



CITIZENS NEWS BULLETIN

Year 6

Issue 24

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CEO'S MESSAGE



Ganesh Raj Pokharel

Dear Citizens Bank Family,
As we progress, it is crucial that we adapt our work methods and diligently implement the recommendations from our third line of defense. Our primary goal remains to ensure organizational success, guided by the mantra, "**System Inside: Image Outside.**" With 200 branches across all seven provinces, continues to support communities and businesses nationwide.
Recent events from political protests to severe weather have reminded us of the importance of vigilance and preparedness. Financially, we must acknowledge our challenges. Asset quality remains our foremost concern, with impairment charges rising by 52% while the industry has seen a decline. Key indicators such as EPS, interest spread, base rate, and interest expense ratio are below industry averages. Every province must therefore accelerate

efforts in resource mobilization, NPL reduction, and recovery management to bring performance back on track.

We must also learn from recent regulatory issues faced by other institutions. Their experience reinforces the need for strict adherence to NRB guidelines, strong governance, transparent communication, accurate loan classification, adequate provisioning, and proactive compliance. Strengthening internal monitoring and leadership accountability is essential to safeguard our bank and uphold our reputation in the financial sector. At the same time, we must embrace digital transformation with greater urgency. Enhancing our technological capabilities, improving cybersecurity resilience, and promoting digital literacy among both staff and customers will be vital in driving efficiency and strengthening customer trust. A modern banking environment demands agility, innovation, and continuous improvement qualities we must actively cultivate. Furthermore, our success depends on our people. Continued investment in staff development, professional training, and leadership grooming will ensure that our workforce is prepared to meet evolving challenges. Creating a culture that rewards integrity, performance, and teamwork will empower every employee to contribute meaningfully toward our shared goals. Let us approach these challenges with renewed purpose. They are opportunities to rebuild stronger, enhance discipline, and deliver better results. With unity, integrity, and dedication, we will improve our performance, strengthen resilience, and position Citizens Bank for sustainable growth and leadership in Nepal's financial sector.

Thank you. Let us continue to serve with strength, responsibility, and pride.

Jai Citizens Bank.



Financial Highlights

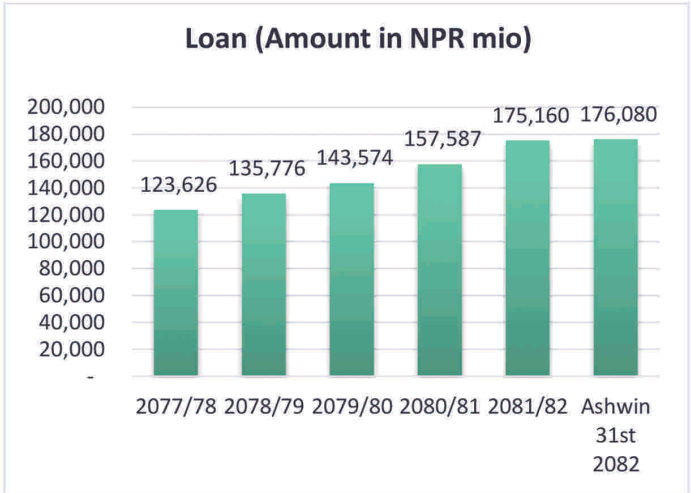
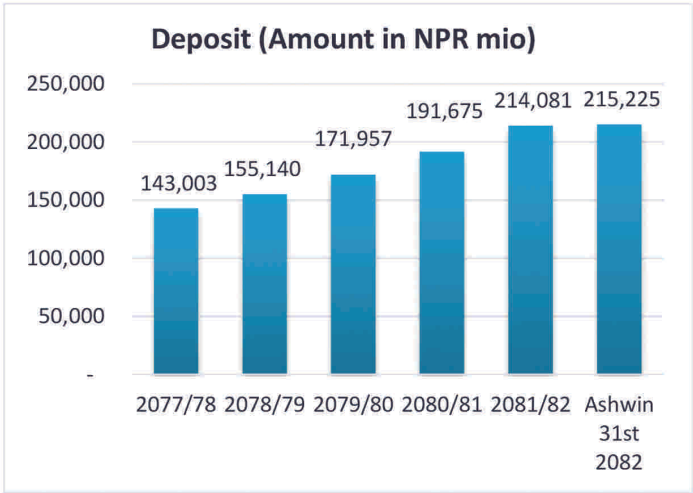
As on Ashwin End, 2082 (As per Unaudited Financial Report)

EARNINGS PER SHARE
(NPR 5.97)

MARKET PRICE PER SHARE
NPR 202.00

			Amount in NPR
PROFIT AFTER TAX	PROFIT BEFORE TAX	OPERATING INCOME	TOTAL ASSETS
(220,411,171)	(359,077,408)	2,214,921,976	246,348,568,172

As on Ashadh End, 2082/83



Number of Deposit Accounts
1,945,109

ELECTRONIC BANKING USERS

Number of Loan Accounts
48,337

CITIZENS BANK'S REACH

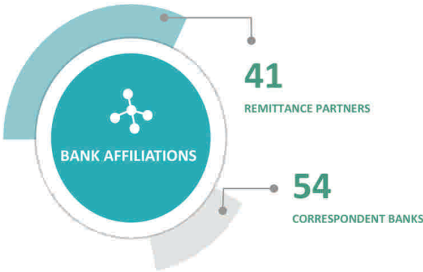
Active Mobile Banking Users 688,610	Active Internet Banking Users 88,030	Active QR Merchants 30,714
Active Card Users 426,010	Active e-Com Card Users 5,817	Active POS Merchants 527
Active Remittance Users 37,230	Active Demat Users 230,159	Active Mero Share Users 200,168

Provinces Covered: 7			
	BRANCHES	ATMs	BLBs
Koshi	28	17	5
Madhesh	29	25	6
Bagmati	56	65	15
Gandaki	15	15	3
Lumbini	51	32	10
Karnali	11	7	2
Sudur Paschim	10	7	1
Total	200	168	42

EMPLOYEE STRENGTH, TRAINING AND DEVELOPMENTS

Male 1018 57.26%
Female 760 42.74%
Number of Employees 1778

Number of Trainings 62
Number of Employees' Participation 1,349
Training Expenses NPR 7,049,460.90



Training and Development



The employees are periodically provided with training opportunities in order to develop the necessary skills to not only survive, but also compete in this dynamic industry. The focus is provided such that long-term goals of the employees and the Bank are in line with each other. The structured, pragmatic and challenging training plans have enabled the Bank to extract maximum benefits from the available employees with maximum utilization of human resources with minimum diversions. The employees are further encouraged to share their knowledge with fellow colleagues to strengthen the technical expertise at hand. Furthermore, employees in specific departments are provided with precise technical knowledge to help them nurture in the specific field of knowledge.

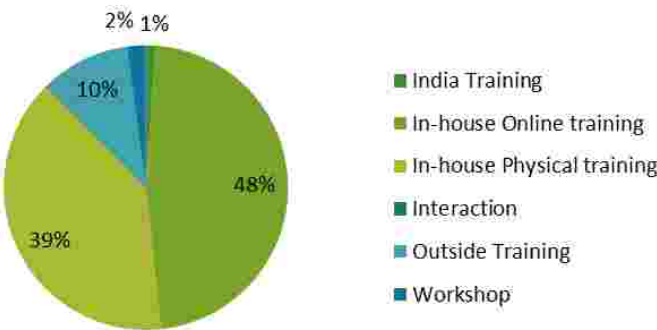
The Bank opted in both physical as well as offline training modules during the first quarter of the Fiscal Year 2082/83. We believe that employees are the core strength of the Bank in the current time and they play a very significant role in the success of the Bank. Complying with our Human Resource Core Value which is to nurture, empower human capital and achieve their full potential; the Bank has been providing online as well as physical trainings.

In the first quarter of FY 2082/83 the training details i.e. the kind of training and the number of staff benefited from the training is mentioned below.

Training Provided in First Quarter

S.N	Nature of Training	No of Training Conducted	No of Participants Benefited
1	India Trainings	1	15
2	In House Online Training	4	637
3	In House Physical Training	15	529
4	Interaction	1	2
5	Outside Trainings	40	137
6	Workshop	1	29
	TOTAL	62	1349

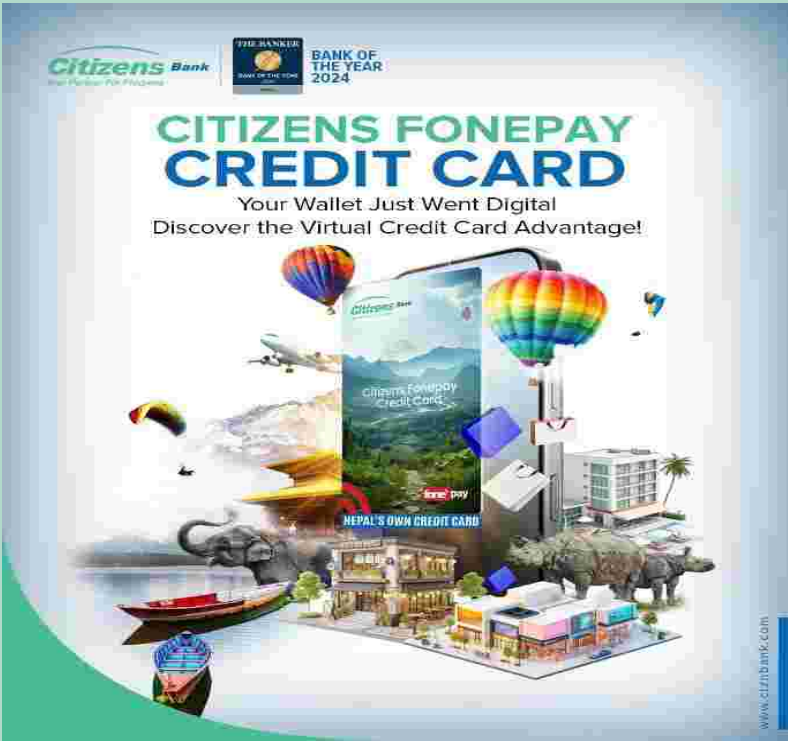
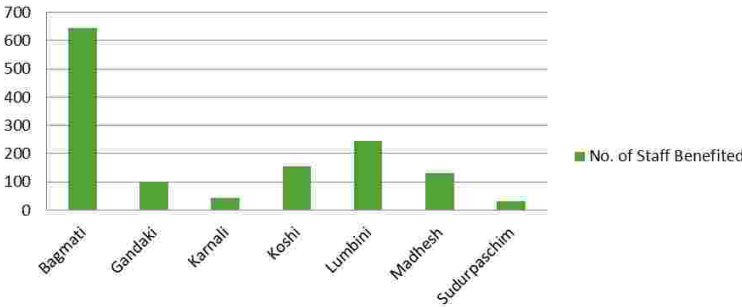
No of Training Conducted



Province-wise Training Details

S.No.	Provinces	No.of Staff Benefited
1	Bagmati Province	645
2	Gandaki Province	100
3	Karnali Province	42
4	Koshi Province	154
5	Lumbini Province	245
6	Madhesh Province	132
7	Sudur Paschim Province	31
	Total	1349

Province wise Training Report



परशुराम खत्री विराटनगर शाखा



बैंकको ग्राहकमुखी सेवा अवधारणमा छुटेको एउटा महत्वपूर्ण पाटो ।

ग्राहक हरेक व्यवसायिक सफलताको आधार हुन । सन्तुष्ट ग्राहकले बैंक मात्र नभई हरेक व्यवसायिक क्षेत्रको दीर्घकालीन अस्तित्वलाई सुनिश्चितता प्रदान गर्दछ । बैंक तथा वित्तिय संस्थाले ग्राहकमुखी अवधारण सैदान्तीक रूपमा अनुशरण गर्दा सेवाहरूको निर्माण देखी वितरण सम्म, रणनीतिको निर्माण देखी कार्यन्यायसम्म ग्राहक पहीला, ग्राहक नै भगवन् हुन customer are always right जस्ता सिद्धान्तको अनुशरण गरेको पाईन्छ । कर्मचारी वर्गमा सोही अनुरूप विभिन्न तालिम तथा विकाश गतिविधी संचालन गर्दा मार्ग निर्देश गरीन्छ । यो अभ्यास विगत केही दशक देखी नै नेपालको बैंकिङ क्षेत्रमा अन्य क्षेत्रको तुलनामा व्यापक रूपमा अवलम्बन हुदै आइरहेको पाईन्छ ।

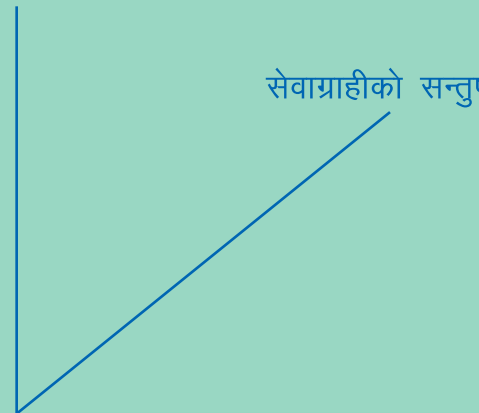
तर यती धेरै व्यपकता पाएको अवधारण हरेक बैंक तथा वित्तिय संस्थाले विशेष चासोका साथ अनुशरण गर्दा के बैंकिङ क्षेत्रका हरेक ग्राहक बैंकिङ सेवाबाट सन्तुष्ट छन् त भन्ने एउटा विचरणीय प्रश्नचिन्ह खडा हुन पुग्दछ । यद्यपि नेपालको बैंकिङ सेवा प्रती ग्राहकको सन्तुष्टिको स्तर अधिकांस अध्ययनहरूमा सकारत्मक स्तरमानै पाईएको छ । विशेष गरी शहरी क्षेत्रहरूमा जहा भौतिक सुविधा, बैंकिङ सेवाको विश्वसनियता, डिजिटल सेवाको सहजपहुच जस्ता कारणले बैंकिङ सेवाको सन्तुष्टिको स्तर बृद्धिमा महत्वपूर्ण भुमीका निर्वाहा गरेको पाईन्छ ।

Business comprehensive Journal 2025 का अनुसार नेपालको बैंकिङ सेवा प्रवहाबाट ग्राहक सन्तुष्टिको स्तर शहरी क्षेत्रमा ७७.४० प्रतिशत र ग्रामीण क्षेत्रमा तुलनात्मक रूपमा केही कम रहेको पाईएको छ जुन आफौमा एउटा उत्साहाजनक आकडाको रूपमा लिन सकिन्छ । तथापी हरेक बैंक तथा वित्तिय संस्थाले ग्राहकको सन्तुष्टि अभी बृद्धी गर्नमा गरेको लगानी, सेवामा ल्याएको विविधता, कर्मचारी वर्गमा गरेको निरन्तर दिशा निर्देश लगायत विविधपक्षको विचार गर्ने हो भने हालको ग्राहक सन्तुष्टिको स्तरलाई उच्चतम विन्दुको रूपमा भने मानिहाल्न सकीने अवस्था भने होईन ।

यि विविध पक्षबाट विश्लेषण गर्दा हरेक बैंक तथा वित्तिय संस्थाले ग्राहकको परिभाषामा बैंक तथा वित्तिय संस्थामा सेवा लिन आउने तथा सेवालिन आम उपभोक्ता वर्ग लाई मात्र समेटेको पाईन्छ र सोही अनुरूप आफ्ना गतिविधी संचालन गर्ने गरेको पाईन्छ । तर यसले एउटा महत्वपूर्ण पाटो नजर (अन्दाज गरीरहेको छ । हालको बदलिदो विश्व परिवेशमा ग्राहकको परीभाषले बैंक तथा वित्तिय संस्थामा सेवा लिन आउने तथा सेवालिन आम वर्ग मात्र नभएर सेवा प्रवाह गर्ने वर्ग (कर्मचारी) साथै सेवालिन र सेवा प्रवहा गर्ने दुवै वर्गलाई जोड्ने पुलको काम गर्ने लगानीकर्ता समेत लाई समाविष्ट गर्न सक्नु पर्दछ ।

यसरी कुनै पनि बैंक तथा वित्तिय संस्थाले ग्राहकमुखी अवधारण अनुसरण गर्दा सर्वप्रथम आफ्ना आन्तरिक ग्राहक (कर्मचारी र लगानीकर्ता) लाई सन्तुष्ट र खुशि पार्नेतर्फ प्रयाप्त ध्यान दिन जरुरी छ । एउटा सन्तुष्ट लगानीकर्ताले आफ्ना कर्मचारीलाई सन्तुष्ट पार्न सक्दछ, त्यस्तै एउटा सन्तुष्ट कर्मचारीले मात्र बह्य सेवाग्राही (आम-उपभोक्ता) लाई सन्तुष्ट पार्न सक्दछ । अन्तत बह्य सेवाग्राही (आम उपभोक्ता) को सन्तुष्टि ले कुनै पनि बैंक तथा वित्तिय संस्थाको नाफादायकता बृद्धी तथा दीर्घकालीन अस्तित्वलाई सुनिश्चितता प्रदान गर्दछ । यसरी यो एक अर्कामा अन्तरनिहीत हुन्छ साथै यो क्रम निरन्तर रूपमा अभिर्बद्धी भईरहेको हुन्छ । जसलाई निम्नचित्रको माध्यम बाट समेत उल्लेख गर्न सकिन्छ ।

कर्मचारीको सन्तुष्टिको स्तर



लगानीकर्ताको सन्तुष्टिको स्तर

अन्त्यमा बैंकले ग्राहक मुखी सेवा अवधारण अनुसरण गर्दा आफ्ना आन्तरिक ग्राहकलाई समेत सन्तुष्ट पार्नेतर्फ विशेष ध्यान दिन जरुरी छ । जसबाट मात्रै बस्तविक ग्राहक सन्तुष्टिको लाभ कुनैपनी संस्थाले दीर्घकालसम्म लिन सक्दछ ।

मीना पाण्डे परासी शाखा



मुक्तकहरू

भुलेर सब पीडाहरू रमाउन सक्नु पर्छ,
दुखमा दुःखीका हात समाउन सक्नु पर्छ ॥
कमाएर मात्र कहाँ धनि बनिन्छ साथी,
जोगाउन सक्नुपर्छ जमाउन सक्नु पर्छ ॥
दिन ढलेपछि तिमीलाई सम्झन्छु आमा,
शरीर गलेपछि तिमीलाई सम्झन्छु आमा ॥
कमाउन हिडेकी म सबथोक गुमाउँदै छु,
नियतिले छलेपछि तिमीलाई सम्झन्छु आमा ॥
खाना खायौ नुन बिसिर्यौ तिम्रो बानी यस्तै छ,
हिरा पायौ सुन बिसिर्यौ तिम्रो बानी यस्तै छ ॥
आम्नि भनेभै भयो अब के चाहियो तिमीलाई,
दुःखमा लाको गुन बिसिर्यौ तिम्रो बानी यस्तै छ ॥

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Your Partner For Progress

THE BANKER
BANK OF THE YEAR
2024

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Business Payments Platform

Vendor Payment
Bulk ला गर्नु पर्नेछ,
अब कसरी गर्ने होला त ।

किज चिन्ता गर्नुहुन्छ
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Competitive Advantage through people: The sustainable source of competitive advantage

Background

In Strategic management, competitive advantage refers to the unique strength that allows an organization to consistently outperform its rivals. In sectors such as banking, which are heavily regulated and where decisions-from pricing and investment to lending policies and interest rate offerings - are largely regulated, very few opportunities remain for differentiation. Products and services, whether loans, deposits or digital platforms, often look similar across institutions and more importantly copied within a week. Therefore, to enjoy and sustain competitive advantage, an organization should **consistently deliver uniqueness and better value** rather than one time innovations that are **imitated before tomorrow**.

What cannot be easily copied, however, is the collective strength of people-their knowledge, creativity, commitment, and the culture they build within an organization which consistently delivers the above par value to customers and enhances work processes. By effectively managing, motivating and aligning its workforce with broader strategy, meaningful differentiation and enhanced customer service can be consistently delivered. This is why competitive advantage through people is widely regarded as the most sustainable form of competitive advantage.

Here, then, the key question is : in what ways the human resources should be managed and motivated so that their effort is consistently reflected in offerings and processes of organization thereby allowing the organization to achieve and sustain competitive advantage in the market?

Back to basics

In the management research and literatures, competitive advantage refers to the distinctive position an organization achieves when it consistently delivers greater value to customers than its rivals. This advantage may be derived from two primary sources:

1. Delivering equivalent value at a lower cost (cost leadership).
2. Delivering superior value through uniqueness or differentiation that customers are willing to pay a premium for.

"The how" of competitive advantage through people?

When effectively managed, people become the differentiating force that competitors cannot easily copy. As per various management researches, sustainable competitive advantage through people can be achieved through four strategic approaches: **innovation, quality enhancement, cost reduction, and speed**. Each demands a distinct way of managing human resources in practice.

Four People-Centric Pathways to Competitive Advantage

1. Innovation Strategy - Managing People to Work Differently

Innovation in banking is not just about launching new digital products or mobile apps; it is about fostering a mindset where employees challenge the status quo and bring fresh perspectives. When employees are encouraged to think differently, they create innovative and customer-centric solutions.

Practical Insights:

- Set up cross-functional innovation teams in coordination of innovation or Research department with authority to pilot ideas.
- Encourage an internal culture where employees can pitch ideas, even at a small scale, through "innovation challenges" or "suggestion schemes".
- Applying **SWOT analysis and GAP analysis** in periodic reporting of the progress to identify areas for improvement and select appropriate strategies to improve.
- Tie reward with new ideas through innovation reward or innovation campaign so that employees are incentivized to brainstorm and put forward innovative ideas.

This ensures that innovation is not confined to the IT or Research department but becomes an organizational habit, making the bank more agile than competitors.

2. Quality Enhancement Strategy: Managing People to Work Smarter

In banking, where products are easily replicable, true differentiation lies in delivering superior quality in service and operations. **Quality Enhancement Strategy** is about enabling employees to work smarter by embedding the principles of **Total Quality Management (TQM)** and fostering collaboration through **Quality Circles**. This approach ensures that employees at all levels actively participate in continuous improvement, making quality a shared responsibility rather than a management directive.

Practical Insights:

- Form Quality Circles where small employee groups regularly meet to identify service gaps, streamline processes, and recommend improvements.
- Apply TQM principles-customer focus, process improvement, and employee involvement-across branches and departments to make quality part of daily practice.
- Establish feedback loops where frontline staff can share customer pain points & trending customer preferences and demand directly with management, ensuring faster problem resolution and agile environmental adoption.
- Integrate performance metrics (e.g., error reduction, turnaround time, service accuracy) into employee evaluation and rewards.
- Kaizen Technique (Continuous improvement): Set up monthly review dashboards where branch managers report quality KPIs such as turnaround time, error rates, customer complaints etc. By managing people to work smarter through TQM and Quality Circles, banks can reduce inefficiencies, minimize errors, and deliver consistently high service standards. This not only enhances customer trust but also creates a sustainable advantage that competitors cannot easily imitate.

3. Cost Reduction Strategy: Managing People to Work Harder and Economically

Cost reduction in banking does not mean cutting corners at the expense of service quality; it is about ensuring that every employee works efficiently, avoids waste, and contributes to operational excellence. By instilling a culture of discipline and cost-consciousness, banks can optimize resources while still delivering value to customers.

Practical Insights:

- **Lean Process Improvement** : Train staff to apply lean principles to eliminate **unnecessary steps in processes** like loan approval, KYC, or account opening. For example, reducing redundant paperwork lowers both cost and customer waiting time.
- **Digital-first Mindset** : Encourage employees to promote digital channels (e-reporting, e-statements, chat-based support) over manual or paper-based processes.
- **Energy and Resource Efficiency** : Launch awareness campaigns for employees to save electricity, minimize printing, and optimize resource use within branches and offices.
- **Performance-based Culture** : Link incentives with measurable cost-saving initiatives such as reducing errors, improving turnaround times, or increasing customer self-service adoption.
- **Shared Accountability** : Create branch-level "cost champions" responsible for monitoring expenses and suggesting practical ways to reduce overheads without affecting service quality.
- **Training for Productivity** : Provide staff training on multitasking, time management, and using digital tools effectively so that work output increases without additional manpower costs.
- Encourage **process mapping sessions** to identify bottlenecks and redundancies.

This approach ensures that cost reduction does not feel like a burden but a collective responsibility where every employee is motivated to work harder, smarter, and more economically. Over time, such discipline builds resilience and enhances the bank's profitability without sacrificing customer satisfaction.

4. Speed Strategy: Managing People to Work Efficiently

Speed in banking directly impacts customer satisfaction and market competitiveness. Whether it is loan approvals, dispute resolution, or launching new products, efficiency is key.

- **Clear process ownership**: Assigning specific decision-making authority to avoid delays caused by excessive approvals.
- **Real-time coordination tools**: Encouraging use of secure messaging platforms between branches and head office for faster query resolution.
- **Time-bound targets**: For example, Completing SME loan appraisal reports within **3 working days** of document submission.

Conclusion

Competitive advantage cannot be bought, built, or borrowed-it must be cultivated through people. Innovation, quality enhancement, cost reduction, and speed are the four levers, but they are effective only when the overall organizational strategy is harmonized with the HR strategy. Branches, systems, and capital may define a bank's structure, but it is the people who define its success. In the end, sustainable competitive advantage in banking is not what the organization has-it is what its people can do differently, smarter, economically, and efficiently.

बैंकका गतिविधिहरू

सिटिजन्स बैंकले गण्डकी, कर्णाली र सुदूरपश्चिम प्रदेशका शाखाका लागी “इन्स्पायरिङ लिडरसिप एण्ड पफर्मेन्स सेमिनार : अचिभिड बजेट गोल्स एण्ड अपरेसनल सक्सेस् इन् गण्डकी, कर्णाली एण्ड सुदूरपश्चिम” कार्यक्रम सम्पन्न गर्‍यो



सिटिजन्स बैंकको “लिडरसिप फर ट्रासफर्मेसन इन् लुम्बिनी : अ सेमिनार अन् ड्राइभिङ्ग पफर्मेन्स एण्ड रिजनल एक्शिलेन्स” कार्यक्रम सम्पन्न



सिटिजन्स बैंकको “इम्पावरिङ्ग लिडरसिप इन् बागमती : अ सेमिनार फर पफर्मेन्स एण्ड एक्शिलेन्स” कार्यक्रम सम्पन्न



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Ceo's Visit to different Departments

Central Clearing Department



Central Account Opening Department



Internal Audit Department



Ceo's Visit to different Branches

Bhaisepti Branch



Kumaripati Branch



Durbarmarga Branch



Harisiddhi Branch



बैंकका गतिविधिहरू

Ceo's Visit to different Branches

Imadol Branch



New Road Branch



Thasikhel Branch



Kupondole Branch

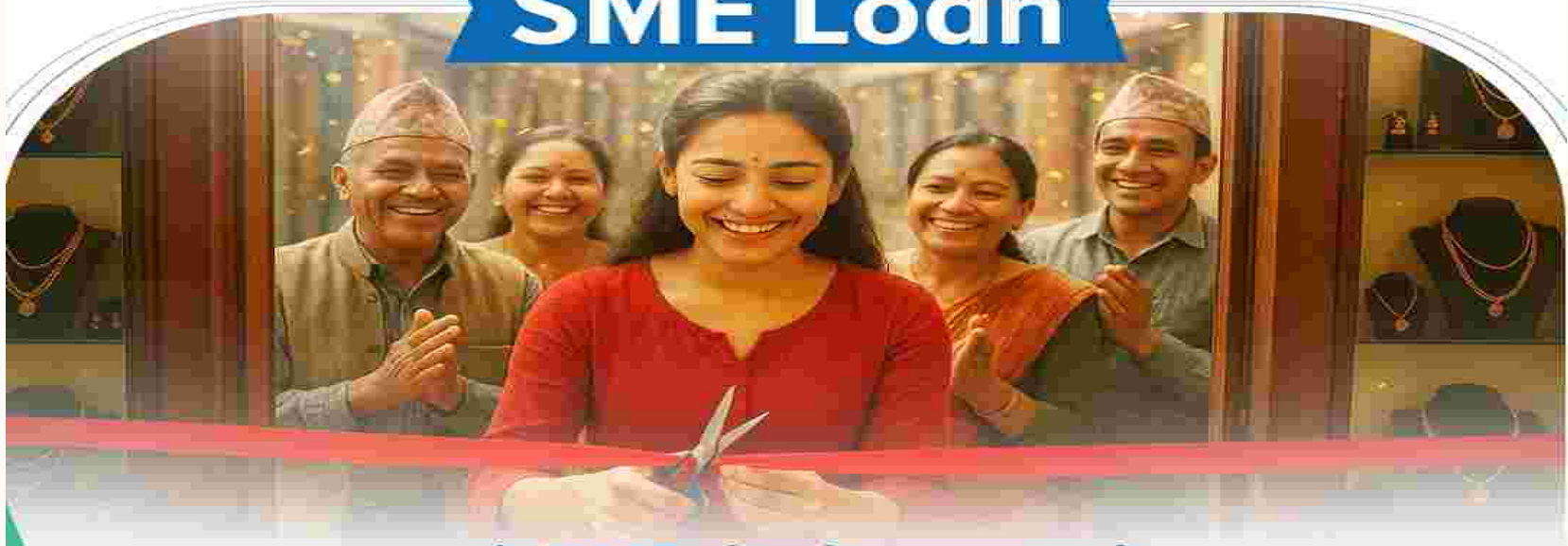


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Female Leadership at Citizens Bank



Manisha Karn
Durbarmarga, Branch Manager



Rima Rajbanshi
Head-Credit Card Unit



Akanksha Basnet
Head-AML/CFT



Susan Koirala
Thapathali, Branch Manager



Pramila Guni Sadaula
Kuleshwor, Branch Manager



Manisha Thapa
Boudha, Branch Manager



Sumeena Shrestha
Teku, Branch Manager



Manju Pathak
Sudurpaschim Province Manager



Shramika Mainali
Kamaladi, Branch Manager



Somi Malla
Dillibazar, Branch Manager



Rinku Ghimire
Nayabazar, Branch Manager



Namita Pokharel
Centralized Credit Underwriting Unit



Saraswati Maharjan
Kirtipur, Branch Manager



Nafisha Maskey
Gwarko, Branch Manager



Sikha Chipalu
Credit Risk (CCBU/SME)



Ruby Maskey
Koteshwor, Assistant Branch Manager



Manisha Shrestha
Thahiti, Branch Manager



Ranjana Pannachan
Thulobharyang, Branch Manager

Female Leadership at Citizens Bank



Rachana Khatiwada
Head, Call Centre



Sabina Basnet
Harisiddhi, Branch Manager



Kripa Shakya
Kapan, Branch Manager



Rama Maharjan
Thimi, Branch Manager



Nabina Pokharel
Mahaboudha, Branch Manager



Monika Pradhan
Manahari, Branch Manager



Sadiksha Gyawali
Panipokhari, Branch Manager



Laxmi Bhandari
Thasikhel, Branch Manager



Bhawana Ojha
Head- Research &
Development Department



Junu Shakya
Tokha, Branch Manager



Rojina Tiwari
Head, DeMAT/ASBA



Swechha Lohani
Incharge- E-Banking



Manita Thickey
Head- Central Account Opening Unit



Manisha Shrestha
Incharge- Branchless Banking
Department



Smarica Tiwari
Head- Corporate Communication
Department



Pushpa Oli
Shreenagar, Branch Manager



Mina Pandey
Parasi, Branch Manager