Non-government securities	178.00	119.02
Debenture	1.84	2.09
Shares	690.38	290.39
Investment in Bangladesh Fund	146.00	100.00
Sub total (B)	1016.22	511.50
Total (A+B)	3925.31	2657.23

Credits

Credit portfolio of RBL includes loans and advances provided under conventional terms. Credit covers corporate, SME and retail areas. The Bank has formally four divisions to deal all types of credits of RBL. The divisions are namely (i) Industrial Credit Division (ii) Foreign Trade Finance & International Division (iii) SME Division (iv) Rural Credit Division.

Growth of Loans & advances

(Taka in crore)

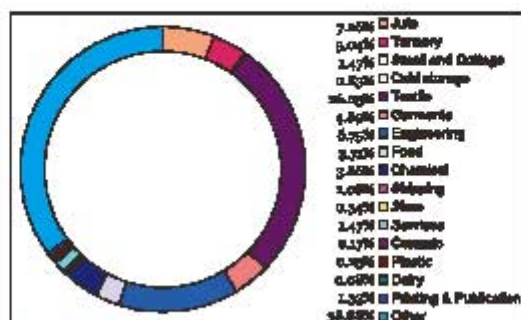


Total loans & advances of the Bank as on 31 December 2013 was Tk. 10742.63 crore as against Tk. 9064.16 in the year 2012, showing an increase by almost 18.52% over the preceding year. The loans and advances comprise the loans, cash credits, overdrafts and bills purchased and discounted. Loans cover a wide variety of products.

The colorful broad spectrum of advance includes business and industries such as jute, tannery, leather, cottage, cold storage, textile, garments, construction, engineering, food, chemical, shipping, transport, shoe, ceramic, plastic, dairy, printing and publication etc. Loans including SME, various trading business, professional, student, staff and other loans. Following is the sector wise position of loans and advances as on 31 December 2013:

Taka in crore

Sectorwise loans	2013	2012
Jute	780.22	597.28
Tannery	326.17	317.94
Service	158.00	227.00
Cold storage	89.00	43.00
Textile	2798.00	2245.00
Garments	525.00	320.00
Engineering	725.00	1093.00
Food	399.00	275.00
Chemical	415.00	313.00
Shipping	116.00	15.00
Shoe	37.00	43.00
Ceramic	18.00	18.00
Plastic	27.00	28.00
Dairy	9.00	5.40
Printing & publication	143.00	134.00
Other	4177.24	3389.54
Total	10742.63	9064.16



Industrial Credit

Corporate credit is the largest section of the Bank in entire credit management and it is managed by the Industrial Credit Division. The large loans are disbursed in line with the loan policy of the Bank.



A spinning mill financed by RBL

In 2013 the Bank has been disbursed industrial credit in many different sectors including textile, garments, engineering, frozen food, chemical, transportation, footwear, hotel, medical college, hospital, ceramics, plastic, dairy, poultry, cold storage, ice plant, power plant, information technology and ship building. The Bank always gives priority to the thrust sectors to support the national economy. Some 304 projects are financed Tk. 6633 crore in 2013. Term loan has been disbursed and total sanctioned amount was Tk. 3271 crore. Working capital financing is Tk. 3362 crore whereas syndication loan sanctioned in 2013 was Tk. 267.56 crore for 13 syndicated financing power, telecom, pharmaceutical.

Small and Medium Enterprises (SME)

SMEs are recognized as engine of economic growth and employment generation for sustainable industrialization in both developed and developing countries of the world. In the context of Bangladesh there is no alternative of small and medium enterprises for rapid industrialization and national economic growth through lower capital investment and employment generation.

Rupali Bank Ltd. has undertaken the SME funding activities through expansion of credit to



A fly-over at Jatrabari Financed by RBL

loan was disbursed to assist raise national productivity and alleviate poverty in rural areas.

Foreign Exchange and Foreign Trade

In foreign exchange and foreign trade business the bank has performed significantly in 2013 despite the volatility in competitive foreign exchange market. Division has aptly interpreted market direction in dealing foreign exchange business.

Due to soaring depreciation and volatility in foreign exchange market the bank has faced severe challenges. By prudently managing the foreign exchange market risk the LC settlement and bank's currency position are properly maintained.

Import Trade

Rupali Bank has made import business of BDT 6516.51 crore in 2013 form Tk. 4510.82 crore registering a growth of 44.46%. The major import items were capital machinery, industrial raw material, yarn and fabrics for the RMG industry, food items, crude petroleum oil, scrap ship, different consumer items, etc.

Export Trade

The Bank has facilitated export based industries such as garment, jute and others to earn substantial amount of foreign exchange for the country. Total export business handled by the bank was BDT 1817.08 crore in 2013 against BDT 1650.58 crore in 2012 registering a remarkable growth of 17.19%.

Currency Trading

RBL trades foreign currency in the International Currency Market. Dealing Room of RBL has registered a growth of 40% in 2013.

Currency Trading is done by different platforms provided in by a number of world famous banks who are correspondent with the Bank. For the purpose of currency trading, Reuters Dealing



Launching Xpress Money at RBL

System (Code: RBBB) has newly introduced at the Dealing Room including Voice Recorder and all other highly sophisticated logistic supports.

Foreign Remittance

Remittances are playing an increasingly large role in the economies of many countries, contributing to economic growth and impacting livelihoods of less prosperous people. RBL has correspondent banking relationship with all major banks & exchange houses in almost all the countries/cities, for example, KSA, UAE, Bahrain, Qatar, Kuwait, Oman and USA. Expatriate Bangladeshis may send their hard earned foreign currencies through those banks & exchange houses to send their money to their relatives in Bangladesh.

The Bank has been active in operation of both inward and outward remittance. Rupali Bank's inward remittance covers draft drawing arrangement, account credit service under RFT arrangement and cash pay out service. To increase inward foreign remittance the Bank has given special attention to establishment of drawing arrangement with more exchange companies and banks abroad. The Bank has given importance to establish RFT arrangement with many more exchange houses and banks abroad.

The total foreign remittance business has stood at Tk. 1087.51 crore in 2013 against Tk. 958.64 crore in 2012.

In order to increase remittance business, the bank will sign more drawing arrangement with exchange companies/banks abroad in future. It is anticipated that inflow of the remittance through the bank will increase remarkably in the coming years. To facilitate the remittance of money of expatriate Bangladeshi workers the Bank has a plan to open its own exchange house in countries where Bangladeshi migrants reside and work in large numbers, for convenience of



A fly-over at Jatrahari Financed by RBL

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A ship building project financed by RBL

the expatriate Bangladeshi the Bank will post skilled human resources in the exchange house so that the remitted money can easily and quickly be deposited to the beneficiaries account. To achieve the goal, the Bank has automated its remittance system so that the beneficiary can receive the payment as spot cash immediately with the help of Web-based Remittance Management Software (RMS). In order to ensure, improved remittance services to the beneficiaries the Bank has established Remittance Division.

Asset Quality

Loan quality and asset quality are two terms with basically the same meaning. A bad quality loan has a higher probability of becoming a non-performing loan with no return. Quality of asset is a major area of attention of RBL. Credit facilities will be extended to the customers who will comply with the credit policy of the Bank. The non-performing loan ratio of the Bank in 2013 was 17.48 as compared to 24.96 in 2012.

Loan Classification and Provisioning

As per Bangladesh Bank circular, the bank has identified to calculate the total amount of classified loan for the year 2013 is Tk. 1799.25 crore as against Tk. 2262.79 crore at the end of 2012. The Bank has kept provision both for classified and unclassified loan Tk 740.61 crore.

Recovery of NPL

RBL has strengthened the efforts to reduce the classified loans and advances. Through intensive monitoring, reviewing and taking other appropriate measures. Classified loans amounting Tk. 180.68 crore was recovered in cash in 2013. A comparative position of recovery of RBL is given below :



A resort financed by RBL

Particulars	2013	2012
Target	360.00	250.00
Recovery (Cash+Adjustment)	2240.16	679.36
Recovery (%)	622.27%	271.74%

Financial Inclusion

Financial inclusion is a key element of social inclusion, roughly meaning access to resources and the opportunity for people to contribute to and to benefit from the processes of social and economic advancement as well as relief from deprivation in health, education, and asset ownership, and from blocking or severely curtailing to employment, income and borrowing options.

Bangladesh Bank and a number of government ministries are working on the issues. RBL is keen to the financial inclusion program. In RBL a significant number of accounts has been opened with Tk.10 only enhancing the financial inclusions program. A detail report on the financial inclusion unveiled financial inclusion activities in RBL is attached in another section of this report.

Branch Expansion

Rupali Bank is committed to expanding its branch network around the country with a vision to increase financial inclusion through the Bank has a substantial network in the rural as well as urban area. We are increasing our more presence in local communities across the country. There had been no branch added in branch network in RBL since 1980. It is surprising enough that after 30 years 11 branches were supplemented in the persisting branch network in 2011. Three branches were opened in 2012. 22 new branches were opened in 2013 at different business potential areas around the country. The total number of branches has now increased to 528 from 506.

Deposit Products

Product marketing is directed at providing service to satisfy customer's financial needs and wants. Some saleable product with effective branding meet customer's immediate financial needs and others meet the long-term needs. For this a bank product may include deposit scheme, an account offering more flexibilities, technically sound banking, and innovative schemes targeted to special group of customers like children, females, old aged persons, businessman etc. RBL has added four new products with distinctive features in its deposit scheme product line. The newly launched four products are-"Shapno"-Rupali Monthly Savings Scheme (RMSS), "Ruposhi"- Rupali Monthly Profit Scheme (RMPS), Rupali Double Benefit Scheme (RDBS) and Rupali Triple Benefit Scheme (RTBS), Rupali students' Savings Account (RSSA).

Alternate Banking

For having a sustainable banking system and expediting the convenience of the customers RBL has opened Alternate Banking Division at head office in March 2011 for effectively monitoring the functioning of the alternate delivery channels such as ATM Booths, BEFTN, BACH programme, Data Connectivity support for smooth operation of CIB online system, web-based remittance management system and Rupali Bank Human Resource Management System. The major achievements in 2013 are given in information technology and financial services chapter of this annual report.

Branch Computerization

The Bank has attained a significant step in relation to branch automation. Rupali bank is the first state-owned bank to bring all of its 528 Branches under the computerisation process. Our customers are now enjoying the IT based services. Replacement of the traditional manual branch management by IT based banking solution has now become easier than before.

CIB Online

Bangladesh Bank introduced CIB Online Project in 2010 which has implemented in RBL in 2011. The following activities are undertaken to put into operation of CIB online project in the Bank.

- Rupali CIB Online System, a software for CIB reporting, has been developed to facilitate online reporting and availability of credit reports of the loan applicants so that the Bank does not encounter any credit risk while extending any lending or rescheduling facility.

- The CIB reporting software has installed in the central server to bring into the 25 workstations and 13 corporate branches of the Bank in direct network for CIB reporting;
- Connectivity network was made among concerned person of Head office, Workstations and all the branches by telephone, cell phone, e-mail etc. for the purpose of any kind of trouble shooting and rapid service providing.
- Around 700 officials of the Bank were trained on CIB online system in 2013.
- In RBL, 107 templates have been installed in different divisions of Head office for submitting electronic returns to BB web portal.

Risk Management Division

Risk Management Division (RMD) of RBL has been formed with the vision to establish a comprehensive risk management process in the bank and to ensure a continuous sound banking practice. The main objective of RMD is to prevent taking excessive risk.

RMD of RBL was started in 2012 with a view to perform the risk management function smoothly by taking data support.

- The RMD of RBL is engaged in coordinating the risk management activities, Basel-II implementation, performing stress testing and providing regular report regarding various risk position to the senior management, Board's audit & risk management committee as well as to Bangladesh Bank. RMD as an integral part of Supervisory Review Process (SRP) team is also engaged in preparing Internal Capital Adequacy Assessment Process (ICAAP) for RBL.
- Risk Management Division monitors the implementation of Memorandum of Understanding (MOU) with Bangladesh Bank under direct supervision of the Managing Director.
- Risk management paper has also been prepared on monthly basis by the members of RMD addressing different areas of risk and their mitigating tools & techniques and submitted to Bangladesh Bank, Board Risk Management Committee as well as to Board Audit Committee on quarterly basis.



- Risk Management Division deals with CAMELS rating received from Bangladesh Bank and taken necessary activities to upgrade the rating in line with the instructions, suggestions & recommendations of Bank's senior management as well as Board of Directors.

Implementation of Basel-II

The Bank has given emphasis in implementation of Basel-II in line with Bangladesh Bank guidelines that deals with three distinct areas, commonly known as pillars. As per this guideline minimum capital requirement (MCR) is 10% of risk weighted asset (RWA) from July 2011 onwards.

Capital Adequacy of RBL as on 31 December 2013

Minimum Capital Requirement (MCR)	Tk 1255.64 crore
Total Eligible Capital of RBL	Tk 1275.55 crore
Capital Adequacy Ratio (CAR)	10.16%

The Bank Board is strictly monitoring three directives—minimum capital reserve, supervisory review process and market discipline in line with Basel-II as framed by Basel Committee on Banking Supervision (BCBS). Till December 31, 2013, the risk-based asset of the bank stood at Tk 12556.40 crore and as per Basel-II at the rate of 10 per cent, the Minimum Capital Requirement is Tk 1255.64 crore. At the same time the total capital of the Bank stood at Tk 1275.55 crore. That means, there is no capital deficiency of the Bank against the risk-based assets till December 31, 2013, rather it has adequate capital reserve.

Capital Adequacy Ratio

As per the provisions of Section 13(2) of the Bank Companies Act 1991 and BRPD circulars 01, 10, 05 and 11 dated 08 January 1996, 24 November 2002, 14 May 2007 and 14 August 2008 respectively issued by Bangladesh Bank, adequate capital needs to be maintained by all commercial banks to operate the banking activities smoothly. Rupali Bank Limited maintained adequate capital to ensure the safety of its stakeholders' interest as well as the soundness its operation. The Bank maintained total capital of Tk. 1275.55 crore as against required Tk. 1255.64 crore (10% of RWA of Tk. 12556.40 crore). There is a capital surplus of Tk. 19.91 crore.

Details of capital adequacy requirement ratio and actual capital are given below:

Taka in crore

Particulars	2013	2012 (Restated)
Total Assets (net) including Off-Balance Sheet Items (net)	26687.21	21550.23
Total Risk Weighted Assets	12556.40	11114.59
Minimum Required Capital (10% of Risk Weighted Assets)	1255.64	1111.46
Minimum required core capital (50% of RWA)	627.82	555.73
Actual Capital held	1275.55	1123.61
Core Capital (Tier-I)	1030.77	780.48
Supplementary Capital (Tier-II)	244.78	343.13
Total Capital Surplus/(Shortfall)	19.91	12.15
Capital Adequacy Ratio (%):	10.16	10.11
Core Capital (%)	8.21	7.02
Supplementary Capital (%)	1.95	3.09
Core capital (Tier-I)		
Paid-up Capital	181.50	227.50
Statutory Reserve	250.20	228.99
General Reserve	151.33	151.33
Share Deposit	279.99	7.50
Retained Earnings	167.74	165.16
Total Core Capital (Tier-I)	1030.77	780.48
Supplementary Capital (Tier-II):	244.78	343.13
General Provision maintained against(UC loans, SMA, off balance sheet exposure)	141.33	127.80
Asset Revaluation up to 50%	70.04	192.55
Revaluation Reserves for Securities up to 50%	5.56	-
Unrealised. gain on investment in Shares (10%)	27.85	22.78

Internal Control and Compliance

Internal control & compliance division works as a monitoring unit in the Bank. Internal control & compliance manual of Rupali Bank Ltd. has been prepared in the light of Bangladesh Bank's guideline and approved by the Board of Directors of RBL. The Board of Directors of the bank has formed Audit Committee consisting 03 directors. The Deputy Managing Director is the Head of internal control & compliance. Three units namely Compliance Unit, Monitoring Unit and Audit & Inspection Unit have been formed in order to properly perform ICC related activities. The Management Committee (MANCOM) has been formed and is working properly through framing required policies and procedures to identify, measure, monitor and control the risks. A senior Deputy Managing Director is the chairman and General Managers of Head office are the members of MANCOM. All decisions resolved in the MANCOM meetings are being conveyed to the Managing Director.

- Management Reporting System (MRS) Committee has been formed with a General Manager as its head.
- Departmental Control Function Check List (DCFCL) and Quarterly Operation Report (QOR) have been introduced.

- Loan documentation check list has been introduced.
- Bank's Health Report for 2012 has been prepared and placed to the Board of Directors through Audit Committee.
- Guidelines (Manuals) related to credit, human resources, finance & accounts, treasury, audit and inspection etc. have been prepared.
- Areas of potential conflicts of interest have been identified.
- A checklist/matrix has been introduced for risk based branch gradation.

Future Outlook of Bank's Internal Control and Compliance

- Internal Control and Compliance Manual will be up-dated.
- Review and follow up of Quarterly Operation Report (QOR) will be continued.
- Training activities through RBHRDC will be continued.
- Health report of the bank 2013 will be prepared.

Human Resource Management

RBL manages human capital through its Administration and Human Resource Division. For better HR management the board of directors of the bank has approved Human Resource Policy 2011. It is implemented in accordance with Rupali Bank employee's service regulations-1981. Further, the objectives of our human resource strategies are to attract qualified personnel by creating a motivated workplace and encourage employees to maintain professional skills and give them the opportunity to develop and grow, create a strong management team.

Rupali Bank Human Resource Development Centre (RBHRDC) is working for appropriate training to maintain professional skills with a view to familiarize with the desk oriented job, acquire versatile knowledge in banking operations, attend the assigned task with due caution, courage and confidence, change of attitude to offer satisfactory services to the clients. The detail of HR management in RBL has attached "Report on Human Resources."

Corporate Governance

Rupali bank Limited is dedicated to comply with the every standards of corporate governance. The bank has amended its Memorandum and Articles of Association in the EGM held on 17 February 2010 following which all the legal

formalities have been completed. Thus Rupali Bank Ltd. has been enjoying the status of a corporate entity. Corporate governance is the system by which companies are directed and controlled. It involves a set of relationships between a company's management, its board, its shareholders and stakeholders. The detail of corporate governance practices in RBL and compliance report as per SEC ordinance 1969 stated in notification no. SEC/OMRRCD/2006 - 158/134/Admin/44 dated 07 August 2012 has provided "Report on Corporate Governance" section.

Corporate Social Responsibility

Our CSR initiatives aim at responding to the huge unmet demand of the society. We contribute generously to the nourishment of education, art, crafts, culture, health, sports, literature, publication etc in the country irrespective of caste, creed and color. Rupali Bank Ltd. has contributed Tk. 3.22 crore to meet the CSR obligation. For detail a separate report is attached under the title "Report on Corporate Social Responsibility".

Green Banking

Rupali Bank is playing a big role to combat the challenges of climate disaster created due to industrial havoc. Different conferences put the thrust for compensation to the poor countries to mitigate the losses created due to global warming. The Bank remains very serious to make the bank operations environment-friendly and that's why the Bank discourages financing any project which pollutes the environment. The bank is interested to install solar panel and biogas plants. Solar panel is partially installed in six branches of the bank. Details of green banking is discussed in the 'report on green banking'.

Contribution to the National Economy

Commercial banks play an important and active role in the economy of a country. Banks as intermediary take deposit from and provide financial services to its customers. To put it simply, it helps extensively in capital formation, promotion of trade and growth of industry through financing, enhancing financial inclusion by increasing the geographical and demographic coverage, generation of employment, augmenting the individual's income, etc. As a financial service provider, Rupali Bank Limited contributes to the economic prosperity by providing diversified financial products and services among the market segments. Rupali Bank envisages to achieve the government's industrial policy goal through the credits

disbursement to the different industrial sectors including jute, leather, small & cottage, cold storage, textile, garments, engineering, food, chemicals, shipping, shoe, ceramic, plastic, dairy printing and publications etc. Industrialization expands the horizon of the economy. Based on the income year as on 31 December 2013, Rupali Bank has a total credit exposure of Tk. 10742.63 crore. Besides, Rupali Bank by sells four significant products augment to the small and medium industries projects as traditionally grown regional cluster based small industries around the country and these have now become a loan focus of the bank. The total amount of loan outstanding in SME sector is Tk. 495.01 crore in 2013. The total employees under Rupali Bank SME financing projects are around 31071. In addition, working capital financing is an important credit focus of Rupali Bank and this works as a driving force of many small trade and businesses. Through export and import business bank contributes to foreign currency reserve.

The Bank has been active in receiving remittances from Bangladeshi workers working abroad. Inward foreign remittance plays a significant role in reducing the bank's dependency on interbank market for payment of import bills in foreign currency. In 2013, the total remittance stood at Tk. 2428.76 crore as against Tk. 2476.49 crore in 2012.

We make an economic impact by creating employment and a well-trained workforce. RBL with its increasing trends of workforce signaling employment generation in banking sectors enforces the sectors on strong footings.

Under the central bank's directives the financial inclusion program is implemented through opening accounts of "unbanked" people so that it can generate waves in the mainstream economy.

As a part of its social responsibility Rupali Bank responds to different financing issues of social, educational, health, culture and environment areas.

Rupali Bank with its merchant banking and securities unit have been recently entered the capital market.

Rupali Bank contributes to the economy paying out fair share of taxes to the government. The Bank paid Tk. 18.03 crore for tax in 2013.

We strongly believe that sustainable economic growth attaches due importance to environmental factors; RBL, therefore, gives priority in financing green projects.

Contribution to the National Exchequer

In connection with government revenue collection RBL has contributed to the process in the form of staff income tax, tax and VAT deducted at source and deposited and excise duty. The bank deducts income tax; value added tax and excise duty at source as per law from various payments and services. RBL deposits the amount to the national exchequer. RBL pays tax on behalf of its employees. Total payment to the national exchequer during the year 2013 and 2012 are:

Taka in crore

Particulars	2013	2012
Staff income tax paid by the Bank	1.29	2.34
Tax deducted at source and deposited	125.02	89.11
VAT deducted at source and deposited	10.38	8.43
Excise duty deducted and deposited	14.09	12.29
Total	150.78	112.17

Future Outlook 2013

The global financial meltdown caused a spillover effect in the economy around the world. The efficacy of policy tools and their applications in managing systemic crises were challenged. These almost inevitably compelled the policy makers and financial sectors supervisors to revisit their policy choices.

Bangladesh, though, suffered little from the crisis, but in no way can it remain complacent, as the chance of future vulnerabilities can never be ignored. With financial systems becoming more and more complex and the global financial system being more interconnected, such apprehension is plausible and understandable.

As the major trends in banking industry with respect to their impact on their financial stability, the banks are at the hub of the credit intermediation process between savers and investors and provide critical services to different stakeholders and the strength and resilience of the industry is the foundation for sustainable economic growth.

The Bank is completely prepared to meet the challenges it may face in its pursuit for growth and development.

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

- RBL is well placed to meet the challenges of 2014 and will strive to arrest the opportunity for growth;
- The Bank will maintain to fasten the budding sectors such as retail, SME, remittance and financial inclusive programmes;
- RBL will bring the SME under the mainstream of investment to absorb a huge section of people for employment;

- Continued to launch new deposit, loan products and innovative services;
- kept on expansion of branch network in rural and urban area;
- The alternate delivery channels will be expanded for sustainable banking;
- Authorised Dealer branches of the Bank will be increased;
- It is anticipated that mobile banking will be introduced to satisfy the customers current needs;
- The Bank will give more emphases on green banking, corporate social responsibility, financial inclusion etc.;
- Continued to develop the employees' database and borrower's database;
- Shifting of branches, branch up-gradation and renovation will be continued at commercially important locations.
- Continued to installation CBS and DRC.

Financial Analysis

Total Assets

Total asset of RBL stood at Tk 21618.58 crore in 2013 from Tk 17,299.31 crore in 2012 registering a growth of 24.97 percent. The increase in asset of RBL was mainly driven by growth of customer deposits. The growth of deposits was used for funding growth in credit and holding of securities for SLR purpose.

Growth of Balance Sheet Items

	Outstanding Tk in crore		Growth of RBL%
	2013	2012	
Assets	21618.58	17,299.31	24.97
Deposits	17795.64	13659.88	30.28
Loans & Advances	10742.63	9064.16	18.52

Investment

RBL's investment increased during the year by Tk. 1268.08 crore and stood at Tk 3925.31 crore on 31 December 2013 registering a growth of 47.72 per cent because of increase in investment receiving treasury bill as payment against loans to government sick industries.

Loans and Advances

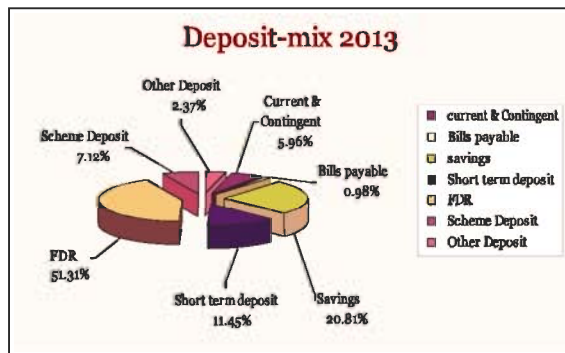
Loans and advances of RBL comprised Tk 10742.63 crore in 2013 showing a growth of 18.52 per cent during the year. Yield on loans and advances of RBL decreased to 9.75 per cent due to reduction of lending rates on corporate and medium scale financing as imposed by Bangladesh Bank. Concentration of loans and advances was well managed and details of credit are given at notes to accounts No. 07.

Borrowings from Financial Institutions and Agents

The borrowing represents RBL's borrowing against refinance from Bangladesh Bank. Refinance was taken for rural financing and against nostro accounts abroad.

Deposits

The deposits of RBL grew by 30.27 per cent in 2013. The growth was supported by branch network and improvement in quality services provided to customers.



Retail liability team has carried out campaign for mobilization of no cost and low cost deposits. No cost and low cost deposits comprised 12.18 per cent of the deposits as against 11.22 per cent in the previous year. However, fixed deposits remained the main component of deposits contributing about 30.28 per cent of the total deposits. The clientele group of the bank was individuals, corporation, NGO, NBF, government and private bodies etc.

Types of deposits	Outstanding (Taka in crore)		Growth Percentage (%)
	2013	2012	
Current & Contingent	1061.17	851.71	24.59
Bills payable	174.25	164.50	5.93
Savings	3703.10	3558.93	4.05
Short term deposits	2036.98	1799.41	13.20
FDR	9131.38	5806.71	57.26
Scheme Deposits	1266.88	961.94	31.70
Other deposits	421.88	516.68	(18.35)
Total Deposits	17795.64	13659.88	30.28

Shareholders' Fund

RBL's shareholders' fund position has been Tk 1181.97 crore at the close of 2013. Paid-up capital of the bank was Tk 181.50 crore on 31 December 2013. The statutory reserve increased by Tk 21.21 crore during the year and stood at Tk. 250.20 crore. Distributable profit had been Tk. 167.74

crore during the year. The strong growth in shareholders' fund will help the bank to expand its business.

Analysis of Income Statement of RBL

Taka in crore			
SL No	Particulars	2013	2012
1	Net interest income	93.39	302.23
2	Investment income	268.88	182.39
3	Non interest income	182.32	188.32
4	Total operating income	544.59	672.94
5	Total operating expenses	339.35	305.49
6	Profit before tax and provision	205.26	367.46
7	General Provision on loans	-	10.00
8	Provision for classified loans	53.17	220.00
9	General provision on Off - Balance Sheet Item	8.18	-
10	Other provisions	37.84	10.06
11	Net profit before tax	106.07	127.40
12	Provision for tax	65.69	6.83
13	Net profit after tax	40.38	120.57

Net Interest Income

RBL's net interest income stood at Tk. 93.39 in 2013. Interest earned from loans and advances and profit earned on investment remained the principal component of interest income. The interest cost of deposits was the main component of interest expenses. Net interest income was the highest contributor to total income.

Investment Income

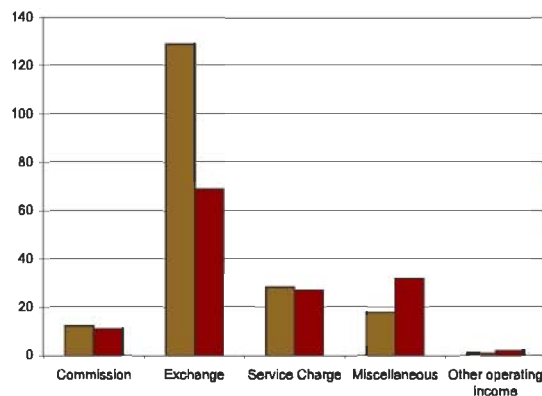
RBL's investment income consists of interest earned on treasury bills and bonds and dividend received on shares. Investment income increased by Tk 86.49 crore during the year.

Non-interest Income

The non-interest income of RBL stood at 182.32 crore as against 188.32 crore.

Tk. in crore		
Particulars	2013	2012
Commission	12.21	12.45
Exchange	125.89	128.85
Service Charge	30.10	28.08
Miscellaneous	11.16	17.90
Other operating income	2.96	1.04
Total	182.32	188.32

Non-interest Income



Total Operating Expenses

Total operating expenses increased by Tk. 33.85 crore during the year mainly due to increase in personnel and other operating expenses. To match with the growth of SME and retail business and branch expansion substantial number of manpower was recruited especially in SME and retail segments will benefit the bank in broad spectrum. RBL also made CSR activities amounting to Tk. 3.22 crore. RBL also focused on developing brand image and increased promotional and advertisement expenses. This strategy added value to the business. The Bank's cost-income ratio is 88.17 percent in 2013 from 76.17 per cent in 2012. Considering these factors, the ratio indicates the satisfactory operating efficiency of the Bank.

The productivity of the employee continued to grow which is evident from the following ratio:

Taka in crore		
Particulars	2013	2012
Income per employee	0.31	0.27
Profit before tax per employee	0.02	0.03
Asset per employee (excluding contingent)	3.81	3.06

Appropriation of Profit

In 2013 the Bank earned 205.26 crore before provision and tax which has been appropriated as follows:

Taka in crore		
Particulars	2013	2012
Profit before provision & tax	205.26	367.46
Provision for loans & advances & off Balance Sheet Items	61.36	230.00
Other provision	37.84	10.06
Total Provision	99.19	240.06
Net profit before tax	106.07	127.40
Current tax	92.33	35.33
Deferred tax	(26.64)	(28.50)
Total provision for tax	65.69	6.83
Net profit after tax	40.38	120.57
Net profit after tax	40.38	120.57
Add: Income transferred from Revaluation Reserve	-	11.13
Add: Retained Surplus from Previous year	148.57	108.94
Available Profit for distribution	188.95	240.64
Appropriation of profit:	-	-
Statutory reserve	21.21	25.48
General reserve	-	50.00
Retained surplus	167.74	165.16

Provision for Classified Loans

Total provision against classified loan was Tk. 604.63 crore in 2013 as against Tk. 551.45 crore of previous year. Provision against unclassified loans was made to Tk. 85.29 crore as against Tk. 85.29 crore of previous year. General provision requirement on off-balance sheet outstanding had to be provided Tk. 50.69 crore in 2013 as against Tk. 42.51 crore of previous year. It is to be noted that general provision is regarded as Tier-II capital of the bank and provides safeguard against future default and supports business growth by strengthening the capital base.

Particulars	2013	2012
NPL ratio	17.48%	26.07%
Industry Average of NPL	11.90%	10.03%
Provision	100.00%	100.00%

Recovery against Classified and Written-off Loans

RBL was able to recover Tk. 180.67 crore against classified loans and Tk. 15.27 crore against written-off loans in 2013.

Net Profit before Tax

After making above provision, net profit before tax of RBL stood at Tk. 106.07 crore.

Provision for Income Tax

Provision against current year income tax of RBL was Tk. 92.33 crore and net deferred tax asset was Tk. 26.64 crore for the year 2013.

Net Profit after Tax

Net Profit after tax stood at Tk. 40.38 crore in 2013. The calculated earning per share (EPS) is Tk. 2.22 at December 31, 2013. Average ROA and ROI stood at 0.19 and 6.85 per cent respectively.

Statutory Reserve

As per Bank Company Act 1991, 20 per cent of operating profit before tax is required to be transferred to statutory reserve. As such an amount of Tk. 21.21 crore has been transferred to statutory reserve.

General Reserve

General reserve stood at Tk. 151.33 as on 31 December 2013.

Preparation of Financial and other Non-financial Statements

The financial statements are prepared by the Bank in line with the Bangladesh Accounting Standards (BASs), Bangladesh Financial Reporting Standards (BFRSs) and the format prescribed by Bangladesh Bank vide BRPD Circular No. 14 dated 25 June 2003. All the financial statements provide a true and fair

observation of the position of the bank affairs as on 31 December 2013. The results of operation and the enclosed disclosures are prepared in accordance with the applicable sections of the Bank Company Act, 1991 and other applicable laws and regulations. The financial statements are duly certified by the statutory auditors with an unqualified report.

Other non-financial reports such as those on management review and analysis, corporate governance, risk management, CSR, sustainability, human resource management, green banking, financial inclusion, etc. have been prepared in line with regulatory requirement and for transparency to the stakeholders.

Dividends

The fund available for distribution as dividend has been Tk. 181.50 crore. In order to maintain a satisfactory capital adequacy ratio of the Bank, the Board decided to recommend 15 per cent stock dividend for the year 2013. Satisfactory capital fund will enable the Bank to increase business activities.

Shareholders' Value

RBL remains fully committed to delivery of higher shareholder value. The high profitability track record underpins the value the shareholders derived from investing in the shares of Rupali Bank Limited. The earning per share stood at Tk. 2.22 in 2013.

Meetings of the Board of Directors:

During the year 2013, 23 (Twenty Three) meetings of the Board of Directors and 13 (Thirteen) meetings of the Audit Committee were held. There had been 01 (One) Executive & Risk Management Committee Meetings in the year. Discussions were made and decisions were taken on various financial, operational, administrative and policy making matters of the Bank.

Rotation of Directors

In accordance with in provision of section 91 of the Companies Act, 1994, regulation 79 & 80 of schedule 1 of that Act and Article No 131, 132 and 133 of the Articles of Association of the Bank, one third of the senior directors from among the existing directors of the Board of Directors will retire each year in the Annual General Meeting. At present, the number of existing nominated director except the Managing Director, in the Board of Directors is 10 (Ten). As per provision and regulations of the Companies Act and Articles of Association as cited above, 04 (Four) senior directors out of 10 (Ten) directors will



retire in the Annual General Meeting of 2013 (28th). It is mentioned that as per Article no. 158 of the Articles of Association of the Bank, the Managing Director will not come under the purview of rotation of directors. Since the directors are appointed by the government as per regulation no 81 of schedule 1 of the Companies Act. 1994 and Article no. 133 of the Articles of Association of the bank and provision of Section 15 KAKA of the Banking Companies Act, the tenure of the directors for 3 years from the date of appointment instead of tenure "until further order" as stated in the order of appointment of the directors in Bangladesh Bank, Sonali Bank, Janata Bank, Agrani Bank and other banks and financial institutions will be made effective according to letter no AMA/ABI/Banking/SHA-1/PARI-3/2000 (PART-1)230 Dated.19-04-2007 of the Ministry of Finance. Besides this, the senior directors will retire by way of rotation in each Annual General Meeting as per letter no 53.001.011.00.00.021, 2012-314 dated 04.09.2012 of the Ministry of Finance and there is provision for re-nomination. Moreover, the duration of appointment of government. nominated director in all banks and financial institutions is made fixed in the notification. As a result, they discharge their responsibilities as directors in the concerned banks/financial institutions until any other instruction by the government. It is mentioned that the senior directors who will retire in this meeting are all appointed by the government and they are holding their position for the period as fixed by the Government.

Under the above circumstances it is needed for sending proposals seeking approval of the Ministry Finance regarding re-nomination of the Government nominated directors in respect of rotation of directors in the annual general meeting from bank and financial institutions.

Appointment of Auditor

According to provision of section 210 of the Companies Act, 1994, external auditor companies were engaged for conducting the audit of accounts for the year in question i.e. 2013. As per policy issued in 1991 by Bangladesh Bank, the same external auditor company is eligible for appointment as external auditor for consecutive 3 (three) years. New auditors will be appointed in the 28th Annual General Meeting.

Annual General Meeting

Annual General Meeting will be held on 31 May 2014. The Directors' Report and financial statements were approved at 935th Board meeting held on 30 April 2014 for presentation to the shareholders.

Gratitude

The Board of Directors of Rupali Bank Ltd. expresses hearty gratitude to the Ministry of Finance of the Government. of the People's Republic of Bangladesh, Bangladesh Securities and Exchange Commission, Dhaka Stock Exchange Ltd, Chittagong Stock Exchange Ltd, Bangladesh Bank, Registrar of Joint Stock Companies of Bangladesh, Central Depository Bangladesh Limited (CDBL) and other regulatory organizations for their extending co-operation through cordial effort, proper guidance and valuable counsel time to time. Besides this, I convey hearty thanks to the Executives, Officers and Staff of the Bank for holding the trend of success high successively through untiring diligence, earnest effort, profound cordiality and improved service. The Board of Directors also offers appreciation and recognition to the external Auditors engaged in auditing the accounts of the bank as well as all officers/staff involved in this work by dint of whose labour the Annual Report of the Bank has been prepared.

In fine, I, on behalf of the Board of Directors express gratitude to the esteemed customers, patrons, well-wishers and esteemed shareholders for extending their undaunted support and co-operation for leading the activities of the bank ahead successively. I hope, the bank will succeed in attaining its continued progress in the days to come through co-operation and concerted efforts of all levels.

I wish you all overall welfare and prosperity.

On behalf of the Board of Directors



(Dr. Ahmed Al Kabir)
Chairman



Dr. Sushil Ranjan Howlader
Chairman, Audit Committee

Report of the Audit Committee

Report of the Audit Committee

In compliance with the guidelines of Bank Companies Act, Securities & Exchange Commission (SEC) and Bangladesh Bank directives the Audit Committee of the Board of Rupali Bank Limited has been functioning as a sub-committee of the Board of Directors. It has been assisting the Board in ensuring that financial statements reflect true and fair view of the state of affairs of the Bank. It also carries out the oversight responsibilities for implementation and compliance of different policies formulated by the Board and the Regulators.

Composition of Committee

The audit committee (31 December 2013) comprises of the following members:

Sl. No.	Name of Members	Status in Bank	Status in the Committee
01	Mr. Prof. S. R. Howlader	Independent Director of the Board	Chairman
02	Mr. Mahiuddin Faruqui	Director of the Board	Member
03	Mr. Md. Ashiqul Hoque Chawdhury	Director of the Board	Member

Roles and Functions

Broadly the roles and functions of the Audit Committee are as follows:

Internal Control

- ◆ Evaluate the competency of the management in relation to develop a right compliance culture and whether any clear directions set by the management to obey the duties and responsibilities of the employees upon them. And also assess whether the management control over the performance of the employees of the Bank.
- ◆ Converse on the establishment of computerized banking and effective management System (MIS) in the Bank.
- ◆ Assess whether the management complying with the recommendations made by the internal and external auditors.
- ◆ Report to the Board of the Bank on the frauds or irregularities of material defects marked with corrective measures suggested by the internal and external auditors in the internal control system.

Publishing Annual Financial Statements

- ◆ Review the vivid and appropriate data and information of the Bank has fairly reflected in the financial statements as per the existing laws and standards formulated by Bangladesh Bank.
- ◆ Exchange views among the external and management authority before finalizing the financial statements.

Internal Audit

- ◆ Evaluate whether the internal audit activities of the Bank are performed independent of management.
- ◆ Discuss the internal activities and organizational structure of the internal audit and ensure that no difficulties act as hindrance towards the audit activities.
- ◆ Evaluate the efficiency and efficacy of the internal audit.

External Audit

- ◆ Evaluate the audit report and audited statements by the external auditors.
- ◆ Evaluate defects marked with corrective measures suggested for remedy to regularize the discovered irregularities by the external auditors whether the management authority considered the suggestions thereof.
- ◆ Put recommendation for appointment of the external auditors.

Complying with the existing laws and regulations

- ◆ Discuss whether the rules and regulations formulated by the regulatory authorities including Bangladesh Bank and Bank's Board are practiced and complied by the Bank.

Miscellaneous

- ◆ Report to the Board of Directors quarterly in relation to regularize the frauds or irregularities of material defects in the internal control system discovered by the internal auditors, external auditors and Bangladesh Bank.
- ◆ Produce the evaluation report by the internal and external report on the related matters if the audit committee desires.

Meetings of the Audit Committee during the year 2013

Sl. No.	Name of Directors	Position	Meetings held	Meetings Attended	Remarks
01.	Mr. Prof. S. R. Howlader	Independent Director & Chairman	13	8	
02.	Mr. Mahiuddin Faruqui	Member	13	3	
03.	Mr. Md. Ashiqul Hoque Chawdhury	Member	13	12	
04.	Mr. Syful Islam FCA, FCMA	Chairman	13	11	Retired on 05.11.13
05.	Prof. Syed Ahsanul Alam	Member	13	7	Retired on 05.12.13
06.	Mr. Sheikh Serajul Hoque Farazi	Member	1	1	Retired on 24.12.13

Activities and deliberations during the year 2013

The Audit committee carried out its regular functions on areas pertaining to its responsibilities dutifully during the year. Activities and major decisions made during the years are as follows:

- Evaluated performance of the external auditors and made recommendations in relation to external auditors' appointment and their remuneration;
- Made recommendation on the recovery of classified loan by using the settlement of disputes, if possible, in the alternative manner of the pending cases of the Bank as a preference under the Money loan court.
- Reviewed Bank's Health Report for 2012;
- Made recommendation to appoint human resources experienced with modern banking and conventional banking with the audit team to secure the ICT security of the Bank;
- Reviewed the performance of the recovery specialists of Bank for the year 2012 and 2013.
- Reviewed all the quarterly Financial Statements (un-audited) of the Bank;
- Assessed the classified, written-off loan and the recovery position from the defaulted loan and made instruction to reduce the classified loan with the task force of the Bank.
- Instructed to reconcile long outstanding entries within the year ended 31 December 2013;
- Instructed the management to form Inspection, Monitoring and Compliance Divisions by providing charge to a Deputy Managing Director or equivalent executive as a Head of Internal Control and Compliance;



- x. Instructed to upload all the circulars, guidelines of the Bank in bank's website with a view to preserve the in a permanent way.
- xi. Recommended to introduce Risk Based Audit Plan in the Bank by grading with a formulated method into Extreme Risk, High Risk, Medium Risk and Low Risk branches;
- xii. Reviewed the Bangladesh Bank inspection reports, internal inspection reports and external audit reports and recommended to take corrective measures case to case for the lapses and irregularities;
- xiii. Reviewed the compliance status of the Bank through using the checklist of self-assessment of anti-fraud controls for the quarter ended of September 2013;
- xiv. Reviewed the status of implementation of Basel-II and Stress Test Report of the Bank;
- xv. Worked on preparing the instruction manual on the following in the light of Bangladesh Bank ICC guidelines:
 - a. Credit policy Manual
 - b. Operation Manual
 - c. Finance and Accounting Manual
 - d. Treasury Manual
 - e. HR Manual
 - f. ICC Manual

Acknowledgements

The Audit Committee expresses its sincere thanks and gratitude to the respected members of the Board, management and authorities, in particular, Bangladesh Bank and the Securities and Exchange Commission for their excellent support.

For and on behalf of the Board Audit Committee

(Dr. Sushil Ranjan Howlader)

Chairman, Audit Committee

Directors' Responsibility for Internal Control and Financial Reporting

The Board of Directors of RBL is responsible to cause preparation and true & fair presentation of the annual financial statements of 2013 and other financial information and reports contained in this annual report by the management. The accompanying financial statements have been prepared in accordance with Bangladesh Accounting Standards as adopted by Institute of Chartered Accountants of Bangladesh and Companies Act 1994, Banking Companies Act 1991 (Amended 2013) and Securities and Exchange Rules 1987 as considered relevant and appropriate under the circumstances. In cases where amounts are stated based on estimate those are based on informed judgment and estimate made by the management and agreed by Board of Directors. The financial information and data provided in this annual report is fully consistent with financial statements.

The Board is responsible for ensuring Adequate Internal Control

The Board of Directors is responsible for ensuring adequate internal control on financial transactions and reporting. In order to ensure effective risk management, the Board also ensures that adequate internal control system is in place and it is consistently complied with to provide reasonable assurance that financial records are reliable for preparation of financial statements, that quality of financial reporting is maintained, that assets of the bank are safeguarded against unauthorized use or disposition and that accountability for assets and business transactions are maintained. The Board monitors and updates internal control procedure on a continuous basis.

Internal control, accounting policies and financial reporting under direct supervision of Audit Committee of the Board that is fully comprised of non-executive members of the Board and independent of executive management.

- Internal control, accounting policies and financial reporting are under direct supervision of the Audit Committee of the Board that in turn

report to the Board of Directors for general oversight and supervision.

- Audit Committee of the Board is fully independent of executive management.
- The Committee regularly reviews reports prepared by Monitoring, compliance, Audit & Inspection and RMD division covering all the business operations of the Bank with particular focus on core risks.

Monitoring, Compliance, Audit & Inspection and RMD division of the Bank work under close coordination with Audit Committee of the Board for ensuring better internal control, effective operational procedure and reliable financial reporting. Internal control & compliance related divisions undertake details audit of the activities of branches and head office on a regular basis.


The reports are presented directly to Audit Committee of the Board. Audit & Inspection division has also direct access to the Audit Committee of the Board to discuss any matter related to their audit, adequacy of internal control procedure and compliance as well as overall risk management of the Bank.

M.J. ABEDIN & CO and HUSSAIN FARHAD & CO, Chartered Accountants are external auditors of the Bank for auditing annual financial statements of 2013. They keep an understanding of RBL's internal control system for preparation of financial statements and financial reporting and undertakes such auditing tests and other auditing procedures as may be considered appropriate under the circumstances to express its independent opinion on the financial statements that follow. They have full access to the Audit Committee to discuss any matter related to its audit to ensure reliability of financial reporting and effectiveness of internal control procedure.

The Board understands that despite taking all cares, any internal control system may have limitations in its effectiveness. However, the Board believes that effective control was maintained over preparation of financial statements for the year ended December 31, 2013.

With best regards

On behalf of the Board of the Directors


(Dr. Ahmed Al Kabir)
Chairman

Managing Director and CFO's Declaration to the Board

30 April 2014

Board of Directors
Rupali Bank Limited
Rupali Bhaban
34 Dilkusha Commercial Area,
Dhaka-1000
Bangladesh.

Subject: Managing Director and CFO's declaration to the Board.

In terms of the Notification of Bangladesh Securities and Exchange Commission (BSEC) bearing No. SEC/CMRRCD/2006-158/134/Admin/44 dated 07 August 2012, we, the undersigned Managing Director and Chief Financial Officer (CFO) do hereby certify that for the year ended 31 December 2013 :

- i) We have reviewed the financial statements for the year and that to the best of our knowledge and belief :
- a) These statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;
- b) These statements together present a true and fair view of the company's affairs and are in compliance with existing accounting standards and applicable laws;
- ii) There are, to the best of knowledge and belief, no transaction entered into by the Bank during the year which is fraudulent, illegal or violation of the bank's code of conduct.


(Md. Shawkat Jahan Khan FCMA)
Chief Financial Officer (CFO)


(M. Farid/Uddin)
Managing Director

Auditors' Report & Financial Statements



AUDITORS' REPORT TO THE SHAREHOLDERS OF RUPALI BANK LIMITED

Report on the Financial Statements

We have audited the accompanying consolidated financial statements of Rupali Bank Limited and its subsidiaries (the "Group") as well as the separate financial statements of Rupali Bank Limited (the "Bank") , which comprise the consolidated balance sheet and the separate balance sheet as at 31 December 2013 and the consolidated and separate profit and loss accounts, consolidated and separate statements of changes in equity and consolidated and separate cash flow statements for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements and Internal Controls

Management is responsible for the preparation of consolidated financial statements of the Group and also separate financial statements of the Bank that give a true and fair view in accordance with Bangladesh Financial Reporting Standards as explained in note 2.01 and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements of the Group and also separate financial statements of the Bank that are free from material misstatement, whether due to fraud or error. The Bank Company Act, 1991 and the Bangladesh Bank Regulations require the Management to ensure effective internal audit, internal control and risk management functions of the Bank. The Management is also required to make a self-assessment on the effectiveness of anti-fraud internal controls and report to Bangladesh Bank on instances of fraud and forgeries.

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated financial statements of the Group and the separate financial statements of the Bank based on our audit. We conducted our audit in accordance with Bangladesh Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements of the Group and separate financial statements of the Bank are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements of the Group and separate financial statements of the Bank. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements of the Group and separate financial statements of the Bank, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of consolidated financial statements of the Group and separate financial statements of the Bank that give a true and fair view in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements of the Group and also separate financial statements of the Bank.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion

Opinion

In our opinion, the consolidated financial statements of the Group and also separate financial statements of the Bank give a true and fair view of the consolidated financial position of the Group and the separate financial position of the Bank as at 31 December 2013, and of its consolidated and separate financial performance and its consolidated and separate cash flows for the year then ended in accordance with Bangladesh Financial Reporting Standards as explained in note 2.01.

Report on Other Legal and Regulatory Requirements


In accordance with the Companies Act 1994, the Securities and Exchange Rules 1987, the Bank Company Act, 1991 and the rules and regulations issued by Bangladesh Bank, we also report the following:

- (a) we have obtained all the information and explanation which to the best of our knowledge and belief were necessary for the purposes of our audit and made due verification thereof except for following :

Provision made against Off balance sheet items is as per consent of Bangladesh Bank.

The bank could not provide to the auditors sufficient related documents in support of the provision.

- (b) to the extent noted during the course of our audit work performed on the basis stated under the Auditors' Responsibility section in forming the above opinion on the consolidated financial statements of the Group and the separate financial statements of the Bank and considering the reports of the Management to Bangladesh Bank on anti-fraud internal controls and instances of fraud and forgeries as stated under the Management's Responsibility for the Financial Statements and Internal Control:
- i) internal audit, internal control and risk management arrangements of the Group and the Bank as disclosed in note 2.30 of the financial statements appeared to be materially adequate;
- ii) nothing has come to our attention regarding material instances of forgery or irregularity or administrative error and exception or anything detrimental committed by employees of the Bank and its related entities other than matters disclosed in note 2.31 of these financial statements;
- (c) the financial statements of subsidiaries of the Bank Rupali Investment Limited and Rupali Securities Limited have been audited by ACNABIN, Chartered Accountants and have been properly reflected in the consolidated financial statements;
- (d) in our opinion, proper books of account as required by law have been kept by the Group and the Bank so far as it appeared from our examination of those books;
- (e) the consolidated balance sheet and consolidated profit and loss account of the Group and the separate balance sheet and separate profit and loss account of the Bank dealt with by the report are in agreement with the books of account;
- (f) the expenditure incurred was for the purposes of the Bank's business;
- (g) the consolidated financial statements of the Group and the separate financial statements of the Bank have been drawn up in conformity with prevailing rules, regulations and accounting standards as well as with related guidance issued by Bangladesh Bank;
- (h) with particular reference to note 7.10, adequate provisions have been made for advances which are, in our opinion, doubtful of recovery;
- (i) interest was not suspended for an amount of Tk. 117.81 crore as per approval of Bangladesh Bank;
- (j) the records and statements submitted by the branches have been properly maintained and consolidated in the financial statements;
- (k) the information and explanation required by us have been received and found satisfactory;
- (l) we have reviewed over 80% of the risk weighted assets of the Bank and we have spent around 6,720 person hours for the audit of the books and accounts of the Bank and
- (m) Capital adequacy Ratio (CAR) as required by the Bangladesh Bank has been maintained adequately during the year.



M. J. ABEDIN & CO
Chartered Accountants



HUSSAIN FARHAD & CO
Chartered Accountants

Dated, Dhaka
30 April 2014

Consolidated Balance Sheet as at 31 December 2013

Particulars	Notes	2013 Taka	2012 Taka
Property and assets			
Cash:	3(a)		
Cash in hand (including foreign currencies)		2,691,858,851	1,949,238,846
Balance with Bangladesh Bank & Sonali Bank (including foreign currencies)		9,362,469,754	9,560,781,327
		12,054,328,605	11,510,020,173
Balance with other banks and financial institutions	4(a)		
In Bangladesh		21,422,033,435	9,852,576,262
Outside Bangladesh		501,606,577	453,083,279
		21,923,640,012	10,305,659,542
Money at call and short notice	5(a)	8,650,000,000	4,450,000,000
Investments	6(a)		
Government		29,090,820,395	21,457,230,731
Others		10,461,777,471	5,257,097,648
		39,552,597,866	26,714,328,379
Loans and advances:	7(a)		
Loans, cash credit, overdrafts etc.		104,742,869,652	86,805,349,134
Bills purchased and discounted		2,790,385,038	3,912,963,582
		107,533,254,690	90,718,312,716
Fixed assets including land, building, furniture and fixtures	8(a)	9,567,767,915	9,694,492,999
Other assets	9(a)	17,184,720,579	19,686,035,706
Non-banking assets	10(a)	-	-
Total assets		216,466,309,667	173,078,849,514
Liabilities and capital			
Liabilities:			
Borrowing from other banks, financial institutions and agents	11(a)	746,413,887	2,138,967,772
Deposits and other accounts:	12(a)		
Current and other accounts, etc.		14,830,509,123	13,683,794,424
Bills payable		1,742,516,496	1,645,013,784
Savings deposits		37,031,032,603	35,589,325,719
Fixed deposits		124,352,384,839	85,680,636,750
Other deposit		-	456,930
		177,956,443,061	136,599,227,607
Other liabilities	13(a)	25,886,414,233	22,675,775,124
Total liabilities		204,589,271,181	161,413,970,503
Capital and shareholder's equity			
Paid up capital	14	1,815,000,000	1,650,000,000
Share money deposit	15	2,799,953,800	699,953,800
Statutory reserve	16	2,502,033,346	2,289,888,698
General reserve	17	1,513,298,170	1,513,298,170
Assets revaluation reserve	18	1,400,864,153	3,850,901,270
Revaluation reserve for securities	19	111,108,269	-
Retained earnings	20(a)	1,734,780,748	1,660,837,072
Total shareholders' equity		11,877,038,486	11,664,879,011
Total liabilities and shareholders' equity		216,466,309,667	173,078,849,514

These financial statements should be read in conjunction with the annexed notes 1 to 42.


Managing Director



Director


Director


Chairman

Date : 30 April 2014
Place: Dhaka


M.J. ABEDIN & CO.
Chartered Accountants


HUSSAIN FARHAD & CO.
Chartered Accountants

Particulars	Notes	2013 Taka	2012 Taka
Off - balance sheet items	21(a)		
Contingent liabilities			
Exceptance and endorsements			
Letter of guarantee		2,644,340,603	2,808,283,256
Irrevocable letters of credit		44,153,061,097	32,916,775,583
Bills for collection		3,887,604,266	6,782,865,003
Other contingent liability (DC Notes)		1,263,561	1,263,561
Total contingent liabilities		50,686,269,527	42,509,187,403
Other commitments			
Documentary credits and short term trade-related transaction		-	-
Forward assets purchased and forward deposit placed		-	-
Undrawn note issuance and revolving underwriting facilities		-	-
Undrawn formal standby facilities, credit lines and other commitments		-	-
Liabilities against forward purchase and sale		-	-
Total off balance sheet exposure including contingent liabilities		50,686,269,527	42,509,187,403

These financial statements should be read in conjunction with the annexed notes 1 to 42 .

Net Asset Value Per Share (NAVPS)	65.44	70.70
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Managing Director


Director


Director


Chairman

Financial Statements

This is the Consolidated statement of financial position referred to in our report of even date.

Date : 30 April 2014
Place: Dhaka


M.J.ABEDIN & CO.
Chartered Accountants


HUSSAIN FARHAD & CO.
Chartered Accountants

Consolidated Profit and Loss account for the year ended 31 December 2013

Particulars	Notes	2013 Taka	2012 Taka
Interest income	23(a)	12,869,952,206	11,727,486,192
Less: Interest paid on deposits and borrowings etc.	24(a)	11,908,177,466	8,692,772,267
Net interest income		961,774,740	3,034,713,925
Investment income	25(a)	2,688,822,969	1,823,894,148
Commission, exchange, brokerage etc.	26(a)	1,386,751,110	1,414,029,435
Other operating income	27(a)	509,016,444	484,076,324
Total operating income		5,546,365,263	6,756,713,832
Salary and allowances	28(a)	1,710,410,983	1,724,710,876
Rent, taxes, insurance, electricity etc.	29(a)	285,055,230	214,041,256
Legal and professional expenses		5,433,280	2,962,145
Postage, stamp, telecommunication etc.	30(a)	19,588,239	15,679,349
Stationery, printing, advertisement etc.	31(a)	100,460,826	77,266,343
Managing Director's salary and fees	28.01(a)	693,360	693,360
Directors' fees and expenses	28.02(a)	1,185,750	1,412,500
Auditors' fees	32(a)	1,746,500	1,514,500
Charges on loan losses		-	-
Depreciation and repairs of bank's assets	33(a)	384,548,668	353,682,547
Other expenses	34(a)	903,703,422	672,085,652
Total operating expenses		3,412,826,258	3,064,048,528
Profit/(loss) before provision		2,133,539,005	3,692,665,304
Provision for loans and advances	35(a)	531,730,547	2,300,000,000
Provision for off-balance sheet exposures	36(a)	81,770,821	-
Provision for diminution in value of investment	37(a)	17,518,313	3,042,164
Other provisions	38(a)	378,361,848	100,605,747
Total provision		1,009,381,529	2,403,647,911
Total profit / (loss) before tax		1,124,157,476	1,289,017,393
Provision for taxation	39(a)	672,184,205	73,304,187
Current tax		938,933,344	357,526,090
Deferred tax		(266,749,139)	(284,221,903)
Net profit after tax for the year		451,973,271	1,215,713,206
Other comprehensive income		-	-
Total comprehensive income		451,973,271	1,215,713,206
Retained earnings brought forward from previous year (restated)	20(a)	1,494,952,125	1,088,574,634
		1,946,925,396	2,304,287,840
Appropriations			
Statutory reserve		212,144,648	254,796,515
General reserve		-	500,000,000
Other reserve		-	-
		212,144,648	754,796,515
Retained earnings surplus		1,734,780,748	1,549,491,325
Earning Per Share (EPS)	40(a)	2.49	6.70

These financial statements should be read in conjunction with the annexed notes 1 to 42 .


Managing Director


Director


Director


Chairman

This is the Consolidated statement of comprehensive income referred to in our report of even date.

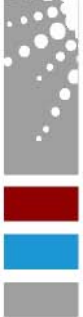
Date : 30 April 2014
Place: Dhaka


M.J.ABEDIN & CO.
Chartered Accountants


HUSSAIN FARHAD & CO.
Chartered Accountants

Consolidated statement of cash flows for the year ended 31 December 2013

Particulars	Note	2013 Taka	2012 Taka
Cash flows from operating activities			
Interest receipts in cash		15,223,442,520	10,250,856,487
Interest payments		(10,850,608,357)	(7,135,687,138)
Dividend receipts		523,029,036	91,403,792
Fees, commissions, brokerage etc.		1,386,751,110	1,414,029,435
Recoveries of loans previously written off		152,702,000	190,600,000
Cash payments to employees		(1,712,617,406)	(1,498,931,837)
Cash payments to suppliers		(426,433,394)	(302,878,165)
Income taxes paid		(185,145,862)	(1,404,606)
Receipts from other operating activities		513,439,900	482,564,961
Payments for other operating activities		(1,036,410,433)	(790,631,932)
Cash generated from operating activities before changes in operating assets and liabilities		3,588,149,114	2,699,920,997
Increase / decrease in operating assets and liabilities:			
Statutory deposit		-	-
Purchase/ sales trading securities		-	(29,494,457)
Loans and advances to other banks		-	-
Loans and advances to customers		(16,784,741,591)	(15,670,677,430)
Other assets		(1,901,180,991)	(1,329,978,732)
Deposits from others banks		-	-
Deposits from customers		41,357,672,384	29,432,668,393
Other liabilities accounts of customers		-	-
Trading liabilities		-	-
Other liabilities		2,525,833,457	(1,159,105,503)
		25,197,583,259	11,243,412,271
Net Cash flows from operating activities		28,785,732,373	13,943,333,268
Cash flows from investing activities			
Proceeds from sale of securities		-	120,514,580
Payments for purchases of securities		(12,677,901,884)	(2,353,342,141)
Purchase of property, plant and equipment		(162,011,860)	(263,664,237)
Payments against lease obligation /FDR		(71,389,587)	(8,986,262)
Proceeds from sale of property, plant and equipment		33,116,164	-
Investment in subsidiary		(500,085,315)	(720,200,000)
Net cash used in investing activities		(13,378,272,482.00)	(3,225,678,060)



Particulars	Note	2012 Taka	2012 Taka
Cash flows from financing activities			
Payment of long term borrowing		(1,392,553,885)	-
Borrowing from other banks and financial institution and agents		-	533,997,719
Receipts from issue of loan capital and debt securities		2,100,000,000	1,025,000,000
Dividend paid		-	-
Cash flows from financing activities		707,446,115	1,558,997,719
Net increase / (decrease) in cash		16,114,906,006	12,276,652,927
Effect on cash & cash equivalent due to changes in exch. rate			
Cash and cash equivalent at the beginning of the period		26,188,750,952	13,912,098,025
Cash and cash equivalent at the end of the period	42(a)	42,303,656,956	26,188,750,952

These financial statements should be read in conjunction with the annexed notes 1 to 42.

Net cash operating inflow per share 158.60 84.51

Financial Statements


Managing Director


Director


Director


Chairman

This is the Consolidated statement of comprehensive income referred to in our report of even date.

Date : 30 April 2014
Place: Dhaka


M.J.ABEDIN & CO.
Chartered Accountants


HUSSAIN FARHAD & CO.
Chartered Accountants





Consolidated Statement of changes in equity for the year ended 31 December 2013

Particulars	Paid Up capital	Share Money Deposit	Statutory Reserve	General Reserves	Revaluation Reserve/gain/loss		Retained Earnings	Total
					Properties	Investment		
Balance as at 1st January-13	1,650,000,000	699,953,800	2,289,888,698	1,513,298,170	3,850,901,270	-	1,660,837,072	11,664,879,011
Change in accounting policy /rules/ last year's profit	-	-	-	-	-	-	-	-
Dividends (Bonus share)	165,000,000	-	-	-	-	-	(165,000,000)	-
Restated Balance as at 1st January-13	1,815,000,000	699,953,800	2,289,888,698	1,513,298,170	3,850,901,270	-	1,495,837,072	11,664,879,011
Revaluation reserve transferred to retained earnings	-	-	-	-	(32,690,271)	-	-	(32,690,271)
Surplus / deficit on revaluation of investment (HTM& HFT)	-	-	-	-	111,108,269	-	-	111,108,269
Difference due to changes in Currency revaluation	-	-	-	-	-	-	-	-
Net profit during the year	-	-	-	-	-	-	451,973,271	451,973,271
Wrongly credited to income instated of pay order	-	-	-	-	-	-	(884,947)	(884,947)
Transferred to statutory reserve	-	-	212,144,648	-	-	-	(212,144,648)	-
Transferred to general reserve	-	-	-	-	-	-	-	-
Adjustment with goodwill	-	-	-	-	-	-	-	-
share money deposit	-	2,100,000,000	-	-	(2,417,346,846)	-	-	(2,417,346,846)
Issue of share capital	-	-	-	-	-	-	-	2,100,000,000
Balance as at 31 December - 2013	1,815,000,000	2,799,953,800	2,502,033,346	1,513,298,170	1,400,864,153	111,108,269	1,734,780,748	11,877,038,486
Balance as at 31 December - 2012	1,650,000,000	699,953,800	2,289,888,698	1,513,298,170	3,850,901,270	-	1,660,837,072	11,664,879,011

These Financial statements should be read in conjunction with the annexed notes 1 to 42


Managing Director

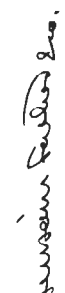

Director


Chairman

This is the Consolidated statement of comprehensive income referred to in our report of even date.

Date : 30 April 2014
Place: Dhaka


M.J. ABEDIN & CO.
Chartered Accountants


HUSSAIN FARHAD & CO.
Chartered Accountants

Balance Sheet as at 31 December 2013

Particulars	Notes	2013 Taka	2012 Taka
Property and assets			
Cash:	3		
Cash in hand (including foreign currencies)		2,691,835,646	1,949,228,820
Balance with Bangladesh Bank & Sonali Bank (including foreign currencies)		9,315,255,788	9,341,299,388
		12,007,091,434	11,290,528,208
Balance with other banks and financial institutions	4		
In Bangladesh		21,087,160,712	9,763,590,000
Outside Bangladesh		501,606,577	453,083,279
		21,588,767,289	10,216,673,279
Money at call and short notice	5	8,650,000,000	4,450,000,000
Investments	6		
Government		29,090,820,395	21,457,230,731
Others		10,162,319,721	5,115,019,722
		39,253,140,116	26,572,250,453
Loans and advances:	7		
Loans, cash credit, overdrafts etc.		104,635,915,162	86,728,595,027
Bills purchased and discounted		2,790,385,038	3,912,963,582
		107,426,300,200	90,641,558,609
Fixed assets including land, building, furniture and fixtures	8	9,559,800,847	9,689,163,979.90
Other assets	9	17,700,740,918	20,132,905,526.67
Non-banking assets	10	-	-
Total assets		216,185,840,804	172,993,080,055
Liabilities and capital			
Liabilities:			
Borrowings from other banks, financial institutions and agents	11	746,413,887	2,138,967,772
Deposits and other accounts:	12		
Current and other accounts, etc.		14,830,509,123	13,683,794,424
Bills payable		1,742,516,496	1,645,013,784
Savings deposits		37,031,032,603	35,589,325,719
Fixed deposits		124,352,384,839	85,680,636,750
Other deposit		-	-
		177,956,443,061	136,598,770,677
Other liabilities	13	25,663,307,418	22,599,681,459
Total liabilities		204,366,164,366	161,337,419,908
Capital and shareholder's equity			
Paid up capital	14	1,815,000,000	1,650,000,000
Share money deposit	15	2,799,953,800	699,953,800
Statutory reserve	16	2,502,033,346	2,289,888,698
General reserve	17	1,513,298,170	1,513,298,170
Assets revaluation reserve	18	1,400,864,153	3,850,901,270
Revaluation reserve for securities	19	111,108,269	-
Retained earnings	20	1,677,418,700	1,651,618,209
Total shareholders' equity		11,819,676,438	11,655,660,148
Total liabilities and shareholders' equity		216,185,840,804	172,993,080,055


Managing Director


Director


Director


Chairman

This is the statement of financial position referred to in our report of even date.

Date : 30 April 2014
Place: Dhaka


M.J.ABEDIN & CO.
Chartered Accountants


HUSSAIN FARHAD & CO.
Chartered Accountants

Particulars	Notes	2013 Taka	2012 Taka
Off-balance sheet items	21		
Contingent liabilities			
Acceptance and endorsements			
Letter of guarantee		2,644,340,603	2,808,283,256
Irrevocable letters of credit		44,153,061,097	32,916,775,583
Bills for collection		3,887,604,266	6,782,865,003
Other contingent liability (DC Notes)		1,263,561	1,263,561
Total contingent liabilities		50,686,269,527	42,509,187,403
Other commitments			
Documentary credits and short term trade-related transaction		-	-
Forward assets purchased and forward deposit placed		-	-
Undrawn note issuance and revolving underwriting facilities		-	-
Undrawn formal standby facilities, credit lines and other commitments		-	-
Liabilities against forward purchase and sale		-	-
Total off balance sheet exposure including contingent liabilities		50,686,269,527	42,509,187,403

These financial statements should be read in conjunction with the annexed notes 1 to 42.

Net Asset Value Per Share (NAVPS) 65.12 70.64


Managing Director


Director


Director


Chairman

Financial Statements

This is the statement of financial position referred to in our report of even date.

Date : 30 April 2014
Place: Dhaka


M.J.ABEDIN & CO.
Chartered Accountants


HUSSAIN FARHAD & CO.
Chartered Accountants

Profit and Loss account for the year ended 31 December 2013

Particulars	Notes	2013 Taka	2012 Taka
Interest income	23	12,842,080,831	11,715,104,479
Less: Interest paid on deposits and borrowings etc.	24	11,908,177,466	8,692,772,267
Net interest income		933,903,365	3,022,332,212
Investment income	25	2,688,822,969	1,823,894,148
Commission, exchange, brokerage etc.	26	1,381,023,530	1,412,982,362
Other operating income	27	442,196,399	470,235,810
Total operating income		5,445,946,263	6,729,444,532
Salary and allowances	28	1,703,926,925	1,722,870,220
Rent, taxes, insurance, electricity etc.	29	280,742,059	209,961,128
Legal and professional expenses		5,433,280	2,942,145
Postage, stamp, telecommunication etc.	30	19,457,658	15,650,694
Stationery, printing, advertisement etc.	31	100,223,406	77,152,631
Managing Director's salary and fees	28.01	693,360	693,360
Directors' fees and expenses	28.02	950,000	1,240,000
Auditors' fees	32	1,746,500	1,480,000
Charges on loan losses		-	-
Depreciation and repairs of bank's assets	33	383,238,832	352,580,783
Other expenses	34	896,947,786	670,285,250
Total operating expenses		3,393,359,806	3,054,856,211
Profit/(loss) before provision		2,052,586,457	3,674,588,321
Provision for loans and advances	35	531,730,547	2,300,000,000
Provision for off-balance sheet exposures	36	81,770,821	-
Provision for diminution in value of investment	37	-	-
Other provisions	38	378,361,848	100,605,747
Total provision		991,863,216	2,400,605,747
Total profit / (loss) before tax		1,060,723,241	1,273,982,574
Provision for taxation	39	656,893,155	68,292,206
Current tax		923,320,531	353,265,039
Deferred tax		(266,427,376)	(284,972,833)
Net profit after tax for the year		403,830,086	1,205,690,368
Other comprehensive income		-	-
Total comprehensive income		403,830,086	1,205,690,368
Retained earnings brought forward from previous year	20	1,485,733,262	1,089,378,609
		1,889,563,348	2,295,068,977
Appropriations			
Statutory reserve		212,144,648	254,796,515
General reserve		-	500,000,000
Other reserve		-	-
		212,144,648	754,796,515
Retained earnings surplus		1,677,418,700	1,540,272,462
Earning Per Share (EPS)	40	2.22	6.64

These financial statements should be read in conjunction with the annexed notes 1 to 42 .


Managing Director


Director


Director


Chairman

This is the Consolidated statement of comprehensive income referred to in our report of even date.

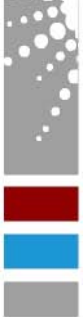
Date : 30 April 2014
Place: Dhaka


M.J.ABEDIN & CO.
Chartered Accountants


HUSSAIN FARHAD & CO.
Chartered Accountants

Statement of cash flows for the year ended 31 December 2013

Particulars	Note	2013 Taka	2012 Taka
Cash flows from operating activities			
Interest receipts in cash		15,205,004,443	10,238,270,716
Interest payments		(10,850,608,357)	(7,135,687,138)
Dividend receipts		517,922,186	90,704,517
Fees, commissions, brokerage etc.		1,381,023,530	1,412,982,362
Recoveries of loans previously written off		152,702,000	190,600,000
Cash payments to employees		(1,704,620,285)	(1,497,492,580)
Cash payments to suppliers		(400,423,123)	(302,764,453)
Income taxes paid		(180,342,761)	-
Receipts from other operating activities		442,196,399	470,235,810
Payments for other operating activities		(1,033,794,988)	(785,850,900)
Cash generated from operating activities before changes in operating assets and liabilities		3,529,059,044	2,680,998,334
Increase / decrease in operating assets and liabilities:			
Statutory deposit		-	-
Purchase/ sales trading securities		-	(29,494,457)
Loans and advances to other banks		-	-
Loans and advances to customers		(16,784,741,591)	(15,593,923,323)
Other assets		(1,901,180,266)	(1,282,939,624)
Deposits from others banks		-	-
Deposits from customers		41,357,672,384	29,364,816,105
Other liabilities accounts of customers		-	-
Trading liabilities		-	-
Other liabilities		2,525,828,547	(1,148,662,781)
		25,197,579,074	11,309,795,920
Net Cash flows from operating activities		28,726,638,118	13,990,794,254
Cash flows from investing activities			
Proceeds from sale of securities		-	120,514,580
Payments for purchases of securities		(12,521,672,111)	(2,211,264,215)
Purchase of property, plant and equipment		(158,274,435)	(260,023,813)
Payments against lease obligation /FDR		-	-
Proceeds from sale of property, plant and equipment		33,116,164	-
Investment in subsidiary		(500,085,315)	(720,200,000)
Net cash used in investing activities		(13,146,915,697)	(3,070,973,448)



	Note	2013 <u>Taka</u>	2012 <u>Taka</u>
Cash flows from financing activities			
Payment of long term borrowing		(1,392,553,885)	-
Borrowing from other banks and financial institution and agents		-	533,997,719
Receipts from issue of loan capital and debt securities		2,100,000,000	625,000,000
Dividend paid		-	-
Cash flows from financing activities		707,446,115	1,158,997,719
Net increase / (decrease) in cash		16,287,168,536	12,078,818,525
Effect on cash & cash equivalent due to changes in exch. rate			
Cash and cash equivalent at the beginning of the period		25,969,258,987	13,890,440,462
Cash and cash equivalent at the end of the period	42.00	42,256,427,523	25,969,258,987

These financial statements should be read in conjunction with the annexed notes 1 to 42

Net cash operating inflow per share 158.27 84.79


Managing Director


Director


Director


Chairman

This is the statement of cash flows referred to in our report of even date.

Date: 30 April 2014
Place: Dhaka


M.J. ABEDIN & Co.
Chartered Accountants


HOSSAIN FARHAD & CO.
Chartered Accountants



Statement of changes in equity for the year ended 31 December 2013

Particulars	Paid Up capital	Share Money Deposit	Statutory Reserve	General Reserves	Revaluation Reserve, gain/loss		Retained Earnings	Total
					Properties	Investment		
Balance as at 1st January-13	1,650,000,000	699,953,800	2,289,888,698	1,513,298,170	3,850,901,270	-	1,651,618,209	11,655,660,148
Change in accounting policy /rules/ last year's profit Dividends (Bonus share)	165,000,000	-	-	-	-	-	-	-
Restated Balance as at 1st January-12	1,815,000,000	699,953,800	2,289,888,698	1,513,298,170	3,850,901,270	-	1,486,618,209	11,655,660,148
Revaluation reserve transferred to retained earnings	-	-	-	-	(32,690,271)	-	-	(32,690,271)
Surplus / deficit on revaluation of investment (HTM&HFT)	-	-	-	-	-	111,108,269	-	111,108,269
Difference due to changes in Currency revaluation	-	-	-	-	-	-	-	-
Net profit during the year	-	-	-	-	-	-	403,830,086	403,830,086
Wrongly credited to income instead of pay order	-	-	-	-	-	-	(884,947)	(884,947)
Transferred to statutory reserve	-	-	212,144,648	-	-	-	(212,144,648)	-
Transferred to general reserve	-	-	-	-	-	-	-	-
Adjustment with goodwill	-	-	-	-	(2,417,346,846)	-	-	(2,417,346,846)
Share money deposit	-	2,100,000,000	-	-	-	-	-	2,100,000,000
Issue of share capital	-	-	-	-	-	-	-	-
Balance as at 31 December - 2013	1,815,000,000	2,799,953,800	2,502,033,346	1,513,298,170	1,400,864,153	111,108,269	1,677,418,700	11,819,676,438
Balance as at 31 December - 2012	1,650,000,000	699,953,800	2,289,888,698	1,513,298,170	3,850,901,270	-	1,651,618,209	11,655,660,148

These Financial statements should be read in conjunction with the annexed notes 1 to 42.


Managing Director



Director


Director


Chairman

This is the Statement of changes in equity referred to in our report of even date.


M.J. ABEDIN & CO.
Chartered Accountants

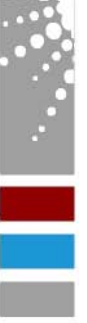

HUSSAIN FARHAD & CO.
Chartered Accountants

Date : 30 April 2014
Place: Dhaka

Liquidity Statement
(Maturity Analysis of Assets & Liabilities)
For the year ended 31 December ,2013

Particulars	Upto 01 Month	01 to 03 Months	03 to 12 Months	01 to 05 Years	More than 05 years	Total
Assets						
Cash in hand	12,007,091,434	-	-	-	-	12,007,091,434
Balance with other banks and financial institutions	3,137,595,063	4,695,556,885	8,955,020,671	4,800,594,669	-	21,588,767,288
Money at call on short notice	8,650,000,000	-	-	-	-	8,650,000,000
Investment	10,568,800	-	2,207,895,977	6,657,004,659	30,377,670,680	39,253,140,116
Loans and advances	2,148,526,004	26,856,575,050	29,005,101,054	23,633,786,044	25,782,312,048	107,426,300,200
Fixed assets (including premises, furniture and fixture)	12,337,710	41,989,166	68,056,681	822,410,686	8,615,006,604	9,559,800,847
Other assets	2,695,128,307	2,705,872,956	2,852,952,750	7,041,880,510	2,404,906,396	17,700,740,919
Non banking assets	-	-	-	-	-	-
Total assets	28,661,247,318	34,299,994,057	43,089,027,133	42,955,676,568	67,179,895,728	216,185,840,804
Liabilities						
Borrowing from Bangladesh bank, other banks, Financial institutions and agents	159,498,547	50,000,000	15,077,561	67,998,305	453,839,474	746,413,886
Deposit accounts	18,507,470,078	33,811,724,182	40,929,981,904	39,150,417,473	45,556,849,424	177,956,443,061
Other accounts	-	-	-	-	-	-
Provision & Other Liabilities.	498,811,743	290,320,049	1,155,037,949	2,778,352,891	20,940,784,786	25,663,307,418
Total Liabilities	19,165,780,368	34,152,044,231	42,100,097,414	41,996,768,669	66,951,473,684	204,366,164,366
Net Liquidity difference	9,495,466,949	147,949,827	988,929,720	958,907,898	228,422,044	11,819,676,438

These Financial Statements should be read in conjunction with the annexed notes 1 to 42.



Notes to the Financial Statements

For the year ended 31 December 2013

Corporate Profile and Significant Accounting Policies

1.00 The bank and its activities

1.01 Legal form of Rupali Bank Limited

Rupali Bank Limited was incorporated as Public Limited Company on the 14th day of December, 1986, Vide Certificate of Incorporation No.C-17063, 467 of 1986-1987 under The Companies Act, 1913 (as adopted in Companies Act, 1994). The Bank has taken over the business of Rupali Bank (emerged as a Nationalized Commercial Bank in 1972), pursuant to Bangladesh Bank Nationalization Order No. 1972 (P. O. No. 26 of 1972) on a going concern basis through a Vendor agreement signed between the Ministry of Finance, the People's Republic of Bangladesh on behalf of Rupali Bank and Board of Directors 14 December 1986 with a retrospective effect from 14 December 1986. Shares of the bank are listed in the Dhaka Stock Exchange and Chittagong Stock Exchange. The bank has 528 branches as on 31 December 2013. The registered office of the company is located at 34 Dilkusha C/A, Dhaka-1000.

1.02 Principal activities and nature of operation of Rupali Bank Limited

The principal activities of the bank are to provide all kinds of commercial banking and related services such as accepting deposits, lending loans to customers, trade and services, treasury functions, cash management, securities and custody services, remittance services etc.

1.03 Subsidiary

Rupali Investment Limited

Rupali Investment Limited, a wholly owned subsidiary company of Rupali Bank Limited, was incorporated on 31 March 2011 as a public limited company bearing registration No-27899 under Companies Act 1994 with an authorized share capital of Tk. 500.0 (five hundred) crore. The company is formed to carry out the business of full-pledged merchant banking activities like issue management, portfolio management, underwriting, corporate advisory services, etc. Rupali Investment Limited has started its commercial operation from February 2012. Financial statements of the company are shown in annexure "S"

Rupali Bank Securities Limited

Rupali Bank Securities Limited is a subsidiary company of Rupali bank limited was incorporated as a Private Limited Company on 29th August, 2013 vide registered of Joint Stock Companies and Firms, Dhaka certificate of incorporation No. C-110969/13 under Companies Act 1994. The main objective of the Company is to act as, and carry on the business of a stock broker & stock dealer and to engage in all types of stock broking business. Financial statements of the company are shown in annexure "T"

2.0 Significant accounting policies and basis of preparation of financial statements

2.01 Statement of Compliance

The consolidated financial statements of the Group and the financial statements of the Bank and its subsidiary as at and for the year ended 31 December 2013 have been prepared under the historical cost convention and in accordance with Bangladesh Financial Reporting Standards (BFRSs), the "First Schedule" (section-38) of the Bank Companies Act 1991, as amended by the BRPD Circular no. 14 dated 25 June 2003, other Bangladesh Bank Circulars, the Companies Act, 1994, the Bangladesh Securities and Exchange Rules 1987, Dhaka and Chittagong Stock Exchange's listing regulations and other laws and rules applicable in Bangladesh. Where the requirement of provisions and circulars issued by Bangladesh Bank differ with those of the regulatory authorities and accounting standards, the provisions and circulars issued by Bangladesh Bank shall prevail.

As such the Group and the Bank has departed from those contradictory requirements of BFRSs in order to comply with the rules and regulation of Bangladesh Bank which are disclosed below:

2.01.01 Investment in shares and securities

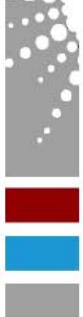
BFRSs: As per requirements of BAS 39 investments in shares and securities generally falls either under "at fair value through profit and loss accounts" or under "available for sale" where any change in the fair value at the year ended is taken to profit and loss account or revaluation reserve account, as the case may be.

Bangladesh Bank: As per Banking Regulation & Policy Department (BRPD) Circular no. 14 dated 25 June 2003 of Bangladesh Bank Investments in quoted shares and unquoted shares are revalued at the year end at market price and as per book value of last audited balance sheet respectively. Provision should be made for any loss arising from diminution in value of investments. As such Rupali Bank Limited measures and recognizes Investment in Quoted and Unquoted shares at cost if the year-end Market value (for Quoted shares) and book value (Unquoted shares) are higher than the cost.

2.01.02 Revaluation gain/loss on Government securities:

BFRSs: As per requirement of BAS 39, T-bills and T-bonds fall under the category of "held for trading" and "held to maturity" where any change in the fair value of held for trading is recognized in profit and loss accounts, and amortized cost method is applicable for held to maturity using an effective interest rate.





Bangladesh Bank: According to Department of Offsite Supervision (DOS) Circular no. 05 dated 26 May 2008 and subsequent clarification in DOS Circular no. 05 dated 28 January 2009 of Bangladesh Bank, loss on revaluation of Government securities (T-bill/T-bond) which are categorized as held for trading will be charged through Income accounts, but any gain on such revaluation should be recorded under revaluation reserve accounts. However, at the yearend if there is any revaluation gain for any particular held for trading T-bill /T- bonds, such gain can be used to the extent of any revaluation loss for that particular held for trading T-bills/T-bonds. T- bills designated as held to maturity are measured at amortized cost method but interest income / gain should be recognized through revaluation reserve.

2.01.03 Provision on loans and advances

BFRSs: As per Bangladesh Accounting Standard (IAS)-39, an entity should start the impairment assessment by considering whether objective evidence of impairment exists for financial assets that are individually significant. For financial assets which are not individually significant, the assessment can be performed on an individual or collective (portfolio) basis.

Bangladesh Bank: As per BRPD Circular no. 14 dated 23 September 2012 and BRPD Circular no. 19 dated 27 December 2012 a general provision at 0.25% to 5% under different categories of unclassified loans (standard and SMA loans) has to be maintained regardless of objective evidence of impairment. Also provision for sub-standard loan, doubtful loans and bad losses, should be provided at 20%, 50% and 100% respectively for loans and advances depending on the duration of overdue. Again as per BRPD Circular no. 10 dated 18 September 2007, a general provision at 1% should be provided for all off-balance sheet exposures. Such provision policies are not specifically in line with those prescribed by BAS 39.

2.01.04 Financial instruments - presentation and disclosure:

In several cases Bangladesh Bank guidelines categories, recognize, measure and present financial instruments differently from those prescribed in BAS 39. As such some disclosure and presentation requirements of BFRS 7 and BAS 32 cannot be made in the accounts.

2.01.05 REPO transactions

BFRSs: When an entity sells a financial asset and simultaneously enters into an agreement to repurchase the asset (or a similar asset) at a fixed price on a future date (REPO or stock lending), the arrangement is accounted for as a deposit, and the underlying asset continues to be recognized in the entity's financial statements. This transaction will be treated as loan and the difference between selling price and repurchase price will be treated as interest expense.

Bangladesh Bank: As per BRPD guidelines, when a bank sells a financial asset and simultaneously enters into an agreement to Repurchase the asset (or a similar asset) at a fixed price on a future date (REPO or stock lending), the arrangement is accounted for as normal sales transactions and the financial assets are derecognized in the seller's book and recognized in the buyer's book.

2.01.06 Financial guarantees

BFRSs: As per BAS-39 financial guarantees are contracts that require an entity to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the terms of a debt instrument. Financial guarantee liabilities are recognized initially at their fair value, and the initial fair value is amortized over the life of the financial guarantee. The financial guarantee liability is subsequently carried at the higher of this amortized amount and the present value of any expected payment when a payment under the guarantee has become probable. Financial guarantees are included within other liabilities.

Bangladesh Bank: As per BRPD circular # 14 dated 25 June 2003, financial guarantees such as L/C, L/G will be treated as off balance sheet items. No liability is recognized for the guarantee except the cash margin.

2.01.07 Cash and cash equivalents

BFRSs: Cash and cash equivalents items should be reported as cash item as per BAS 7 statement of Cash Flows.

2.01.08 Non banking assets

BFRSs: No indication of non banking assets is found in any BFRSs.

Bangladesh Bank: As per BRPD circular # 14 dated 25 June 2003, there should exist a face item named non banking assets.

2.01.09 Cash flow statement

BFRSs: Cash flow statement can be prepared either in direct method or in indirect method. The presentation is selected to present these cash flows in a manner that is most appropriate for the business or industry. The method selected is applied consistently.

Bangladesh Bank: As per BRPD circular # 14 dated 25 June 2003, cash flow should be a mixture of direct and indirect method.

2.01.10 Balance with Bangladesh Bank: (CRR)

BFRSs: Balance with Bangladesh Bank should be treated as other assets as it is not available for use in day to day operations as per BAS 7.

Bangladesh Bank: Balance with Bangladesh Bank should be treated as cash and cash equivalents.

2.01.11 Loans and advance net of provision

BFRSs: Loans and advances should be presented net of provisions.

Bangladesh Bank: As per BRPD circular # 14 dated 25 June 2003, provision on loans and advances should be presented separately as liability and cannot be netted off against loans and advances.

[Also refer to Note 2.21 Compliance of Bangladesh Accounting Standards (BASs) and Bangladesh Financial Reporting Standards (BFRSs)]

2.02 Basis of consolidation of operations of subsidiaries

The financial statements of the Company and its subsidiary, as mentioned in note No.1.03 has been consolidated in accordance with Bangladesh Accounting Standard 27 "Consolidated and Separate Financial Statements". The Consolidation of the Financial Statement has been made after eliminating all material intercompany balance, income and expenses arising from intercompany transactions.

The total profit of the Company and its subsidiary are shown in the consolidated statement of comprehensive income with the proportion of profit after taxation. All assets and liabilities of the Company and of its subsidiary is shown in the consolidated statement of financial position. The consolidated financial statements are prepared to a common financial year ended 31 December 2013.

2.03 Basis of measurement

The financial statements have been prepared on the historical cost basis except for the following material items:

- a) Government Treasury Bills and Bonds designated as 'Held for Trading (HFT)' at present value using marking to market concept with gain credited to revaluation reserve but loss charged to income statement.
- b) Government Treasury Bills and Bonds designated as 'Held to Maturity (HTM)' at present value using amortization concept.
- c) Land & Buildings is recognized at cost at the time of acquisition and subsequently measured at fair value as per BAS-16 "Property, Plant & Equipment."

The accounting policies, unless otherwise stated have been consistently applied by the company and consistent with those of the previous year.

2.04 Going concern

The accompanying financial statements have been prepared on a going concern basis, which contemplates the realization of assets and the satisfaction of liabilities in the normal course of business. The accompanying financial statements do not include any adjustments should the Bank be unable to continue as a going concern.

2.05 Functional and presentation currency

The financial statements are presented in Bangladesh Taka (BDT) currency, which is the Bank's functional currency. All financial information presented in BDT has been rounded to the nearest BDT.

2.06 Use of estimates and judgments

The preparation of financial statements in conformity with Bangladesh Accounting Standards (BAS) and Bangladesh Financial Reporting Standards (BFRS) requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenue and expenses. It also requires disclosures of contingent assets and liabilities at the date of the financial statements.

The most critical estimates and judgments are applied to the Provision for impairment of loans & investments and Employees benefits.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the result of which form the basis of making the judgments about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates. However, the estimates and underlying assumptions are reviewed on an ongoing basis and the revision is recognized in the period in which the estimates are revised.

2.07 Materiality, aggregation and off setting

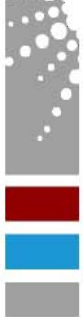
Each material item as considered by management significant has been displayed separately in the financial statements. No amount has been set off unless the Bank has a legal right to set off the amounts and intends to settle on net basis. Income and expenses are presented on a net basis only when permitted by the relevant accounting standards.

The values of any asset or liability as shown in the balance sheet are not off-set by way of deduction from another liability or asset unless there exist a legal right therefore. No such incident existed during the year.

2.08 Comparative information

The accounting policies have been consistently applied by the Bank and are consistent with those used in the previous year. Comparative information is reclassified and rearranged wherever necessary to conform to the current presentation.





2.09 Foreign currency transaction and Commitments

a) Foreign currencies translation

Foreign currency transactions are converted into equivalent Taka using the ruling exchange rates on the dates of respective transactions as per BAS-21 "The Effects of Changes in Foreign Exchange Rates". Foreign currency balances held in US Dollar are converted into Taka at weighted average rate of inter-bank market as determined by Bangladesh Bank on the closing date of every month. Balances held in foreign currencies other than US Dollar are converted into equivalent US Dollar at buying rates of New York closing of the previous day and converted into Taka equivalent. The resulting exchange transaction gains and losses are included in the profit and loss account.

b) Commitments

Contingent liabilities / commitments for letters of credit and letters of guarantee denominated in foreign currencies are expressed in Taka terms at the rates of exchange ruling on the balance sheet date.

2.10 Statement of cash flows

Statement of cash flows has been prepared in accordance with **Bangladesh Accounting Standard-7 "Statement of Cash Flows"** and under the guideline of Bangladesh Bank BRPD Circular No. 14 dated 25 June 2003. The Statement shows the Structure of Changes in cash and cash equivalents during the financial year.

2.11 Statement of changes in equity

The statement of changes in equity reflects information about the increase or decrease in net assets or wealth. Statement of changes in equity has been prepared in accordance with **Bangladesh Accounting Standard-1 "Presentation of Financial Statements"** and relevant guidelines of Bangladesh Bank.

2.12 Liquidity statement

The liquidity statement has been prepared in accordance with remaining maturity grouping of Assets and Liabilities as of the close of the year as per following basis.

- a) Balance with other banks and financial institutions, money at call and short notice, etc. are on the basis of their maturity term;
- b) Investments are on the basis of their residual maturity term;
- c) Loans and advances are on the basis of their repayment/maturity schedule;
- d) Fixed assets are on the basis of their useful lives;
- e) Other assets are on the basis of their adjustment;
- f) Borrowing from other banks and financial institutions are as per their maturity/repayment term;
- g) Deposits and other accounts are on the basis of their maturity term and behavioral past trend;
- h) Other long term liabilities are on the basis of their maturity term;
- i) Provisions and other liabilities are on the basis of their settlement.

2.13 Accounting for contingent liabilities and contingent assets

The bank recognized provisions only when it has a present obligation as a result of a past event and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and when a reliable estimate of the obligation can be made. No provision is recognized for:

- a) Any possible obligation that arises from past events and the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future event not wholly within the control of the bank; or
- b) Any present obligation that arises from past events but is not recognized because
 - It is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - A reliable estimate of the amount of obligation cannot be made.

2.14 Assets and basis of their valuation

2.14.01 Cash and cash equivalents

Cash and cash equivalents include notes and coins in hand held with Bangladesh Bank and its agent bank, ATM balance with other banks and financial institutions, money at call and on short notice and prize bond.

2.14.02 Investments

All investment in securities is initially recognized at cost, being fair value of the consideration given, including acquisition charges associated with the investment. Premiums are amortized and discounts accreted, using the effective yield method and are taken to discount income. The valuation methods of investments used are:

a) Held to maturity (HTM)

Investments which have 'fixed or determinable payments' and are intended to be 'held to maturity' other than those that meet the defined of 'held at amortized cost', are classified as held to maturity (HTM). These investments are subsequently

measured at present value as per Bangladesh Bank Guideline. Investments in securities have been revalued as marking to market as at 31 December 2013, the gain of revaluation from the held to maturity securities has been shown in the statement in changes in equity of 31 December 2013.

b) Held for trading (HFT)

Investments classified in this category are acquired principally for the purpose of selling or repurchasing in short trading or if designated as such by the management. After initial recognition, investments are measured at fair value and any change in the fair value is recognized in the statement of income for the period in which it arises.

c) Revaluation

As per the DOS Circular letter no. 05, dated 26 May 2008 & subsequent amendment circular no.05, dated 28 January 2010. HFT securities are revalued on weekly basis and HTM securities are amortized on yearly basis. The HTM securities are also revalued if they are reclassified to HFT category with the Board's approval. Any gain or loss on revaluation of HTM securities is recognized in the statement of changes in equity. Gain/ loss on revaluation of HFT securities is recognized in the income statement on weekly basis and gain on revaluation is transferred to statement of changes in equity on monthly basis.

Valuation of investments has been shown as under Government treasury bills and bonds (HTM) at present value (using amortization concept), Government treasury bills and bonds (HFT) at present value (using making to market concept).

d) Value of investments has been shown as under:

Investment class	Initial recognition	Measurement after recognition	Recording of change
Government treasury bills (HFT)	Cost	Marking to market/ fair value	Loss transferred to profit and loss account and income transferred to revaluation reserve.
Government treasury bills (HTM)	Cost	Amortized cost	Loss transferred to profit and loss account and gain transferred to revaluation reserve.
Government treasury bonds (HTM)	Face value	None	None
Prize bond	Cost	None	None
Un quoted shares and debenture	Cost	None	-
Quoted shares	Cost	Cost	Loss transferred to profit and loss account but no unrealized gain recorded.

2.14.03 Loans, advances and provisions

Loans and advances are stated at gross amount. General provisions on unclassified loans & off balance sheet exposures, specific provisions for classified loans and interest suspense account thereon are shown under other liabilities. Provision against classified loans and advances is made on the basis of quarter end review by the management and instruction contained in BRPD Circular no. 14, 19 & 5 dated 23 September 2012, 27 December 2012 & 29 May 2013 and subsequent changes.

Interest on loans and advances

Interest is calculated on daily product basis but debited to the party's loan account quarterly. No interest is charged on loans and advances which are classified as bad and loss. Interest is calculated on unclassified loans and advances (only standard) and recognized as income during the year. Interest calculated on classified loans and advances (including special mention accounts) as per Bangladesh Bank circulars is kept in interest suspense account and credited to income on realization. Interest suspense and penal interest (if any) calculated on classified loans and advances are taken into income in the year of its receipt from the defaulting borrowers.

Commission and discounts on bills purchased and discounted are recognized at the time of realization. Recovery of written off loans and advances are taken into income in the year of its receipts from the defaulting borrowers.

Provision for loans and advances

Provision for loans and advances are made on the basis of quarter as well as year-end review by the management following instructions contained in BRPD Circular no. 14 dated 23 September 2012 of Bangladesh Bank. The percentage of provision on loans and advance are given below:



Rate of provision

Particulars		Short term Agri. Credit	Consumer financing			SMEF	Loans to BHs/SDs	All other Credit
			Other than HF, LP	HF	LP			
UC	Standard	5%	5%	2%	2%	0.25%	2%	1%
	SMA	-	5%	2%	2%	0.25%	2%	1%
Classified	SS	5%	20%	20%	20%	20%	20%	20%
	DF	5%	50%	50%	50%	50%	50%	50%
	B/L	100%	100%	100%	100%	100%	100%	100%

Presentation of loans and advances

Loans and advances are shown at gross amount as assets while interest suspense and loan loss provision against classified advances are shown as liabilities in the statement of financial position.

Written off loans and advances

Loans and advances are written off to the extent that (i) there is no realistic prospect of recovery, (ii) and against which legal cases are filed and classified as bad loss more than five years as per guidelines of Bangladesh Bank and iii) Special permission of Bangladesh Bank. These write off however, will not undermine/ affect that claim amount against the borrowers. Detailed memorandum records for all such write off accounts are meticulously maintained and followed up.

2.14.04 Property, plant and equipments

a) Recognition

The cost of an item of property, plant and equipments (Fixed assets) shall be recognized as an asset, if and only if it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably.

Property, plant and equipments have been accounted for at cost or revalued amount less accumulated depreciation (except land) as per BAS-16: Property, plant and equipments. Cost includes expenditure that is directly attributable to the acquisition of the items. Subsequent cost of enhancement of an existing asset is recognized as a separate asset, only when it is probable that future economic benefits associated with the item can be measured reliably. All other repairs and maintenance are charged to the income statement during the financial periods which are incurred.

b) Depreciation

Reducing balance method depreciation applied on Building and Furniture and fixture from the following month of acquisition and straight line method applied on Mechanical Appliance and Motor vehicle from the following year of acquisition of fixed assets. Depreciation has been charged from the following month of acquisition, whereas no depreciation on assets disposed off has been charged from the month of disposal. Assets category wise depreciation rates are as follows:

Category of fixed assets	Rate
Land	Nil
Building	2.50%
Furniture and fixture	10.00%
Mechanical appliance	20.00%
Motor vehicle	20.00%

c) Disposal of fixed assets

On disposal of fixed assets, the cost and accumulated depreciation are eliminated from the fixed assets schedule and gains or losses on such disposal are reflected in the income statement as per provision of BAS-16: Property, Plant and Equipment.

d) Revaluation

The fair value of land and building is usually its market value. This value is determined by appraisal normally undertaken by professionally qualified values. The fair value of items of plant and equipment is usually their market value is determined by appraisal. The frequency of revaluation depends upon the movements in the fair value of the items of property, plant and equipment being revalued. Land and building of the Bank have been revalued by the S.H. Khan & Co. Chartered Accountants. Increases in the carrying amount as a result of revaluation are credited to shareholders equity under the heading of revaluation surplus. Decreases in the carrying amount as a result of revaluation are recognized as an expense. However, a revaluation decrease is charged directly against any related revaluation surplus to the extent that the decrease does not exceed the amount held in the revaluation surplus in respect of those same assets.

e) Impairment

If the recoverable amount of an asset is less than its carrying amount, the carrying amount of the assets should be reduced to its recoverable amount. That reduction is an impairment loss. An impairment loss is recognized as an expense in the income statements.

2.14.05 Other assets

Other assets include all assets not covered specifically in other areas of the supervisory activity and such accounts may be quite insignificant in the overall financial condition of the bank.

Provision for other assets

Other assets have been classified as per BRPD Circular No. 14 dated June 25, 2001 of Bangladesh Bank and necessary provisions made thereon accordingly and for items not covered under the circular adequate provisions have been made considering their reliability.

2.14.06 Non-Banking Assets

Non-banking assets are acquired on account of the failure of a borrower to repay the loan in time after receiving the decree from the court regarding the right and title of the mortgaged property. However, the bank has no non banking asset.

2.14.07 Reconciliation of inter-bank/inter-branch account

Books of accounts with regard to inter-bank are reconciled on monthly basis and there are no material differences which may affect the financial statements significantly. Provision has been made in respect of un-reconciled entries in case of inter-branch transactions as on the reporting date as considered prudent by the management. Details of un-reconciled entries of inter branch transaction accounts as at 31 December 2013 are given in **Annexure-E**

2.15 Liabilities and provision

2.15.01 Borrowings from other banks, financial institutions and agents

Borrowing from other banks, financial institutions and agents include interest bearing borrowing redeemable at call, on-demand and short term deposits lodged for periods of less than 6 months. These items are brought to account at the gross value of the outstanding balance. Interest paid or payable on these borrowings is charged to the income statement.

2.15.02 Deposits and other accounts

Deposits and other accounts include non interest bearing current deposit redeemable at call, interests bearing on demand and short term deposits, savings deposit, term deposit, margin, bills payable etc. These items are brought to account at the gross value of the outstanding balances.

2.15.03 Other liabilities

Other liabilities comprise items such as provision for loans and advances; provision for taxes, pension fund, interest payable, interest suspense, accrued expenses etc. Other liability is recognized in the balance sheet according to the guideline of Bangladesh Bank and Income-tax Ordinance, 1984, BAS-37 and internal policy of the banks. Provisions and accrued expenses are recognized in the financial statements when the bank has a legal or constructive obligation as a result of past event, it is probable that an outflow of economic benefit will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

2.15.04 Employee benefit scheme

The Bank operates two alternative retirement benefit schemes for its permanent employees, elements of which are as under:

a) Contributory provident fund (CPF) scheme

- (i) Employees contribution 10%
- (ii) Bank's contribution 10%
- (iii) This fund is operated by a board comprising of 5 trustees

Gratuity scheme

The provision for the gratuity fund has been made in the books of account of the Bank. The amount of provision is transferred to the trustee board of the fund on requirement basis. Employees enjoying contributory provident fund facilities are entitled to get gratuity for 2 months last basic pay drawn for each completed year of services subject to completion of minimum 10 years of services. Provision made for this purpose during the year under audit is adequate to settle the claims of the outgoing /retiring employees.

b) General provident fund scheme

Employees opted for pensions are also contributing minimum 10% of basic salary (maximum 30%) as per their desire to GPF. The bank does not contribute any amount against these employees to the GPF. The employees also enjoy 13% rate of interest on the deposit of GPF amount.

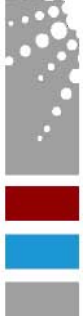
c) Pension and Gratuity benefit

Pension and Gratuity benefit payable as at 31 December 2013 calculated by the management has been provided in the books of accounts.

2.15.05 Taxation

Income tax assessment has been finalized up to 2002 and cases are pending for the year 2003 to 2011. Income tax return of 2012 has been submitted but assessment has yet been completed.





a. Current tax

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit as reported in the income statement because it excludes items of income or expense that are taxable or deductible in other years or are never taxable or deductible. Bank's liability for current tax is calculated using tax rates that have been enacted the reporting period.

b. Deferred tax

The Bank recognizes the current and deferred tax in the financial statements using the provisions of the prevailing tax laws applicable in Bangladesh and as per BAS-12 (Income Taxes). Deferred tax liabilities are generally recognized for all taxable temporary differences. Deferred tax assets are generally recognized for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which such differences can be utilized. Deferred tax is calculated at the tax rates, which are expected to apply in the period when the liability is settled or the asset is realized. Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off deferred tax assets against deferred tax liabilities and RBL intends to settle its deferred tax assets and deferred tax liabilities on net basis.

2.16 Capital and share holders equity

2.16.01 Capital management

The bank has a capital management process in place to measure, deploy and monitor its available capital and assess its adequacy. This capital management process aims to achieve four major objectives; exceed regulatory thresholds and meet longer-term internal capital targets, maintain strong credit rating, manage capital levels commensurate with the risk profile of the bank and provide the banks shareholders with acceptable returns.

Capital is managed in accordance with the board approved capital management planning from time to time. Senior management develops the capital strategy and oversees the capital management planning of the bank. The bank's finance and risk management department are key to implementing the bank's capital strategy and managing capital. Capital is managed using both regulatory control measure and internal matrix.

2.16.02 Paid-up share capital

Paid-up share capital represents total amount of shareholder capital that has been paid in full by the ordinary shareholders. Holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to vote at shareholders meetings. In the event of a winding-up of the company ordinary shareholders rank after all other shareholders and creditors and are fully entitled to any residual proceeds of liquidation.

2.16.03 Statutory reserve

The Statutory reserve has been maintained @ 20% of profit before tax in accordance with provisions of section 24 of the Bank Companies Act, 1991 as amended 2013.

2.16.04 Revaluation surplus

When an asset's carrying amount is increased as a result of a revaluation, the increase amount should be credited directly to equity under the heading of revaluation surplus/ reserve as per **BAS-16: Property, Plant and Equipment**. The bank revalued the assets of land and buildings during the year 2010 which are absolutely owned by the bank and the increase amount transferred to revaluation reserve. It also includes revaluation reserve on Treasury bond-HFT & HTM in accordance with the DOS Circular no. 05, dated 26 May 2008 and subsequent changes.

2.17 Off Balance Sheet Items

Under general banking transactions, liabilities against acceptance, endorsements and other obligations and bills against which acceptance has been given and claims exists there against, have been shown as Off Balance Sheet items. Provision for off balance sheet items is made as per BRPD circular no. 08 of 7 August 2007 and 10 of 18 September 2007.

2.18 Revenue recognition

The Revenue during the year has been recognized according to the provision of **BAS-18 "Revenue"** as well as Bangladesh Bank guidelines.

2.18.01 Interest income

In terms of the provisions of the **BAS-18 "Revenue"**, the interest income is recognized on accrual basis. Interest on loans and advances ceases to be taken into income when such advances are classified.

- a) Interest on unclassified loans and advances (except SMA) has been accounted for as income on accrual basis and calculated on daily product basis but charged and accounted for quarterly and in some cases yearly;
- b) Interest on classified loans and advances including SMA has been credited to interest suspense account with actual receipt of interest there from having credited to income as and when received as per Instruction of Bangladesh Bank;
- c) No interest is charged on loans and advances on classified as bad/loss;
- d) Commission and discount on bills purchased and discounted are recognized at the time of realization.
- e) Recovery of written off loans and advances are taken into income in the year of its receipts from the defaulting borrowers.

2.18.02 Investment income

Interest income on investments is recognized on accrual basis. Capital gain on investments in shares is also included in investment income. Capital gain is recognized when it is realized.

- Income on investment in treasury bills, bonds, preference shares and debenture, etc. other than equity shares has been accounted for on accrual basis.
- Govt. securities (HTM) are revalued on accrual basis and effect of such revaluation gain has been credited to Asset Revaluation Reserve account.
- Dividend on equity shares is recognized during the period in which it is declared and duly approved.
- Net increase in securities held to maturity during the period due to the valuation at market to market basis has been credited to income statement.

2.18.03 Fee and commission income

- Commission charged to customers on letters of credit and letters of guarantee are credited to income at the time of effecting the transactions.
- Fee and Commission on bills discounted, purchased & others are recognized at the time of realization.
- Foreign currency transactions are converted into BDT at prevailing on the dates of such transactions and exchange gains or losses arising out of such transactions are recognized as income or expense for the year and dealt with exchange account.

2.18.04 Other operating income

Other operating income is recognized at the time when it is realized.

2.18.05 Interest paid on deposits and borrowings

Interest paid on deposits, borrowing and other expenses are recognized on accrual basis.

2.18.06 Other expenses

Expenses incurred by the bank are recognized on accrual basis.

2.18.07 Other comprehensive income

Other comprehensive income is presented in financial statements in accordance with **BAS-1: Presentation of financial statements**. No other comprehensive income is recognized during the year.

2.19 Earnings per share

Basic earnings per share

Basic earning per share has been calculated in accordance with **BAS 33 "Earning per Share"** which has been shown on the face of statement of profit and loss account. This has been calculated by dividing the basic earnings by the weighted average number of ordinary shares outstanding during the year.

2.20 Reporting period

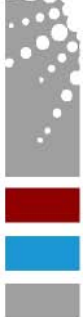
These financial statements of the bank and its subsidiary cover one calendar year from 01 January to 31 December 2013.

2.21 Compliance report on Bangladesh Accounting Standards (BASs) and Bangladesh Financial Reporting Standards (BFRS)

The institute of Chartered Accountants of Bangladesh (ICAB) is the sole authority for adoption of International Accounting Standards (IASs) and International Financial Reporting Standards (IFRS). Rupali Bank Limited has applied all the applicable of IAS and IFRS as adopted by ICAB while preparing the financial statements. Details are given below:

Name of the Bangladesh Accounting Standards (BASs)	BAS No.	Status
Presentation of Financial Statements	1	Applied*
Inventories	2	N/A
Statement of Cash Flows	7	Applied
Accounting policies, Changes in accounting Estimates & Errors	8	Applied
Events after the Reporting Period	10	Applied
Construction Contracts	11	N/A
Income Taxes	12	Applied
Property, Plant and Equipment	16	Applied
Leases	17	N/A
Revenue	18	Applied
Employees Benefits	19	Applied
Accounting for Government Grants and Disclosure of Government Assistance	20	N/A





Name of the Bangladesh Accounting Standards (BASs)	BAS No.	Status
The Effects of Changes in Foreign Exchange Rates	21	Applied
Borrowing Costs	23	Applied
Related Party Disclosures	24	Applied
Accounting and Reporting by Retirement Benefit Plans	26	Applied
Consolidated and Separate Financial Statements	27	Applied
Investment in Associates	28	N/A
Interest in Joint Ventures	31	N/A
Financial Instruments: Presentation	32	Applied*
Earning per share	33	Applied
Interim Financial Reporting	34	Applied
Impairment of Assets	36	Applied
Provision, Contingent Liabilities and Contingent Assets	37	Applied*
Intangible Assets	38	Applied
Financial Instruments: Recognition and Measurement	39	Applied*
Investment Property	40	Applied
Agriculture	41	N/A

Bangladesh Financial Reporting Standard (BFRSs)	BFRS No.	Status
First-time Adoption of Bangladesh Financial Reporting Standard	1	N/A
Shares Based Payment	2	N/A
Business Combination	3	N/A
Insurance Contracts	4	N/A
Non current Assets Held for Sale and Discontinued Operation	5	N/A
Exploration for and Evaluation of Mineral Resources	6	N/A
Financial Instruments: Disclosures	7	Applied*
Operating Segments	8	Applied

- Bangladesh Bank is the prime regulatory body for banks in Bangladesh. Some requirements of Bangladesh Bank's rules and regulations contradict with the provision of BAS / BFRS as marked above. As such the bank has departed from those contradictory requirements of BAS/BFRS in order to comply with the rules and regulations of Bangladesh Bank.

2.22 Regulatory & legal compliance

The bank has complied with the requirements of following regulatory & legal authority:

- The Bank Companies Act, 1991(as amended up to 2013)
- The Companies Act, 1994
- Rules & regulations issued by Bangladesh Bank
- Securities & Exchange Rules, 1987
- Securities & Exchange Ordinance, 1969
- Securities & Exchange Act, 1993
- IPO Rules, 1998
- The Income-tax Ordinance, 1984
- VAT Act, 1991.

2.23 Approval of financial statements

The financial statements were approved by the board of directors on 30 April .2014.

2.24 Proposed dividend

Proposed dividend has not been recognized as a liability in the statement of financial position in accordance with Bangladesh Accounting Standards (BAS) 10 "Events after the reporting period".

2.25 Events after the reporting period

Where necessary, all the material events after the reporting period have been considered and appropriate adjustment/disclosures have been made in the financial statements.

2.26 Operating segment

The bank has only one reportable business segment and the bank is operating with the geographical territory of Bangladesh. Hence segment reporting in accordance with BFRS-8 "Operating Segment" is not applicable.

2.27 Credit rating of the bank

Rating	2012	2011
Long term	A	A3
Short term	AR-2	ST3
National Support	AAA	AAA
National support	Stable	Stable

2.28 Litigation

The bank is not a party to any lawsuits except those arising in the normal course of business, which were filed against the default clients for non-performance in loans repayment and against various level of tax authority regarding some disputed tax issues. The bank, however, provides adequate provisions as per guidelines of BAS 37.

2.29 Written Off

Write-off describes a reduction in recognized value. It refers to recognition of the reduced or zero value of an asset. Generally, it refers to loan for which a return on the loan is now impossible or unlikely. The item's potential return is thus canceled and removed from ("written off") the bank's statement of financial position. Recovery against debts written off /provided for is credited to revenue. Income is recognized where amounts are either recovered and/or adjusted against securities/properties or advances there-against or are considered recoverable.

2.30 Risk Management

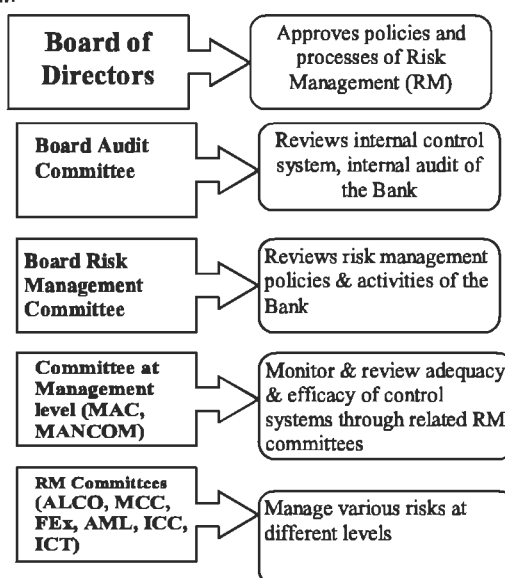
The bank has established effective risk management for steady and stable growth of the bank in accordance with the guidelines of Bangladesh Bank. The risk management of the bank covers following six core risks areas of banking sector:

- i. Credit risk
- ii. Foreign exchange risk
- iii. Asset-liability management risk
- iv. Prevention of money laundering risk
- v. Internal control and compliance risk
- vi. Information and communication technology risk

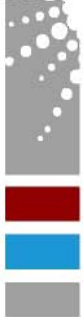
Risk is the likelihood of an undesirable event to occur or the effect of an adverse outcome. Banking risk is the potentiality of losing asset. Banks face several types of risks. Risk is not just about threats and challenges; it is also about taking advantage of opportunities.

Risk management is the process of measuring or assessing the actual or potential dangers of a particular situation. It focuses on reporting, oversight and segregation of duties within the organization.

The overall focus of risk management of Rupali Bank Ltd. (RBL) in 2013 was on maintaining bank's risk profile in line with bank's risk strategy, strengthening its capital base and supporting the bank's strategic goals. The activity of the risk management is given below:



As per BRPD circular no. 11 dated October 2013 Risk management Committee of the Board has been formed and the committee has already started its operation



a) Credit Risk Management

Credit risk is one of the prime risks of a bank. It indicates the potential loss arising from Any credit approval is subject to the banking regulations in force or to be imposed by the regulatory body and to the changes in the banking policy. Data collection check list and limit utilization form are being prepared for regular assessment.

Credit risk grading (CRG) system has been adopted by RBL as per Bangladesh Bank's instruction. The system defines the risk profile of borrowers to ensure that account management, structure and pricing are commensurate with the risk involved. CRG by RBL considers the following criteria:

- | | | |
|--------------------|-----------------------|--------------------|
| 1. Financial Risk: | 2. Business Risk | 3. Management Risk |
| a) Leverage | a) Size of business | a) Experience |
| b) Liquidity | b) Age of business | b) Succession |
| c) Profitability | c) Business outlook | c) Team work |
| d) Coverage | d) Industry growth | |
| | e) Market competition | |
-
- | | |
|----------------------|----------------------------|
| 4. Security Risk | 5. Relationship Risk |
| a) Security coverage | a) Account conduct |
| b) Collateral | b) Utilization of work |
| c) Support | c) Compliance of covenants |
| | d) Personal deposits |

b) Foreign Exchange Risk Management

Foreign Exchange risk is the risk of declines in cash flows and asset values of a bank due to change in exchange rate. The responsibility of Foreign Exchange Risk Management of RBL is on the Foreign Trade Finance & International Division.

In compliance with the Bangladesh Bank Guidelines, RBL has prepared Foreign Exchange Risk Management Manual. Treasury Front Office, Back Office and Mid Office have been established and are functioning through an independent organizational chain in accordance with the terms and conditions of the manual.

The dealers of the bank are responsible for risk management of its overall balance sheet and When any unusual/suspicious transaction occurs it is reported as STR (suspicious transaction report) to CCU (Central Compliance Unit). CCU examines the report properly and sends to Bangladesh Bank with comments of the CAMLCO if it is reportable.

c) Asset Liability Risk Management

Asset and liability management (ALM) is one of the key essentials of managing a bank's balance sheet efficiently. The main objectives of ALM are to manage balance sheet risk i.e. liquidity risk & interest rate risk and to maintain adequate capital.

RBL has its own guideline for asset liability management which is approved by RBL's Board of Directors. Considering all risk factors the bank has established an effective ALM process for assessing, analyzing and reviewing various kinds of risk exposures arising from composition and dynamics of the balance sheet. Asset Liability Committee (ALCO) of RBL regularly reviews these risk exposures in the following manner:

- It advises for both the opportunities and threats to its liquidity and balance sheet positions as well as positions of maturing assets and liquidity contingency plan.
- It monitors the liquidity management of treasury by-
 - Setting tolerance for cumulative cash flow mismatches (maximum cumulative outflow limit 20% of balance sheet assets),
 - Setting limit on loan to deposit ratio (81% expected, 110% maximum),
 - Setting limit on dependence on institutional deposits that are volatile in nature.
- ALCO also monitors the rate sensitive assets and liabilities of the bank.

ALM desk plays vital role in managing liquidity, interest sensitive assets and interest sensitive liabilities. ALCO paper is the main support for ALCO meeting in taking decision. This paper is prepared by the ALM desk. In RBL, ALCO paper contains all the information regarding liquidity based on historical requirements, current liquidity position, anticipated future funding requirement, sources of fund and options for reducing funding needs, present and anticipated asset quality, present and future earning capacity along with capital position. Thus all the decisions are made based on practical scenario.

RBL has established a separate Treasury Division to strengthen its asset liability management, implement the Asset Liability Manual of RBL as well as managing risk proactively.

d) Money Laundering Risk Management

RBL has its own guideline, approved by the Board of Directors, for prevention of money laundering in line with Anti Money Laundering (AML) Law and Bangladesh Bank guidelines. Anti Money Laundering Division of RBL is responsible for Money Laundering Risk Management of RBL.

RBL has a Central Compliance Unit (CCU) headed by the Chief Anti Money Laundering Compliance Officer (General Manager) and Money Laundering Prevention Committee (MLPC) headed by Deputy Managing Director to supervise the overall AML and CFT activities.

Each branch of RBL has an Anti Money Laundering Compliance Officer (BAMLCO) who is responsible for compliance of Bangladesh Bank instructions relating to AML/CFT (Anti Money Laundering/ Combating financing of Terrorism) activities in the branch. Risk is identified by the branch through analyzing the KYC (know your customer) and TP (transaction profile). CTR (cash transaction report) is sent to the Head Office on monthly basis for cash transaction of 10 (ten) lac or above in a day. All these reports are sent to Bangladesh Bank through special software within 21st of every month.

- Customers are graded on the basis of risk, high risk are closely monitor and enhance due diligence is applied.
- Self assessment is done by the branches and summary report is prepared and submitted to the management and Bangladesh Bank on half yearly basis.
- In depended testing procedure is done while conducting audit in the branches .The same is summarized and placed before the management and Bangladesh Bank on half yearly basis.
- As per Bangladesh Bank's AML circular no. dated 03 march 2010 branches has been instructed to apply enhance due diligence (EDD) in opening & maintaining accounts of politically exposed persons ,there family members & close associated .
- As a part of core risk inspection system check on money laundering has been introduce by CCU at branch level.
- Monthly meeting of central compliance unit (CCU) and Branch compliance unit (BCU) are arranged and the decisions are gradually implemented.
- Before establishing corresponded banking relationship, status on money laundering prevention and combating terrorist financing of the respondent banks are obtained through a questionnaire developed by Bangladesh Bank .Correspondent banking relationship with any bank is established on receipt of the desired information and subject to our satisfaction.
- Management Reporting System (MRS) Committee has been formed with a General Manager as its head.
- Health report of the bank is prepared annually and placed to the audit committee as well as to the Board of Directors.

e) Internal Control and Compliance Risk

Internal control structure and system are very essential to the capital assessment process. The process includes an independent review and, where appropriate, the involvement of internal or external audits. RBL has its own ICC manual.

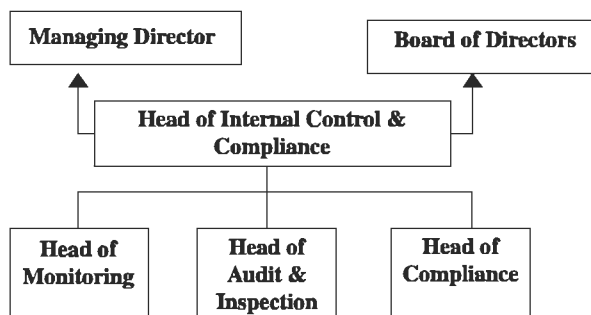


Fig: Internal control structure of ICC

The functions of three divisions of ICC (Monitoring, Audit & Inspection, Compliance) are to manage the cross divisional and cross regional operational risk as well as risk concentrations at branch level. These divisions ensure a consistent application of the operational risk management strategy across the bank.

Audit & Inspection division performs risk-oriented reviews of the design and operating effectiveness of RBL's system of internal controls. Internal audit is conducted at periodical interval to ensure compliance of the policies of the bank and regulatory bodies.

The management Committee (MANCOM) headed by honorable managing director reviews overall control system of the Bank and a certificate is provided to the Board of Directors (BOD) in this regard. As per instruction of audit committee of the Board, compliance division places the quarterly position of internal control and compliance of the Bank before the committee on regular basis. As a part of internal control and compliance and as per instruction ob Bangladesh Bank, risk management unit was formed headed by additional managing director where all the division heads are the members and division head, Compliance division is the member secretary. The committee is responsible to honorable managing director for implementation of the decisions. Monthly meeting of risk management unit is arrange on regular basis where different risk



areas are discussed, minutes and decision are implemented. Minutes of risk management unit meeting along with risk management papers are submitted to Bangladesh Banks Departments of Off-Side supervision (DOS) quarterly basis. Stress testing is conducted on quarterly basis to assess the impact of different risk associated with banking business on asset liability. As per Bangladesh Bank ICC guideline, management reporting system committee was formed headed by additional managing director. In the meeting of management reporting system committee Banks MIS affairs are discussed, minutes and decisions are gradually implemented. The committee is responsible to honorable managing director for implementation of the decisions.

f) Information Communication Technology (ICT) Risk Management

RBL has its IT Policy prepared in line with the ICT Guidelines of Bangladesh Bank.

Physical security of RBL ensures environmental safeguards as well as controlling physical access to equipment and data depending on IT set up. The risk management of physical security involves three tiers: Tier-1 for data centre including disaster recovery site, Tier-2 for server room and Tier-3 for standalone computers or ATM. At the moment, Rupali Bank Ltd. does not have the proper infrastructure for all these. Information security measures is applicable to all functional tiers, include password control, user ID maintenance, input control, network security, data encryption, virus protection, internet and e-mail.

The data centre of RBL as well as automation are on the process, IT policy regarding physical security and information security for risk management is yet to be fully implemented. Risk is identified by the branch. Internal IT Audit is conducted by Computer and Audit Inspection Division on half yearly basis. A limited number of IT professionals are recruited and several trainings are provided to the related employees.

2.31 Disclosures of fraud and forgeries by bank employee

One fraud was identified done by Mr. Md. Abdul Majid, an officer (registration no. 20087) of Ramgati Bazaar Branch, Noakhali. The total money involved in the incident was Tk. 8,296,818 out of which Tk. 310,500 has been recovered in cash by the reporting date and provision has been made for rest of the amount. Management has taken legal action against the employee.

2.32 Directors responsibility on statements

The Board of Directors takes the responsibility for the preparation and presentation of these financial statements.

2.33 Related Party Transactions

As per Bangladesh Accounting Standards (BAS) 24 "Related Party Disclosures", parties are considered to be related if one of the parties has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions. The bank carried out transactions in the ordinary course of business on an arm's length basis at commercial rates with its related parties.

During the year the Bank has some transactions with the Government (owner of the Bank) in respect of banking business like loans and advances, guarantees and commitments as mentioned below:

Related party relationship disclosure transaction during the year 2013 as per BAS-24				
Sl. No.	Name of Related Party	Related party relationship	Transaction Amount (crore)	Nature
1	Government (Note-7.07)	Owner	795.68	Loans and Advances
2	Government (Note-9.04.02)	Owner	153.18	Advance Income Tax
3	Government (Note-6.01)	Owner	2909.08	Government Securities
4	Government (Note-12.06)	Owner	5200.65	Deposit
5	Government (Note- 22)	Owner	3807.43	L/C
6	Government (Note- 22.01)	Owner	249.25	Guarantee

2.34 Audit committee

An audit committee was revised by the board of Directors of Rupali bank Ltd. In its 924th meeting held on 18/12/2013.

Sl. No.	Name of the member	Position	Status in the committee	Educational/ Professional qualification	Status
1	Dr. Sushil Ranjan Howlader	Director	Chairman	PHD	Selected by the Board in 924 th Board Meeting on 18.12.2013
2	Mr. Md Ashiquel Haque Chawdhury	Director	Member	MBA	Appointed as on 11.02.2013
3	Mr. Mohiuddin Faruki	Director	Member	LLB, MA (Accounting)	Appointed as on 09.05.2013



4	Mr.Md. Syful Islam,	Director	Chairman/Con venor	FCA, FCMA,FCEA(UK)FLCCIA(UK)	Retired as on 05.11-13
5	Prof. Syed Ahsanul Alam	Director	Member	M.Com, MFIL (Marketing)	Retired as on 05.12-13
6	Mr.Sheikh Serajul Haque Farazi	Director	Member	BA	Retired as on 05.02-13

a) Fact discussed

- Review of the internal control system of the Bank to ensure that an effective risk management system is in place to manage core risk of the Bank;
- Review of the efficiency and effectiveness of internal system;
- Consideration of the recommendations made by the internal and external auditors ;
- Ensuring fair presentation of financial statements in compliance with the Bangladesh Accounting Standards/ Bangladesh Financial Reporting Standards;
- Review of the internal audit procedure;
- Review of compliance with the applicable rules and regulations of Bangladesh Bank, Bank Companies Act. 1991, Companies Act 1994;
- Reporting immediately to the Board of directors on conflict of interest;
- Reporting to the Board of Directors on frauds or irregularities or material defects in the internal control system.

b) Duties & Responsibilities of the Audit Committee

The main duties & responsibilities of the Audit Committee are as under:

- To evaluate internal Control, risk management, computerization and system of MIS of the bank.
- To review annual financial statements of the bank and exchange views with external auditors and Bank management in the regard.
- To consider if the recommendations made by internal and external auditors are in order to develop internal control strategy by the Bank Management.
- To review as to whether the rules and regulation made by controlling authorities like Bangladesh Bank and other regulatory bodies are duly followed.
- To appraise the Bank's Board of Directors regarding Lapses and errors/Frauds & Forgeries/ other irregularities detected by internal auditors, external auditors & Bangladesh Bank inspection team and corrective measures taken for the purpose of effective control.

c) Number of Audit committee meetings held during the year 2013 and the issues discussed in those meetings

During the year under review 13 (Thirteen) meetings of the Audit Committee of the Board were held in which, among others.

2.35 List of Directors and their Interest in Rupali Bank Ltd. As on 31 December 2013.

Sl.	Name of the Directors	Designation	Status
1	Dr. Ahmed Al Kabir	Chairman	--
2	Mr. Mahabubur Rahman Hiroon	Director	Retired as on 24.02.2013
3	Mr. Md. Abul Kalam Chowdhury	Director	Retired as on 24.02.2013
4	Mr.Sheikh Serajul Haque Farazi	Director	Retired as on 24.02.2013
5	Mr. Amalendu Mukherjee	Director	--
6	Mr.Md. Syful Islam, FCA, FCMA	Director	Retired as on 05.11.2013
7	Prof. Syed Ahsanul Alam	Director	Retired as on 05.12.2013
8	Mr.Md. Ashiquel Hoque Chowdhury	Director	--
9	Advocate Sattiyendra Chandra Bhakta	Director	--
10	Mr. Mohiuddin Faruqui	Director	--
11	Dr. Md. Hasibur Rashid	Director	--
12	Mr. Abu Sufian	Director	--
13	Barrister Zakir Ahmmad	Director	--
14	Professor Md. Salim Uddin FCA, FCMA, MBA	Director	--
15	Dr. Sushil Ranjon Howlader	Director	--
16	Mr. M. Farid Uddin	Managing Director	--

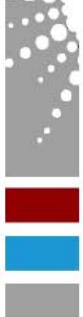


Name of the Board of Directors member & attendance of Board Meeting as on January -2013 to December-2013:

Sl.	Name of the Directors	Designation	Attendance in Bard meeting of the Bank		
			No. of meetings held from January -2013 to December-2013	No. of meetings attended	Comments
1	Dr. Ahmed Al Kabir	Chairman	23	23	---
2	Mr. Mahabubur Rahman Hiron	Director	3	3	Retired as on 24.02.2013
3	Mr. Md. Abul Kalam Chowdhury	Director	3	3	Retired as on 24.02.2013
4	Mr. Sheikh Serajul Haque Farazi	Director	3	3	Retired as on 24.02.2013
5	Mr. Amalendu Mukherjee	Director	23	07	--
6	Mr. Md. Syful Islam, FCA, FCMA	Director	20	18	Retired as on 05.11.2013
7	Prof. Syed Ahsanul Alam	Director	21	13	Retired as on 05.12.2013
8	Mr. Md. Ashiqul Hoque Chawdhury	Director	21	15	--
9	Advocate Sattyendra Chandra Bhakta	Director	21	21	--
10	Mr. Mohiuddin Faruqui	Director	16	16	--
11	Dr. Md. Hasibur Rashid	Director	14	14	--
12	Mr. Abu Sufian	Director	13	10	--
13	Barrister Zakir Ahmmad	Director	3	3	--
14	Professor Md. Salim Uddin FCA, FCMA, MBA	Director	-	-	--
15	Dr. Sushil Ranjon Howlader	Director	15	14	--
16	Mr. M. Farid Uddin	Managing Director	23	23	--

Notes to the financial statements
For the year ended 31 December 2013

Particulars	Notes	2013 Taka	2012 Taka
3.00 Cash			
Cash in hand (including foreign currencies)	3.01	2,691,835,646	1,949,228,820
Balance with Bangladesh Bank and its agent bank's (including foreign currencies)	3.02	9,315,255,788	9,341,299,388
		12,007,091,434	11,290,528,208
3.01 Cash in hand			
Local currency		2,671,914,221	1,926,658,955
Foreign currency		19,921,425	22,569,865
		2,691,835,646	1,949,228,820
3.02 Balance with Bangladesh Bank and its agent banks			
Balance with Bangladesh Bank			
Local currency		8,733,964,404	8,311,645,596
Foreign currency	3.02.01	5,843,140	422,344,705
		8,739,807,544	8,733,990,301
Balance with Sonali Bank as agent of Bangladesh Bank		575,448,244	607,309,087
		9,315,255,788	9,341,299,388
		12,007,091,434	11,290,528,208
3.02.01 Balance with Bangladesh Bank (Foreign currencies)			
USD		3,170,445	420,151,635
Pound		1,869,233	1,721,773
EURO		803,462	471,297
		5,843,140	422,344,705
3(a) Consolidated Cash in Hand			
Cash in hand			
Rupali Bank Limited (Note - 3.01)		2,691,835,646	1,949,228,820
Rupali Investment Limited		15,467	10,026
Rupali Bank Securities Limited		7,738	-
		2,691,858,851	1,949,238,846
Balance with Bangladesh Bank and its agent bank's (including foreign currencies)			
Rupali Bank Limited (Note - 3.02)		9,315,255,788	9,341,299,388
Rupali Investment Limited		47,213,966	219,481,939
Rupali Bank Securities Limited		-	-
		9,362,469,754	9,560,781,327
		12,054,328,605	11,510,020,173



Particulars	Notes	2013 Taka	2012 Taka
3.03 Cash Reserve Requirement (CRR): 6% of average demand and time liabilities			
Cash Reserve Requirement (CRR) have been calculated and maintained as per section 33 of the Bank Companies Act 1991 and As per MPD circular No. - 04 and 05 dated 01 December 2010 of Bangladesh Bank (effective from 15 December 2010.) all scheduled bank have to maintain a Cash Reserve Requirement (CRR) 5.5% on daily basis and 6.0% on bi-weekly basis on weekly average demand and time liabilities of the base month which is two months back of reporting mont (i.e.CRR of December 2013 was based on weekly average balance of October 2013) RBL has been mantining it bi-weekly basis.			
Average demand and time liabilities		159,706,398,200	133,517,188,800
Required reserve 6% of demand and time liabilities		9,582,383,892	8,011,031,328
Actual reserve held with Bangladesh Bank (bi-weekly basis)*		9,713,424,353	8,027,880,625
Surplus/(shortfall)		131,040,461	16,849,297
*(As per Bangladesh Bank statement. Actual balance as of 31 December 2013 was Tk. 10,056,,866,000 which is more than minimum requirement of 5.5% on daily basis.)			
3.04 Statutory Liquidity Ratio (SLR): 19% of average demand and time liabilities			
The Statutory Liquidity Ratio (SLR) have been calculated and maintained as per section 33 of the Bank Companies Act 1991 and as per MPD circular No. - 04 and 05 dated 01 December 2010 of Bangladesh Bank, (effective from 15 December 2010.) all scheduled banks have to maintain an SLR of minimum 19% based on weekly average demand and time liabilities of the base month which is two months back of the reporting month (i.e. SLR of December 2013 was based on weekly average balance of October 2013) RBL has maintaining the minimum SLR 19% as per said circular.			
Average demand and time liabilities		159,706,398,200	133,517,188,800
Required reserve (19%)		30,344,215,658	25,368,265,872
Actual reserve held	3.04.01	38,026,972,052	31,953,597,439
Surplus/(shortfall)		7,682,756,394	6,585,331,567
3.04.01 Actual reserve held			
Cash in hand		2,691,835,646	1,949,228,820
Balance with Bangladesh Bank (local currency)		8,733,964,404	8,311,645,596
Balance with Bangladesh Bank (foreign currency)		5,843,140	422,344,705
Balance with Sonali Bank		575,448,244	607,309,087
Unencumbered approved securities (HFT)		6,534,179,661	6,521,790,514
Unencumbered approved securities (HTM)		17,788,175,957	13,971,398,717
Other eligible securities		1,697,525,000	169,880,000
		38,026,972,052	31,953,597,439
4.00 Balance with other banks and financial institutions			
In Bangladesh	4.01	21,087,160,712	9,763,590,000
Outside Bangladesh	4.02	501,606,577	453,083,279
		21,588,767,289	10,216,673,279
4.01 In Bangladesh			
Current accounts		-	-
Short-term deposit accounts		-	-
Savings accounts		-	-
Fixed deposits	4.01.01	21,087,160,712	9,763,590,000
		21,087,160,712	9,763,590,000

Particulars	Notes	2013	2012
		Taka	Taka
4.01.01 Fixed deposit accounts			
Bank			
BRAC Bank Ltd.		2,000,000,000	-
Bangladesh Development Bank Limited		3,500,000,000	500,000,000
Pubali Bank Limited		-	300,000,000
Farmer's Bank Ltd.		300,000,000	-
NRB Global Bank Ltd.		1,500,000,000	-
Union Bank		1,800,000,000	-
National Bank Pakistan Ltd.		50,000,000	30,000,000
Bank Asia Ltd.		3,000,000,000	-
First Security Islami Bank Ltd.		1,352,917,575	3,914,180,000
Bangladesh Krishi Bank		-	50,000,000
ICB Islamic Bank Ltd. (Oriental Bank Ltd.)		221,700,000	222,300,000
		13,724,617,575	5,016,480,000
Non Banking Financial Institutions			
Peoples Leasing		750,000,000	600,000,000
FAS Finance and Investment Ltd.		250,000,000	-
Int. Leasing & Finance		100,000,000	600,000,000
BD Finance		550,000,000	100,000,000
First Lease Finance Limited		530,000,000	100,000,000
Uttara Finance Ltd.		200,000,000	300,000,000
Fareast Finance		500,000,000	-
Premier Leasing		500,000,000	500,000,000
Phoenix Finance and Investment Ltd.		-	100,000,000
Reliance Finance Ltd.		3,432,543,137	2,097,110,000
BFIC		550,000,000	350,000,000
		7,362,543,137	4,747,110,000
		21,087,160,712	9,763,590,000
4.02 Outside Bangladesh			
WES:			
USD		641,610	817,477
Pound		43,940	43,940
		685,550	861,417
Regular:			
Pound		2,554,552	2,875,578
USD		358,236,199	261,458,809
ACU		115,362,773	135,644,859
EURO		1,351,394	8,365,293
JPY		2,870,123	30,670,052
SR		1,795,234	2,031,037
DKK		613,817	212,244
CAD		1,305,922	350,835
AUD		10,034,193	4,282,545
SGD		2,521,284	221,385
CHF		1,308,529	2,592,130
ACUEURO		2,967,007	3,517,095
		500,921,027	452,221,862
		501,606,577	453,083,279

Notes to the Financial Statements

For details of foreign currency's amounts and rates there of please see Schedule -A



Particulars	Notes	2013	2012
		Taka	Taka
4.03 Maturity groping of balance with other banks			
Payable on demand		501,606,577	453,083,279
Up to 1 month		2,635,988,486	1,600,000,000
Over 1 month but not more than 3 months		4,695,556,885	2,948,430,000
Over 3 months but not more than 6 months		2,899,371,447	1,530,000,000
Over 6 months but not more than 1 year		6,055,649,224	3,462,860,000
Over 1 year but not more than 5 years		4,800,594,669	222,300,000
More than 5 years		-	-
		21,588,767,288	10,216,673,279
4(a) Consolidated Balance with other banks and financial institutions			
In Bangladesh			
Rupali Bank Limited (Note - 4.01)		21,087,160,712	9,763,590,000
Rupali Investment Limited		160,375,848	88,986,262
Rupali Bank Securities Limited (L/O RBL)		174,496,875	-
		21,422,033,435	9,852,576,262
Outside Bangladesh			
Rupali Bank Limited (Note - 4.02)		501,606,577	453,083,279
Rupali Investment Limited		-	-
Rupali Bank Securities Limited		-	-
		501,606,577	453,083,279
		21,923,640,012	10,305,659,542
5.00 Money at call and short notice			
With banking companies	5.01	7,150,000,000	4,200,000,000
With financial institutions	5.02	1,500,000,000	250,000,000
		8,650,000,000	4,450,000,000
5.01 With banking companies			
Marcantial Bank Ltd.		-	1,900,000,000
Basic Bank Ltd.		-	300,000,000
Mutual Trust Bank Ltd.		400,000,000	100,000,000
BRAC Bank Ltd.		2,000,000,000	
N C C Bank Ltd.		700,000,000	
Standard Bank Ltd.		650,000,000	
A B Bank Ltd.		700,000,000	
Southeast bank Ltd.		700,000,000	
Standard Chartered Bank Ltd.		1,500,000,000	
Modhumoti Bank Ltd.		500,000,000	
Prime Bank Ltd.		-	1,900,000,000
		7,150,000,000	4,200,000,000
5.02 With financial institutions			
Reliance Financial Ltd.		-	150,000,000
Investment Corporation of Bangladesh		1,500,000,000	
Peoples Leasing and Financial Services Ltd.		-	100,000,000
		1,500,000,000	250,000,000
		8,650,000,000	4,450,000,000

Particulars	Notes	2013 Taka	2012 Taka
5(a) Consolidated Money at call and short notice			
Rupali Bank Limited	5.00	8,650,000,000	4,450,000,000
Rupali Investment Limited		-	-
Rupali Bank Securities Limited		-	-
		8,650,000,000	4,450,000,000
6.00 Investment			
Government securities	6.01	29,090,820,395	21,457,230,731
Other investment	6.02	10,162,319,721	5,115,019,722
		39,253,140,116	26,572,250,453
6.01 Government (Investment in government securities)			
Treasury bill	6.01.01	2,207,895,977	1,001,984,000
Bonds	6.01.02	24,322,355,618	20,443,189,231
Reverse REPO		2,550,000,000	-
Prize bonds		10,568,800	12,057,500
		29,090,820,395	21,457,230,731
6.01.01 Treasury bill			
91 Days Treasury Bill		198,086,278	225,367,400
182 Days Treasury Bill		488,535,493	483,932,131
364 Days Treasury Bill		1,521,274,207	292,684,469
		2,207,895,977	1,001,984,000
6.01.02 Bonds			
2 years Treasury bonds		251,000,936	
3 years Treasury bonds		44,500,000	44,500,000
5 years Treasury bonds		3,171,451,588	723,204,659
6 Years Bond-BTMC/BGMC		3,389,300,000	3,389,300,000
7 Years Bond-BTMC/BGMC		1,350,000,000	1,350,000,000
10 years Treasury Bond		10,889,702,872	9,908,033,574
15 years Treasury bonds		2,628,221,230	2,536,323,210
20 years Treasury Bond		2,472,612,992	2,339,629,788
25 years Treasury Bond		125,566,000	152,198,000
		24,322,355,618	20,443,189,231
6.01.03 Investment in Government securities classified as per Bangladesh Bank circular No. DOS-05, dated 26.05.2008.			
Held to maturity (HTM)			
Treasury bill			
91 Days Treasury Bill		198,086,278	225,367,400
182 Days Treasury Bill		488,535,493	483,932,131
364 Days Treasury Bill		1,521,274,207	292,684,469
		2,207,895,977	1,001,984,000
Details in Schedule- 'B'			

Particulars	Notes	2013 Taka	2012 Taka
Bonds			
1 years Treasury bonds		-	-
2 years Treasury bonds		251,000,936	-
3 years Treasury bonds		44,500,000	44,500,000
5 years Treasury bonds		3,171,451,588	723,204,659
10 years Treasury Bond		4,220,285,826	3,279,197,447
15 years Treasury bonds		1,773,617,806	1,609,059,238
20 years Treasury Bond		1,422,453,801	1,333,939,373
25 years Treasury Bond		125,566,000	152,198,000
		11,008,875,957	7,142,098,717
6 Years Private Bond-BTMC/BGMC		3,389,300,000	3,389,300,000
7 Years Private Bond-BTMC/BGMC		1,350,000,000	1,350,000,000
10 Years Private Bond-BTMC/BGMC		2,040,000,000	2,040,000,000
		6,779,300,000	6,779,300,000
Details in Schedule- 'B-1'		17,788,175,957	13,921,398,717
Held for trading (HFT)			
10 years Treasury Bond		4,629,417,046	4,588,836,127
15 year Treasury Bond		854,603,424	927,263,972
20 year Treasury Bond		1,050,159,191	1,005,690,415
		6,534,179,661	6,521,790,514
Details in Schedule- 'B-2'		24,322,355,618	20,443,189,231
6.02 Others			
Ordinary shares	6.02.01	1,403,885,891	1,403,885,892
Preference shares	6.02.02	5,500,000,000	1,500,000,000
Debenture	6.02.03	18,433,830	20,933,830
Corporate bond	6.02.04	130,000,000	170,000,000
Subordinated Bond	6.02.05	1,650,000,000	700,000,000
Mutual Fund	6.02.06	1,460,000,000	1,000,000,000
DSE Membership	6.02.07	-	320,200,000
		10,162,319,721	5,115,019,722
6.02.01 Ordinary Shares			
Quoted		1,350,344,251	587,070,912
Unquoted		53,541,640	816,814,980
		1,403,885,891	1,403,885,892
Share cost price and market price			
		Cost price	price Market price
		Taka - (2013)	Taka - (2013)
Quoted		1,350,344,251	4,135,734,340
Unquoted		5,553,541,640	5,553,541,640
Total		6,903,885,891	9,689,275,980

As per Bangladesh Bank DOS Circular No.-04 dated 24 November 2011, provision for diminution value of Investment will be made on the difference of average cost and market price. During the year average market price is higher than cost price, so no provision has been made during this year. Details in **Schedule- 'B-3'**

Particulars	Notes	2013 Taka	2012 Taka
6.02.02 Preference shares			
Orion Infrastructure Ltd.			
Redeemable Preference share		5,000,000,000	1,000,000,000
Convertible preference share		500,000,000	500,000,000
		5,500,000,000	1,500,000,000
6.02.03 Debentures			
Approved		7,583,200	10,083,200
Un-approved		10,850,630	10,850,630
		18,433,830	20,933,830
Details in Schedule- 'B-4'			
6.02.04 Corporate bond			
Orascom Telecom Bangladesh Ltd.		80,000,000	120,000,000
Anser VDP unnayn bank bond		50,000,000	50,000,000
		130,000,000	170,000,000
6.02.05 Subordinated Bond			
Mitual Trust Bank Ltd.		200,000,000	200,000,000
Dhaka Bank Bond-		250,000,000	250,000,000
National Bank Bond		200,000,000	250,000,000
UCBL Bond		500,000,000	-
One Bank Ltd. Bond		500,000,000	-
		1,650,000,000	700,000,000
Details in Schedule- 'B-5'			
6.02.06 Mutual Fund			
Investment in Bangladesh Fund		1,060,000,000	1,000,000,000
Vanguard AML Rupali Bank Balanced fund		400,000,000	-
		1,460,000,000	1,000,000,000
Investment in Bangladesh Fund			
Opening balance on 01 January		1,000,000,000	1,000,000,000
Add : Addition during the year		60,000,000	-
Balance on 31st December		1,060,000,000	1,000,000,000
As per instruction of regulatory authorities (Bangladesh Bank and BSEC) Board of Directors of Rupali Bank Limited invested TK.100.00 crore according to the decision of the Board meeting No. 852 dated 22 March 2011. and farther invest Tk. 60,000,000 as per Board meeting No. 910 dated 15 May 2013.			
6.02.07 DSE Membership			
Balance at the beginning of the year		-	-
Add During the year		-	320,200,000
Less Refund		-	-
		-	320,200,000
According to the decision of the Board of Directors of RBL (Meeting no.893 Dated:30.092012) RBL purchased a Membership of Dhaka Stock Exchange (DSE) and duly paid Taka-32,02,00,000. on 11.10.2012 with a view to commencing securities trading business under the name and style "Rupali Bank Securities Limited" and during this year invest Tk. 3,758,490. Rupali Bank Limited paid Tk. 50 crore (Tk. 5 crore dated 07.11.2013 and Tk 45 crore dated 26.12.2013) as paid up capital to Rupali Bank Securities Limited. Then Rupali Bank Securities Limited refunded Tk.323,873,175.			
6.03 Maturity grouping of investments			
Payable on demand		10,568,800	12,057,500
Below 3 months		-	-
Over 3 months but below 1 year		2,207,895,977	1,001,984,000
Over 1 Year but below 5 years		6,657,004,659	6,657,004,659
Over 5 Years		30,377,670,680	18,901,204,294
		39,253,140,116	26,572,250,453

Particulars	Notes	2013 Taka	2012 Taka
6(a) Consolidated Investments			
Government			
Rupali Bank Limited	6.01	29,090,820,395	21,457,230,731
Rupali Investment Limited		-	-
Rupali Bank Securities Limited		-	-
		29,090,820,395	21,457,230,731
Others			
Rupali Bank Limited	6.02	10,162,319,721	5,115,019,722
Rupali Investment Limited		299,457,750	142,077,926
Rupali Bank Securities Limited		-	-
		10,461,777,471	5,257,097,648
		39,552,597,866	26,714,328,379
7.00 Loans and advances			
Loans, cash credits and overdrafts etc.	7.01	104,635,915,162	86,728,595,027
Bills purchased and discounted	7.02	2,790,385,038	3,912,963,582
		107,426,300,200	90,641,558,609
7.01 Loans, cash credits and overdrafts, etc.			
In Bangladesh			
Loan- general		47,360,732,493	39,600,209,702
Cash credit		30,130,028,257	25,964,925,550
Overdrafts		2,740,648,220	2,651,251,060
Other loans	7.01.01	24,404,506,192	18,512,208,715
		104,635,915,162	86,728,595,027
Outside Bangladesh:		-	-
		104,635,915,162	86,728,595,027
7.01.01 Other loans			
Loan payment against documents (PAD)		2,789,334,673	1,290,697,077
Loan against imported merchandise (LIM)		1,860,353,354	3,445,699,720
Packing credit		1,078,371,601	1,024,289,689
Loans against trust receipt (LTR)		9,961,961,627	7,886,837,667
Rural credit		1,164,889,160	1,482,522,895
Import permit (I.P.) loans		257,704,900	-
Bridge finance		8,815,275	8,440,875
Counter bridge finance		662,000	662,000
A.D. B loans		337,192,183	303,505,461
Forced loan		6,945,221,419	3,069,553,331
		24,404,506,192	18,512,208,715
7.02 Bills purchased and discounted			
Payable in Bangladesh			
Inland bill purchased and discounted		1,577,320,529	3,309,309,391
Payable Outside Bangladesh			
Foreign bill purchased and discounted		1,213,064,509	603,654,191
		2,790,385,038	3,912,963,582
7.02.01 Maturity grouping of bills purchased and discounted			
Repayable within 1 month		279,038,504	391,296,358
Over 1 month but less than 3 months		558,077,008	782,592,716
Over 3 months but less than 6 months		613,884,708	860,851,988
6 months or more		1,339,384,818	1,878,222,519
		2,790,385,038	3,912,963,582

Particulars	Notes	2013 Taka	2012 Taka
7.03 Maturity grouping of loans and advances including bill purchased and discounted			
Repayable on demand		2,148,526,004	1,812,831,172
Not more than 3 months		26,856,575,050	22,660,389,652
More than 3 months but not more than 1 year		29,005,101,054	24,473,220,824
More than 1 year but not more than 5 years		23,633,786,044	19,941,142,894
More than 5 years		25,782,312,048	21,753,974,066
		107,426,300,200	90,641,558,609

7.04 Loans and advances on the basis of significant customer concentration including bills purchased and discounted

Advance to allied concerns of directors		-	-
Advance to Managing Director and others senior executives		-	-
Advance to customer group (amounting more than 10% of banks total capital)	7.04.01	33,892,900,000	25,991,800,000
Other customer group		69,019,566,775	60,790,130,250
Advances to staff		4,513,833,425	3,859,628,359
		107,426,300,200	90,641,558,609

7.04.01 Details of large loan (loans and advances allowed to each customer exceed 10% or more of bank's capital)

Number of client	12	12
Amount of outstanding advances	33,892,900,000	25,991,800,000
Amount of classified advances	-	-

Measures taken for recovery of classified loan

Bank as a whole takes following steps to recover its classified loans and advances.

- Sending letters and reminder to customers ;
- Special assets management department holds discussion with the clients to recover the loans;
- Disposal of security through auction;
- Appointed recovery specialist;
- Legal proceedings and settlement.

Name of the borrower	Status	Outstanding Balance	Outstanding Balance
M/s Mother Textile Mills Ltd.	UC	6,579,200,000	6,581,200,000
M/S BEXTEX (Padma Textile Mills) Ltd.	UC	4,801,200,000	5,062,600,000
M/s Madaripur Spinning Mills Ltd.	UC	3,482,900,000	3,430,800,000
M/s Panna Textiles Mills	UC	1,396,400,000	1,756,900,000
M/s Panna Textiles Mills	UC	-	1,301,900,000
M/s Bangladesh Petroleum Corporation	UC	6,309,600,000	-
M/s S. Alam Steel Mills 1 & 2	UC	1,369,500,000	1,252,300,000
M/s S. Alam Cold Rold Steel Mills Ltd.	UC	1,910,100,000	1,986,000,000
M/s Abonti Colour Tex Ltd.	UC	1,893,200,000	1,360,800,000
M/s Bador Spinning Mills Ltd.	UC	2,816,900,000	-
M/s Benetex Ltd	UC	1,214,800,000	1,664,200,000
M/s Crescent Jute Mills	UC	2,119,100,000	1,595,100,000
		33,892,900,000	25,991,800,000

Particulars	Notes	2013 Taka	2012 Taka
7.05 Industry wise loans and advances			
Jute industry (Govt. & Private)		3,562,900,000	2,890,800,000
Tannery industry		3,261,700,000	3,179,400,000
Jute business		4,239,300,000	3,082,000,000
Small and cottage Ind.		-	-
Cold storage / Ice plant		890,000,000	430,000,000
Textile		27,980,000,000	22,450,000,000
Garments		5,250,000,000	3,200,000,000
Engineering		7,250,000,000	10,930,000,000
Food		3,990,000,000	2,750,000,000
Chemicals		4,150,000,000	3,130,000,000
Shipping / Transport		1,160,000,000	150,000,000
Shoe		370,000,000	430,000,000
Services		1,580,000,000	2,270,000,000
Ceramic		180,000,000	180,000,000
Plastic		270,000,000	280,000,000
Dairy		90,000,000	54,000,000
Printing and publications		1,430,000,000	1,340,000,000
Other		41,772,400,200	33,895,358,609
		107,426,300,200	90,641,558,609
7.06 Geographical area basis distribution of loans and advances including bill purchased and discounted			
In Bangladesh			
Divisions Name			
Urban			
Dhaka		69,847,069,197	58,977,455,251
Chittagong		13,729,913,452	12,017,561,468
Sylhet		772,218,842	645,617,492
Barisal		2,007,665,312	1,821,665,083
Khulna		11,244,587,201	8,256,110,997
Rajshahi		1,382,029,425	1,698,209,526
Rangpur		2,740,754,759	2,099,326,511
		101,724,238,188	85,515,946,328
Rural			
Dhaka		1,164,825,465	1,055,631,109
Chittagong		701,210,215	649,679,459
Sylhet		242,312,151	250,678,502
Barisal		828,159,985	810,641,245
Khulna		1,100,538,752	1,001,669,295
Rajshahi		803,381,048	616,462,343
Rangpur		861,634,396	740,850,328
		5,702,062,012	5,125,612,281
Out side Bangladesh			
		-	-
		107,426,300,200	90,641,558,609
7.07 Sector-wise loans and advances			
Government sector		540,472,938	540,615,000
Other public sector		7,416,222,000	5,722,201,000
Private sector		99,469,605,262	84,378,742,609
		107,426,300,200	90,641,558,609

Particulars	Notes	2013 Taka	2012 Taka
7.08 Sector-wise classified loans and advances			
Government			
Standard		-	-
SMA		-	-
Sub-standard		-	-
Bad / loss		540,472,938	540,615,000
		540,472,938	540,615,000
Other public			
Standard		7,076,166,000	5,382,145,000
SMA		-	-
Sub-standard		-	-
Doubtful		-	-
Bad / loss		340,056,000	340,056,000
		7,416,222,000	5,722,201,000
Private			
Standard		89,739,561,262	60,743,453,609
SMA		71,616,000	1,888,072,000
Sub-standard		597,879,000	2,302,118,000
Doubtful		226,911,000	1,731,462,000
Bad / loss		8,833,638,000	17,713,637,000
		99,469,605,262	84,378,742,609
		107,426,300,200	90,641,558,609
7.09 Classification of loans and advances including bill purchased and discounted			
Unclassified			
Standard (Including staff loan)		88,693,110,200	66,125,599,000
Special mention account		222,204,900	1,888,072,000
		88,915,315,100	68,013,671,000
Classified			
Substandard		1,858,694,000	2,302,118,000
Doubtful		1,218,276,000	1,731,462,000
Bad / Loss		14,915,537,000	18,594,308,000
		17,992,507,000	22,627,888,000
		106,907,822,100	90,641,559,000
Percentages of classified loans and advances		17.57%	26.07%
(Calculation of Percentage of classified loans and advances except staff loan.)			
7.10 Particulars of required provision for loans and advances			
Required provision for loans and advances:			
For unclassified			
Standard		836,417,156	795,491,368
Special mention account (SMA)		16,295,026	57,441,440
		852,712,182	852,932,808
For classified			
Substandard		56,099,945	95,057,847
		90,587,665	173,437,748
Bad / Loss		5,899,599,998	5,246,018,466
		6,046,287,608	5,514,514,061
Required provision for loans and advances		6,898,999,790	6,367,446,869



Particulars	Notes	2013 Taka	2012 Taka
Provision maintained(General & Specific)			
Previous balance as provision		6,367,446,869	4,536,782,700
Write off adjustment		43,000	(1,054,837,468)
Transferred from off balance sheet item		-	585,501,637
		6,367,489,869	4,067,446,869
Provision made during this year	36.00	531,730,547	2,300,000,000
Total provision maintained		6,899,220,416	6,367,446,869
Provision surplus / (shortfall)		0	0

Bangladesh Bank classified some loans and advances based on qualitative and objective criteria. As a result total required provision stood at Taka 1292.90 crore excluding Tk. 47.5 crore being additional requirement determined by the external auditors. . Before closing of 31 December 2013, bank maintained provision for loans and advances including OBS amounting to Taka 740.61 crores. As per last BRPD Circular # 14 dated 23 September 2012, Bangladesh Bank adopted huge change in loan classification and provisioning principles resulting which bank's required provision enhanced largely. In reply to bank's application, Bangladesh Bank allowed the bank through letter no. DBI-2(UB-4)/2002/2014-133 Dated 28.04.2014 to maintain 61.35 crores in the current year and the remaining shortfall Tk-599.80 crores within September 2014. The financial statements of the bank for the year ended 31 December 2013 has been prepared by maintaining provision against classified loans and advances as per BB latest approval. As of 31 December 2013, total required provision of the bank for classified loans and advances appeared at Tk. 740.61 crores against which same amount has already been maintained.

Off balance sheet item

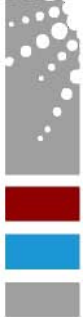
Required provision for Off-balance sheet item		506,862,695	425,091,874
Provision maintained			
Previous balance as provision		425,091,874	1,010,593,511
Adjustment with classified loan(Transferred to provision for loans and advances)		-	(585,501,637)
Provision made during this year (transferred from note. 13.07)		81,770,821	-
Total provision maintained	13.06	506,862,695	425,091,874
Provision surplus / (shortfall)		-	-

Basis of calculation of provisions presented in schedule - 'C & C-1'

7.11(a) Movement of classified loan/ Non performing loan

Balance at the beginning of the year	22,627,888,000	4,546,643,000
Addition during the year	17,766,219,000	26,201,645,000
Cash recovery during the year	(1,806,700,000)	(787,900,000)
Adjustment during the year	(20,594,900,000)	(6,005,700,000)
Written off loan	-	(1,326,800,000)
	17,992,507,000	22,627,888,000

Particulars	Notes	2013 Taka	2012 Taka
7.12 Particulars of loans and advances			
i) Loans considered good in respect of which the bank is fully secured		100,819,582,738	85,082,211,609
ii) Loans considered good against which the bank hold no other security other than the debtors personal guarantee.		3,652,494,207	3,043,048,788
iii) Loans considered good secured by the personal undertaking of one or more parties in addition to the personal guarantee of the debtors.		2,954,223,256	2,516,298,212
iv) Loans adversely classified ; Provision not maintained there against		-	-
		107,426,300,200	90,641,558,609
v) Loans due by directors or officers of the bank or any of them either jointly or separately with any other person		4,513,833,425	3,859,628,359
vi) Loans due by companies and firms in which the directors of the bank have interests as directors, partners or managing agent or in case of private companies as members		-	-
vii) Maximum total amount of advances, including temporary advances made at any time during the period to the directors or manager or officers of the bank or any of them either separately or jointly with any other persons		4,513,833,425	3,859,628,359
viii) Maximum total amount of advances including temporary advances granted during the period to the company or firms in which the directors of the bank have interested as directors, partners or managing agents or in case of private companies as members.		-	-
ix) Due from other banking companies		-	-
x) Information in respect of classified loans and advances			
a) Classified loans for which interest not credited to income		14,915,537,000	18,594,308,000
(i) Decrease / Increase of provision (bad and loss)		600,078,034	2,825,539,466
(ii) Amount of written off debt		10,191,900,000	7,138,297,974
(iii) Amount of debt recovered against the debt which was previously written off		152,702,000	559,700,000
b) Amount of provision kept against loans classified as bad/ loss as at the reporting date		5,846,096,500	5,246,018,466
c) Interest creditable to the interest suspense account		334,600,000	643,233,920
d) Interest credited to the interest suspense account		2,362,672,456	1,835,348,105
xi) Cumulative amount of written off loans:		8,465,097,974	7,138,297,974
Amount written off during the year		-	1,326,800,000
The amount of written off loan for which lawsuit has been filed.		8,465,097,974	7,138,297,974
7(a) Consolidated Loans and advances			
Loans, cash credits and overdrafts etc.			
Rupali Bank Limited	7.01	104,635,915,162	86,728,595,027
Rupali Investment Limited		106,954,490	76,754,107
Rupali Bank Securities Limited		-	-
		104,742,869,652	86,805,349,134
Bills purchased and discounted			
Rupali Bank Limited		2,790,385,038	3,912,963,582
Rupali Investment Limited		-	-
Rupali Bank Securities Limited		-	-
		2,790,385,038	3,912,963,582
		107,533,254,690	90,718,312,716



Particulars	Notes	2013 Taka	2012 Taka
8.00 Fixed assets including land, building, furniture and fixtures			
Land		4,681,348,500	4,681,348,500
Building		4,748,450,825	4,756,890,775
Furniture and fixture		315,976,831	267,728,048
Machinery and equipment (including computer and network equipment)		863,954,600	778,605,162
Vehicles		309,728,864	309,728,864
		10,919,459,620	10,794,301,349
Accumulated depreciation		1,359,658,773	1,105,137,369
Written down value at 31 December		9,559,800,847	9,689,163,980

Details in schedule- 'D'

The fixed asset recognition and measurement policy are described in note No.2.14.04

8(a) Consolidated Fixed assets including land, building, furniture and fixtures

Rupali Bank Limited	8	9,559,800,847	9,689,163,980
Rupali Investment Limited		7,750,568	5,329,019
Rupali Bank Securities Limited		216,500	-
		9,567,767,915	9,694,492,999

9.00 Other assets

Investment in shares of subsidiary company	9.01	1,000,000,000	500,000,000
Stationary and stores		62,195,832	63,448,303
Stock stamps and forms		4,351,650	5,280,822
Advance rent and advertisement		108,395,724	65,598,635
Interest accrued on investment		1,903,228,979	2,782,650,887
Interest receivable on loan		535,906,254	1,209,174
Security deposits		804,190	628,297
Preliminary, formation and organization expenses,		-	-
Renovation / development and prepaid expenses		-	-
Branch adjustment account	9.02	2,432,013,238	2,696,096,529
Suspense accounts	9.03	1,006,769,405	1,501,635,497
Others	9.04	10,647,075,646	12,516,357,383
		17,700,740,918	20,132,905,527

9.01 Investment in share in subsidiary company

Rupali investment limited		500,000,000	500,000,000
Rupali Bank Securities limited		500,000,000	-
		1,000,000,000	500,000,000

9.02 Branch adjustment accounts

Debit balance			
Head office account		123,464,693,302	92,612,494,166
Branch account		36,118,569	442,903,797
		123,500,811,871	93,055,397,963
Credit balance			
Head office account		121,068,798,633	90,359,301,434
Branch account		-	-
		121,068,798,633	90,359,301,434
		2,432,013,238	2,696,096,529

Particulars	Notes	2013 Taka	2012 Taka
9.03 Suspense account			
Demand drafts paid without advice		305,565,996	195,403,828
Foreign drafts paid from suspense account		19,026,663	8,296,387
Advance paid to Rupali Securities Ltd.		85,315	-
WES fund purchased		90,686,743	677,915,623
Sundry debtors		591,404,688	620,019,659
		1,006,769,405	1,501,635,497
9.04 Others			
Pension paid to Rupali banks employees		293,850	1,199,616
Pension paid to retired Govt. servants		15,057,828	12,699,380
Jute, sector corp, agri. Credit and others		1,454,042,947	1,454,042,946
Protested bills		147,532,649	144,742,281
Agriculture loan transferred to BKB & RAKUB		302,807,972	303,099,049
Excise duty on deposits		-	-
Remission of rural house building loan		731,181	731,181
Remission of agri loans		236,556,832	236,556,832
Excise duty recoverable on cheque books		-	-
Exchange equalization		42,893,697	42,893,697
Brac bank (ATM)		11,497,391	-
Deferred tax assets	9.04.01	2,069,193,094	1,716,920,111
Advance tax	9.04.02	1,531,774,513	1,351,431,752
Goodwill	9.04.03	4,834,693,692	7,252,040,538
		10,647,075,646	12,516,357,383
9.04.01 Deferred tax assets			
Opening balance on 01 January		1,716,920,111	1,412,387,130
Add: Addition during the year	39.02.02	352,272,984	304,532,980
Less: Adjustment during the year		-	-
Balance on 31st December		2,069,193,094	1,716,920,111
Deferred tax liabilities /assets have been recognised in accordance with the provision of Bangladesh Accounting Standard -12. Income taxes based on temporary difference in the carrying amount of the assets and liabilities and its tax base. Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off deferred tax assets against deferred tax liabilities and RBL intends to settle its deferred tax assets and deferred tax liabilities on net basis.			
9.04.02 Advance tax			
Balance of advance Income tax on 1 January 2013		1,351,431,752	1,426,063,105
Paid during the year		180,342,761	79,421,075
Settlement for previous years		-	(154,052,428)
		1,531,774,513	1,351,431,752
Source Tax Deduct			
	Year		
	1991	-	-
	1997	-	-
	2003	223,304,594	223,304,594
	2004	107,614,028	107,614,028
	2005	93,376,676	93,376,676
	2006	88,693,685	88,693,685
	2007	384,428,714	384,428,714
	2008	243,303,526	243,303,526
	2009	57,388,938	57,388,938
	2010	34,846,322	34,846,322
	2011	39,054,194	39,054,194
	2012	79,421,075	79,421,075
	2013	180,342,761	-
	Total	1,531,774,513	1,351,431,752

Particulars	Notes	2013 Taka	2012 Taka
9.04.03	As per approval of Ministry of Finance, vide letter no.সম/ব্যবসায়িক/চুক্তি/বি শাখা/বড-৪/২০০৮/৯১ dated 18 August 2010 the Bank recognized goodwill of Taka 1208.67 crore in 2010. The bank management in the same year revalued its fixed assets and recognized the revaluation gain in the financial statements. As the goodwill recognition and fixed assets revaluation were occurred in same accounting year, there was a scope to adjust the goodwill against the revaluation gain as per para 45, 48 and 50 of BFRS-3: Business Combinations. But erroneously, rather considering 20 years as a write off period of goodwill, Taka 60.43 crore, was amortized in income statement of the bank in 2011. Later on, Ministry of Finance and Bangladesh Bank advised to amortize the goodwill with in 5 years. To comply with those instructions, in line with compliance of respective para of BFRS-3, bank's financial statements have been finalized after adjusting required amount of two years share of goodwill against the stated fixed assets revaluation reserve. Subsequently, as per BAS-8: Accounting Policies Changes in Accounting Estimates and Errors, the retained earning, goodwill and the fixed assets revaluation reserve balances have been restated.		
Goodwill		7,252,040,538	9,669,387,384
Less: Amortization		-	-
		7,252,040,538	9,669,387,384
Add: Previous year amortized, now rectified and changing income statement		-	-
		7,252,040,538	9,669,387,384
Less: Adjustment (with Revaluation Reserve)		(2,417,346,846)	(2,417,346,846)
		4,834,693,692	7,252,040,538
9.05	Classification of other assets		
Unclassified		14,892,454,421	17,326,987,941
Doubtful		-	60,851,261
Bad / Loss		2,808,286,497	2,745,066,325
		17,700,740,918	20,132,905,527
9.06	Other assets classified by generating of income		
Income generating		1,000,000,000	500,000,000
Non-income generating		16,700,740,918	19,632,905,527
		17,700,740,918	20,132,905,527
9(a)	Consolidated Other assets		
Rupali Bank Limited	9.00	17,700,740,918	20,132,905,527
Rupali Investment Limited		162,201,537	53,130,179
Rupali Bank Securities Limited		321,778,124	-
		18,184,720,579	20,186,035,706
Less: Investment in subsidiary company		1,000,000,000	500,000,000
		17,184,720,579	19,686,035,706
10.00	Non banking assets:	-	-

Particulars	Notes	2013 Taka	2012 Taka
11.00 Borrowing from other banks, financial institutions and agents			
In Bangladesh	11.01	586,915,340	1,361,393,279
Outside Bangladesh	11.02	159,498,547	777,574,493
		746,413,887	2,138,967,772
11.01 In Bangladesh			
Bangladesh Bank		50,000,000	768,400,000
Brac bank ltd.		-	7,540,620
Refinance against rural housing scheme		565,340	1,777,659
Refinance against jute scheme		536,350,000	583,675,000
ADB 821 BAN (SF), AQUA Cul. Dev. Project		-	-
		586,915,340	1,361,393,279
11.02 Outside Bangladesh			
Asian Development Bank (ADB)		-	-
Borrowing from other banks and agents	11.02.01	159,498,547	777,574,493
		159,498,547	777,574,493
		746,413,887	2,138,967,772
11.02.1 Outside Bangladesh (NOSTRO accounts)			
Regular:			
Pound		-	-
USD		115,358,571	674,858,296
ACU		-	-
EURO		44,139,976	102,716,197
JPY		-	-
DKK		-	-
		159,498,547	777,574,493
Details in schedule- 'A'			
11.03 Secured against borrowings from other banks, financial institutions and agents			
Secured by demand promissory (DP) notes and agreement		536,915,340	585,452,659
Unsecured borrowing		209,498,547	1,553,515,113
		746,413,887	2,138,967,772
11.04 Term grouping			
11.04.01 Short term borrowing			
T.T sold (with Sonali bank limited)		-	-
Borrowing from Bangladesh Bank		50,000,000	768,400,000
Borrowing from other bank agent		159,498,547	785,115,113
		209,498,547	1,553,515,113
11.04.02 Long term borrowing			
Refinance against rural housing scheme		565,340	1,777,659
Refinance against jute scheme		536,350,000	583,675,000
		536,915,340	585,452,659
		746,413,887	2,138,967,772

Notes to the Financial Statements

Particulars	Notes	2013	2012
		Taka	Taka
11.05 Maturity wise grouping			
Repayable on demand		-	7,540,620
Payable within one month		159,498,547	777,574,493
Over 1 month but within 3 months		50,000,000	768,400,000
Over 3 months but within 1 year		15,077,561	43,207,149
Over 1 year but within 5 years		67,998,305	194,859,964
Over 5 year but within 10 years		453,839,474	347,385,546
		746,413,886	2,138,967,772
11(a) Consolidated Borrowing from other banks, financial institutions and agents:			
Rupali Bank Limited	11.00	746,413,887	2,138,967,772
Rupali Investment Limited		-	-
Rupali Bank Securities Limited		-	-
		746,413,887	2,138,967,772
12.00 Deposit and other accounts of the Bank			
Current and other accounts	12.01	14,830,509,123	13,683,794,424
Bills payable	12.02	1,742,516,496	1,645,013,784
Saving deposits		37,031,032,603	35,589,325,719
Term / Fixed deposit	12.03	124,352,384,839	85,680,636,750
Other deposit		-	-
		177,956,443,061	136,598,770,677
12.01 Current and other accounts			
Current deposits		10,464,033,476	8,321,399,218
Call deposit		147,675,758	195,632,724
Other accounts	12.01.01	4,218,799,889	5,166,762,482
		14,830,509,123	13,683,794,424
12.01.01 Other deposit accounts			
Hajj deposits		3,644,542	27,175,448
Margin on LC		945,986,129	977,256,379
Margin on guarantee		169,562,369	173,794,045
Special margin WES		5,182,952	5,529,758
Other margin		143,536,343	31,171,301
Key deposit		783,082	707,939
Staff security deposit		6,611,474	6,797,581
Interest suspense (jute)		515,273	515,273
Security deposit (general)		17,762,462	14,724,148
Special exchange adjustment		9,543	9,352
Sundry creditor		1,312,758,312	2,235,178,465
Overdue fixed deposit		27,423,543	74,725,997
Cash credit (Hypo)		4,453,622	6,089,350
Staff contributory provident fund		-	24,034
Staff general provident fund		1,222,561,531	1,046,449,158
Foreign bank accounts FC (WES)		39,808,530	34,122,502
Foreign bank accounts Taka (WES)		292,233,242	511,029,439
Foreign bank accounts Taka		21,825,964	10,676,193
Foreign currency accounts		4,140,976	10,786,120
		4,218,799,889	5,166,762,482

Particulars	Notes	2013 Taka	2012 Taka
12.02 Bills payable			
Pay order payable		822,976,125	734,069,775
Home remittance payable		829,810	-
Fertilizer pay order		249	249
Foreign draft payable		49,667	421,487
Local draft payable		306,483,772	287,962,608
Mail transfer payable		372,782	336,122
Telegraph transfer payable		987,626	62,846
Foreign bill receivable (BTOB)		610,816,465	622,160,697
		1,742,516,496	1,645,013,784
12.03 Term / fixed deposit			
Fixed deposits		91,313,768,525	58,067,085,500
Special notice deposit (SND)		20,369,846,448	17,994,100,380
Deposit pension scheme (DPS)		185,946,717	259,540,880
Festival deposit scheme (FDS)		525,826,481	329,033,561
Rupali deposit pension scheme (RDPS)		11,956,996,668	9,030,876,429
		124,352,384,839	85,680,636,750
12.04 Deposit and other accounts			
Deposit from bank		-	116,349,000
Other organization / clients deposits		177,956,443,061	136,482,421,677
		177,956,443,061	136,598,770,677
12.05 Geographical location - wise deposit			
Urban			
Dhaka region		96,708,045,887	67,823,974,843
Chittagong region		18,395,454,791	15,754,601,546
Khulna region		5,151,085,157	5,079,085,580
Rajshahi region		6,430,568,721	5,479,298,948
Barisal region		4,431,236,424	4,072,847,895
Sylhet region		4,345,557,884	3,711,846,784
Rangpur region		2,938,189,344	2,541,781,428
		138,400,138,208	104,463,437,024
Geographical location - wise deposit			
Rural			
Dhaka region		14,920,198,367	9,187,718,546
Chittagong region		10,418,354,910	9,109,664,521
Khulna region		3,326,501,241	3,362,357,584
Rajshahi region		2,376,385,669	2,936,596,468
Barisal region		3,210,002,451	2,695,099,857
Sylhet region		3,694,337,964	3,351,269,928
Rangpur region		1,610,524,251	1,492,626,749
		39,556,304,853	32,135,333,653
		177,956,443,061	136,598,770,677
12.06 Sector wise deposit including bills payable			
Presidency, prime minister office and judiciary		11,290,393,000	10,862,918,000
Autonomous and semi-autonomous bodies		3,426,637,000	3,601,355,000
Other public sector		37,289,469,000	37,837,889,000
Bank and financial institutions (public)		3,071,065,000	1,875,246,000
Private sector		122,878,879,061	82,421,362,677
		177,956,443,061	136,598,770,677

Particulars	Notes	2013 Taka	2012 Taka
12.07 Maturity grouping of deposits			
Payable on demand		6,050,519,064	4,644,358,203
Payable within one month		12,456,951,014	9,561,913,947
Over 1 month but within 3 months		33,811,724,182	25,953,766,429
Over 3 months but within 1 years		40,929,981,904	31,417,717,256
over 01 Year but within 5 years		39,150,417,473	30,051,729,549
Over 5 years but within 10 year		42,709,546,335	32,783,704,962
over 10 years		2,847,303,089	2,185,580,331
		177,956,443,061	136,598,770,677
12(a) Consolidated Deposit and other accounts			
Rupali Bank Limited	12.00	177,956,443,061	136,598,770,677
Rupali Investment Limited		-	456,930
Rupali Bank Securities Limited		-	-
		177,956,443,061	136,599,227,607
Categoriwise Deposit			
Current and other accounts		14,830,509,123	13,683,794,424
Bills payable		1,742,516,496	1,645,013,784
Saving deposits		37,031,032,603	35,589,325,719
Term / Fixed deposit		124,352,384,839	85,680,636,750
Other deposit		-	456,930
		177,956,443,061	136,599,227,607
13.00 Other liabilities			
Guarantee cover banking reserve		33,034,636	33,034,636
Net foreign currency adjustment		86,511,644	35,561,831
Agriculture loan		2,509	2,509
Levy realization accounts		405,278	6,341,142
Unpaid dividend		50,993	50,993
Pension fund		68,234,844	10,217,212
Interest payable	13.01	4,069,673,553	3,012,104,444
Other accounts	13.02	582,353,611	661,656,590
Provision for other assets	13.03	2,808,286,497	2,805,917,586
Provision for current tax	13.04	2,685,036,906	1,761,716,375
Deferred tax liabilities	13.05	387,861,233	302,015,625
Provision for off-balance sheet exposure	13.06	506,862,695	425,091,874
Provision for loans and advances	13.07	6,899,220,416	6,367,446,869
Interest suspense accounts	13.08	2,362,672,456	1,835,348,105
Other provision	13.09	5,173,100,147	5,343,175,668
		25,663,307,418	22,599,681,459
13.01 Interest payable			
Int. payable on FDR		3,447,782,441	2,528,575,413
Int. payable on SB		146,724	320,992
Int. payable on SND		13,528,695	14,588,276
Int. payable on DPS		7,204,567	9,280,939
Int. payable on GPF		169,913,306	144,018,823
Int. payable on RDPS		414,774,609	307,837,530
Int. payable on FDS		16,323,211	7,482,471
Int. payable on foreign loan		-	-
		4,069,673,553	3,012,104,444

Particulars	Notes	2013 Taka	2012 Taka
13.02 Other accounts			
Excess pay recovery		121,106	121,106
Excise duty (Adv. & Investment)		8,794,470	6,874,664
Excise duty payable		93,631	1,212,335
Source tax deduct from depositor and other		280,195,161	220,853,413
Dev. surcharge payable A/C		2,300	3,317
WES fund purchase (Dollar & pound)		159,514,053	321,930,950
Withheld salary		-	554,398
Excise duty on deposits		122,061,097	105,726,185
Tran tahabeel		139,164	139,164
4% Relief and rehabilitation		3,700,000	23,224
2% Relief and rehabilitation		-	-
VAT		3,042	(107,987)
Recovery agri. own (BKB & RAKUB)		93,595	1,142,395
Others		7,635,992	3,183,426
		582,353,611	661,656,590
13.03 Provision for other assets			
Provision for unforeseen losses (protested bill)	13.03.01	147,532,649	144,742,281
Provision for rural credit fund	13.03.02	233,054,216	233,475,673
Provision for sundry debtors	13.03.03	55,563,000	55,563,000
Provision for unreconciled entries	13.03.04	415,036,837	415,036,837
Provision for demand draft paid without advice	13.03.05	153,551,735	153,551,735
Provision for rural house building		731,181	731,181
Provision for exchange adjustment		42,893,697	42,893,697
Provision for transfer of BKB & RAKUB		305,880,236	305,880,236
Provision for jute, sector corp. and Agri. Cr.		1,454,042,946	1,454,042,946
		2,808,286,497	2,805,917,586
13.03.01 Provision for unforeseen losses (protested bill)			
Balance at the beginning of the year		144,742,281	144,136,534
Add: Made during the year		2,790,368	605,747
		147,532,649	144,742,281
13.03.02 Provision for rural credit fund			
Balance at the beginning of the year		233,475,673	235,136,420
Add: Made during the year		-	-
Less: adjustment during the year		(421,457)	(1,660,747)
		233,054,216	233,475,673
13.03.03 Provision for sundry debtors			
Balance at the beginning of the year		55,563,000	55,563,000
Add: Made during the year		-	-
Additional provision transferred to Income		-	-
		55,563,000	55,563,000

Particulars	Notes	2013 Taka	2012 Taka
13.03.04 Provision for unreconciled entries			
Balance at the beginning of the year		415,036,837	415,036,837
Add: Made during the year		-	-
Additional provision transferred to Income		-	-
		415,036,837	415,036,837
Details in Schedule- 'E'			
13.03.05 Provision for demand draft paid without advice			
Balance at the beginning of the year		153,551,735	153,551,735
Add: Made during the year		-	-
Less: Paid during the year		-	-
		153,551,735	153,551,735
13.04 Provision for current tax			
Opening balance on 01 January		1,761,716,375	1,562,503,764
Add: Addition during the year	39.01	923,320,531	353,265,039
Less: Adjustment during the year		-	(154,052,428)
Balance on 31st December		2,685,036,906	1,761,716,375
13.05 Deferred tax liabilities			
Opening balance on 01 January		302,015,625	282,455,478
Add: Addition during the year	39.02.01	85,845,608	19,560,147
Less: Adjustment during the year		-	-
Balance on 31st December		387,861,233	302,015,625
13.06 Provision of off balance sheet items			
Provision at the beginning of the year		425,091,874	1,010,593,511
Less: Transferred to provision for loans and advances (Specific)		-	(585,501,637)
Add: Made during the year	36.00	81,770,821	-
Provision held at the end of the year		506,862,695	425,091,874
13.07 Provision for loans and advances			
Specific	13.07.01	6,046,287,608	5,514,514,061
General	13.07.02	852,932,808	852,932,808
		6,899,220,416	6,367,446,869

Particulars	Notes	2013 Taka	2012 Taka
13.07.01 Specific provision			
Provision held at the beginning of the year		5,514,514,061	3,784,826,700
Less: Fully provided debts written off		-	(1,054,837,468)
Add: Recovered from previously written off loans		43,000	-
Add: Provision made during the year	35.00	531,730,547	2,199,023,192
Less: Recoveries and provisions no longer required		-	-
Add: Net change to profit and loss A/C		-	-
Less: Transferred to provision for loans and advances (general)		-	-
Add: Transferred from off balance sheet exposure		-	585,501,637
Less: Transferred to provision for off-balance sheet items'		-	-
Less: Transferred to provision for protested bill		-	-
Less: Transferred to provision for demand draft paid without advice		-	-
Less: Transferred to provision for share investment		-	-
Less: Transferred to provision for pension fund		-	-
Less: Transferred to profit and loss account		-	-
Less: Transferred to provision for unreconciled entries		-	-
Provision held at the end of the year		6,046,287,608	5,514,514,061
13.07.02 General provision			
Provision held at the beginning of the year		852,932,808	751,956,000
Add: Made during the year		-	100,976,808
Provision held at the end of the year		852,932,808	852,932,808
13.08 Interest suspense accounts			
Balance at the beginning of the year		1,835,348,105	1,855,515,889
Add: Amount transferred to interest suspense A/C		2,050,561,351	1,026,581,216
Less: Amount recovered from "Interest suspense A/C"		(1,515,058,000)	(607,320,000)
Less: Interest suspense written off during the year		(8,179,000)	(439,429,000)
Balance at the end of the year		2,362,672,456	1,835,348,105
13.09 Other provision			
Provision for auditors fee	13.09.01	1,825,000	1,360,000
Provision for employee's pension	13.09.02	4,700,988,664	4,909,183,773
Provision for employee's gratuity	13.09.03	167,700,970	165,383,650
Provision for share investment (market value and face value)	13.09.04	20,571,480	-
Provision for unforeseen loss (protested bill)		-	-
Provision for incentive/performance bonus		280,836,788	266,071,000
Provision for BCCI Bank London		1,177,245	1,177,245
		5,173,100,147	5,343,175,668
13.09.01 Provision for auditors fee			
Balance at the beginning of the year		1,360,000	1,160,000
Less: Paid during the year		(900,000)	(800,000)
Add: Made during the year		1,365,000	1,000,000
		1,825,000	1,360,000

Particulars	Notes	2013 Taka	2012 Taka
13.09.02 Provision for employee's pension fund			
Balance at the beginning of the year		4,909,183,773	5,509,237,258
Add: Made during the year	38.00	50,000,000	100,000,000
Add: Transferred from specific provision		-	-
Add: Transferred from provision for share investment		-	-
Less: Paid during the year		(258,195,109)	(700,053,485)
		4,700,988,664	4,909,183,773
13.09.03 Provision for employee's gratuity:			
Balance at the beginning of the year		165,383,650	279,890,940
Add: Made during the year	38.00	55,000,000	-
Less: Paid during the year		(52,682,680)	(114,507,290)
		167,700,970	165,383,650
13.09.04 Provision for investment in shares and Debenture			
Balance at the beginning of the year		-	-
Add: Made during the year (shares)		479,290	-
Add: Made during the year (debenture)		20,092,190	-
Less Transferred to employee's pension fund		-	-
		20,571,480	-
13.09.05 Provision for employee's incentive bonus			
Balance at the beginning of the year		266,071,000	290,000,000
Add: Made during the year		250,000,000	226,071,000
Less: Paid during the year		(235,234,212)	(250,000,000)
		280,836,788	266,071,000
13(a) Consolidated Other liabilities			
Rupali Bank Limited	13.00	25,663,307,418	22,599,681,459
Rupali Investment Limited		222,966,909	76,093,665
Rupali Bank Securities Limited		139,906	-
		25,886,414,233	22,675,775,124
In last year (2012), consolidated accounts of Rupali Bank Ltd. posted Tk. 4,261,051.00 instead of Tk. 4,325,739.00 in head of provision for current taxation of Rupali Investment Ltd. accounts. Now rectified and the difference amount of Tk. 64,688.00 included in retained earnings as per Rupali Investment Ltd. accounts.			
14.00 Share capital			
14.01 Authorized capital			
700,000,000 ordinary shares of Tk. 10 each		7,000,000,000	7,000,000,000
14.02 Issued, subscribed and fully paid up capital			
The issued share capital of the bank is the total nominal value of the shares of the bank which have been issued to shareholders and remain outstanding.			
Opening balance		1,650,000,000	1,375,000,000
Bonus		165,000,000	275,000,000
Ordinary shares 27,500,000 and 16,500,000 are issued for 2012 and 2013 respectively (Tk. 10 per share)		1,815,000,000	1,650,000,000

Particulars	Notes	2013 Taka	2012 Taka
14.02.01 Movement of issued, subscribed and fully paid up capital			
Balance at the beginning of the year		1,650,000,000	1,375,000,000
Add: Bonus share issued 2011 and 2012		165,000,000	275,000,000
Balance at the end of the year		1,815,000,000	1,650,000,000

Bonus shares were issued for following years :

For the year 2010	-	125,000,000
For the year 2011	-	275,000,000
For the year 2012	165,000,000	-

14.02.02 Issued, subscribed and fully paid up capital

This represent shares issued as on 31 December 2013 and made up as follows:

	No. of Share	Face value (Tk.)
Government (90.19%)	163,694,850	1,636,948,500
General public (9.81%)	17,805,150	178,051,500
Total	181,500,000	1,815,000,000

Prescribed percentage of shareholding for general public is 49% and for the Government of Bangladesh is 51% yet to maintain. According to shareholders register, the ratio of issued capital at 31 December 2013 between Government of Bangladesh and General public was 90.19% and 9.81% respectively. As per section - 13 of Banking companies Act 1991 and Bangladesh Bank's prevailing guidelines or instruction, Rupali bank has to maintain minimum Tk.200.00 crore as paid up capital. To comply with this requirement, Government has already sanctioned fund Tk.62.50 crore vide letter No.53.013.002.00.00.004.2008-265 dated 10-10-2012 and Tk. 210.00 crore vide letter No.53.013.002.00.00.80.2013-209 dated 26-12-2013 and the money has been received and shown as "share money deposit" under note No. 15 until further compliance with certain regulatory requirements.

14.03 Classification of shareholding by shareholders as on 31 December 2013

Particulars	% of holding of share	%	No. of Shareholder	No. of Share
Under 5000 shares		1.26%	5,428	2,279,973
5001 to 50000		1.81%	246	3,283,081
50001 to 100000		0.93%	22	1,688,288
100001 to 200000		1.64%	22	2,970,757
200001 to 300000		0.82%	7	1,490,338
300001 to 400000		0.77%	4	1,397,272
400001 to 500000		0.74%	3	1,344,904
500001 to 1000000		1.21%	3	2,190,891
1000001 to 10000000		0.64%	1	1,164,702
Over 10000000 shares		90.19%	1	163,689,794
		100.00%	5,737	181,500,000

14.04 Capital adequacy

Core capital (Tier-I)	10,307,704,016	7,804,758,878
Supplementary capital (Tier-II)	2,447,824,221	3,431,295,542
Regulatory capital	12,755,528,237	11,236,054,420
Required capital (10% of total risk weighted asset Tk. 12,556.40 crore)	12,556,400,000	11,114,590,000
Capital excess / (short)	199,128,237	121,464,420
Capital Adequacy Ratio (CAR)	10.16%	10.11%

Particulars	Notes	2013	2012
		Taka	Taka
Core capital (Tier-1) :			
Paid up capital		1,815,000,000	2,275,000,000
Share money deposit		2,799,953,800	74,953,800
Statutory reserve		2,502,033,346	2,289,888,698
General reserve		1,513,298,170	1,513,298,170
Retained earnings		1,677,418,700	1,651,618,209
		10,307,704,016	7,804,758,878
Supplementary capital (Tier-2) :			
General provision (1% to 5% of UCL and OBI)		1,413,299,001	1,278,024,682
Asset revaluation reserve (50%)		700,432,077	1,925,450,635
Revaluation reserve HFT		55,554,134	-
Revaluation reserve		-	-
Unrealised gain on investment in shares (10%)		278,539,009	227,820,225
		2,447,824,221	3,431,295,542
		12,755,528,237	11,236,054,420
Required capital			
Total assets including off-balance sheet items		266,872,110,331	215,502,267,458
Total risk weighted assets		125,564,000,000	111,145,900,000
Required capital being 10% of total risk weighted assets		12,556,400,000	11,114,590,000

Ministry of Finance approved Tk.62.50 crore through the letter No. 53.013.002.00.004.2008-265 dated 10-10-2012 and Tk. 210.00 crore vide letter No.53.013.002.00.00.80.2013-209 dated 26-12-2013. in favor of RBL for increasing paid-up capital and RBL received this amount by Govt. cheque on 23.10.2012 and 29-12-2013. This amount has been treated as paid up capital only for calculating regulatory capital under Basel-II.

Details in schedule 'F'

15.00 Share money deposits

Balance at the beginning of the year	699,953,800	74,953,800
Add: for the year	2,100,000,000	625,000,000
	2,799,953,800	699,953,800

16.00 Statutory reserve

Balance at the beginning of the year	2,289,888,698	2,035,092,183
Made during the Year (20%)	212,144,648	254,796,515
	2,502,033,346	2,289,888,698

17.00 General reserve

Balance at the beginning of the year	1,513,298,170	1,013,298,170
Made during the year	-	500,000,000
	1,513,298,170	1,513,298,170

18.00 Assets revaluation reserve

Balance at the beginning of the year	3,850,901,270	6,382,009,780
Adjustment	(32,690,271)	(2,415,917)
Adjustment with good will	(2,417,346,846)	(2,417,346,846)
Made during the year	-	-
Amount transferred to retained earnings	-	(111,345,747)
	1,400,864,153	3,850,901,270

Particulars	Notes	2013 Taka	2012 Taka
18.01 Asset revaluation reserve (Land)			
Balance at the beginning of the year		-	1,906,708,488
Adjustment with Building		-	21,471,406
Adjustment with loan		-	(2,415,917)
Adjustment with good will		-	(1,925,763,977)
Made during the year		-	-
Asset revaluation reserve (Building)			
Balance at the beginning of the year		3,850,901,270	4,475,301,292
Adjustment		(32,690,271)	(21,471,406)
Made during the year		-	-
Adjustment with good will		(2,417,348,846)	(491,582,869)
Amount transferred to retained earnings		-	(111,345,747)
		1,400,864,153	3,850,901,270
		1,400,864,153	3,850,901,270

Revaluation reserve of Tk. 32,690,271 has been debited against sale of an old Building at Monohorpur branch in Comilla.

19.00 Revaluation reserve of securities			
Revaluation reserve of securities (HTM)		98,719,122	-
Revaluation reserve of securities (HFT)		12,389,147	-
		111,108,269	-
19.01 Revaluation reserve of securities (HFT)			
Balance at the beginning of the year		-	1,193,048,118
Adjustment during the year		-	(1,193,048,118)
		-	-
19.00(a) Consolidated Revaluation reserve of securities			
Rupali Bank Limited		111,108,269	-
Rupali Investment Limited		-	-
Rupali Bank Securities Limited		-	-
		111,108,269	-
20.00 Retained earnings balance from profit and loss accounts			
Balance at the beginning of the year		1,651,618,209	1,364,378,609
		1,651,618,209	1,364,378,609
Less: wrongly credited to income instated of pay order		(884,947)	-
Extra-ordinary gain (exchange equalization *)		-	-
		1,650,733,262	1,364,378,609
Bonus share issue		(165,000,000)	(275,000,000)
Retained earning at beginning of the year (restated)		1,485,733,262	1,089,378,609
Profit after tax during the year		403,830,086	1,205,690,368
Add: Previous year Adjustment of Goodwill Amortization		-	-
Transfer to statutory reserve		(212,144,648)	(254,796,515)
Transfer to general reserve	17.00	-	(500,000,000)
		1,677,418,700	1,540,272,462
Transfer from specific provision (excess portion)		-	-
Transfer from revaluation reserve	18.00	-	111,345,747
Retained earning at end of the year		1,677,418,700	1,651,618,209

Tk.8,84,947 was wrongly credited to income instead of crediting pay order in the year end 31s December 2012 now rectified.



Particulars	Notes	2013 Taka	2012 Taka
20(a) Consolidated Retained earning balance from profit and loss accounts			
Balance at the beginning of the year		1,660,837,072	1,363,574,634
		1,660,837,072	1,363,574,634
Less: wrongly credited to income instated of pay order		(884,947)	-
Extra-ordinary gain (exchange equalization *)		-	-
		1,659,952,125	1,363,574,634
Bonus share issue		(165,000,000)	(275,000,000)
Retained earning at beginning of the year (restated)		1,494,952,125	1,088,574,634
Profit after tax during the year		451,973,271	1,215,713,206
Add: Previous year Adjustment of Goodwill Amortization		-	-
Transfer to statutory reserve		(212,144,648)	(254,796,515)
Transfer to general reserve	17.00	-	(500,000,000)
		1,734,780,748	1,549,491,325
Transfer from specific provision (excess portion)		-	-
Transfer from revaluation reserve	18.00	-	111,345,747
Retained earning at end of the year		1,734,780,748	1,660,837,072
Less: wrongly credited to income instated of pay order		-	-
Retained earning at end of the year		1,734,780,748	1,660,837,072

Tk.8,84,947 wrongly credited to income instated of pay order for the year end 31s December 2012 now rectified.

21.00 Off balance sheet items

Contingent liabilities

B. Bank liability for guarantee	21.01	2,644,340,603	2,808,283,256
C. Letter Of credit		44,153,061,097	32,916,775,583
D. Bills for collection		3,887,604,266	6,782,865,003
E. Bank liability (D. C. Notes)		1,263,561	1,263,561
		50,686,269,527	42,509,187,403

21.01 Bank liability for guarantee

The Bank is contingently liable in respect of issuing guarantee in favor of the following:

Directors	-	-
Government	2,492,503,090	2,569,845,230
Bank and other financial Institution	18,233,145	17,716,254
Others	133,604,368	220,721,772
	2,644,340,603	2,808,283,256

21.00(a) Consolidated Off balance sheet items

Rupali Bank Limited	21.00	50,686,269,527	42,509,187,403
Rupali Investment Limited			
Rupali Bank Securities Limited			
		50,686,269,527	42,509,187,403

Particulars	Notes	2013 Taka	2012 Taka
22.00 Income statement			
Income:			
Interest, discount and similar income	22.01	15,012,981,614	13,347,550,899
Dividend income ordinary shares	25.00	117,922,186	90,704,517
Dividend income preference shares	25.00	400,000,000	98,125,000
Fees, commission and brokerage	26.00	1,381,023,530	1,412,982,362
Gain <u>/less</u> Losses arising from dealing share	25.00	-	2,618,211
Gain <u>/less</u> Losses arising from investment securities		-	-
Gain <u>/less</u> Losses arising from dealing in foreign currencies		-	-
Income from non-banking assets		-	-
Other operating income	27.00	442,196,399	470,235,810
Profit <u>/less</u> Losses on interest rate changes		-	-
		17,354,123,729	15,422,216,799
Expenses:			
Interest, fee and commission	22.02	11,908,177,466	8,692,772,267
Losses on loans and advances		-	-
Administrative expenses	22.03	2,113,173,188	2,031,990,178
Other operating expenses	34.00	896,947,786	670,285,250
Depreciation on banking assets including amortization	33.00	383,238,832	352,580,783
		15,301,537,272	11,747,628,478
		2,052,586,457	3,674,588,321
22.01 Interest, discount and similar income			
Income from loans and advances	23.00	10,476,397,891	10,208,230,755
Income from balance with other banks and financial institutions	23.00	1,542,817,815	1,004,853,932
Income on money at call and short notice	23.00	822,865,125	502,019,792
Interest on treasury bills and bond	25.00	1,887,333,550	1,531,396,227
Interest on corporate bond	25.00	126,803,078	99,487,193
Interest on debentures	25.00	156,764,155	1,563,000
		15,012,981,614	13,347,550,899
22.02 Interest, fee and commission			
Interest paid on deposits	24.01	11,827,411,708	8,660,163,970
Interest paid on borrowing	24.02	80,765,758	32,608,297
		11,908,177,466	8,692,772,267
22.03 Administrative expenses			
Salary and allowances	28	1,703,926,925	1,722,870,220
Rent, taxes, insurance, electricity etc.	29	280,742,059	209,961,128
Legal and professional expenses		5,433,280	2,942,145
Postage, stamp, telecommunication etc.	30	19,457,658	15,650,694
Stationery, printing, advertisement etc.	31	100,223,406	77,152,631
Managing Director's salary and fees		693,360	693,360
Directors' fees and expenses		950,000	1,240,000
Auditors' fees	32	1,746,500	1,480,000
		2,113,173,188	2,031,990,178

Particulars	Notes	2013 Taka	2012 Taka
23.00 Interest income			
Income from loans and advances		10,476,397,891	10,208,230,755
Income on money at call and short notice		822,865,125	502,019,792
Income from balance with other banks and financial institutions		1,542,817,815	1,004,853,932
Interest on foreign currency balances		-	-
Interest income - OBU		-	-
		12,842,080,831	11,715,104,479
Recovery of written off loan amounting to Tk. 152,702,000 included in Interest Income.			
23(a) Consolidated Interest income			
Rupali Bank Limited	23.00	12,842,080,831	11,715,104,479
Rupali Investment Limited		27,490,131	12,381,713
Rupali Bank Securities Limited		381,244	-
		12,869,952,206	11,727,486,192
24.00 Interest paid on deposits and borrowing etc.			
Interest paid on deposits	24.01	11,827,411,708	8,660,163,970
Interest paid on borrowing	24.02	80,765,758	32,608,297
		11,908,177,466	8,692,772,267
24.01 Interest paid on deposits			
General		14,579,100	230,540
Fixed deposit		8,302,854,943	5,683,991,846
Saving deposit		1,141,079,135	1,116,948,932
Deposit pension scheme		32,829,749	39,291,764
Special notice deposits		1,199,706,649	923,726,751
Rupali deposit pension scheme		963,075,090	762,205,483
Festival deposit scheme		35,784,182	-
General provident fund		136,494,372	132,982,848
Staff security deposit		1,008,488	785,806
Foreign loan		-	-
		11,827,411,708	8,660,163,970
24.02 Interest paid on borrowings			
Borrowing from other banks		1,150,000	1,166,667
Borrowing from Bangladesh Bank		69,844,046	31,336,253
Letter of credit		9,771,712	105,377
		80,765,758	32,608,297
		11,908,177,466	8,692,772,267
24(a) Consolidated Interest paid on deposits and borrowing etc.			
Rupali Bank Limited	24.00	11,908,177,466	8,692,772,267
Rupali Investment Limited		-	-
Rupali Bank Securities Limited		-	-
		11,908,177,466	8,692,772,267
25.00 Investment income			
Interest on treasury bills and bond		1,887,333,550	1,531,396,227
Interest on corporate bond		126,803,078	99,487,193
Interest on debentures		156,764,155	1,563,000
Dividend on shares (Ordinary shares)		117,922,186	90,704,517
Dividend on shares (Preference shares)		400,000,000	98,125,000
Gain or (loss) on shares traded in secondary market		-	2,618,211
		2,688,822,969	1,823,894,148

Particulars	Notes	2013 Taka	2012 Taka
25(a) Consolidated Investment income			
Rupali Bank Limited	25.00	2,688,822,969	1,823,894,148
Rupali Investment Limited		-	-
Rupali Bank Securities Limited			
		2,688,822,969	1,823,894,148
26.00 Commission, exchange, brokerage etc.			
Commission		122,150,466	124,519,402
Exchange		1,258,873,064	1,288,462,960
		1,381,023,530	1,412,982,362
26(a) Consolidated Commission, exchange, brokerage etc.			
Rupali Bank Limited	26.00	1,381,023,530	1,412,982,362
Rupali Investment Limited		5,727,580	1,047,073
Rupali Bank Securities Limited			
		1,386,751,110	1,414,029,435
27.00 Other operating income			
Rent (general)		26,874,943	4,975,897
Rent from properties		197,361	137,235
Rent from locker		1,280,110	1,161,425
Gain on sale of assets		1,326,787	4,101,410
Service charge (agri. credit A/C)		300,965,754	280,822,416
Miscellaneous		111,551,444	179,037,427
		442,196,399	470,235,810
27(a) Consolidated Other operating income			
Rupali Bank Limited	27.00	442,196,399	470,235,810
Rupali Investment Limited		66,820,045	13,840,514
Rupali Bank Securities Limited			
		509,016,444	484,076,324
28.00 Salary and allowances			
Pay (officers)		710,657,368	776,104,345
Pay (other employees)		142,604,304	144,662,976
Personal pay		467,186	728,687
Benefits		853,884	281,232
Evening banking allowance		613,535	734,389
Conveyance allowance		1,690,236	1,552,141
Overtime		23,491,443	18,557,165
Special allowance		934,972	841,001
Dearness allowance		75,380,557	158,407
Children education allowance		7,940,496	7,092,053
Bank contribution to provident fund		31,938,382	17,664,280
Bank contribution to pension fund		61,170,399	59,710,994
House rent allowance		388,054,461	377,667,498
Medical allowance		69,686,719	68,878,777
Medical charges		891,142	1,055,639
Bonus (festible)		169,555,885	145,879,867
Incentive bonus		1,100,784	74,528,012
Income tax paid to employees		12,972,589	23,342,721
Extra duty charge		3,129,738	2,544,634
Compensation allowance		18,070	172,437
Qualification allowance		1,468,135	1,406,325
		1,704,620,285	1,723,563,580
Less: Honorarium for Managing Director / Chief Executive		693,360	693,360
		1,703,926,925	1,722,870,220

Particulars	Notes	2013 Taka	2012 Taka
28.00(a) Consolidated Salary and allowances			
Rupali Bank Limited	28.00	1,703,926,925	1,722,870,220
Rupali Investment Limited		5,282,656	1,840,656
Rupali Bank Securities Limited		1,201,402	
		1,710,410,983	1,724,710,876
28.01 Managing Director's salary and fees			
Basic		494,400	494,400
Others		198,960	198,960
		693,360	693,360
28.01(a) Consolidated Managing Director's salary and fees			
Rupali Bank Limited	28.01	693,360	693,360
Rupali Investment Limited		-	-
Rupali Bank Securities Limited			
		693,360	693,360
28.02 Directors' fees and expenses			
Board meeting		700,000	1,060,000
Audit committee		210,000	180,000
Risk Management committee		20,000	-
Executive committee		20,000	-
		950,000	1,240,000
Each Director is paid Tk.5,000 per meeting per attendance as per Bangladesh Bank's Circular .			
28.02(a) Consolidated Directors' fees and expenses			
Rupali Bank Limited	28.02	950,000	1,240,000
Rupali Investment Limited		235,750	172,500
Rupali Bank Securities Limited			
		1,185,750	1,412,500
29.00 Rent, taxes, insurance , electricity, etc.			
Rent		150,824,528	121,610,072
Rates and taxes		22,591,756	11,439,423
Premium (deposit insurance scheme)		34,587,668	24,617,496
Insurance		36,264,092	23,005,843
Electricity		36,474,015	29,288,294
		280,742,059	209,961,128
29(a) Consolidated Rent, taxes, insurance , electricity, etc.			
Rupali Bank Limited	29.00	280,742,059	209,961,128
Rupali Investment Limited		4,313,171	4,080,128
Rupali Bank Securities Limited			
		285,055,230	214,041,256

Particulars	Notes	2013 Taka	2012 Taka
30.00 Postage, stamp, telegram and telephone			
Postage		4,539,053	5,210,559
Telegram		1,314,484	1,085,145
Telephone		13,604,121	9,354,990
		19,457,658	15,650,694
30(a) Consolidated Postage, stamp, telegram and telephone			
Rupali Bank Limited	30.00	19,457,658	15,650,694
Rupali Investment Limited		96,976	28,655
Rupali Bank Securities Limited		33,605	
		19,588,239	15,679,349
31.00 Stationary printing and advertisement			
Stationary and printing		37,948,131	47,093,956
Advertisement and publicity		62,275,275	30,058,675
		100,223,406	77,152,631
31(a) Consolidated Stationary printing and advertisement			
Rupali Bank Limited	31.00	100,223,406	77,152,631
Rupali Investment Limited		187,137	113,712
Rupali Bank Securities Limited		50,283	
		100,460,826	77,266,343
32.00 Audit fees			
Audit fee for the year including VAT (statutory audit)		1,000,000	900,000
Audit consultancy and others		746,500	580,000
		1,746,500	1,480,000
32(a) Consolidated Audit fees			
Rupali Bank Limited	32.00	1,746,500	1,480,000
Rupali Investment Limited		-	34,500
Rupali Bank Securities Limited			
		1,746,500	1,514,500
33.00 Depreciation and repairs of bank's property			
Depreciation of bank's property			
Building		109,691,967	113,309,439
Furniture and fixture		17,320,721	13,995,038
Mechanical appliance		90,921,776	82,726,338
Motor vehicle		36,586,946	32,646,463
		254,521,410	242,677,278
Amortization of goodwill		-	-
		254,521,410	242,677,278
Repairs of bank's property			

Particulars	Notes	2013	2012
		Taka	Taka
Repairs to premises (Building)		12,455,566	18,402,343
Repairs and maintenance (Furniture, Machinery etc.)		15,673,230	11,610,938
Repairs and maintenance (Vehicles)		12,846,118	13,796,310
Computer service charges		87,742,508	66,093,914
Renovation and maintenance of branch premises		-	-
		128,717,422	109,903,505
		383,238,832	352,580,783
33(a) Consolidated Depreciation and repairs of property			
Rupali Bank Limited	33.00	383,238,832	352,580,783
Rupali Investment Limited		1,309,836	1,101,764
Rupali Bank Securities Limited		-	-
		384,548,668	353,682,547
34.00 Other expenses			
Washing charge		1,219,879	1,031,116
Welfare and recreation		254,536,396	191,361,461
Liveries and uniforms		9,216,693	6,237,097
Conveyance		36,019,404	33,600,865
Petrol, oil and lubricants (POL)		40,673,086	36,170,246
Traveling		47,630,377	35,402,208
Remittance charges		25,628,878	27,987,465
Honoraria		5,673,609	1,623,371
Books and periodicals		803,371	128,332
Carriage and cartage		538,245	339,781
Entertainment		23,377,275	23,240,241
Business development		23,641,587	3,689,546
Donation		40,680,920	20,589,122
Training institute		5,427,662	6,855,033
Deployment cost of Ansar		57,643,004	44,708,858
Loss on revaluation reserve for securities		11,588,904	58,209,487
Miscellaneous		312,648,496	179,111,021
		896,947,786	670,285,250
34(a) Consolidated Other expenses			
Rupali Bank Limited	34.00	896,947,786	670,285,250
Rupali Investment Limited		4,020,919	1,800,402
Rupali Bank Securities Limited		2,734,717	-
		903,703,422	672,085,652
35.00 Provision for loans and advances			
Provision for unclassified loans and advances (General)		-	100,976,808
Provision for classified loans and advances (Specific)		531,730,547	2,199,023,192
		531,730,547	2,300,000,000
35(a) Consolidated Provision for loans and advances			
Rupali Bank Limited		531,730,547	2,300,000,000
Rupali Investment Limited		-	-
Rupali Bank Securities Limited		-	-
		531,730,547	2,300,000,000
36.00 Provision for off balance sheet item			
Made during the year		81,770,821	-
		81,770,821	-

Particulars	Notes	2013 Taka	2012 Taka
36(a) Consolidated Provision for off balance sheet item			
Rupali Bank Limited		81,770,821	-
Rupali Investment Limited		-	-
Rupali Bank Securities Limited		-	-
		81,770,821	-
37.00 Provision for diminution in value of investment			
No provision has been made during the year as the market value of shares is higher than average cost price of shares.			
37(a) Consolidated Provision for investment			
Rupali Bank Limited		-	-
Rupali Investment Limited		17,518,313	3,042,164
Rupali Bank Securities Limited		-	-
		17,518,313	3,042,164
38.00 Other provisions			
Provision for unforeseen losses fund (Protested bill)		2,790,368	605,747
Provision for jute, sector corp. And Agri. Cr.		-	-
Provision for rural credit		-	-
Provision for BKB and RAKUB		-	-
Provision for exchange equalization		-	-
Provision for rural house building loan		-	-
Provision for Inter branch unreconciled entries		-	-
Provision for sundry debtors		-	-
Provision for employee's pension fund		50,000,000	100,000,000
Provision for Debenture		20,092,190	-
Provision for performance Bonus/Exgratia		250,000,000	-
Provision for share investment		479,290	-
Provision for gratuity		55,000,000	-
		378,361,848	100,605,747
38(a) Consolidated other Provision			
Rupali Bank Limited		378,361,848	100,605,747
Rupali Investment Limited		-	-
Rupali Bank Securities Limited		-	-
		378,361,848	100,605,747
Provisions			
Provision for loans and advances	35.00	531,730,547	2,300,000,000
Provision for off balance sheet item		-	-
Provision for diminution in value of investment		-	-
Other provisions	38.00	378,361,848	100,605,747
		910,092,395	2,400,605,747
39.00 Provision for income tax			
Current tax	39.01	923,320,531	353,265,039
Deferred tax liabilities / (assets)	39.02	(266,427,376)	(284,972,833)
		656,893,155	68,292,206

Notes to the Financial Statements

Particulars	Notes	2013 Taka	2012 Taka
39(a) Consolidated Provision for income tax			
Rupali Bank Limited			
Current tax		923,320,531	353,265,039
Deferred tax liabilities / (assets)		(266,427,376)	(284,972,833)
		656,893,155	68,292,206
Rupali Investment Limited			
Current tax		15,610,907	4,261,051
Deferred tax liabilities / (assets)		(321,763)	750,930
		15,289,144	5,011,981
Rupali Bank Securities Limited			
Current tax		1,906	-
Deferred tax liabilities / (assets)		-	-
		1,906	-
		672,184,205	73,304,187
39.01 Provision for current tax			
Provision for current tax for current year		923,320,531	353,265,039
Provision for current tax for previous years		-	-
		923,320,531	353,265,039
39.01(a) Consolidated Provision for current tax			
Rupali Bank Limited		923,320,531	353,265,039
Rupali Investment Limited		15,610,907	4,261,051
Rupali Bank Securities Limited		1,906	-
		938,933,344	357,526,090
In last year (2012), consolidated accounts of Rupali Bank Ltd. posted Tk. 4,325,739.00 instead of Tk. 4,261,051.00 in head of provision for current taxation of Rupali Investment Ltd. accounts. Now rectified and the difference amount of Tk. 64,688.00 included in retained earnings as per Rupali Investment Ltd. accounts.			
39.02 Deferred tax liabilities/(assets)			
Deferred tax liabilities/(Assets) recognized during the period	39.02.01	85,845,608	19,560,147
Deferred tax assets recognized during the period	39.02..02	352,272,984	304,532,980
		(266,427,376)	(284,972,833)
39.01(a) Consolidated Provision for Deferred tax liabilities/(assets)			
Rupali Bank Limited		(266,427,376)	(284,972,833)
Rupali Investment Limited (Unrealised loss)		(321,763)	750,930
Rupali Bank Securities Limited		-	-
		(266,749,139)	(284,221,903)
39.02.01 Deferred tax liabilities recognized during the period			
Taxable temporary differences			
Accrued interest on investment			
Accounting base		-	710,625,000
Tax base		-	-
		-	710,625,000
Fixed assets			
Accounting base		1,433,742,824	-
Tax base		(521,128,158)	-
		912,614,666	-
others			
Accounting base		-	-
Tax base		-	-
		912,614,666	710,625,000

Particulars	Notes	2013 Taka	2012 Taka
Corporate tax rate		42.50%	42.50%
Deferred tax liabilities end of the period		387,861,233	302,015,625
Deferred tax liabilities beginning of the period		302,015,625	282,455,478
Deferred tax liabilities recognized during the period		85,845,608	19,560,147
39.02.02 Deferred tax assets recognized during the period			
Deductible temporary differences			
Fixed assets			
Accounting base(excluding land)		-	242,677,278
Tax base		-	50,136,733
		-	192,540,545
Provision for gratuity			
Accounting base		167,700,970	165,383,650
Tax base		-	-
		167,700,970	165,383,650
Provision for pension			
Accounting base(partial)		4,700,988,664	3,681,887,830
Tax base		-	-
		4,700,988,664	3,681,887,830
Write off / bad loan			
Accounting base		-	-
Tax base		-	-
		-	-
		4,868,689,634	4,039,812,025
Corporate tax rate		42.50%	42.50%
Deferred tax assets end of the period		2,069,193,094	1,716,920,111
Deferred tax assets beginning of the year		1,716,920,111	1,412,387,130
Deferred tax assets recognized during the period		352,272,984	304,532,980

40.00 Earning per share (EPS)

Earning per share of the bank has been calculated in accordance with Bangladesh Accounting Standard 33 : Earning per share under basic earning per share method as follows:

Net Profit during the year (numerator)	403,830,086	1,205,690,368
Total number of shares during this year (denominator)	181,500,000	165,000,000
Basic earning per share (EPS) restated (face valueTk, 10.00 per share)	2.22	6.64
Earning per share (EPS) reported (face valueTk, 10.00 per share)	2.22	7.31

16,50,000 bonus shares issued during the year 2013 (bonus share for the year 2012) have been included in the number of ordinary shares outstanding as at 31 December 2012. Earning per share has been restated accordingly.

40(a) Consolidated earning per share (CEPS)

Net Profit during the year (numerator)	451,973,271	1,215,713,206
Total number of shares during this year (denominator)	181,500,000	165,000,000
Basic earning per share (EPS) restated (face valueTk, 10.00 per share)	2.49	6.70
Earning per share (EPS) reported (face valueTk, 10.00 per share)	2.49	7.37

Particulars	Notes	2013 Taka	2012 Taka
41.00 Closing cash and cash equivalent			
Cash in hand		2,691,835,646	1,949,228,820
Balance with Bangladesh Bank and Sonali Bank		9,315,255,788	9,341,299,388
Balance with other bank		21,588,767,289	10,216,673,279
Money at call and short notice		8,650,000,000	4,450,000,000
Prize bond		10,568,800	12,057,500
Closing cash and cash equivalent		42,256,427,523	25,969,258,987
41(a) Consolidated Closing cash and cash equivalent			
Rupali Bank Limited		42,256,427,523	25,969,258,987
Rupali Investment Limited		47,229,433	219,491,965
Rupali Bank Securities Limited			
		42,303,656,956	26,188,750,952

42.00 Events after reporting period

The board of Director in its 909 th meeting dated 30 April 2014 decided to recommended payment of 15% stock dividend for the year 2013. the total amount of dividend is Tk. 27.75 crore only.

Highlights on the Overall activities of the Bank

Figure in Crore (Except %)

SL.NO	Particulars	2013	2012
		Taka	Taka
1	Paid up capital	181.50	165.00
2	Total capital (core + supplementary)	1275.55	1123.61
3	Required capital (under BASEL-II)	1255.64	1111.46
4	Surplus / shortage of capital	19.91	12.15
5	Total assets	21618.58	17299.31
6	Total deposits	17795.64	13659.88
7	Total loans and advances	10742.63	9064.16
8	Total contingent liabilities and commitments	5068.63	4250.92
9	Credit deposit ratio	60.37%	66.36%
10	Percentage of classified loans against total loans and advances	17.48%	26.07%
11	Profit after tax & provision	40.38	120.57
12	Amount of classified loans	1799.25	2262.79
13	Provision kept against classified loans	604.63	551.45
14	Provision kept against loans and advances(G+S) including OBS. Item	740.61	679.25
15	Provision surplus / (deficit)	0.00	0.00
16	Cost of fund	9.04	9.54
17	Cost of deposit %	6.93	7.62
18	Interest earning assets	16,120.46	11,198.71
19	Non interest bearing assets	5,498.12	6,100.60
20	Return on investment (ROI)	6.85%	6.86%
21	Return on assets (ROA) after tax	0.19%	0.70%
22	Return on equity (ROE)	3.42%	10.34%
23	Total income from investment	268.88	182.39
24	Earning Per Share	2.22	6.64
25	Net operating income per share	11.31	20.25
26	Net income per share (after tax)	2.22	6.64
27	Price earning ratio (Times)	29.30	11.95
28	Market price per share	65.20	79.40
29	Income from Investment	268.88	182.39

Highlights of the Overall



Balance with other Bank -Outside Bangladesh (Nostro Account) As at 31 December 2013

Schedule-A

Name of the Bank	Currency Name	2013		2012		Amount in BDT
		Amount in Foreign Currency	Conversion rate per unit F.C.	Amount in Foreign Currency	Conversion rate per unit F.C.	
NOSTRO Accounts debit						
Foreign Bank A/c (WES)						
Bank of America NY /Bank WES	USD			4187.3	42.00000000	175,866.60
BCCI	"	15276.44	41.99998167	15276.44	42.00000131	641,610.50
HSBC London	GBP	732.33	60.00000000	732.33	60.00000000	43,939.80
Sub Total				685,550.00		861,416.90
Regular						
Barclays Bank PLC London (Pound Sterling)	Pound	2278.61	128.7865321	7623.03	130.5565215	995,236.28
HSBC London (Pound Sterling)	"					
National WMB London (Pound Sterling)	"	3273.84	128.7431029	1434.52	130.5200973	187,233.69
Commerz	"	14289.06	128.7427556	13008.44	130.1545735	1,693,107.96
Sonali Bank London	"			2,554,551.56		2,875,577.93
Total						
Standard Chartered Bank, Kolkata (ACU)	ACU	363,349.97	77.890001	426,959.65	80.49000068	34,365,982.52
Sonali Bank, Kolkata (ACU)	"	20,860.96	77.740638	42,975.46	80.48999010	3,459,094.35
Arif Habib Bank Ltd. Karachi, Pakistan (ACU)	"					
AB Bank, Mumbai, India (ACU)	"	801,593.37	77.890051	1,084,042.87	80.48999629	87,254,606.58
United Bank of India	"	88,444.00	77.890000			
Summit Bank	"	177,598.18	77.890000	101,969.10	80.49000178	8,207,493.04
Peoples Bank Comlombo (ACU)	"	29,291.62	77.890017	29,291.62	80.48999987	2,357,682.49
Total				115,362,772.87		135,644,856.98
Sonali Bank, Kolkata (ACU EURO)	ACU EURO	5726.49	107.4553016	32928.27	106.8108045	3517095.01
Commerce Bank AG, Frankfurt Germany (EURO)	EURO					
BHF Bank AG, Frankfurt Germany (EURO)	"	6233.29	107.4552315	5840.09	106.8107991	623764.68
Hypovertin	"	1095.23	108.3680688			
ING Bank, Belgium (EURO)	"	932.2	107.5085818			
Sonali Bank London	"		0	70511.99	106.8108	7531442.06
S.C.B Germany	"	4,306.87	107.4299294	1967.73	106.7566728	210066.34
Total				1,351,393.82		8,365,293.08



Bank Al Jazirah	SR	86441.89	20,768,105.49	1795234.29	94631.89	21,462,503.71	203,103,729
Danske Bank	DKK	42730.35	14,364,900.83	613817.24	14870.35	14,272,932.38	21,224,350
Bank of Nova Scotia Canada	CAD	17881.18	73,032,999.82	1305921.58	4326.54	81,088,999.52	350,834.80
West pack Banking Corporation, Australia	AUD	143841.78	69,313,901.01	997,0234.9	50071.14	83,854,499.82	419,660.40
Commerz	AUD	922.72	69,314,548.29	63957.92	1000	83,854,500.00	83,854.50
J.P. Morgan Change Bank, Singapore	SGD	40883.92	61,669,342.86	2521284.48	3349.92	66,086,724.46	221,385.24
Commerz (CHF)	CHF	28848	87,591,841.85	2351665.77			
Union Bank Switzerland	CHF	14938.99	87,591,499.83	1308528.54	29317.2	88,416,700.99	2592,130.08
Total				19,930,644.72			9,690,175.81
Sonali Bank London	USD	71981.36	77,889,996.68	5606627.9	90246.37	80,489,999.99	726,390.32
S.C.B NY	"	752563.79	77,889,999.29	58617193.07	640810.98	80,489,999.52	515,788,75.47
Commerz	"	1418830.24	77,890,002.46	110512690.9	2342851.11	80,490,000.00	188,576,085.84
ICICI	"	137195.35	77,889,991.39	10686144.63	174430.46	80,490,005.724	140,399,17.71
HSBC NY USA	"						
Mesrek Bank PSC NY	"	2218687.16	77,890,000.00	172813542.8			
Total				358,236,199.29			261,458,809.34
Standard Chartered Bank, Tokyo	JPY	1616363	0.7396000	1195462.07	19,236,249.00	0.937300000	18,030,136.19
Bank of Tokyo Mitsubishi, Japan (JPY)	"	732116	0.7396000	541472.99	13,345,376.00	0.937300000	12,508,820.92
Commerz	"	1532163	0.7395999	1133187.65	140,078.00	0.937300004	131,295.11
Total				2,870,122.71			30,870,052.22
G.Total				500,921,026.68			452,221,862.37
NOSTRO Accounts credit							
Bank of American NY USA	USD	1149882.48	77,890,000.00	89564346.4	5,687,948.16	80,490,000.00	457,822,947.40
HSBC NY USA	"						
JP Morgan Chase NY	"	331162.27	77,889,986.92	25794224.88	289,815.01	80,488,459.31	23,326,763.64
ICICI	"						
Citi Bank NY	"				181,447.11	80,489,999.98	14,604,677.88
Commerz	"						
Mashreq Bank PSC NY	"					80,490,000.00	179,103,907.55
Standard Chartered Bank, NY	"						
Total				115,358,571.28			674,858,296.47
Standard Chartered Bank, Tokyo	JPY						
Bank of Tokyo Mitsubishi, Japan (JPY)	"						
Amex Japan	"						
Total							
Denish Bank Denmark	DKK						
AB Bank, Mumbai, India	ACU						
Commerz	Pound						
Standard Chartered Bank, Germany	EURO						
Commerz	EURO	307955.3	107,455,376.3	33091452.66	876,768.36	107,298,093.136	94,075,573.15
Hypo Verin	EURO				11,503.48	106,810,799.862	1,228,695.90
Sonali London	EURO	102819.71	107,455,301	11048522.89			7,411,927.50
ING Belgium	EURO				69,393.05	106,810,804,540	102,716,196.55
Total				44,139,975.55			777,574,493.02
G.Total				159,498,546.83			

Investment against Government Treasury Bill (HTM) for the year ended 31 December 2013

Schedule - "B"

Sl. No.	Nature of Investment	Status	Amount of Investment	Value as on .01.01.2013	Increase / Decrease	Present Value	Interest Rate	Date of Issue	Date of Maturity
1	91 Days Treasury Bill	HTM	37,708,402		601,863	38,310,265	8.42%	21/10/2013	20/01/2014
2	91 Days Treasury Bill	HTM	159,548,350		227,663	159,776,013	7.42%	23/12/2013	24/03/2014
			197,256,752		829,526	198,086,278			
3	182 Days Treasury Bill	HTM	151,107,093		6,993,477	158,100,570	10.21%	15/07/2013	13/01/2014
4	182 Days Treasury Bill	HTM	138,641,709		5,872,124	144,513,833	10.21%	29/07/2013	27/01/2014
5	182 Days Treasury Bill	HTM	142,516,125		5,498,029	148,014,154	10.25%	13/08/2013	2/11/2014
6	182 Days Treasury Bill	HTM	36,627,976		1,278,960	37,906,936	10.25%	26/08/2013	24/02/2014
7			468,892,903		19,642,590	488,535,493			
8	364 Days Treasury Bill	HTM	79,749,415		8,950,820	88,700,235	11.00%	1/1/2013	31/12/2013
9	364 Days Treasury Bill	HTM	114,755,304		8,092,141	122,847,445	11.00%	22/04/2013	21/04/2014
10	364 Days Treasury Bill	HTM	87,924,680		5,125,115	93,049,795	10.00%	6/5/2013	5/5/2014
11	364 Days Treasury Bill	HTM	172,042,312		10,762,097	182,804,409	10.00%	20/05/2013	19/05/2014
12	364 Days Treasury Bill	HTM	123,989,911		7,304,913	131,294,824	10.00%	3/6/2013	2/6/2014
13	364 Days Treasury Bill	HTM	132,950,836		7,310,141	140,260,977	10.00%	17/06/2013	16/06/2014
14	364 Days Treasury Bill	HTM	166,981,513		8,492,203	175,473,716	10.40%	2/7/2013	1/7/2014
15	364 Days Treasury Bill	HTM	152,548,003		7,511,061	160,059,064	10.42%	8/7/2013	7/7/2014
16	364 Days Treasury Bill	HTM	77,562,699		3,541,803	81,104,502	10.52%	22/07/2013	21/07/2014
17	364 Days Treasury Bill	HTM	120,440,327		5,056,839	125,497,166	10.54%	5/8/2013	4/8/2014
18	364 Days Treasury Bill	HTM	100,297,627		3,826,189	104,123,816	10.60%	19/08/2013	18/08/2014
19	364 Days Treasury Bill	HTM	41,511,822		1,341,835	42,853,657	10.60%	9/9/2013	8/9/2014
20	364 Days Treasury Bill	HTM	72,490,154		714,446	73,204,600	10.25%	25/11/2013	24/11/2014
			1,443,244,604		78,029,603	1,521,274,207			
	Total	HTM	2,109,394,258		98,501,719	2,207,895,977			

Investment against Government Treasury Bonds (HTM) for the year ended 31 December 2013

Schedule - "B-1"

Sl. No.	Nature of Investment	Status	Amount of Investment	Value as on .01.01.2013	Increase / Decrease	Present Value	Interest Rate	Date of Issue	Date of Maturity
1	25 years Special Treasury Bond -2018	HTM	60,571,000	-	-	60,571,000	5.00%	01/11/193	1/11/2018
	25 years Special Treasury Bond -2019	HTM	64,995,000	-	-	64,995,000	5.00%	30/06/1994	30/06/2019
	2 Years BGTB - 2015	HTM	62,156,406	10,340.00	10,340.00	62,166,746	10%	26/06/2013	26/06/2015
	2 Years BGTB - 2015	HTM	126,367,115	76,003.00	76,003.00	126,443,118	10.90%	07/03/2013	3/7/2015
	2 Years BGTB - 2015	HTM	62,389,055	2,017.00	2,017.00	62,391,072	10.92%	07/08/2013	7/8/2015
	3 years Treasury Bond -2014	HTM	44,500,000.00	-	-	44,500,000	0.00%	05.10.2011	05.10.2014
	Total - A		420,978,576.15	-	88,360.00	421,066,936			

2	5 years Treasury Bond -2009	HTM	18.5	-	-	19	5.00%	12.08.2004	12.08.2009
	5 years BGTB Treasury Bond -2017	HTM	173,400,000	-	-	173,400,000	11.50%	08/08/2012	8/8/2017
	5 years BGTB Treasury Bond -2017	HTM	176,500,000	-	-	176,500,000	11.55%	5/9/12	5/9/2017
	5 years BGTB Treasury Bond -2017	HTM	139,600,000	-	-	139,600,000	11.55%	3/10/12	3/10/217
	5 years BGTB Treasury Bond -2017	HTM	83,937,466	11,001.00	11,001.00	83,948,467	11.50%	7/11/12	7/11/2017
	5 years BGTB Treasury Bond -2017	HTM	149,767,174	(27,463.00)	(27,463.00)	149,739,711	11.52%	5/12/12	5/12/2017
	5 years BGTB Treasury Bond -2018	HTM	168,024,755	(19,004.00)	(19,004.00)	168,005,751	11.62%	2/1/13	2/1/2018
	5 years BGTB Treasury Bond -2018	HTM	172,027,424	(17,498.00)	(17,498.00)	172,009,926	11.10%	6/2/13	6/2/2018
	5 years BGTB Treasury Bond -2018	HTM	154,700,000	-	-	154,700,000	11.82%	6/3/13	6/3/2018
	5 years BGTB Treasury Bond -2018	HTM	82,846,367	15,225.00	15,225.00	82,861,592	11.70%	8/5/13	8/5/2018
	5 years BGTB Treasury Bond -2018	HTM	106,781,364	8,626.00	8,626.00	106,789,990	11.75%	10/7/13	10/7/2018
	5 years BGTB Treasury Bond -2018	HTM	116,970,136	7,538.00	7,538.00	116,977,674	11.78%	14/08/2013	14/08/2018
	5 years BGTB Treasury Bond -2018	HTM	145,331,011	12,462.00	12,462.00	145,343,473	11.78%	11/9/13	11/9/2018
	5 years BGTB Treasury Bond -2018	HTM	151,563,326	11,660.00	11,660.00	151,574,986	11.84%	9/10/13	9/10/2018
	Total - B		3,171,449,041.29	-	2,547.00	3,171,451,588	7.49%	19/08/2009	19/08/2014

3	10 years BGTB Treasury Bond -2017	HTM	500,000,000	-	-	500,000,000	11.95%	5/9/07	5/9/2017
	10 years BGTB Treasury Bond -2017	HTM	2,000,000,000	-	-	2,000,000,000	11.72%	5/12/07	5/12/2017
	10 years BGTB Treasury Bond -2022	HTM	112,900,000	-	-	112,900,000	11.75%	22/8/2012	22/8/2022
	10 years BGTB Treasury Bond -2022	HTM	161,300,000	-	-	161,300,000	11.75%	12/9/12	12/9/2022
	10 years BGTB Treasury Bond -2022	HTM	143,200,000	-	-	143,200,000	11.80%	10/10/12	10/10/2022
	10 years BGTB Treasury Bond -2022	HTM	168,509,222	24,221.00	24,221.00	168,533,443	11.75%	14/11/2012	14/11/2022
	10 years BGTB Treasury Bond -2022	HTM	193,288,225	6,450.00	6,450.00	193,294,675	11.80%	12/12/12	12/12/2022
	10 years BGTB Treasury Bond -2023	HTM	106,900,000	-	-	106,900,000	11.9	9/1/13	9/1/2023
	10 years BGTB Treasury Bond -2023	HTM	92,200,000	-	-	92,200,000	12	13/02/2023	13/02/2023
	10 years BGTB Treasury Bond -2023	HTM	105,537,955	14,169.00	14,169.00	105,552,124	12.1	10/4/13	10/4/2023
	10 years BGTB Treasury Bond -2023	HTM	127,535,236	(2,604,758.00)	(2,604,758.00)	124,930,478	12.10%	15/05/2013	13/03/2023
	10 years BGTB Treasury Bond -2023	HTM	137,714,993	(4,037,406.00)	(4,037,406.00)	133,677,587	12.10%	12/6/13	13/06/2023

Schedule-B-1



Sl. No.	Nature of Investment	Status	Amount of Investment	Value as on .01.01.2013	Increase / Decrease	Present Value	Interest Rate	Date of Issue	Date of Maturity
	10 years BGTB Treasury Bond -2023	HTM	76,968,686		(7,360.00)	76,961,326	12.25%	17/07/13	17/07/2023
	10 years BGTB Treasury Bond -2023	HTM	75,662,573		(875,119.00)	74,787,454	12.22%	21/08/13	17/07/2023
	10 years BGTB Treasury Bond -2023	HTM	89,726,923		(1,856,906.00)	87,870,017	12.22%	18/09/2013	17/07/2023
	10 years BGTB Treasury Bond -2023	HTM	74,667,241		(2,142,751.00)	72,524,490	12.28%	17/07/2023	17/07/2023
	10 years BGTB Treasury Bond -2023	HTM	65,645,200		9,031.00	65,654,231	12.16%	20/11/2013	20/11/2023
	Total -C		4,231,756,254.53	-	(11,470,429.00)	4,220,285,826			
4	15 years BGTB Treasury Bond -2022	HTM	500,000,000		-	500,000,000	14.00%	11/7/07	11/7/2022
8	15 years BGTB Treasury Bond -2022	HTM	300,000,000		-	300,000,000	13.48%	12/9/07	12/9/2022
9	15 years BGTB Treasury Bond -2022	HTM	200,000,000		-	200,000,000	12.94%	14/11/2007	14/11/2022
10	15 years BGTB Treasury Bond -2023	HTM	500,000,000		-	500,000,000	12.14%	15/10/2008	15/10/2023
	15 years BGTB Treasury Bond -2027	HTM	71,400,000		-	71,400,000	12.11%	19/9/2012	19/9/2027
	15 years BGTB Treasury Bond -2027	HTM	19,659,238		1,246.00	19,660,484	11.93%	17/10/2012	17/10/2027
	15 years BGTB Treasury Bond -2027	HTM	18,024,671		(639.00)	18,024,032	12.10%	19/12/2012	19/12/2027
	15 years BGTB Treasury Bond -2028	HTM	16,100,000		-	16,100,000	12.20%	16/01/2013	16/01/2028
	15 years BGTB Treasury Bond -2028	HTM	9,193,798		119.00	9,193,917	12.38%	20/03/2013	20/03/2028
	15 years BGTB Treasury Bond -2028	HTM	47,109,391		2,474.00	47,111,865	12.40%	19/06/2013	19/06/2028
	15 years BGTB Treasury Bond -2028	HTM	19,010,250		955.00	19,011,205	12.40%	24/07/2013	24/07/2028
	15 years BGTB Treasury Bond -2028	HTM	44,151,312		959.00	44,152,271	12.40%	25/09/2013	25/09/2028
	15 years BGTB Treasury Bond -2028	HTM	28,963,405		626.00	28,964,031	12.49%	23/10/2013	23/10/2028
	Total -C		1,773,612,066	0	5,740.00	1,773,617,806			
5	20 years BGTB Treasury Bond -2027	HTM	349,000,000		-	349,000,000	15.95%	25/7/2007	25/7/2027
12	20 years BGTB Treasury Bond -2027	HTM	245,100,000		-	245,100,000	14.23%	26/9/2007	26/9/2027
13	20 years BGTB Treasury Bond -2027	HTM	97,000,000		-	97,000,000	13.49%	28/11/2007	28/11/2027
14	20 years BGTB Treasury Bond -2028	HTM	500,000,000		-	500,000,000	13.07%	23/7/2008	23/7/2028
	20 years BGTB Treasury Bond -2032	HTM	60,900,000		-	60,900,000	12.16%	29/8/2012	29/8/2032
	20 years BGTB Treasury Bond -2032	HTM	30,400,000		-	30,400,000	12.16%	26/9/2012	26/9/2032
	20 years BGTB Treasury Bond -2032	HTM	21,168,460		471.00	21,168,931	12.16%	25/10/2012	25/10/2032
	20 years BGTB Treasury Bond -2032	HTM	9,770,913		398.00	9,771,311	12.18%	28/11/2012	28/11/2032
	20 years BGTB Treasury Bond -2032	HTM	20,600,000		-	20,600,000	12.28%	26/12/2012	26/12/2032
	20 years BGTB Treasury Bond -2033	HTM	15,466,112		314.00	15,466,426	12.48%	27/03/2013	27/03/2033
	20 years BGTB Treasury Bond -2033	HTM	22,584,484		717.00	22,585,201	12.48%	26/06/2013	26/06/2033
	20 years BGTB Treasury Bond -2033	HTM	21,987,538		360.00	21,987,898	12.48%	25/09/2013	25/09/2033
	20 years BGTB Treasury Bond -2033	HTM	28,474,012		21.00	28,474,033	12.39%	26/12/2013	26/12/2033
	Total -E		1,422,451,519.78	-	2,281.00	1,422,453,801			
	Total Investment (Bond) = (A + B + C+D+E)		11,020,247,457.91	-	(11,371,501.00)	11,008,875,956.91			
	Asset Revaluation Reserve(HTM)		-	-	-	-			
	Total (G)		11,020,247,457.91	-	(11,371,501.00)	11,008,875,957			





Sl. No.	Nature of Investment	Status	Amount of Investment	Value as on .01.01.2013	Increase / Decrease	Present Value	Interest Rate	Date of Issue	Date of Maturity
16	6 Years BGM/BTMC Bond -2017		3,389,300,000			3,389,300,000	0.00%	16/01/2011	16/01/2017
17	7 Years BGM/BTMC Bond -2018		1,350,000,000			1,350,000,000	0.00%	16/1/2011	16/1/2018
18	10 Years BGM/BTMC Bond -2021		2,040,000,000			2,040,000,000	0.00%	16/1/2011	16/1/2021
	Total(H)		6,779,300,000.00	-		6,779,300,000			
	G.Total (G+H)		17,799,547,457.91	-	-	17,788,175,957			

5 years Treasury Bond -2009 unadjusted Tk. 18.50 =19.00

Investment against Government Treasury Bonds (HFT) for the year ended 31 December 2013

Schedule - "B-2"

Sl. No.	Nature of Investment	Status	Amount of Investment	Value as on .01.01.2013	Increase / (Decrease)	Present Value	Interest Rate	Date of Issue	Date of Maturity
1	10 years Treasury Bond -2017 (BD0922181153)	HFT	750,000,000	773,975,628	11,995,105	785,970,733	12.16%	8/8/2007	8/8/2017
2	10 years Treasury Bond -2017 (BD0917051106)	HFT	1,780,000,000	1,782,403,382	30,477,240	1,812,880,622	12.16%	3/10/2007	3/10/2017
3	10 years Treasury Bond -2017 (BD0917131106)	HFT	200,000,000	232,269,576	(29,321,876)	202,947,700	12.16%	2/7/2008	2/7/2018
4	10 years Treasury Bond -2019 (BD0919011108)	HFT	2,000,000,000	1,800,187,541	27,430,451	1,827,617,992	12.16%	8/7/2009	8/7/2019
	Total (A)		4,730,000,000.00	4,588,836,127.00	40,580,919	4,629,417,046			
5	15 years Treasury Bond -2023 (BD0923181152)	HFT	250,000,000	312,523,972	(61,372,627)	251,151,345	12.29%	12/11/2008	12/11/2023
6	15 years Treasury Bond -2024 (BD0924261151)	HFT	600,000,000	614,740,000	(11,287,921)	603,452,079	12.29%	14/01/2009	14/01/2024
	Total (B)		850,000,000	927,263,972	(72,660,548)	854,603,424			
7	20 years Treasury Bond -2028 (BD0928241209)	HFT	1,000,000,000	1,005,690,415	44,468,776	1,050,159,191	12.30%	24/12/2008	24/12/2028
	Total (C)		1,000,000,000	1,005,690,415	44,468,776	1,050,159,191			
	G.Total (A+B+C)		6,580,000,000	6,521,790,514	12,389,147	6,534,179,661			

Summary of Investment against Quoted Share for the year ended 31 December 2013

Schedule - 'B-3'

Sl. No.	Name of Company	Date of Purchase	No. of Share	Face value of Each share	Purchase Price of Each share	Purchase Value	Market value of Each share 31-12-31	Total Market value 31-12-13	(Decrease) value
1	2	3	4	5	6	7	8	9	10-8 = 11
1	A = (IPO)								
1	Investment Corporation of Bangladesh (ICB)	02.12.77	1,697,625	100	100	169,762,500	1762.5	2,992,064,063	2,822,301,563
2	National Tea Co. Ltd.		4,540	10	10	45,440	815	3,700,100	3,654,660
3	Bangladesh Shipping Corp.	20.07.77	364	100	100	36,400	413	150,332	113,932
4	Paper Converting and Packaging Ltd.	23.06.80	839	100	100	83,900	8	6,712	(77,188)
5	Padma Printers and Colour Ltd.	18.10.79	16,710	10	10	167,100	17.7	295,767	128,667
6	Standard Ceramics Ltd	28.09.96	390	10	15	5,850	40	15,600	9,750
7	S.T.M Ltd	09.11.85	563	100	100	56,362	0	-	(56,362)
8	Swan Textile Mills Ltd	10.11.85	578	100	100	57,800	0	-	(57,800)
9	IDLC Ltd	20.01.93	64,350	10	8	510,000	62.9	4,047,615	3,537,615
10	Chittagong Cement	16.08.89	4,860	10	19	90,728	0	-	(90,728)
11	Bangladesh chemical ind. ltd	27.05.95	4,170	10	10	41,700	53	221,010	179,310
12	Eastern Bank ltd	05.10.92	661,078	10	7	4,850,210	29.1	19,237,370	14,387,160
13	Apex weaving finishing mills ltd	09.02.95	480	10	10	4,800	154	73,920	69,120
14	Beximco	17-06-95	2,911	10	50	145,550	32.2	93,734	(51,816)
15	Bangladesh Electricity Meter Co. Ltd	22.08.95	18,530	10	10	185,300	61.5	1,139,595	954,295
16	7 th CB Mutual Fund	15.07.95	310	10	10	3,100	86	26,660	23,560
17	Specialized Jute Yam Manufac. Co. Ltd	22.07.86	19,880	10	10	198,800	0	-	(198,800)
18	Azadi Printers Ltd	17.01.92	756	100	100	75,600	0	-	(75,600)
19	Bengal Fine Ceramic Ltd.	18.07.92	2,572	10	100	257,200	67.5	173,610	(83,590)
20	8 th ICB Mutual Fund	10.08.96	210	10	10	2,100	52.2	10,962	8,862
21	Wonder Land Toys Ltd	24.08.96	4,173	10	100	417,300	17.6	73,445	(343,855)
22	Excel Sure Shoe Ltd	28.11.96	3,277	10	100	327,700	22	72,094	(255,606)
23	Niloy Cement Industries Ltd	26.06.97	2,162	10	100	216,200	20	43,240	(172,960)
24	Uttara Finance & Investment Ltd	14.07.97	144,731	10	10	1,387,420	82.7	11,969,254	10,581,834
25	Square Textile Ltd	11.08.02	25,753	10	9	223,940	90.4	2,328,071	2,104,131
26	ICB Islamic Bank Ltd	01.07.08	8,056,700	10	10	80,567,000	6.1	49,145,870	(31,421,130)
27	Grameen Phone Ltd	04.12.08	1,283,800	10	74	95,001,200	200.9	257,915,420	162,914,220
28	Summit Power	26.09.10	1,434,425	10	76	109,067,938	38.4	55,081,920	(53,986,018)
29	Orion Pharma Ltd.	10.11.10	4,800,000	10	83	400,000,000	58.7	281,760,000	(118,240,000)
	Sub Total (A)		18,256,737			863,789,138		3,679,646,363	2,815,857,225





Sl. No.	B = (2ndry)	Name of the Company	Date of Purchase	Number of Share	Face value	Purchase /avg. Price of each Share	Total Purchase Price	Market value 31-12-13	Present Total market value 31-12-13	Increase value
1	B1	2		4	6	5	4 X 5 (6) = 7	8	4 X 8=9	
1		Singer bangladesh	30/03/97	15,787	10	126.0640	1,990,173	186.8	2,949,012	958,839
2		Monno Ceramics	30/03/97	8,050	10	92.9314	748,098	33.4	268,870	(479,228)
3		Square Pharma	11/2005	83,395	10	17.6060	1,468,250	190.2	15,861,729	14,393,479
4		Appex Tanary Ltd.	30/03/97	18,400	10	65.7936	1,210,603	124.6	2,292,640	1,082,037
5		Appex Foot wear Ltd.	30/03/97	4,500	10	36.9450	166,253	412.1	1,854,450	1,688,198
6		BD Lamps	30/03/97	5,460	10	169.3314	924,550	125.9	687,414	(237,136)
7		Green Delta Insurance	30/03/97	5,692	10	14.3331	81,584	94.9	540,171	458,587
8		Delta Life Insurance	12/5/1999	28,050	10	0.3030	8,500	266.7	7,480,935	7,472,435
9		Progoti Insurance	27/07/2009	718	10	8.8858	6,380	53.8	38,628	32,248
10		Beximco Pharma	5/3/1999	3,330	10	8.6967	28,960	47.2	157,176	128,216
11		Atlas Bangladesh	30/03/97	1,184	10	24.3919	28,880	151.3	179,139	150,259
12		Bata Shoe	30/03/97	1,500	10	132.8253	199,238	690	1,035,000	835,762
13		BGIC Ltd.	16.11.09	17,721	10	13.8655	245,710	29	513,909	268,199
		Sub-total		193787			7,107,177		33,859,073	26,751,896
14	B2	National Bank Ltd.	11.1-2.3.11	215,514	10	50.6655	10,919,131	11.8	2,543,065	(8,376,065)
15		Pubali Bank Ltd.	11.1-28.2.11	61,436	10	50.0497	3,074,856	32.5	1,996,870	(1,078,166)
16		AB Bank	12.1-2.3.11	251,369	10	81.2860	20,432,779	26.2	6,585,868	(13,846,911)
17		Exim Bank	12.1-2.3.11	58,404	10	34.2292	1,999,121	12.9	753,412	(1,245,710)
18		Prime Bank	12.1-2.3.11	110,352	10	36.4429	4,021,543	25.9	2,858,117	(1,163,427)
19		Shajjal Bank	12.1-2.3.11	64,350	10	36.8711	2,372,656	16.8	1,081,080	(1,291,576)
20		Southeast Bank	12.1-22.9.11	442,050	10	40.3631	17,842,500	17.9	7,912,895	(9,929,805)
21		Trust bank	12.1-2.3.11	98,098	10	37.2064	3,649,873	20	1,961,960	(1,687,913)
22		Ultara Bank	12.1-27.2.11	106,955	10	61.7563	6,605,150	31.1	3,326,301	(3,278,849)
23		Heidelberg Cement	12.1-2.2.11	19,300	10	254.0438	4,903,045	380.7	7,347,510	2,444,465
24		Summit Power	12.1-27.2.11	29,250	10	69.5332	2,033,845	38.4	1,123,200	(910,645)
25		Brac Bank	16.1-27.2.11	20,700	10	41.0361	849,489	32.6	674,820	(174,669)
26		ICB	16/01/11	843	100	2065.6793	1,741,368	1461	1,231,623	(509,745)
27		IDLC	16.1-2.3.11	91,487	10	124.2383	11,366,191	62.9	5,754,532	(5,611,659)
28		Islami Bank	16.1-27.2.11	72,393	10	38.3990	2,779,816	34.6	2,504,798	(275,018)

Sl. No.	B = (2ndry)	Name of the Company	Date of Purchase	Number of Share	Face value	Purchase /avg. Price of each Share	Total Purchase Price	Market value 31-12-13	Present Total market value 31-12-13	Decrease value
1	B1	2		4	6	5	4 X 5 (6) = 7	8	4 X 8=9	
29		Mutual Trust Bank	16.1-6.2.11	54,780	10	40.4102	2,213,671	17.6	964,128	(1,249,543)
30		Power Grid	16.1-6.2.11	88,000	10	83.8231	7,376,434	52.8	4,646,400	(2,730,034)
31		Standard Bank	16.1-1.2.11	84,071	10	24.3209	2,044,685	14.8	1,244,251	(800,434)
32		PLFSL	16.1-30.1.11	1,299	10	125.9540	163,614	22	28,578	(135,036)
33		Beximco	17.1-27.2.11	43,265	10	121.7043	5,265,536	32.2	1,393,133	(3,872,403)
34		ICB 3rd NRB	17.1-1.2.11	20,000	10	12.8006	256,011	5.2	104,000	(152,011)
35		One Bank Ltd	1.2-2.3.11	91,844	10	28.4714	2,614,923	15.1	1,386,844	(1,228,079)
36		GP		3,000	10	168.3360	505,008	200.9	602,700	97,692
37		Titas Gas		12,600	10	90.7422	1,143,352	73.8	929,880	(213,472)
38		Samait S Bank (Ex. Arif Habib Bank)	30.12.2007	29,500,000	11.38	11.375	335,562,500	11.38	335,562,500	-
39		Samait S Bank (Ex. Arif Habib Bank)	20.08.2009	3,277,450	11.38	8.455	27,710,840	8.46	27,710,840	-
		Total		34,818,814			479,447,936		422,228,904	(57,219,032)
	B1+B2			35,012,601			486,555,113		456,087,977	(30,467,136)
A+B		G.Total		53,269,338			1,350,344,251		4,135,734,340	2,785,390,089

Summary of Investment against Unquoted Share for the year ended 31 December 2013

Sl. No.	Name of Company	Date of Purchase	No. of Share	Face value of Each share	Purchase Price of Each share	Purchase Value	Book value of Each share 31-12-13	Total Book value 31-12-13	(Decrease) value
1	Karmasangshan Bank (unquoted)	01.04.99	150,000	100	100	15,000,000	100	15,000,000	-
2	CDBL	03.02.05	3,000,000	10	10	30,000,000	10	30,000,000	-
3	CDBL (Right)	1/13/2009	5,567,705	10	10	8,541,640	10	8,541,640	-
			8,717,705			53,541,640		53,541,640	
4	Orion Infrastructure Ltd. (preference share)	10.11.10	500,000,000	10	10	5,000,000,000	10	5,000,000,000	-
5	Convertible equity share		50,000,000	10		500,000,000		500,000,000	
						5,500,000,000		5,500,000,000	
			567,435,410			5,553,541,640		5,553,541,640	

Schedule - 'B-3.01'



Sl. No.	Particulars	Interest Rate	Total Investment	Outstanding book value up to 31-12-2013	Due Interest	Date of Issue	Date of Maturity	Outstanding upto 31-12-2013
1	2	3	4	5	6	7	8	9
A)	Debenture (Approved):							
	Bangladesh Steel & Eng. Corp:							
	Bangladesh Machine Tools Ltd.	11.75%	4,000,000	69,350	11,350,000	26.06.1980	30.12.1989	11,419,350
	Sub Total (1)		4,000,000	69,350	11,350,000	-	-	11,419,350
	Bangladesh House Building Finance Corp.	5.50%	50,000,000	5,000,000	1,442,400	15.03.95	15.03.2015	6,442,400
	Bangladesh Textiles Mills Corp.	11.75%	24,900,000	2,513,850	6,203,310	06.05.78	06.05.1993	8,717,160
	Sub Total (2)		74,900,000	7,513,850	7,645,710			15,159,560
	Total (A) (1+2)		78,900,000	7,583,200	18,995,710	-	-	26,578,910
B)	Debenture (Unapproved):							
	Beximco Synthetics Ltd.	14.00%	50,000,000	10,850,630	9,241,560	01.09.2003	01.09.2012	20,092,190
	G.Total (A+B)		50,000,000	10,850,630	9,241,560	-	-	20,092,190
			128,900,000	18,433,830	28,237,270	-	-	46,671,100

Investment against corporate bonds for the year ended 31 December 2013

Schedule - "B-5"

Sl. No.	Nature of Investment	Status	Amount of Investment	Increase / Decrease	Present Value	Interest Rate(%)	Date of Issue	Date of Maturity
1	Orascom Telecom Bangladesh Ltd.		80,000,000.00	-	80,000,000.00	13.50%	16.04.2010	16.04.2015
15	5 years Ansar VDP Bond - 2013		50,000,000.00	-	50,000,000.00	11.70%	08.04.2013	08.04.2018
2	Subordinated bond of Mitul Trust Bank Ltd.		200,000,000.00	-	200,000,000.00	12.00%	23.09.2010	23.09.2017
3	Subordinated bond of Dhaka Bank Bond-		250,000,000.00	-	250,000,000.00	11.50%	12.02.2010	12.02.2017
4	Subordinated bond of National Bank Bond		200,000,000.00	-	200,000,000.00	11.65%	12.02.2010	12.02.2017
5	Subordinated bond of UCBL Bond		500,000,000.00	-	500,000,000.00	Floating	16.05.2013	16.05.2020
6	Subordinated bond of One Bank Ltd. Bond		500,000,000.00	-	500,000,000.00	Floating	26.12.2013	31.12.2020
	Total		1,780,000,000.00	-	1,780,000,000.00			

Investment against Mutual fund for the year ended 31 December 2013

Schedule - "B-5"

Sl. No.	Name of mutual fund	Status	Amount of Investment	Increase / Decrease	Present Value	Interest Rate	Date of Issue	Tenor
1	Bangladesh Fund		1,060,000,000.00	-	1,060,000,000.00	Dividend	2010	10 years
15	Vanguard AML Rupali Bank Balnced Fund		400,000,000.00	-	400,000,000.00	Dividend	2013	10 years
	Total		1,460,000,000.00	-	1,460,000,000.00			



Classification and provisioning of loans and advances including bill purchased and discounted
Schedule- "C"
Fig. in Tk.

Status	Continuous	Demand	Fixed Term Loan	Staff loan	Stag & MC	Outstanding Amount as of 31 December 2013	Base for Provision	Percentage (%) of Provision	Amount of Provision Required as of 31 December 2013
Unclassified:									
Off Balance sheet Items	50,686,269,527	-	-	-	-	50,686,269,527	50,686,269,527	1%	506,862,695
Sub- Total (A)	50,686,269,527	-	-	-	-	50,686,269,527	50,686,269,527		506,862,695
Standard	5,434,573,372	310,345,933	2,520,776,618	-	-	8,265,695,923	8,265,695,923	0.25%	20,664,240
Standard	22,095,963,902	18,005,987,245	33,389,909,596	-	-	73,491,860,743	73,491,860,743	1%	734,918,607
Standard	117,721,437	554,172,610	669,829,179	-	-	1,341,723,226	1,341,723,226	2%	26,834,465
Standard	24,875,222	733,434	213,675,615	-	840,712,612	1,079,996,883	1,079,996,883	5%	53,999,844
SMA	179,517,164	162,764,015	176,196,921	-	-	518,478,100	518,478,100	1%	5,184,781
SMA	76,935,927	69,756,007	75,512,966	-	-	222,204,900	222,204,900	5%	11,110,245
Sub- Total (B)	27,929,587,024	19,103,759,244	37,045,900,895	-	840,712,612	84,919,959,775	84,919,959,775		852,712,182
Staff Loan (C)	-	-	-	4,513,833,425	-	4,513,833,425	-	-	-
Sub- Total	27,929,587,024	19,103,759,244	37,045,900,895	4,513,833,425	840,712,612	89,433,793,200	84,919,959,775		852,712,182
Classified:									
Substandard (Micro Credit)	-	-	-	-	30,270,872	30,270,872	24,945,021	5%	1,247,251
Doubtful (Micro Credit)	-	-	-	-	25,560,173	25,560,173	22,679,555	5%	1,133,978
Substandard	1,253,165,241	12,130,151	563,127,736	-	-	1,828,423,128	274,263,469	20%	54,852,694
Doubtful	552,985,217	264,635,050	375,095,560	-	-	1,192,715,827	178,907,374	50%	89,453,687
Bad/ Loss	4,746,722,113	3,660,083,454	6,335,971,212	-	172,760,221	14,915,537,000	5,899,599,998	100%	5,899,599,998
Sub- Total (D)	6,552,872,571	3,936,848,655	7,274,194,508	-	228,591,266	17,992,507,000	6,400,395,417.00		6,046,287,608
G.Total (A+B+C+D)	34,482,459,595	23,040,607,899	44,320,095,403	4,513,833,425	1,069,303,878	107,426,300,200	91320355192		7,405,862,485

Classification and provisioning of loans and advances including bill purchased and discounted

Status	Outstanding Amount as of 31 December 2013	Base for Provision	Percentage (%) of Provision	Amount of Provision Required as of 31 December 2013
Unclassified:				
Off Balance sheet Items	50,686,269,527	50,686,269,527	1%	506,862,695
Sub- Total (A)				506,862,695
Standard:				
Standard	8,265,695,923	8,265,695,923	0.25%	20,664,240
Standard	73,491,860,743	73,491,860,743	1%	734,918,607
Standard	1,341,723,226	1,341,723,226	2%	26,834,465
Standard	1,079,996,883	1,079,996,883	5%	53,999,844
SMA	518,478,100	518,478,100	1%	5,184,781
SMA	222,204,900	222,204,900	5%	11,110,245
Sub- Total (B)	84,919,959,775	84,919,959,775		852,712,182
Staff Loan (C)	4,513,833,425	-		-
Sub- Total	89,433,793,200	84,919,959,775		852,712,182
Classified:				
Substandard (Micro Credit)	30,270,872	24,945,021	5%	1,247,251
Doubtful (Micro Credit)	25,560,173	22,679,555	5%	1,133,978
Substandard	1,828,423,128	274,263,469	20%	54,852,694
Doubtful	1,192,715,827	178,907,374	50%	89,453,687
Bad/ Loss	14,915,537,000	5,899,599,998	100%	5,899,599,998
Sub- Total (D)	17,992,507,000	6,400,395,417		6,046,287,608
G.Total (A+B+C+D)	107,426,300,200	91,320,355,192		7,405,862,485



Schedule of Fixed Asset's As at 31 December 2013

Schedule - "D"

Particulars	COST				Rate (%)	DEPRECIATION		W.D.V. as on 31.12.2013	
	Balance as on 01.01.2013	Revalued/Addition during the year	Sale/Disposal/Adjustment	Balance as on 31.12.2013		Charges during the year	Balance as on 31.12.2013		
1	2	3	4	5	6	7	8	9	10
Land	4,681,348,500	-	-	4,681,348,500	-	-	-	-	4,681,348,500
Building	4,756,890,775	24,250,321	32,890,271	4,748,450,825	2.50	336,521,840	109,691,967	446,213,807	4,302,237,018
Furniture & Fixture	267,728,048	48,521,449	272,666	315,976,831	10.00	141,772,709	17,320,721	159,093,430	156,883,401
Mechanical Appliance (including computer etc.)	778,605,162	85,502,665	153,227	863,954,600	20.00	447,699,802	90,921,776	538,621,578	325,333,022
Motor Vehicle	309,728,864	-	-	309,728,864	20.00	179,143,012	36,586,946	215,729,958	93,998,906
Total	10,794,301,349	158,274,435	33,116,164	10,919,459,620		1,105,137,363	254,521,410	1,359,658,773	9,559,800,847

Schedule-D

Statement of inter branch adjustment of unreconciled entries 2013

Schedule-"E"

Year	Original Entries		Responding Entry		Summary			Amount		Balance	
	Debit	Credit	Total	Debit	Credit	Total	Total Debit	Total Credit	Debit		Credit
1984	-	-	-	3	-	3	3	-	600,000	-	600,000
2002	1	-	1	-	1	-	1	1	100	100	-
2006	3	9	12	7	4	11	13	23	910,022	353,508	556,514
2007	3	7	10	15	3	18	10	28	288,850	418,030	(129,180)
2008	16	26	42	47	13	60	39	102	3,671,086	2,303,600	1,367,486
2009	39	89	128	128	34	162	123	290	12,465,941	7,647,977	4,817,964
2010	46	166	212	182	48	230	214	442	16,135,671	24,291,485	(8,155,814)
2011	153	196	349	295	102	397	298	746	236,561,945	210,146,719	26,415,226
Total									270,633,615		
2012	612	452	1,064	517	189	706	641	1,770	165,591,680	133,992,912	31,598,768
Total	873	945	1,818	1,194	394	1,588	1,339	3,406	706,858,910	379,154,331	57,070,964
2013	15,170	9,891	25,061	2,785	969	3,754	10,860	28,815	7,594,010,622	4,858,089,028	2,735,921,594
Total	16,043	10,836	26,879	3,979	1,363	5,342	12,199	32,221	8,300,869,532	5,237,243,359	2,792,992,558
Base of provision (1984-2012)											
A.	Total Debit									706,858,910	
B.	Total Credit									379,154,331	327,704,579
	Un-reconciled (Dr.) amount									327,704,579	
	Above 12 months (50%)									82,795,840	
	Above 24 months (100%)									270,633,615	
	Provision Required									353,429,455	
	Provision exists									415,036,837	
	Provision made during the year									-	
	Provision Surplus / (Shortfall)									61,607,382	





RUPALI INVESTMENT LIMITED

Assures Capital Growth

A Subsidiary (A Full Fledged Merchant Bank) Owned by Rupali Bank Limited

Auditors' Report to the Shareholders of Rupali Investment Limited

Report on the Financial Statements

We have audited the accompanying financial statements of Rupali Investment Limited, which comprise the statement of financial position as at 31 December 2013 and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended 31 December 2013, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Bangladesh Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Bangladesh Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respect, of the financial position of the company as at 31 December 2013, and of its financial performance and its cash flows for the year then ended in accordance with Bangladesh Financial Reporting Standards.

Emphasis of Matter

We draw attention to the following matters, though our opinion is not qualified in respect of the same:

- (a) As disclosed in note# 14 to the financial statements, the company explained the basis for maintaining provision against diminution in value of investment in share (own portfolio).
- (b) As disclosed in note# 18 to the financial statements, though the subscription clause of the Memorandum of Association of the Company states that the paid up share capital is Tk.1,000,000,000, only an amount of Tk.500,000,000 has been received till 31 December 2013. However, an amount of Tk. 200,000,000 has been received on 13 January 2014 against paid up capital.

Other Matters:

We also report that:

- (a) we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit and made due verification thereof;
- (b) in our opinion, proper books of account as required by law have been kept by the Company so far as it appeared from our examination of those books; and
- (c) the Company's financial position and financial performance dealt with by the report are in agreement with the books of account.

Dhaka

Dated: 13 March 2014

ACNABIN
ACNABIN

Chartered Accountants



Statement of Financial Position As at 31 December 2013

Particulars	Notes	Amount in Taka 31.12.2013	Amount in Taka 31.12.2012
Property And Assets			
Current Assets			
Cash and bank balance	5	47,229,433	219,491,965
Investment in FDR	6	160,375,848	88,986,261
Accrued interest on FDR		158,271	118,648
Margin loan (Portfolio loan)		106,954,490	76,754,107
Investment in shares (own portfolio)	7	299,452,750	142,077,926
Pre-IPO Placement Investment		5,000	-
Advances, deposits and prepayments	8	5,214,473	2,365,940
Accounts receivable	9	154,707,611	47,306,983
Total current assets (A)		774,097,877	577,101,830
Non-Current Assets			
Property, plant and equipment	10.1	6,221,810	3,388,360
Intangible assets	10.2	1,528,758	1,940,659
Other Assets	11	2,121,182	3,338,609
Total non-current assets (B)		9,871,750	8,667,628
Total Assets (A+B)		783,969,627	585,769,458
LIABILITIES AND CAPITAL			
Current Liabilities			
Accounts payable	12	176,152,898	33,954,747
Provision for expenses	13	2,499,783	501,400
Provision for diminution in value of investment	14	20,560,477	3,042,164
Current tax liabilities	15	17,930,666	4,274,327
Deferred tax liabilities	16	501,653	823,416
Other liabilities	17	5,321,432	33,954,541
Total current liabilities .(C)		222,966,909	76,550,595
Non Current Liabilities		-	-
Total non-current liabilities (D)		-	-
Total Liabilities (E=C+D)		222,966,909	76,550,595
Capital/Shareholders' Equity			
Share capital	18	500,000,000	500,000,000
Retained earnings	19	61,002,718	9,218,863
Total shareholders' equity (F)		561,002,718	509,218,863
Total liabilities and shareholders' equity (E+F)		783,969,627	585,769,458

These financial statements should be read in conjunction with annexed notes 1 to 31



Chief Executive Officer



Director



Chairman

ACNABIN

ACNABIN
Chartered Accountants

Dhaka

Dated: 13 March 2014

Statement of Comprehensive Income For the year ended on 31 December 2013

Particulars	Notes	2013	2012
Income			
Interest on margin loan /Interest income	20	13,900,971	2,373,886
Interest from investment in FDR		13,589,160	10,007,827
Fees and commission income	21	5,727,580	1,047,073
Other operating income	22	66,820,045	13,840,514
Total operating income (A)		100,037,755	27,269,300
Expenditure			
Salary and allowances	23	5,282,656	1,840,656
Rent, taxes, Insurance, electricity etc.	24	4,313,171	4,080,128
Legal & professional exp.		-	20,000
Postage, stamp, telegram and telephone	25	96,976	28,655
Printing and stationery		187,137	113,712
CDBL & other expenses		876,019	331,362
Director remuneration		235,750	172,500
Depreciation and Amortization	26	1,309,836	1,101,764
Others expenses	27	3,144,898	1,503,540
Total operating expenditure (B)		15,446,443	9,192,317
Profit/(loss) before provision and Tax(C=A-B)		84,591,312	18,076,983
Provision for diminution in value of investment (D)	Annexure-B	17,518,313	3,042,164
Profit/(loss) before Tax(E=C-D)		67,072,999	15,034,820
Provision for taxation		15,289,144	5,011,981
Current tax	30	15,610,907	4,261,051
Deferred tax	16	(321,763)	750,930
Net profit after tax and provision		51,783,855	10,022,839
Other comprehensive income		-	-
Total comprehensive income		51,783,855	10,022,839
Retained earnings brought forward from previous year		9,218,863	(803,976)
Retained earnings surplus		61,002,718	9,218,863
Earning per share (EPS)	31	1.04	0.44

These financial statements should be read in conjunction with annexed notes 1 to 31



Chief Executive Officer



Director



Chairman

Acnabin

ACNABIN
Chartered Accountants

Dhaka

Dated: 13 March 2014

Statement of Cash Flow For the year ended on 31 December 2013

Particulars	Notes	31.12.2013	31.12.2012
A. Cash flows from operating activities:			
Interest receipts	28	18,438,077	12,585,771
Advance income tax paid		(4,803,101)	(1,404,606)
Management expenses		(7,997,121)	(1,439,257)
Fees, commissions, brokerage, etc.	21	5,727,580	1,047,073
Payments to Clients		(26,010,271)	-
Receipt for other operating activities	29	71,243,501	12,329,151
Payment for other operating activities		(2,615,445)	(4,781,032)
Cash payments to suppliers		-	(113,712)
Net cash from operating activities(A)		53,983,220	18,223,388
B. Cash flows from investing activities:			
Purchase of Non Current Assets	Annexure-A	(3,695,828)	(1,180,424)
Purchase of intangible assets	Annexure-A	(41,600)	(2,460,000)
Dividend receipts		5,106,850	699,275
Investment in FDR (Net)		(71,389,587)	(8,986,262)
Investment in share (Net)		(156,229,773)	(142,077,926)
Deposit & other assets		-	67,852,288
Other assets		(725)	(47,039,108)
Other Liabilities		4,910	(10,442,722)
Net cash from used in investing activities(B)		(226,245,752)	(143,634,879)
C. Cash flows from financing activities:			
Share capital from Rupali Bank Limited		-	400,000,000
Loans and advances		-	(76,754,107)
Net cash used in financing activitie (C)		-	323,245,893
D. Net cash outflow for the period (A+B+C)		(172,262,532)	197,834,402
Opening cash and bank balance		219,491,965	21,657,563
Closing cash and bank balance		47,229,433	219,491,965

These financial statements should be read in conjunction with annexed notes 1 to 31



Chief Executive Officer



Director



Chairman

Dhaka

Dated: 13 March 2014

Annexure-S

**Statement of Changes in Equity
For the year ended on 31 December 2013**

Particulars	Paid up Capital Taka	Retained earnings Taka	Balance
Balance as at 01 January 2012	100,000,000	(803,976)	99,196,024
Addition during the period	400,000,000		400,000,000
Net profit during the year		10,022,839	10,022,839
Balance as at 31 December 2012	500,000,000	9,218,863	509,218,863
Balance as at 01 January 2013	500,000,000	9,218,863	509,218,863
Addition during the period		-	-
Net profit during the period		51,783,855	51,783,855
Balance as at 31 December 2013	500,000,000	61,002,718	561,002,718



Chief Executive Officer



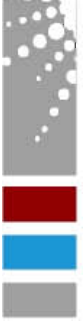
Director



Chairman

Dhaka

Dated: 13 March 2014



Rupali Investment Limited
Notes to the Financial Statements
For the year ended on 31 December 2013

1. Reporting Entity

Rupali Investment Ltd. is a subsidiary company of Rupali Bank Limited, incorporated as a public limited company on 27 October 2010 with the Registrar of Joint Stock Companies, Dhaka vide certificate of incorporation no. C-87824/10 dated 27 October 2010 which has also got its certificate of commencement on the same date. Securities and Exchange Commission (SEC) thereafter issued a full fledged merchant banking license in favor of Rupali Investment Ltd, vide letter no. SEC/Reg/MB/SUB/15/2010/757 dated 09 August 2011 with effect from 09 August 2011. Rupali Bank Limited holds all the shares of the company except for eleven shares being held by eleven individuals.

Principal Activities

The main objectives of the company are to act as, and carry on the business of, a merchant banker, portfolio manager and issue manager and to engage in all types of merchant banking business, including issuing, under writing and portfolio management of securities with the permission of competent authority; to act as fund manager to the issue, trustee to trusts and such other intermediary services as required in the capital and securities markets; to finance, manage and underwrite as lead underwriter in respect of initial public offerings (IPOs).

2. Basis of Preparation

2.1 Basis of presentation of financial statements

(a) The figures appearing in these Financial Statements have been rounded off to the nearest integer.

(b) The financial statements have been prepared on a going concern basis under historical cost convention in accordance with Bangladesh Financial Reporting Standards (BFRS), the Companies Act 1994, Securities and Exchange Rules 1987 and other applicable laws in Bangladesh. Wherever appropriate, such principles are explained in related notes:

2.2 Reporting period

The accounting period of the company under audit covers one year from 1 January to 31 December 2013.

3. Significant Accounting Policies

Accounting policies set out below have been applied consistently to all periods presented in these financial statements.

3.1 Property, plant and equipment

3.1.1 Recognition and measurement

The cost of an item of property, plant and equipments (fixed assets) is recognized as an asset, if and only if it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably.

Property, plant and equipments have been accounted for at cost less accumulated depreciation, Cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent cost of enhancement of an existing assets is recognized as a separate asset, only when it is probable that future economic benefits associated with the item can be measured reliably. All other repair and maintenance are charged to the statement of comprehensive income during the accounting period in which they are incurred.

3.1.2 Depreciation

Depreciation is recognized in the statement of comprehensive income on monthly basis on reducing balance method over the estimated useful lives of each item of property, plant and equipment. In case of acquisition

of fixed assets, depreciation has been charged from the following month of acquisition, whereas no depreciation on assets to be disposed off has been charged from the month of disposal.

Rates of depreciation on various items of property, plant and equipment considering the useful lives of assets are as follows:

Asset category	Rate of depreciation (%)
Furniture and fixtures	10.00
Office and electrical equipment	20.00
Other fixed assets	10.00
Server License	50.00
Softwares	20.00

3.2 Preliminary and pre-operating expenses

3.2.1 Recognition and measurement

These expenses were incurred before incorporation and commencement of operation of the company hereinafter called 'Preliminary and Pre-Operating Expenses' which have been recognized as an asset as per schedule XI of the Companies Act 1994.

3.2.2 Amortization of preliminary and pre-operating expenses

These are amortized over 5 years from the following month of their first utilization starting from the period ended 31 December 2011.

3.3 Advance, deposits and prepayments

Advances are initially measured at cost. After initial recognition, advances are carried at cost less deductions, adjustments or charges to other account heads such as property, plant and equipment etc.

Prepayments are initially measured at cost. After initial recognition, prepayments are carried at cost less charges to Statement of Comprehensive Income.

3.4 Cash and bank balances

Cash and cash equivalents comprise cash in hand and bank balances in short term deposit, which were held and available for use of the company without any restriction.

3.5 Statement of cash flows

Statement of cash flows has been prepared in accordance with the Bangladesh Accounting Standard-7 "Statement of Cash Flows" under direct method.

3.6 Investments

Investments in securities were recognised at cost, being fair value of the consideration given, including acquisition charges associated with the investments. The valuation methods of investments used are:

3.6.1 Investment in listed securities

These are acquired and held primarily for the purpose of selling them in future or held for dividend income and are reported at cost. Unrealised gains are not recognised in the statement of comprehensive income. Provision for diminution in value of investment is provided in the financial statements on those securities whose market price is below the cost of investment.

3.7 Receivables

Receivables are recognized when there is a contractual right to receive cash or another financial asset from another entity.

3.8 Share capital

Ordinary shares are classified as equity when there is no contractual obligation to transfer cash or other financial assets.

3.9 Provision for current taxation

Provision for current income tax has been made @ 37.5% on business income and income from other sources as per Income Tax Ordinance-1984.

3.10 Provision for Deferred Taxation

Deferred tax liabilities are amount of income taxes payable in future periods in respect of taxable temporary differences. Deferred tax assets are the amount of income taxes recoverable in future periods in respect of deductible temporary differences. Deferred tax assets and liabilities are recognized for the future tax consequences of timing differences arising between the carrying value of asset, liabilities, income and expenditure and their respective tax bases. Deferred tax assets and liabilities are measured using tax rates and tax laws that have been enacted or substantially enacted at the date of statement of financial position. The impact on the account of changes in the deferred tax assets and liabilities has also been recognized in the statement of comprehensive income as per BAS-12 "Income Taxes". Details of deferred income tax are stated in note 16.

3.11 Provision for Liabilities

A provision is recognized in the statement of financial position when the company has a legal or constructive obligation as a result of a past event and it is probable that an outflow of economic benefit will be required to settle the obligations, in accordance with the BAS-37 "Provisions, Contingent Liabilities and Contingent Assets".

4. Revenue Recognition

4.1 Interest income

In terms of the provisions of BAS-18 "Revenue", interest income is recognized on accrual basis.

4.2 Earnings per share

Basic earnings per share

Basic earnings per share have been calculated in accordance with BAS-33 "Earnings per Share" which have been shown on the face of statement of comprehensive income. This has been calculated by dividing the basic earnings by the number of ordinary shares outstanding during the year.

4.3 Events after the reporting period

Where necessary, all the material events after the reporting period date have been considered and appropriate adjustment/disclosures have been made in the financial statements.

4.4 Directors' responsibility on financial statements

The board of directors of the company is responsible for the preparation and presentation of these financial statements.

4.5 Related party transaction

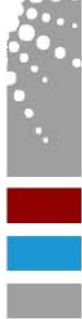
Related party transaction is a transfer of resources, services or obligation between related parties and here the related party transaction is a STD. A/C, CD. A/C and a FDR. A/C maintained with Local Office, Rupali Bank Limited.

4.6 Compliance report on Bangladesh Accounting Standards (BAS) and Bangladesh Financial Reporting Standards (BFRS)

While preparing the financial statements, Rupali Investment Limited applied most of BASs and BFRSs applicable for the reporting period as adopted by The Institute of Chartered Accountants of Bangladesh. Details are given below:

Name of BAS	No.	Status
Presentation of Financial Statements	1	Applied
Inventories	2	Applied
Statement of Cash Flows	7	Applied
Accounting Policies, Changes in Accounting Estimates and Errors	8	N/A
Events after the Reporting Period	10	N/A
Construction Contracts	11	N/A
Income Taxes	12	Applied
Property, Plant and Equipment	16	Applied
Leases	17	N/A
Revenue	18	Applied
Employee Benefits	19	Applied
Accounting for Government Grants and Disclosure of Government Assistance	20	N/A
The Effects of Changes in Foreign Exchange Rates	21	N/A
Borrowing Costs	23	N/A
Related Party Disclosures	24	Applied
Accounting and Reporting by Retirement Benefit Plans	26	N/A
Consolidated and Separate Financial Statements	27	N/A
Investment in Associates	28	N/A
Financial Reporting in hyperinflationary Economics	29	N/A
Financial Instruments: Presentation	32	Applied
Earnings per Share	33	Applied
Interim Financial Reporting	34	N/A
Impairment of Assets	36	Applied
Provisions, Contingent Liabilities and Contingent Assets	37	Applied
Intangible Assets	38	Applied
Financial Instruments: Recognition and Measurement	39	Applied
Investment Property	40	N/A
Agriculture	41	N/A

Name of the BFRS	No.	Status
First-time adoption of Bangladesh Financial Reporting Standards	1	N/A
Share-based Payment	2	N/A
Business Combinations	3	N/A
Insurance Contracts	4	N/A
Non-current Assets Held for Sale and Discontinued Operations	5	N/A
Exploration for and Evaluation of Mineral Resources	6	N/A
Financial Instrument Disclosure	7	Applied
Operating Segments	8	N/A
Consolidated Financial Statements	10	N/A
Joint Arrangements	11	N/A
Disclosure of Interests in Other Entities	12	N/A
Fair Value Measurement	13	N/A



Notes	Amount in Taka 31.12.2013	Amount in Taka 31.12.2012
5 Cash and bank balance		
Cash in hand	15,467	10,026
Cash at bank		
Rupali Bank SND A/c (1733)	4,619,623	210,490,567
Rupali Bank CD (91811)	1,599,124	-
Rupali Bank SND A/c (1813)	40,995,219	8,991,372
	47,213,966	219,481,939
	<u>47,229,433</u>	<u>219,491,965</u>
6 Investment in FDR		
FDR A/C (350401297)	99,091,377	88,986,261
FDR A/C (350423643)	10,214,078	-
FDR A/C (350423633)	10,214,078	-
FDR A/C (350423663)	10,214,078	-
FDR A/C (350423653)	10,214,078	-
FDR A/C (350423623)	10,214,078	-
FDR A/C (350423613)	10,214,078	-
	<u>160,375,848</u>	<u>88,986,261</u>
7 Investment in shares (own portfolio) at cost		
Portfolio Investment	299,452,750	142,077,926
	<u>299,452,750</u>	<u>142,077,926</u>
(Details in Annexure-D)		
8 Advances, deposits and prepayments		
Office Rent	8.1 695,808	695,808
Advance income tax	8.2 4,518,665	1,670,132
	<u>5,214,473</u>	<u>2,365,940</u>
8.1 Advance office rent will be adjusted with in the next 12 months of the balance sheet date		
8.2 Advance income tax		
Opening Balance	1,670,132	265,526
During the year:		
Advance income tax deducted on FDR	1,354,954	999,584
Advance income tax deducted on SND Account	487,844	258,993
Advance income tax deducted on dividend income	969,735	139,855
Advance income tax deducted on Underwriting Commission	36,000	-
Advance income tax deducted on Rental income	-	6,174
	<u>4,518,665</u>	<u>1,670,132</u>
9 Accounts receivable		
Receivable from ICB (Broker)- Own	107,934,238	36,127
Receivable from ICB (Broker)-IDA	46,773,373	46,680,981
Dividend receivable	-	517,875
Broker receivable Portfolio loan IDA	-	72,000
	<u>154,707,611</u>	<u>47,306,983</u>
10 Fixed Assets		
Property, plant and equipment	10.1 6,221,810	3,388,360
Software and server license	10.2 1,528,758	1,940,659
	<u>7,750,568</u>	<u>5,329,019</u>
10.1 Property, Plant and equipment		
Add: Addition during the period	4,063,012	2,882,588
Less: Disposal during the period	3,695,828	1,180,424
Closing balance (A)	(6,050)	-
	<u>7,752,790</u>	<u>4,063,012</u>
Accumulated Depreciation:		
Opening balance	674,653	92,230
Add: Addition during the period	856,327	582,422
Less: Disposal during the period	-	-
Closing balance (B)	1,530,980	674,652
Written down value (A-B)	<u>6,221,810</u>	<u>3,388,360</u>



Notes	Amount in Taka 31.12.2013	Amount in Taka 31.12.2012
10.2 Software and server license		
Opening balance	2,460,000	-
Add: Addition during the period	41,600	2,460,000
Less: Disposal during the period	-	-
Closing balance (A)	2,501,600	2,460,000
Accumulated Depreciation:		
Opening balance	519,333	-
Add: Addition during the period	453,509	519,341
Less: Disposal during the period	-	-
Closing balance (A)	972,842	519,341
Written down value (A-B)	1,528,758	1,940,659
11 Other assets		
Advance office rent	869,760	1,565,568
Preliminary expenses	1,000,697	1,523,041
Security deposit	250,000	250,000
Suspense Account	725	-
	2,121,182	3,338,609
11.1 Preliminary expenses	1,523,041	2,045,386
Less: Written off during the year	(522,344)	(522,345)
	1,000,697	1,523,041
12 Accounts payable		
Accounts payable to ICB (OWN)	112,451,990	3,403,828
Payable to ICB(Broker)-IDA	63,342,452	30,493,919
Software maintenance expenses	289,456	-
VAT	-	27,000
Others payable	69,000	30,000
	176,152,898	33,954,747
13 Provision for expenses		
Retirement benefit	420,000	220,000
Performance benefit	1,336,330	181,400
Electricity bill	460,000	100,000
Water & Swerege	4,000	-
CDBL expenses	51,456	-
Providend fund contribution	227,997	-
	2,499,783	501,400
14 Provision for diminution in value of investment		
Opening balance	3,042,164	-
Add: provision during the year	17,518,313	3,042,164
	20,560,477	3,042,164

As per BSEC directive ref. no. SEC/Mukhoparto/2011/662, provision was made @ 20% for unrealised loss on own portfolio investment as of December 31, 2012. Since, unrealised loss has increased considerably as of December 31, 2013, provision @ 45% instead of BSEC directive of 20% for unrealised loss on own portfolio investment has been made during the year under audit. As a result a total of Tk. 20,560,477 (including opening provision) has been kept as provision for unrealised loss on own portfolio investment, which is 52.81% of the unrealised loss as of December 31,2013.

Notes	Amount in Taka 31.12.2013	Amount in Taka 31.12.2012
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15 Current tax liabilities

Opening balance	4,274,327	13,276
Add: provision made during the year	15,610,907	4,261,051
Less: Adjustment made during the year	1,954,568	-
	17,930,666	4,274,327

16 Deferred Tax liabilities

Deferred tax liabilities recognized in accordance with the provisions of BAS 12: Income taxes, is arrived as follows

Balance as at 1 January	823,416	72,486
Addition/(reversal) during the year	(321,763)	750,930
Balance as at 31 December	501,653	823,416

17 Other liabilities

Sales receivable in transit(IDA)	4,087,763	33,497,611
Cheque in Transit	83,800	-
Deposit control account (IDA)	1,144,959	456,930
Welfare Fund	3,650	-
Transport Fund	1,100	-
Stamps deducted from Employees	160	-
	5,321,432	33,954,541

18 Share Capital

Authorized Capital 50,00,00,000 ordinary Shares of Tk.10/- each	5,000,000,000	5,000,000,000
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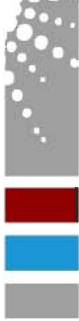
Paid-up Capital

Paid-up Capital as per subscription clause: 10,00,00,000 Shares of Tk.10/- each	1,000,000,000	1,000,000,000
Less: Capital not yet paid	500,000,000	500,000,000
	500,000,000	500,000,000

19 Retained earnings

Opening balance	9,218,863	(803,976)
Add. Current year	51,783,855	10,022,839
	61,002,718	9,218,863

Notes	Amount in Taka 31.12.2013	Amount in Taka 31.12.2012
20 Interest on margin loan /Interest income		
Interest on portfolio loan-IDA	13,900,971	2,373,886
	<u>13,900,971</u>	<u>2,373,886</u>
21 Fees and commission income		
Portfolio management fee-IDA	1,520,067	334,248
Settlement fee-IDA	4,207,513	712,825
	<u>5,727,580</u>	<u>1,047,073</u>
22 Other income /other operating income		
Bank interest income A/C: 1813	1,000,585	660,902
Bank interest income A/C: 1733	3,887,955	1,929,023
Realized gain	56,593,005	9,715,772
Documentation charge-IDA	152,500	32,500
Dividend Income for Own	4,588,975	1,217,150
Miscellaneous income	49,650	7,248
IPO application charges	16,875	72,000
Underwriting commission	360,000	-
CDBL income	169,500	-
BO Account Closing Fees	1,000	-
Rental income from subvalley	-	205,919
	<u>66,820,045</u>	<u>13,840,514</u>
23 Salary and allowances		
Basic salary	2,047,600	900,719
House rent allowance	892,543	375,715
House Maintenance	56,290	-
Medical allowance	102,535	38,041
Conveyance allowance (salary)	2,860	950
Washing charge	1,430	-
VAT (Salary)	118,306	-
Over time	38,120	4,131
Deputation allowance	133,351	-
Bonus & Incentive	1,689,619	301,100
Retirement benefit	200,000	220,000
	<u>5,282,656</u>	<u>1,840,656</u>
24 Rent, taxes, insurance, electricity etc.		
Rent expenses	3,792,154	3,792,154
Vehicle Insurance	83,798	-
Vehicle fuel & Maintenance	58,320	-
Electricity bill	360,000	287,299
Water & Sewerage	18,899	-
VAT	-	675
	<u>4,313,171</u>	<u>4,080,128</u>
25 Postage, stamp, telegram and telephone		
Postage and stamps	8,594	10,455
Telephone & Mobile bill	88,382	18,200
	<u>96,976</u>	<u>28,655</u>
26 Depreciation and amortization		
Depreciation	856,327	582,422
Amortization	453,509	519,342
	<u>1,309,836</u>	<u>1,101,764</u>



27 Others expenses

	Amount in Taka 31.12.2013	Amount in Taka 31.12.2012
Welfare and recreation	443,000	193,650
Conveyance & allowance	48,890	34,957
Entertainment	182,268	187,716
Cookeries and households	4,090	-
Repairs and maintenance	30,665	91,480
P.O.L expenses	59,365	67,446
Advertisement	189,000	-
Training expenses	17,900	1,500
Fees paid	399,597	107,000
Internet expenses	155,250	96,250
Board meeting expenses	146,864	-
AGM expenses	179,705	-
Audit fees	34,500	-
News paper and periodicals	8,913	2,240
Bank charges & Excise Duty	74,430	22,010
Providend fund contribution	227,997	-
Software maintenance expenses	289,456	-
Write off preliminary expenses	522,345	522,345
Miscellaneous expenses	130,663	142,446
Total	3,144,898	1,469,040

28 Interest receipts

Interest in SND account #240001813	1,000,585	-
Interest in SND account #240001733	3,887,955	2,589,925
Interest in FDR	13,549,537	9,995,846
Total	18,438,077	12,585,771

29 Receipts from other operating activities

Interest on portfolio loan-IDA	13,900,971	2,373,886
Documentation charge-IDA	152,500	32,500
Realization gain/loss	56,593,005	9,715,772
Miscellaneous income	49,650	7,248
IPO application charges	16,875	-
Underwriting commission	360,000	-
CDBL income	169,500	-
BO Account Closing Fees	1,000	-
Rental income from sub valley	-	199,745
Total	71,243,500	12,329,151

30 Current tax expenses

Heads of Income	Amount	Rate	Tax Liability	Tax Liability
Business income	5,617,797	37.50%	2,106,674	0
Capital gain	56,593,005	10.00%	5,659,300	1,457,366
Dividend income	4,578,975	20.00%	915,795	243,430
Income from other sources	18,477,700	37.50%	6,929,138	2,560,255
Total			15,610,907	4,261,051

31 Earnings per share (EPS)

Total comprehensive income (A)	51,783,855	10,022,839
Weighted Average Number of Shares (B)	50,000,000	22,863,014
EPS (A/B)	1.04	0.44

Rupali Investment Limited
Schedule of Depreciation
As at 31 December 2013

Annexure-A

Particulars	Cost			Rate %	Balance as on 31.12.2013	Depreciation			Written down value as on 31.12.2013 (5-10)	
	Balance as on 01.01.2013	Addition during the period	Adjustment/ Disposal during the period			Balance as on 01.01. 2013	Charges during the period	Adjustment/ Disposal during the period		Balance as on 31.12.2013 (7+8-9)
1	2	3	4	6	5=(2+3+4)	7	8	9	10	11
Furniture and fixture	496,548	69,130	-	10%	565,678	52,667	45,913	-	98,580	467,098
Office fitting & renovation	930,688	-	-	10%	930,688	114,009	81,668	-	195,677	735,011
Office equipment	2,635,776	280,971	6,050	20%	2,910,697	507,977	449,936	-	957,913	1,952,784
Motor Vehicle	-	3,345,727	-	20%	3,345,727	-	278,810	-	278,810	3,066,917
	4,063,012	3,695,828	6,050		7,752,790	674,653	856,327	-	1,530,980	6,221,810

Rupali Investment Limited
Schedule of Amortization
As at December 31, 2013

Particulars	Cost			Rate %	Balance as on 31.12.2013	Amortization			Written down value as on 31.12.2013 (5-10)	
	Balance as on 01.01.2013	Addition during the period	Adjustment/ Disposal during the period			Balance as on 01.01. 2013	Charges during the period	Adjustment/ Disposal during the period		Balance as on 31.12.2013 (7+8-9)
1	2	3	4	6	5=(2+3+4)	7	8	9	10	11
Server License	330,000	-	-	50%	330,000	137,500	96,250	-	233,750	96,250
Software	2,130,000	41,600	-	20%	2,171,600	381,833	357,259	-	739,092	1,432,508
	2,460,000	41,600	-		2,501,600	519,333	453,509	-	972,842	1,528,758



**Rupali Investment Limited
Investment in shares (Own Portfolio)
As at 31 December 2013**

Annexure-B

Sl.No.	Instrument	Quantity	Rate	Total Cost	M. rate	Market value	Gain / loss
1	Fas Finance & Investment Ltd	118,000.00	17.00	2,005,903.80	14.90	1,758,200.00	(247,703.80)
2	Lafarge Surma Cement	400,000.00	33.59	13,434,665.70	33.50	13,400,000.00	(34,665.70)
3	Premier Leasing	119,350.00	23.60	2,817,223.20	10.00	1,193,500.00	(1,623,723.20)
4	Active Fine Chemicals Limited	100,000.00	90.57	9,056,510.65	82.30	8,230,000.00	(826,510.65)
5	BSCCL	91,020.00	212.28	19,321,348.27	168.10	15,300,462.00	(4,020,886.27)
6	City General Insurance	64,900.00	29.56	1,918,568.49	27.50	1,784,750.00	(133,818.49)
7	Delta Life Insurance	42,000.00	280.37	11,775,704.40	266.70	11,201,400.00	(574,304.40)
8	EXIM Bank Limited	361,000.00	13.98	5,048,396.64	12.90	4,656,900.00	(391,496.64)
9	Fareast Islami Life Insurance	204,567.00	107.59	22,008,650.76	96.00	19,638,432.00	(2,370,218.76)
10	Grameen MF One	138,500.00	65.85	9,119,703.00	44.80	6,204,800.00	(2,914,903.00)
11	Grameen Phone Limited	80,200.00	203.77	16,342,092.35	200.90	16,112,180.00	(229,912.35)
12	IDLC	256,400.00	71.46	18,321,690.24	62.90	16,127,560.00	(2,194,130.24)
13	Islami Bank Limited	210,010.00	39.04	8,199,344.28	34.60	7,268,346.00	(932,998.28)
14	Jamuna Oil Company Ltd.	110,000.00	225.24	24,776,421.56	191.80	21,098,000.00	(3,678,421.56)
15	Khulna Power Co. Limited	200,000.00	54.43	10,885,980.14	49.10	9,820,000.00	(1,065,980.14)
16	Meghna Petroleum Ltd.	143,760.00	234.97	33,779,972.09	211.00	30,333,360.00	(3,446,612.09)
17	Mobil Jamuna (BD) Limited	50,000.00	76.35	3,817,654.78	75.10	3,755,000.00	(62,654.78)
18	National Bank Limited	466,800.00	19.70	9,194,452.20	11.80	5,508,240.00	(3,686,212.20)
19	Orion Pharma Limited	141,700.00	72.01	10,204,501.98	58.70	8,317,790.00	(1,886,711.98)
20	Power Grid Co. of BD	105,000.00	62.62	6,575,124.00	52.80	5,544,000.00	(1,031,124.00)
21	Prime Insurance	91,000.00	34.50	3,139,857.47	32.30	2,939,300.00	(200,557.47)
22	RAK Ceramics (BD) Ltd.	52,800.00	54.01	2,851,648.67	53.30	2,814,240.00	(37,408.67)
23	Sandhani Life Insurance	60,450.00	76.64	4,633,164.00	72.20	4,364,490.00	(268,674.00)
24	Singer Bangladesh Limited	38,650.00	194.01	7,498,622.31	186.80	7,219,820.00	(278,802.31)
25	Summit Purbachol Power Company Limited	111,000.00	69.00	7,659,393.09	61.60	6,837,600.00	(821,793.09)
26	Titas Gas T & D Co. Ltd.	140,250.00	88.04	12,347,041.09	73.80	10,350,450.00	(1,996,591.09)
27	Unique hotel & resort limited	120,000.00	107.10	12,852,122.94	78.00	9,360,000.00	(3,492,122.94)
28	United Airways (BD) Limited	263,200.00	17.77	4,678,027.38	16.40	4,316,480.00	(361,547.38)
29	Uttara Bank Limited	68,740.00	32.83	2,256,913.76	31.10	2,137,814.00	(119,099.76)
Total				296,520,699.24		257,591,114.00	(38,929,585.24)

Opening Balance of Provision for diminution in value of investment @20%

(3,042,164)

Provision made during the year for diminution in value of investment @45%

(17,518,313)

Closing Balance of Provision for diminution in value of investment**(20,560,477)****Percentage of Provision for diminution in value of investment****52.81%**

Rupali Investment Limited
Investment in shares (Own portfolio)

Sl.No.	NAME OF THE COMPANY	Book Value		Market Value	
		31.12.2013	31.12.2012	31.12.2013	31.12.2012
	Banks				
1	EXIM Bank Limited	5,048,397	-	4,656,900	-
2	Islami Bank Limited	8,199,344	3,507,400	7,266,346	3,595,200
3	National Bank Limited	9,194,452	-	5,508,240	-
4	Uttara Bank Limited	2,256,914	4,051,474	2,137,814	3,619,500
5	Bank Asia	-	1,165,677	-	989,000
	Financial Institutions				
1	Fas Finance & Investment Ltd	2,005,904	-	1,758,200	-
2	Premier Leasing	2,817,223	2,031,354	1,193,500	1,047,375
3	IDLC	18,321,690	-	16,127,560	-
4	BD Fin & Inv. Co. Ltd	122,431	-	129,001	-
	Mutual Funds				
1	Grameen MF One	9,119,703	-	6,204,800	-
	Insurance				
1	City General Insurance	1,918,568	-	1,784,750	-
2	Delta Life Insurance	11,775,704	-	11,201,400	-
3	Fareast Islami Life Insurance	22,008,651	-	19,638,432	-
4	Sandhani Life Insurance	4,633,164	-	4,364,490	-
5	Prime Insurance	3,139,857	-	2,939,300	-
6	Asia Insurance	2,809,620	-	2,850,360	-
7	National Life Insurance	-	12,587,724	-	10,957,740
8	Popular Life Insurance	-	1,963,418	-	1,422,900
	Cement				
1	Lafarge Surma Cement	13,434,666	2,297,084	13,400,000	1,974,000
	Pharmaceuticals & Chemicals				
1	Active Fine Chemicals Limited	9,056,511	-	8,230,000	-
2	Orion Pharma Limited	10,204,502	-	8,317,790	-
3	Square Pharmaceuticals Ltd.	-	46,834,952	-	43,145,414
	Fuel & Power				
1	Jamuna Oil Company Ltd.	24,776,422	1,531,055	21,098,000	1,160,250
2	Khulna Power Co. Limited	10,885,980	-	9,820,000	-
3	Meghna Petroleum Ltd.	33,779,972	2,600,540	30,333,360	2,163,525
4	Mobil Jamuna (BD) Limited	3,817,655	-	3,755,000	-
5	Power Grid Co. of BD	6,575,124	-	5,544,000	-
6	Titas Gas T & D Co. Ltd.	12,347,041	5,039,462	10,350,450	3,771,075
7	Summit Purbachol Power Company Limited	7,659,393		6,837,600	
	Travel and Leisure				
1	Unique hotel & resort limited	12,852,123	-	9,360,000	-
2	United Airways (BD) Limited	4,678,027	-	4,316,480	-
1	BSCCL	19,321,348	447,023	15,300,462	438,570
2	Grameen Phone Limited	16,342,092	37,010,067	16,112,180	34,230,000
3	RAK Ceramics (BD) Ltd.	2,851,649	-	2,814,240	-
4	Singer Bangladesh Limited	7,498,622	8,114,155	7,219,820	8,344,485
5	Apex Adelchil Footwear	-	3,031,451	-	2,311,000
6	Atlas Bangladesh Limited	-	9,724,810	-	7,559,475
7	Generation Next Fashion	-	140,280	-	137,600
	Total	299,452,750	142,077,926	260,570,475	126,867,109



Annexure-T

**Auditors' Report
&
Financial Statements (RIL)**

Rupali Bank Securities Limited

Auditor's Report to the Shareholders of Rupali Bank Securities Limited

We have audited the accompanying financial statements of Rupali Bank Securities Limited ("the Company") which comprise the statement of financial position as at 31 December 2013, statement of comprehensive income, statement of changes in equity and statement of cash flows for the period from 29 August 2013 to 31 December 2013 and a summary of significant accounting policies and other explanatory information disclosed in Note-1 to 13 to the financial statements.

Management's Responsibility for the Financial Statements

Management of Rupali Bank Securities Limited is responsible for the preparation and fair representation of financial statements in accordance with Bangladesh Financial Reporting Standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Bangladesh Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements presents fairly, in all material respects, the financial position of Rupali Bank Securities Limited as at 31 December 2013, and its financial performance and its Cash Flows for the period then ended in accordance with Bangladesh Financial Reporting Standards (BFRSs).

Emphasis of Matter

We draw attention to the following matters, though our opinion is not qualified in respect of the same:

- i. As disclosed under share capital on the face of the Statement of Financial Position, though the subscription clause of the Memorandum of Association of the Company states that the paid up share capital is Tk.1,000,000,000, only an amount of Tk.500,000,000 has been received from Rupali Bank Limited as paid up capital till date. The balance of the amount (50% of the total paid up capital i.e. Tk.500,000,000) still remains unpaid, though more than eight months have already elapsed from the date of incorporation of the Company. In addition, neither any share has yet been issued against the share money received, nor any share register is maintained; and
- ii. Proper books of accounts as required by law have not yet been kept by the Company.

We further report that:

1. we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purpose of our audit and made due verification thereof; and
2. the Company's statement of financial position and statement of comprehensive income dealt with by the report are in agreement with the books of accounts and returns.

Dhaka

Dated : 20 January 2013


Acnabin

ACNABIN
Chartered Accountants

Statement of Financial Position as at 31 December 2013

Particulars	Notes	Amount in Taka
		31.12.2013
Property and Assets		
Cash and Bank Balances	5	174,504,613
Fixed Asset	6	216,500
DSE Membership	7	321,200,000
DSE Membership Club Fee		500,000
Advances, Deposits & Prepayments	8	78,124
Total Assets		496,499,237
Liabilities and Capital		
Professional Fee Payable	9	120,000
VAT Payable on Professional Fee		18,000
Provision for Current Tax	10	1,906
Capital/Shareholders' Equity		
Share Capital	11	500,000,000
Retained Earnings	12	(3,640,669)
Total Shareholders' Equity		496,359,331
Total Liabilities and Shareholders' Equity		496,499,237

These Financial Statements should be read in conjunction with the accompanying notes which constitute an integral part thereof.



Chief Executive Officer



Director



Director

Dhaka
Dated : 20 January 2013



ACNABIN
Chartered Accountants

Annexure-T

Statement of Comprehensive Income
For the period from 29 August 2013 to 31 December 2013

Particulars	Notes	Amount in Taka
		29 August 2013 to 31 December 2013
Income		
Bank Interest		381,244
Total pre-operating income (A)		381,244
Preliminary and Pre-Operating Expenditure		
Salary and Allowances		1,201,402
Registration Fee to RJSC		2,287,905
BSEC for Consent of Raising Paid up Capital		245,093
Bank Charges		5,345
Fuel & Gas for Vehicle		13,484
Stamp & Notary		20,555
Internet Bill		5,550
Conveyance		7,420
Mobile Bill		7,500
Printing Stationary & Others		50,283
Entertainment		37,470
Professional Fee		138,000
Total Preliminary and Pre-operating Expenditure (B)		4,020,007
Profit/(loss) before provision and Tax(C=A-B)		(3,638,763)
Provision for diminution in value of investment(D)		-
Profit/(loss) before tax (E=C-D)		(3,638,763)
Provision for Taxation		1,906
Current Tax		1,906
Deferred Tax		-
Net profit after tax and provision		(3,640,669)
Other Comprehensive Income		-
Total comprehensive income		(3,640,669)
Retained Earnings Brought Forward from Previous Year		-
Retained earnings surplus		(3,640,669)
Earnings per share (EPS)		(0.07)

These Financial Statements should be read in conjunction with the accompanying notes which constitute an integral part thereof.



Chief Executive Officer



Director



Director

Dhaka

Dated : 20 January 2013

Acnabin
ACNABIN
Chartered Accountants

Statement of Cash Flows
For the period from 29 August 2013 to 31 December 2013

Particulars	Notes	Amount in Taka 29 August 2013 to 31 December 2013
Cash Flows from Operating Activities		
Bank Interest Income Received		381,244
Advance Income Tax		(38,124)
Net Cash Used by Operating Activities (A)		<u>343,120</u>
Cash Flows from Investing Activities		
Purchase of Fixed Asset		(216,500)
Purchase of DSE Membership		(321,200,000)
DSE Membership Club Fee		(500,000)
Preliminary and Pre-Operation Expense	13	(3,882,007)
Pay Order to BSEC for Broker License		(20,000)
Pay Order to BSEC for Dealer License		(20,000)
Net Cash Used by Investing Activities (B)		<u>(325,838,507)</u>
Cash Flows from Financing Activities		
Received from Rupali Bank Ltd. (Share Capital)		500,000,000
Net Cash Flows from Financing Activities (C)		<u>500,000,000</u>
Net Cash Flows for the year (A+B+C)		<u>174,504,613</u>
Add: Cash & Cash Equivalents at beginning of the year		-
Cash & Cash Equivalents at the End of the Period		<u>174,504,613</u>

Annexure-T

These Financial Statements should be read in conjunction with the accompanying notes which constitute an integral part thereof.



Chief Executive Officer



Director



Director

Dhaka
Dated : 20 January 2013



ACNABIN
Chartered Accountants

Statement of Changes in Equity
For the period from 29 August 2013 to 31 December 2013

Particulars	Amount in Taka		
	Paid-up Capital	Retained Earnings	Total
Share Capital	500,000,000	-	500,000,000
Net Loss during the period		(3,640,669)	(3,640,669)
Balance as at 31 December 2013	500,000,000	(3,640,669)	496,359,331



Chief Executive Officer



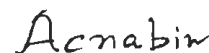
Director



Director

Dhaka

Dated : 20 January 2013



ACNABIN
Chartered Accountants

Annexure-T

Rupali Bank Securities Limited
Notes to the Financial Statements
For the period from 29 August 2013 to 31 December 2013

1. Reporting Entity

Rupali Bank Securities Limited was incorporated on the 29th August 2013 vide RJSC Registration No.C-110969/13 under the Companies Act, 1994 as a limited company. It is a subsidiary company of Rupali Bank Limited. Rupali Bank Limited holds all the shares of the company except for twelve shares being held by twelve individuals. The Company has purchased a membership from Dhaka Stock Exchange bearing DSE TREC No. 246.

Principal Activities

The main objective of the company is to act as, and carry on the business of a Stock Broker & Stock Dealer and to engage in all types of Stock Broking business, that is to buy, sell, and deal in, shares, stocks, debentures, bonds, to open BO Account, to provide margin loan, to pledge shares and to work as a panel broker to merchant banks and market makers with the permission of competent authority; and to provide such other intermediary services as required in the capital and securities market.

2. Basis of Preparation

2.1 Basis of presentation of financial statements

(a) The figures appearing in these Financial Statements have been rounded off to the nearest integer.

(b) The financial statements have been prepared on a going concern basis under historical cost convention in accordance with Bangladesh Financial Reporting Standards (BFRS), the Companies Act 1994, Securities and Exchange Rules 1987 and other applicable laws in Bangladesh. Wherever appropriate, such principles are explained in related notes.

2.2 Reporting period

The accounting period of the company under audit is from 29 August 2013 to 31 December 2013.

3. Significant Accounting Policies

Accounting policies set out below have been applied consistently to all periods presented in these financial statements. □

3.1 Property, plant and equipment

3.1.1 Recognition and measurement

The cost of an item of property, plant and equipments (fixed assets) is recognized as an asset, if and only if it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably.

Property, plant and equipments have been accounted for at cost less accumulated depreciation, Cost includes expenditure that is directly attributable to the acquisition of the items.



Subsequent cost of enhancement of an existing assets is recognized as a separate asset, only when it is probable that future economic benefits associated with the item can be measured reliably. All other repair and maintenance are charged to the statement of comprehensive income during the accounting period in which they are incurred.

3.1.2 Depreciation

Depreciation is charged in the statement of comprehensive income on monthly basis on reducing balance method over the estimated useful lives of each item of property, plant and equipment. In case of acquisition of fixed assets, depreciation has been charged from the following month of acquisition, whereas no depreciation on assets to be disposed off has been charged from the month of disposal.

Rates of depreciation on various items of property, plant and equipment considering the useful lives of assets are as follows:

Asset category	Rate of depreciation (%)
Furniture and fixtures	10
Office and electrical equipment	20
Other fixed assets	10
Server license	50
Software	20

3.3 Advance, Deposits and Prepayments

Advances are initially measured at cost. After initial recognition, advances are carried at cost less deductions, adjustments or charges to other account heads such as property, plant and equipment etc.

Prepayments are initially measured at cost. After initial recognition, prepayments are carried at cost less charges to Statement of Comprehensive Income.

3.4 Cash and Bank Balances

Cash and cash equivalents comprise cash in hand and bank balances in short term deposit, which were held and available for use of the company without any restriction.

3.5 Statement of Cash Flows

Statement of cash flows has been prepared in accordance with the Bangladesh Accounting Standard-7 "Statement of Cash Flows" under direct method.

3.6 Receivables

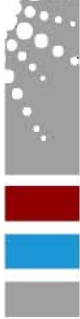
Receivables are recognized when there is a contractual right to receive cash or another financial asset from another entity.

3.7 Share Capital

Ordinary shares are classified as equity when there is no contractual obligation to transfer cash or other financial assets.

3.8 Provision for Current Taxation

Provision for current income tax has been made as per Income Tax Ordinance-1984.



3.09 Provision for Deferred Taxation

Deferred tax liabilities are amount of income taxes payable in future periods in respect of taxable temporary differences. Deferred tax assets are the amount of income taxes recoverable in future periods in respect of deductible temporary differences. Deferred tax assets and liabilities are recognized for the future tax consequences of timing differences arising between the carrying value of asset, liabilities, income and expenditure and their respective tax bases. Deferred tax assets and liabilities are measured using tax rates and tax laws that have been enacted or substantially enacted at the date of statement of financial position. The impact on the account of changes in the deferred tax assets and liabilities has also been recognized in the statement of comprehensive income as per BAS-12 "Income Taxes".

3.10 Provision for Liabilities

A provision is recognized in the statement of financial position when the company has a legal or constructive obligation as a result of a past event and it is probable that an outflow of economic benefit will be required to settle the obligations, in accordance with the BAS-37 "Provisions, Contingent Liabilities and Contingent Assets".

3.11 Rearrangement and restatement of information

Comparative information has been rearranged wherever considered necessary to conform to the current year's presentation. Comparative information on EPS has been restated to correctly arrive at the figure.

4. Revenue Recognition

4.1 Interest income

In terms of the provisions of BAS-18 "Revenue", interest income is recognized on accrual basis.

4.2 Earnings per share

Basic earnings per share

Basic earnings per share have been calculated in accordance with BAS-33 "Earnings per Share" which have been shown on the face of statement of comprehensive income. This has been calculated by dividing the basic earnings by the number of ordinary shares outstanding during the year.

4.3 Events after the reporting period

Where necessary, all the material events after the reporting period date have been considered and appropriate adjustment/disclosures have been made in the financial statements.

4.4 Directors' responsibility on financial statements

The board of directors of the company is responsible for the preparation and presentation of these financial statements.

4.5 Related party transaction

Related party transaction is a transfer of resources, services or obligation between related parties and here the related party transaction is a STD. A/C and a CD. A/C maintained with Local Office, Rupali Bank Limited.

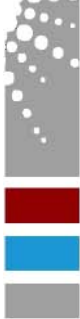




4.6 Compliance report on Bangladesh Accounting Standards (BAS) and Bangladesh Financial Reporting Standards (BFRS)

While preparing the financial statements, Rupali Bank Securities Limited applied most of BASs and BFRSs applicable for the reporting period as adopted by Institute of Chartered Accountants of Bangladesh. Details are given below:

Name of BAS	No.	Status
Presentation of Financial Statements	1	Applied
Inventories	2	N/A
Statement of Cash Flows	7	Applied
Accounting Policies, Changes in Accounting Estimates and Errors	8	N/A
Events after the Reporting Period	10	N/A
Construction Contracts	11	N/A
Income Taxes	12	Applied
Property, Plant and Equipment	16	Applied
Leases	17	N/A
Revenue	18	Applied
Employee Benefits	19	Applied
Accounting for Government Grants and Disclosure of Government Assistance	20	N/A
The Effects of Changes in Foreign Exchange Rates	21	N/A
Borrowing Costs	23	N/A
Related Party Disclosures	24	Applied
Accounting and Reporting by Retirement Benefit Plans	26	N/A
Consolidated and Separate Financial Statements	27	N/A
Investment in Associates	28	N/A
Financial Reporting in hyperinflationary Economics	29	N/A
Financial Instruments: Presentation	32	Applied
Earnings per Share	33	Applied
Interim Financial Reporting	34	N/A
Impairment of Assets	36	Applied
Provisions, Contingent Liabilities and Contingent Assets	37	Applied
Intangible Assets	38	Applied
Financial Instruments: Recognition and Measurement	39	Applied
Investment Property	40	N/A
Agriculture	41	N/A
Name of the BFRS	No.	Status
First time adoption	1	N/A
Share-based Payment	2	N/A
Business Combinations	3	N/A
Insurance Contracts	4	N/A
Non-current Assets Held for Sale and Discontinued Operations	5	N/A
Exploration for and Evaluation of Mineral Resources	6	N/A
Financial Instrument Disclosure	7	Applied
Operating Segments	8	N/A
Consolidated Financial Statements	10	N/A
Joint Arrangements	11	N/A
Disclosure of Interests in Other Entities	12	N/A
Fair Value Measurement	13	N/A



	31.12.2013
5.00 Cash and Bank Balances	
At Bank	
Rupali Bank Ltd. (RSCB) CD A/C	1,722,275
Rupali Bank Ltd. (Local Office) STD A/C	172,774,600
	174,496,875
Petty Cash	7,738
	174,504,613
6.00 Fixed Asset	
Furniture and Fixtures	98,000
Computer and Accessories	118,500
	216,500
7.00 DSE Membership	
Paid for DSE membership purchase	320,200,000
DSE Entrance Fee	1,000,000
	321,200,000
8.00 Advance Deposits and Prepayments	
AIT on Bank Interest	38,124
Advance for Broker License Fee to BSEC	20,000
Advance for Dealer License Fee to BSEC	20,000
	78,124
9.00 Professional Fee	
Professional Fee includes company formation fee and annual audit fee	
10.00 Provision for Current Tax	
The Company irrespective of its profit or loss in the period or claiming of allowances including the netting of loss or deduction allowed under the Income Tax Ordinance 1984 is liable to pay minimum tax at the rate of zero point five zero percent (0.50%) of the amount representing such company's gross receipts under section 16CCC of the said Ordinance. Minimum tax arose for the period is taka 1,906.	
11.00 Share Capital	
11.01 Authorized Capital	
500,000,000 Ordinary Shares of Tk. 10/- each.	5,000,000,000
11.02 Paid-up Capital	
Issued & Paid-up Capital: 50,000,000 shares of Tk. 10/- each	500,000,000
	500,000,000
12.00 Retained Earnings	
Current Year	(3,640,669)
	(3,640,669)
13.00 Preliminary and Pre-Operation Expenses	
Registration Fee to RJSC	2,287,905
BSEC for Consent of Raising Paid up Capital	245,093
Salary & Allowances	1,201,402
Bank Charges	5,345
Fuel & Gas for Vehicle	13,484
Stamp & Notary	20,555
Internet bill	5,550
Conveyance	7,420
Mobile bill	7,500
Printing Stationary & Others	50,283
Entertainment	37,470
	3,882,007

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আমাদের মধ্যে
স্বপ্নস্বপ্ন বার্ষিক সাধারণ
 ১৫ই আগস্ট ২০১৫, ১১ টায় ১১:৩০

রূপালী ব্যাংক লিমিটেড
 উন্নয়ন-সেবার বিশ্বায়ন

১৫ই আগস্ট ২০১৫, ১১ টায় ১১:৩০

১৫ই আগস্ট ২০১৫, ১১ টায় ১১:৩০



Managing Director of Rupali Bank M. Farid Uddin inaugurated 'Xpress Money' booth recently at the Bank's Local Office. Country Manager Shamim Rakbar of Xpress Money was also present on the occasion.

New Nation

RBL launches online banking

Staff Reporter
Rupali Bank Limited (RBL), a state-owned commercial bank, has recently launched online banking and ATM services in conformity to its strong commitment to being the most modern in technology and efficient services.

মানবজমিন

১৫ই আগস্ট ২০১৫, ১১ টায় ১১:৩০

মানবজমিন

মতালোচনা

থডে

১৫ই আগস্ট ২০১৫, ১১ টায় ১১:৩০

রেমিটেন্স সংগ্রহে অগ্রগতি
রূপালী ব্যাংকের

রূপালী ব্যাংকের
স্বর্ণ আদায়ে
অগ্রগতি

১৫ই আগস্ট ২০১৫, ১১ টায় ১১:৩০

the independent daily

Rupali Bank introduces online remittance software

STAFF REPORTER
Rupali Bank Limited (RBL) has recently introduced online remittance software to its customers. This software will enable customers to transfer money to other countries through the bank's website. The software is user-friendly and easy to use. Customers can transfer money to various countries including USA, UK, Canada, Australia, etc. The software is available in Bengali and English. Customers can transfer money up to \$10,000 per month. The software is available on the bank's website at www.rupalibank.com.

সংবাদ যায়যায়দিন

রূপালী ব্যাংকের ডিপোজিট বেড়েছে ১৭ দশমিক ৮৭ শতাংশ

১৭ দশমিক ৮৭ শতাংশ

১৫ই আগস্ট ২০১৫, ১১ টায় ১১:৩০

পর্থাশিশুদের পাশে রূপালী ব্যাংক

১৫ই আগস্ট ২০১৫, ১১ টায় ১১:৩০

RBL on Print Media



Photo Gallery of RBL

Inauguration of 22 New Branches

507th Branch



Emayyapur Branch, Chittagong

508th Branch



Gehindapur Bazar Branch, Moulvibazar

509th Branch



Antali Branch, Barisal

510th Branch



Sakhipur Branch, Tangail

Photo Gallery RBL

511th Branch



Gerdhat Branch, Comilla

512th Branch



Birangpur Branch, Dinajpur

513th Branch



Modina Market Branch, Sylhet

514th Branch



Methbaria branch, Pirojpur

515th Branch



Douletpur Bazar Branch, Manikgonj

516th Branch



Mahadigonj Branch, Barisal

Photo Gallery RBL

517th Branch



Arwara Branch, Chittagong

518th Branch



Mukhya Sarani Branch, Dhaka

519th Branch



Ehsa Jangson Bazar Branch, Bhola

520th Branch



Dwulat Khan Branch, Bhola

521th Branch



Pasabari Branch, Mymensingh

522th Branch



Nikunja Branch, Dhaka

Photo Gallery RBL



523rd Branch



Gafargaon Branch, Mymensingh

524th Branch



Kalraj Bazar Branch, Sylhet

525th Branch



Darbanbarhat Branch, Feni

526th Branch



Rajgorj Branch, Sylhet

527th Branch



Babar Bazar Branch, Sylhet

528th Branch



Bogharcha Branch, Jessore

Photo Gallery RBL

Sports



Photo Gallery RBL

Training



Tribute & Picnic

Photo Gallery RBL



Masuma Tragedy



Business Conferance



Photo Gallery RBL

Some Projects Financed by RBL under SME



A Hatchery Project financed by RBL.



A SME Project financed by RBL.



Small & Medium Enterprises (SME) financing of RBL.

Horizon of RBL Remittance Activities Abroad



RBL Chairman, Managing Director & Chief of Remittance Division with the Executive of Arab National Bank, KSA.



RBL Chairman, Managing Director & Head of Remittance Division with High Officials of Al Rajhi Bank, KSA.



RBL Chairman, Managing Director, Head of Remittance Division with Honourable Ambassador & Economic Counselor of Bangladesh Embassy in KSA.



Chairman, Managing Director, Head of Remittance Division of RBL and high officials of Zorj Exchange, Bahrain.



Managing Director of Zorj Exchange Bahrain with Chief of Remittance Division & GM of RBL.



RBL Chairman, Managing Director and Chief of Remittance Division with Executive of Bank AL-Bilad, KSA.

Photo Gallery RBL

Remembrance

We remember and deeply mourn for our best colleagues whom we lost in 2013



Late Mosarof Hossain
DGM, Reg : 8476



Late Mir Mohammad Ali
AGM, Reg : 3096



Late Mirza Md. Abdus Samad
SPO, Reg : 7011



Late Md. Shamsul Hoq
SPO, Reg : 7014



Late Abul Kalam Azad
SPO, Reg : 6960



Late A A Monjural Hoq
SPO, Reg : 1300



Late Ataur Rahman
SPO, Reg : 7146



Late Mofiz Uddin
PO, Reg : 8192



Late Fazlul Hoq Khan
PO, Reg : 8294



Late Nirmal Kanti Biswas
SO, Reg : 8105



Late Abul Kalam Azad
SO, Reg : 3655



Late Abdur Rob
SO, Reg : 3651



Late Golam Kibria
SO, Reg : 7670



Late Md. Khorshed Alam
SO, Reg : 9290



Late Milon Kanti Sen
SO, Reg : 7114



Late Antaz Hossain
SO, Reg : 9315

Remembrance

We remember and deeply mourn for our best colleagues whom we lost in 2013



Late Masuma Akhter
SO, Reg : 11177



Late Silvia Hassain
Officer, Reg : 11429



Late Razzob Ali Patwary
Officer Reg: 6112



Late A.A. Jalil
Office Asst., Reg : 5595



Late Amir Hossain
Jamadar, Reg : 9302



Late Tofazzal Islam
Office Asst., Reg : 8205



Late Azim Uddin
Office Asst., Reg : 5589



Late Ali Ahmed
Gurd, Reg : 7581



Late Anwar Hossain
Office Asst. Reg : 4742



Late Kazi Anwar Hossain
Office Asst., Reg : 5480



Late Sirazul Hoq
Office Asst. Reg: 7345



Late Md. Nurul Bashar
Office Asst. Reg : 7641



Late Golam Mostafa
Office Asst. : 8513



Late Humayan Khan
Office Asst. Reg : 7295

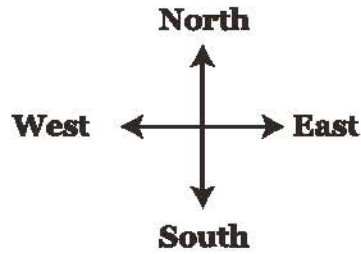


Late Idris Ali
Asst. Officer, (Grade-2), Reg : 12321

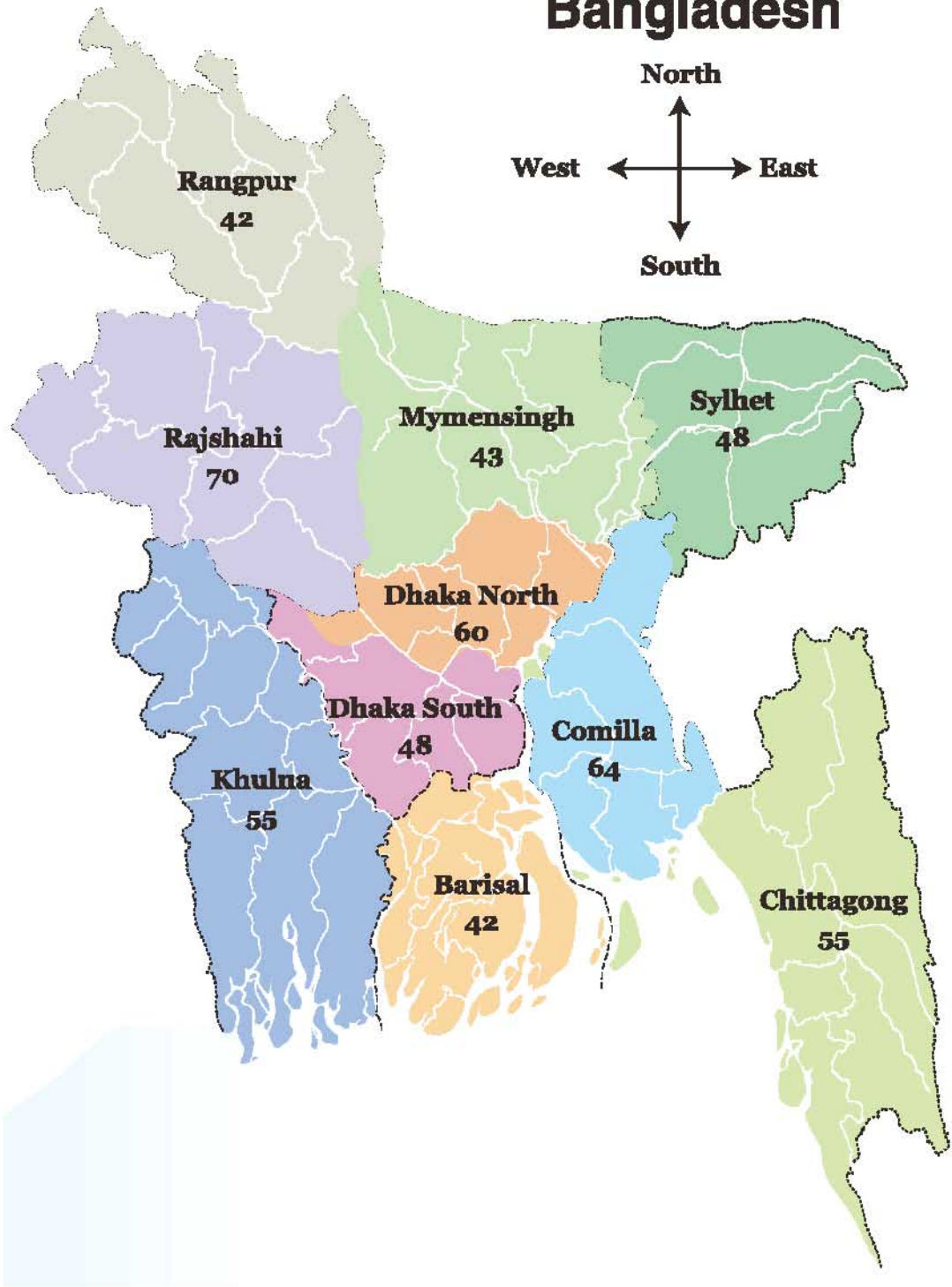
RBL Branch in Bangladesh Map



Bangladesh



RBL Branch in Bangladesh Map



Branch Network

(as on 31.12.2013)

Barisal Divisional Office

Agarpur
Amtoli
Baherchar
Banaripara
Bangla Bazar
Barguna
Bazar Road
Betagi
Bhabanipur
Bhandaria
Bhola Corp.
Central Bus Terminal
Daulat Khan
Dibuapur
Hemayetuddin Road
Hularhat
Ilisa Jangson Bazar
Inderhat
Jhalakathi
Jinnahgarh
Kalisuri Bandar
Kawkhali
Khepupara
Kowrikhara
Kunjerthat (Dawri Bandar)
Kutba
Lalmohan
Mahajan Patty
Mathbaria
Mehendigonj
New Town
Patuakhali Corp.
Patuakhali Science & Technology
University
Pirojpur
Putiakhali Bandar
Rahmatpur
Sadar Road Corp.
Sagordi Bazar
Shikarpur
Swarupkathi
Tazumuddin
Zia Nagar

Chittagong Divisional Office

Abu Torab Bazar
Agrabad Corp.
Amir Market Corp.
Anderkilla Corp.
Anwara
Banarupa
Bandarban
Bazarghata
Bibirhat Corp.
Boxirhat
Chaitanna Goli
Chaktai
Chandgaon Corp.

Chawk Bazar
Chiringa
Commercial Area
Courtbar
Dewan Bazar
Dhanialapara
Enayetpur
Eidgaon
Gaschi (Nayahat)
Gomdandi
Iqbal Road
Jahan Building
Jubilee Road
Kalurghat
Khan's Hat
Korbanigonj
Ladies
Lamar Bazar
Lichu Bagan
New Market Corp.
Nur Ali Bari
Omar Ali Market
Pahartali
Panchlaish
Patherhat
Patiya
Ramgarh
Ramu
Rangamati
Rawjan (Fakir Hat)
Rupali Sadan, Crop. Chittagong
Rupali Sadan, Crop. Cox's Bazar
Sadarghat
Sagarika Road
Saltgola Corp.
Santrihat
Shakpura Chowmohani
Station Road Corp.
Strand Road
Tabalchari
Terri Bazar Corp.
Urkirchar

Comilla Divisional Office

Amiruddin Munshir Hat
Amishapara
Ashuganj
Bagmara Bazar
Balua Chowmuhani
Bangla Bazar (Bagumgonj)
Bangla Bazar (Companygonj)
Barera Bazar
Bashurhat
Bibirhat
Bipulashar
Brahman Baria Corp.
Bushci Bazar
Cantonment Corp.
Chatkhil

Chitoshi Bazar
Chowara Bazar
Chowmuhoni
Dalta Bazar
Dattapara
Daulatgonj Bazar
Darbeshher Hat
Deliyai Bazar
Dhalia Bazar
Eklashpur Bazar
Fazilpur
Feni Corp.
Gangchar Timber Market
Gazirhat
Golabaria
Hajigonj
Islampur Road
Kabirhat
Karaiya Bazar\
Karambox Bazar
Karihati Bazar
Krishna Majumdar Hat
Kuthirhat
Laxmipur
Madhaiya Bazar
Maijdee Court
Mainamati Bazar
Mandari Bazar
Mohamaya Bazar
Monohargonj
Monoharpur Corp.
Motigonj
Mudaffargonj
Nabinagar
Natun Bazar
Nazirpara
New Ranir Hat
Palla Bazar
Poddar Bazar
Pourashava Market
Puran Bazar
Rajgonj
Rajgonj Bazar
Rangati Bazar
Rampur Bazar
Shahtali Bazar
Sharshadi Bazar
Sonapur (Ramgonj)
Tal Mohammad Hat

Divisional Office, Dhaka North

Alfadanga
Babur Hat
Badarpur
Baira Bazar
Baitul Mokaddam Mosque
Banga Bandhu Road
Bangla Bazar
Banibaha Bazar

Benodpur
Bhulta
Boalmari Bazar
Char Hajigonj Bazar
Dhaka Cantonment Corp.
Dhankura
Doulatpur Bazar
Faridpur Corp.
Fatullah
Gabtoli Hat
Ghagar Bazar
Ghior Bazar
Goalanda Textile Mills
Gopalganj
Goshairhat
Gulshan Corp.
Green Road
Indira Road
Jhitka Bazar
Joydevpur Corp.
Joynagar
Kanai Nagar
Kushura
Lowhajong
Madaripur
Manikgonj Corp.
Mirkadim
Mirpur Corp.
Mohakhali
Mohammadpur
Mohammadpur Ladies
Munshigonj
Narsingdi Corp.
Netaiganj
Nikunja
Pallabi
Pangsha
Pourasava Market
Rajbari
Ramdia College
Rokeya Sarani
S. K. Road Corp.
Saturia
Savar Bus Stand
Savar Cantonment
Shariatpur
Shibchar
Shyamoli
T.C.B Bhaban Corp.
Tan Bazar Corp.
Tongi
Uttara Model Town Corp.

Divisional Office, Dhaka, South

Badamtali
Bandura
Bangabandhu Avenue
Bangshal Road
Chawk Bazar
Dhaka Ladies
Dhanmondi Corp.
Elephant Road

Fakirapool Bazar
Foreign Exchange Corp.
Gandaria
Hat Khola
Hatirpool
Hazaribagh
Imamgonj
Islampur Road
Johnson Road Corp.
Kaptan Bazar
Mogh Bazar
Mahmud Mansion
Malibagh
Malibagh Chowdhury Para
Mitford Road Corp.
Mokimkatra
Motijheel Corp.
Mugda
Muksudpur
Nawabgonj
Nawabpur Road
Naya Paltan Corp.
Nayatola
New Market
North South Road
Patuatully
Postagola
Purana Paltan Corp.
Rajarbagh
Ramna Corp.
Rampura
Rathkhola
Rupali Sadan Corp.
Sadarghat
Shikari Para
Shyam Bazar
Tutail
Urdu Road
Yusuf Market
Zinzira

Rajshahi Divisional Office

Abdulpur
Altafnagar
Ataikula Bazar
Autapara
Akkelpur
Badalgachi
Bagbatihat
Baliadanga
Belkuchi
Bera
Betil
Bhaierpukur
Bholahat
Boalia
Bogra Cantonment
Bonogram
Bonwari Nagar
Bus-Stand
Chapai Nababgonj

Colony Bazar
Dariapur Bazar
Debottar
Dogachi
Dupchanchia
Gabtali
Golabari
Gopalpur
Gopinathpur
Goshaibari
Hatfulbari
Hospital Road
Ishwardi
Jahangirabad Cantonment
Joypurhat
Kadirabad Cantonment
Kahaloo
Kakonhat
Kazi Nazrul Islam Road
Khetlal
Kichok
Ladies
Laxmipur
Mahasthan
Mathurahat
Mokamtola
Molamgarihat
Nakalia
Naldangarhat
Namosankarbat
Natore
Niamatpur
Nicha Bazar
Pabna
Pabna Cadet College
Rajshahi Cantonment
Rajshahi Engineering & Technology University (RUET)
Rohanpur
Sadar Road
Santhia
Shabekpara
Shaheb Bazar Corp.
Shibgonj
Sialkole
Singra Bazar
Sirajgonj
Sukhanpukur
Tanore
Thana Road Corp.
TMSS

Rangpur Divisional Office

Aditmari
Annada Nagar
Badiakhali
Baliadangi
Baraibari
Barakhata
Bhendabari
Bhulli

Birgonj
 Birol
 Birampur
 Central Road
 Chehelgazi
 Dalia (Tista Barage)
 Daudpur
 Dhaperhat
 Dimla
 G.L.Roy Road Corp.
 Gaibandha
 Haragacha
 Hazi Md. Danesh Science &
 Technology University Corp.
 Kabirajhat
 Kishorigonj
 Kurigram
 Ladies
 Ladies
 Lalmonirhat
 Mahigonj
 Maidandighi
 Maldahpatty
 Nilphamari
 Nimtala
 Panchagarh
 Patgram
 R.K. Road
 Railway Crossing
 Ranirbandar
 Shikderhat
 Syedpur
 Taragonj
 Tetultala
 Thakurgaon

Sylhet Divisional Office

Aushkandi
 Azimgonj
 Bandar Bazar
 Bhober Bazar
 Babu Bazar
 Chandnighat
 Chhatak
 Chowmohana Corp.
 Dattarail
 Dayamir
 Dolar Bazar
 Enayetgonj
 Gobindapur Bazar
 Habigonj
 Habra Bazar
 Islampur Corp.
 Jagannathpur
 Kaliganj
 Kanaighat
 Kazir Bazar
 Kalarai Bazar
 Kenbari Bazar
 Keramat Nagar
 Khadimpur
 Khalomukh
 Kulaura
 Kurar Bazar

Kurua
 Ladies
 Laldighirpar Corp.
 Madar Bazar
 Market
 Mira Bazar Corp.
 Madina Market
 Naluar Mukh
 Natun Bazar
 Rakhalgonj
 Rajagonj
 Rekabi Bazar
 Shyamrar Bazar
 Sreemongal
 Station Road
 Sultanpur
 Sunamgonj
 Syedpur
 Sylhet Agri. University
 Taltola
 Tengra Bazar

Khulna Divisional Office

Alamdanga
 Bagerhat
 Baraikhali
 Baro Bazar
 Batiaghata
 Betaga Bazar
 Bheramara
 Budhata Bazar
 Bagarchra
 Chalna Bazar
 Chaulia Bus Stand
 Chuadanga
 Damurhuda
 Daulatpur Corp.
 Fakirhat
 Garaikhalihat
 Hatkhalishpur
 Hossinabad
 I.W.T.A.(Terminal)
 Jhaudanga
 Jhenaidah
 K.D.A.New Market
 Kachua Bazar
 Kalaroa
 Khajura
 Khalishpur
 Kotchandpur
 Kushtia
 Lohagara Bazar
 M.K Road Corp.
 Magura Corp.
 Manasha Bazar
 Meherpur
 Mollahat
 Mominpur
 Monglaport
 Monirampur
 Moshan
 Mujib Nagar
 Nager Bazar
 Nalta Mobarak Nagar

Narail Corp.
 Navaran
 Nowabenki
 Nutan Bazar
 Paikgacha
 Panjia Bazar
 Raipur Bazar
 Rajapur
 Rupali Sadan
 S.M.R Road
 Safdarpur
 Satkhira
 Shams Bhaban Corp.
 Swastipur

Mymensingh Divisional Office

Balipara
 Balla Bazar
 Bhairab Bazar
 Boira Bazar
 C. K. Ghosh Road
 Choto Bazar Corp.
 Dapunia Bazar
 Dhara Bazar
 Dharmakura Bazar
 Durmut Bazar
 Elasin
 Elenga Bus Stand
 Fatema Nagar
 Fulbari
 Ghatail
 Gafargaon
 Iswargonj
 Jamalpur
 Jamuna Sar Karkhana Complex
 Kalihati
 Kendua
 Khagdohar Bazar
 Kishoregonj Corp.
 Koira Bazar
 Mallik Bari
 Melandah Bazar
 Muktagacha
 Natiapara
 Netrokona
 Nilgonj
 Pakulla
 Pathrail Bazar
 Patuabhanga Dargah Bazar
 Porabari
 Ratangonj Bazar
 Royer Bazar
 Sharishabari
 Sherpur Town
 Shyamgonj
 Sakhipur
 Tangail Corp.
 Thana Ghat
 Trishal

Local Office

Local Office, Dhaka

List of Authorized Dealer Branches

Name & Address of Branches	Cable Address	Name & Address of Branches	Cable Address
Dhaka		15. Agrabad Corporate Branch Sewan House, 9 Agrabad C/A Chittagong	
1. Local Office 34, Dilkusha C/A P.O. Box No. 719 Dhaka-1000	9564141 Fax-88 2 9554225		031 723959 724571
2. Foreign Exchange Corporate Branch 9-G, Motijheel C/A Dhaka-1000	9560858 9567034	16. Amir Market Corporate Branch Khatungonj, Chittagong-4000	031 611240
3. Motijheel Corporate Branch 59, Motijheel C/A Dhaka-1000	9566073 9566071-2	17. Station Road Corporate Branch 113, Station Road (1st floor) Chittagong-4000	031 613886 619259
4. Purana Paltan Corporate Branch 21-2, Purana Paltan, (1st Floor) Monishing Fahrads Smirity Bhaban, Dhaka-1000	9560544 9554591	18. Terri Bazar Corporate Branch 386, Terri Bazar, Chittagong-4000	031 611106
5. Ramna Corporate Branch 13, Bangabandhu Avenue Ramna, G.P.O. Box No. 95 Dhaka-1000	9551069 9563093	Comilla	
6. Rupali Sadan Corporate Branch 156-157, Motijheel C/A Dhaka-1000	7126137-38	19. Monoharpur Corporate Branch A.K. Fazlul Hoque Road Rajgonj, Comilla	081 76021
7. T.C.B Bhaban Corporate Branch 1-2, Karwan Bazar, Tejgaon, Dhaka-1215	8120409 9141422	Mymensingh	
8. Mitford Road Corporate Branch 94, Mughaltuli, Dhaka-1211 P.O. Box No. 1061	7317644 7317645	20. Choto Bazar Corporate Branch Choto Bazar Mymensingh	091 66838 67264
9. Johnson Road Corporate Branch 51, North Brook Hall Road (1st Floor) Dhaka-1100	7117800 7114328	Jessore	
10. Gulshan Corporate Branch Landmark 12-14 Gulshan North Circle, Dhaka	9880106	21. Mistrikhana Road Corporate Branch P.O. Mistrikhana Road Jessore	0421 68583
Narayan Gonj		Sylhet	
11. S.K. Road Corporate Branch 32, Shaesta Khan Road Narayanganj-1400	7633691 7632580	22. Mira Bazar Corporate Branch Sylhet	0821 716119
Chittagong		Khulna	
12. Anderkilla Corporate Branch 7, Laldighi East, P.O. Box No. 144 Chittagong-4000	031-630960 634953	23. Shams Building Corporate Branch 14, Sir Iqbal Road, Khulna	041 722064 FAX 880-41-721590
13. Rupali Sadan Corporate Branch 320, Laldighi East Chittagong	031 619426 630397 611130	24. Daulatpur Corporate Branch Jessore Road P.O. Daulatpur, Khulna	041-760973 FAX 880-41-762451
14. New Market Corporate Branch 24-D.M Market Hossain Shahid Shohrawardy Road P.O. Box No. 144, Chittagong	031 616276 613065	Barisal	
		25. Sadar Road Corporate Branch R.C. Das Gupta Building Sadar Road, Barisal	043163839 61429
		Bogra	
		26. Thana Road Corporate Branch Satmatha, Bogra	051-66543 63592
		Rangpur	
		27. G.L. Roy Road Corporate Branch Rangpur-5400	0521-62328
		Rajshahi	
		28. Shahab Bazar Corporate Branch Fahmida Bhaban P.O. Ghoramara, Rajshahi	0721-772730 774150
		29. International Division	
		34, Dilkushia Commercial Area Dhaka-1000	88-02-956140 FAX : 88-02- 9564148

রূপালী ব্যাংক লিমিটেড

রেজিস্টার্ড অফিস : ৩৪ দিলকুশা বাণিজ্যিক এলাকা, ঢাকা- ১০০০

প্রক্সি ফরম

ফলিও নং	বিও হিসাব নং -		-								শেয়ার সংখ্যা	
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আমি/আমরাঠিকানা

.....রূপালী ব্যাংক লিমিটেড -এর শেয়ারহোল্ডার বিধায়

এতদ্বারা জনাবঠিকানা

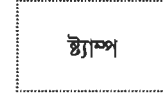
.....কে অথবা তাঁর অপারগতায় জনাব

.....ঠিকানা

.....কে ৩১ মে ২০১৪ তারিখ শনিবার ইনস্টিটিউশন অব ডিপ্লোমা ইঞ্জিনিয়ার্স, বাংলাদেশ (মুক্তিযুদ্ধ স্মৃতি মিলনায়তন হল) ১৬০/এ, কাকরাইল, ভিআইপি সড়ক, ঢাকায় অনুষ্ঠিতব্য ব্যাংকের ২৮তম (২০১৩ সালের) বার্ষিক সাধারণ সভা/মূলতবি সভায় আমার/আমাদের পক্ষে উপস্থিত থাকার ও প্রয়োজনে ভোট দানের জন্য প্রক্সি নিযুক্ত করলাম।

আমি/আমরা স্বজ্ঞানে ২০১৪ তারিখে স্বাক্ষর করলাম।

প্রক্সির নাম	প্রক্সির স্বাক্ষর



.....
শেয়ারহোল্ডার (গণ)-এর স্বাক্ষর
(২০/- টাকা মূল্যের রেভিনিউ স্ট্যাম্পের উপর)

বি. দ্র. প্রক্সি ফরমটি যথাযথভাবে পূরণ পূর্বক রেভিনিউ স্ট্যাম্প ও সহিসহ সভার ৪৮ ঘণ্টা পূর্বে রেজিস্টার্ড অফিসে জমা দিতে হবে।

রূপালী ব্যাংক লিমিটেড

শেয়ারহোল্ডার / প্রক্সির উপস্থিতিপত্র

আমি ৩১ মে ২০১৪ তারিখ শনিবার সকাল ১১.০০ টায় ইনস্টিটিউশন অব ডিপ্লোমা ইঞ্জিনিয়ার্স, বাংলাদেশ (মুক্তিযুদ্ধ স্মৃতি মিলনায়তন হল) ১৬০/এ, কাকরাইল, ভিআইপি সড়ক, ঢাকায় অনুষ্ঠিতব্য রূপালী ব্যাংক লিমিটেড-এর ২৮তম (২০১৩ সালের) বার্ষিক সাধারণ/মূলতবি সভায় আমার উপস্থিতি রেকর্ড করছি।

ফলিও নং	বিও হিসাব নং -										শেয়ার সংখ্যা	
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শেয়ারহোল্ডারের নাম শেয়ারহোল্ডারের স্বাক্ষর

প্রক্সির নাম প্রক্সির স্বাক্ষর

বি. দ্র. উপস্থিতি পত্রটি পূরণ করে সভার দিন সভার রেজিস্ট্রেশন কাউন্টারে জমা দিন।



Assures Better Service



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