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BANKING RESILIENCE IN WARTIME: EVALUATING LOAN QUALITY, PROFITABILITY AND LENDING EFFICIENCY

Abstract

Introduction. In the context of profound transformations in the economic environment, banks play a decisive role in the functioning of the financial system by ensuring the efficient redistribution of financial resources, providing credit support to economic agents, and managing financial risks.

During periods of martial law, the financial stability of systemically important banks, in particular JSC “Oschadbank,” becomes strategically significant for maintaining macroeconomic stability and the country’s financial security. At the same time, banking operations face challenges related to asset quality, primarily due to increased credit risks and the likelihood of borrowers’ default, which highlights the need to improve credit portfolio management tools and enhance transparency in banking operations.

Aim. The study aims to provide a comprehensive analysis of the quality, profitability, and efficiency of JSC *Oschadbank’s* lending activities during 2022-2024. Particular attention is given to the dynamics of non-performing loans (NPLs), compliance with credit risk regulations, and their impact on the bank’s financial stability. The transformation of the credit strategy under conditions of heightened uncertainty, along with the mechanisms for ensuring liquidity, is also examined.

Methods. The study employs a set of general scientific methods. The tabular method was used to visually demonstrate changes in the structure of the loan portfolio and the level of non-performing loans (NPLs), while the graphical method was applied to assess the dynamics of profitability and operational efficiency. Methods of abstraction, analogy, and formalization enabled the analysis of credit risk management and compliance with the NBU regulations (N7, N8, N9). Analysis and synthesis methods were applied to evaluate the bank’s financial performance, while logical generalization formed the basis for drawing conclusions and developing recommendations for the development of mortgage and digital lending.

Results. The study confirms the strategic importance of the efficiency of JSC “Oschadbank”’s credit activities for the stability of Ukraine’s financial system. During 2022-2024, the bank’s credit portfolio increased by 33,49% while simultaneously improving its quality through a reduction in the NPL ratio to 24,47%. The adequacy of credit loss provisions has been confirmed, and the need to stabilize risk concentration norms has been identified. Priority development areas include the expansion of the “YeOselia” program and the active digitalization of consumer lending, which will contribute to increasing the efficiency of banking operations and strengthening the country’s financial stability.

Keywords: banking system; bank; analysis; credit operations; non-performing loans (NPLs); financial stability; Oschadbank; risk management.

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Introduction

In the current context of a prolonged full-scale aggression and unprecedented macroeconomic instability, the stability of Ukraine's banking sector acquires strategic importance, extending beyond a purely financial indicator and becoming a critically important component of national security. The structure of the domestic financial market assigns a special responsibility to systemically important state-owned institutions, among which JSC Oschadbank occupies a central position. As a leading state-owned bank, it not only accumulates financial resources but also serves as the primary instrument for implementing government support programs, highlighting the need for a systematic analysis of its financial condition and the effectiveness of its lending activities at the national level.

The relevance of studying credit activities over the period 2022-2024 is driven by the presence of a "dual challenge": simultaneously ensuring a high level of liquidity to withstand external economic shocks and actively expanding lending to support critical infrastructure and businesses. Under wartime conditions, the loan portfolio functions as a kind of "mirror" of the state's economic resilience. The increase in non-performing loans (NPLs), caused by the physical destruction of collateral assets and large-scale migration processes, requires the bank to adopt advanced risk management approaches and to form adequate loan loss provisions.

The period 2024-2025 is characterized by a transformation in banking business strategy – from a "survival" model to a concept of "adaptive development". This shift is evident in the rapid digitalization of credit products, the integration of sustainable finance principles – particularly in "green" energy projects – and the expansion of state mortgage programs such as eOselya. In this context, there is an urgent scientific and practical need for a thorough analysis of how JSC Oschadbank balances loan portfolio quality, compliance with capital adequacy requirements, and profitability, thereby contributing to the generation of revenues for the state budget.

A comprehensive assessment of the profitability and efficiency of lending operations, combined with an analysis of NPL dynamics, makes it possible not only to identify the bank's current position but also to forecast its role in the post-war recovery of Ukraine's economy.

Therefore, the study of the transformation of the credit policy of JSC Oschadbank in 2022-2024 is timely and possesses significant theoretical and practical value for the development of contemporary banking science.

Purpose and objectives of the article

The purpose of this study is to conduct a comprehensive analysis of the lending operations of JSC Oschadbank over the period 2022-2024, taking into account their quality, profitability, and efficiency. The results of the study are intended to assess the bank's financial condition and to develop recommendations for optimizing lending activities under wartime conditions.

To achieve this purpose, the following objectives are defined:

- to examine the dynamics and structure of the bank's loan portfolio during 2022–2024 and to identify the key factors influencing its formation;
- to assess the level of non-performing loans (NPLs) and the effectiveness of the bank's measures aimed at improving asset quality;
- to verify the bank's compliance with credit risk regulatory ratios (H7, H8, H9) and to determine the level of risk concentration;
- to analyze the profitability and return indicators of lending operations and to determine their contribution to the bank's net profit;
- to substantiate the priority areas for optimizing lending activities, including the digital transformation of products and the development of government support programmes for households and businesses.

Results and discussion

The stability of the banking sector under current conditions is one of the key factors determining Ukraine's capacity for economic recovery and sustainable development. JSC Oschadbank, as one of the leading state-owned financial institutions, plays a significant role in providing credit to both enterprises in the real sector of the economy and households. One of the main challenges for the bank remains the maintenance of a high-quality loan portfolio, as the level of non-performing loans (NPLs) directly affects the institution's capitalization and its ability to generate profits. A comprehensive assessment of the efficiency of lending operations, combined with a systematic analysis

of risks, constitutes an essential tool for ensuring the bank's long-term financial resilience. Such an approach makes it possible not only to monitor the current condition of the loan portfolio but also to forecast its capacity to support the institution's stability and profitability amid macroeconomic fluctuations and external shocks. Accordingly, continuous monitoring of lending activities and risk management act as core components of JSC Oschadbank's strategy aimed at ensuring financial reliability and the sustainable development of Ukraine's banking system.

The issue of transforming bank lending under conditions of global economic instability and wartime challenges has become the subject of extensive academic research by leading Ukrainian scholars, including D. O. Biriuk [1], D. O. Hetmantseva [2], S. V. Hlushchenko [3], M. V. Hrekova [19], B. M. Danylyshyn [4], I. O. Dotsenko [5], M. V. Dubyna [6], N. M. Dumenko [7], M. M. Zabashtanskyi [6], I. V. Zaiukov [8], V. V. Kovalenko [9], L. Yu. Nianko [13], T. M. Povod [10], O. O. Prutska [11], Yu. A. Romanovska [12], L. V. Smoliar [12], N. I. Svyynous [13], L. I. Chernyshova [14], V. H. Shportiuk [3], and others. An analysis of recent academic publications allows for the identification of several key directions that shape the contemporary scholarly discourse on bank lending under conditions of economic instability and wartime pressures.

The first research direction focuses on maintaining a macroeconomic balance between financial stability and the stimulation of economic activity. In this context, D. O. Biriuk formulates the concept of a "dual challenge," emphasizing that during martial law it is critically important to maintain the liquidity of the banking system as a prerequisite for further lending [1]. At the same time, the positions of B. M. Danylyshyn [4] and D. O. Hetmantseva [2] draw attention to the excessive conservatism of the banking sector, which constrains economic activity. The decline in business lending volumes relative to GDP to historically low levels indicates the existence of a mismatch between the needs of the real sector and bank credit supply, thereby necessitating timely government intervention.

The second direction of the discussion encompasses methodological approaches to credit risk management. I. O. Dotsenko [5] proposes an adaptive risk management model that takes into account territorial specificities and

the consequences of wartime destruction when assessing borrowers' credit ratings. N. M. Dumenko [7] and I. V. Zaiukov [8] focus on GAP management and interest rate risk management, emphasizing that under conditions of high interest rate volatility, short-term liquidity and operational profitability serve as key safeguards against insolvency, regardless of the long-term quality of the loan portfolio.

The third direction addresses sectoral specificities of lending. M. V. Dubyna and M. M. Zabashtanskyi [6] highlight the role of systemic financing of agricultural enterprises as a mechanism for ensuring food security, while T. M. Povod [10] points to the elevated risks associated with collateral assets in this sector. Support for small and medium-sized enterprises (SMEs) is analysed by Yu. A. Romanovska and L. V. Smoliar [12] in the context of post-war recovery, where lending functions as an important socio-economic instrument. N. I. Svyynous and L. Yu. Nianko [17], comparing Ukrainian practice with international experience, emphasize that without the implementation of European standards for SME credit guarantees, this sector will remain vulnerable.

No less important is the direction related to technological and environmental transformation in banking activities. S. V. Hlushchenko and V. H. Shportiuk [3] note that the development of financial technologies can partially mitigate the impact of wartime risks through the automation of credit scoring processes. This approach is complemented by the studies of V. V. Kovalenko [11] and O. O. Prutska [15] on the concept of sustainable finance, which emphasize that even under wartime conditions banks should adhere to ESG principles. Practical confirmation of this approach is provided by JSC Oschadbank's "Green Energy" programme [9], aimed at energy decentralisation and enhancing household resilience. The activities of JSC Oschadbank in the SME segment have been examined in detail by L. I. Chernyshova and M. V. Hrekova [14], who underlines the importance of government subsidies to compensate interest rates. At the same time, the relationship between the reduction of NPLs and the actual profitability of the bank's lending operations during 2022-2024 remains insufficiently explored, which determines the relevance of further research in this area.

One of the key indicators used to assess the quality of a bank's loan portfolio is the level of

non-performing loans. The NPL indicator (Non-Performing Loans) reflects the share of loans for which borrowers fail to meet their financial obligations within the established time limits. It serves as an important tool for assessing credit risk and the overall financial soundness of a banking institution. An increase in this indicator signals a higher probability of potential losses and a possible decline in the profitability of banking operations. According to the regulatory definition of the National Bank of Ukraine, non-performing loans include loans for which a default event has occurred. Such an event is recognized in cases where payments are overdue by more than 90 days or when the borrower is unable to fulfil debt

obligations without the application of enforcement measures to recover collateral.

An analysis of the dynamics of non-performing loans of JSC Oschadbank over the period 2022–2024, in comparison with changes in the total volume of the loan portfolio, demonstrates a positive trend in the improvement of its quality. Specifically, the total loan portfolio increased by UAH 29 billion (+20,4%) in 2024 compared to 2022, while the volume of NPLs decreased by UAH 24 billion (–36,4%). As a result, the share of non-performing loans in the portfolio structure declined by 47,2%, reaching 24,47% as of the end of 2024 (Table 1).

Table 1. Dynamics of Non-Performing Loans of JSC Oschadbank in 2022-2024

Indicators	2022	2023	2024	Deviation 2023/2022		Deviation 2024/2023		Deviation 2024/2022	
				Absolute deviation, thousand UAH	Relative deviation, %	Absolute deviation, thousand UAH	Relative deviation, %	Absolute deviation, thousand UAH	Relative deviation, %
Total loan portfolio, million UAH	142161	149163	171163	7002	4,93	22000	14,75	29002	20,4
NPL, million UAH	65903	68664	41885,04	2761	4,19	-26778,96	-39,00	-24017,96	-36,44
NPL, %	46,36	46,03	24,47	-0,33	-0,71	-21,56	-46,84	-21,89	-47,21

Compiled by the authors based on the analysis of sources: [15; 16]

An analysis of JSC Oschadbank's compliance with the key credit risk regulatory ratios (in particular H7, H8, and H9) over the period 2022 – 2024 makes it possible to trace the evolution of risk asset management practices under the influence of external economic and financial factors.

The research results indicate the bank's systematic efforts to reduce risk concentration among individual borrowers and to strengthen control over the structure of the loan portfolio. Particular attention is drawn to the H7 ratio, which defines the maximum allowable exposure to a single counterparty or to a group of related parties and serves to prevent excessive risk concentration within the bank's portfolio (Table 2).

According to the data in Table 2, in 2023 the H7 regulatory ratio decreased to 2.35% compared to 2022, while in 2024 it increased by 7.06% relative to the previous year. This fluctuating dynamic, combining a decrease followed by an increase,

indicates the absence of a consistent and systematic approach by JSC Oschadbank to managing the risk of excessive loan concentration among large borrowers. In some cases, such changes reflect shortcomings in loan portfolio management discipline, where high concentration can trigger cascading financial risks, especially under conditions of macroeconomic instability.

Prudent regulation of credit concentration remains one of the key strategies for ensuring the bank's financial stability and optimizing costs during periods of heightened uncertainty. The fluctuations in the H7 ratio point to inconsistencies in the application of sound risk management principles.

Transformations in the H8 and H9 regulatory limits indicate deeper changes in the credit risk management system aimed at ensuring the long-term stability of banking operations and enhancing the efficiency of resource utilization

even under challenging conditions of economic uncertainty.

Table 2. Compliance of JSC Oschadbank with Credit Risk Regulatory Ratios (H7, H8, H9) in 2022-2024

Regulatory ratio	2022	2023	2024	Deviation, (+/-)		
				2023/2022	2024/2023	2024/2022
Maximum credit risk exposure to a single counterparty (not exceeding 25%) (H7)	9,79	7,44	14,5	-2,35	7,06	4,71
Large credit exposure ratio (not exceeding eight times the amount of regulatory capital) (H8)	80,07	54,91	68,15	-25,16	13,24	-11,92
Maximum credit risk exposure for transactions with related parties of the bank (not exceeding 25%) (H9)	0,26	0,08	8,33	-0,18	8,25	8,07

Compiled by the authors based on the analysis of sources: [15]

The next stage of the analysis involves assessing the quality of JSC Oschadbank's loan portfolio for 2022–2024, taking into account its protection against potential financial losses. In cases of deterioration in loan quality from the perspective of credit risk, it is appropriate to proportionally increase the level of loan collateral to ensure portfolio stability and reliability. The summarized results of this analysis are presented in Table 3.

An analysis of the structure and condition of JSC Oschadbank's loan portfolio for 2022 – 2024 demonstrates a stable trend of increasing the total volume of loans issued and the level of collateral, indicating an intensification of the bank's lending activities under conditions of economic uncertainty.

Despite the growth in the share of loss-making loans, the loss coverage ratio remained at 1.000, reflecting proper organization in the formation of provisions and the bank's ability to compensate for potential financial losses. The parallel increase in equity further strengthens the financial stability of the loan portfolio and ensures its protection over the long term.

The summarized data on the profitability and efficiency of the bank's lending operations are presented in Table 4.

The results indicate an increase in income from lending and a rise in the profitability of operations, despite significant fluctuations in profit, which were particularly noticeable in 2023. Specifically, the profitability of lending operations increased by 14,21% in 2023 compared to 2022, and by 11,98% in 2024 relative to the previous year. The

concurrent reduction in the operating costs of the credit division, coupled with an increase in income per employee, indicates enhanced efficiency in lending processes and a more effective allocation of the bank's resources.

Indicators of the quality, profitability, and efficiency of lending operations encompass not only the assessment of the liquidity and returns of issued loans but also the analysis of the bank's asset solvency. Based on these metrics, a comprehensive evaluation of the institution's financial condition is conducted, determining its capacity to withstand potential risks.

The analysis of JSC Oschadbank's financial stability over the period 2022-2024 (Table 5) demonstrates that the bank maintains a high level of reliability. At the same time, the financial leverage ratio indicates active utilisation of borrowed resources, while the share of equity in the asset structure remains at a regulatory level.

In the current economic environment, characterized by high uncertainty and systemic risks caused by wartime conditions, the banking sector plays a critical role in ensuring Ukraine's financial stability. Systemically important banks, particularly JSC Oschadbank, ensure the continuity of financial flows, support economic liquidity, and mobilize resources for recovery. However, banking operations during 2022–2024 were accompanied by elevated credit risks. A key indicator of the bank's financial stability is the quality of its loan portfolio, which depends on the share of non-performing loans (NPLs), borrower solvency, and the adaptation of credit strategy to wartime conditions.

Table 3. Assessment of the Quality of JSC Oschadbank's Loan Portfolio in 2022-2024

Indicators	2022	2023	2024	Deviation 2023/2022		Deviation 2024/2023		Deviation 2024/2022	
				Absolute deviation, thousand UAH	Relative deviation, %	Absolute deviation, thousand UAH	Relative deviation, %	Absolute deviation, thousand UAH	Relative deviation, %
1. Total loan collateral, thousand UAH	39316045	49172306	59777389	9856261	25,07	10605083	21,57	20461344	52,04
2. Total loans issued, thousand UAH	83215595	89109019	111082518	5893424	7,08	21973499	24,66	27866923	33,49
3. Loss-making loans, thousand UAH	908068	633230	966458	-274838	-30,27	333228	52,62	58390	6,43
4. Loan loss provision	908068	633230	966458	-274838	-30,27	333228	52,62	58390	6,43
5. Collateral for loss-making loans	1179977	939501	1284526	-240476	-20,38	345025	36,72	104549	8,86
6. Loan collateralisation ratio	0,472	0,552	0,538	0,08	16,95	-0,014	-2,54	0,066	13,9
7. Collateralisation ratio for loss-making loans	1,299	1,484	1,329	0,185	14,24	-0,155	-10,44	0,03	2,28
8. Loan protection ratio	0,011	0,007	0,009	-0,004	-36,36	0,002	28,57	-0,002	-20,27
9. Loss coverage ratio	1	1	1	-	-	-	-	-	-
10. Bank's equity	22164277	28708868	34610880	6544591	29,53	5902012	20,56	12446603	56,16
11. Loan-to-equity coverage ratio	0,266	0,322	0,312	0,056	21,05	-0,01	-3,11	0,045	16,98

Compiled by the authors based on the analysis of sources: [15].

Table 4. Assessment of Profitability and Efficiency of Lending Operations of JSC Oschadbank in 2022-2024

Indicators	2022	2023	2024	Deviation 2023/2022		Deviation 2024/2023		Deviation 2024/2022	
				Absolute deviation, thousand UAH	Relative deviation, %	Absolute deviation, thousand UAH	Relative deviation, %	Absolute deviation, thousand UAH	Relative deviation, %
1	2	3	4	5	6	7	8	9	10
1. Income from lending operations	14985992	18732370	24321593	3746378	25,00	5589223	29,84	9335601	62,3
2. Average assets	252048251	307831571	387493644	55783320	22,13	79662073	25,88	135445393	53,74
3. Average loan portfolio	78984840,5	86162307	100095769	7177466,5	9,09	13933462	16,17	21110928	26,73
4. Cost of attracting funds	19567348	13807024	7509909	-5760324	-29,44	-6297115	-45,61	-12057439	-61,62
5. Profit from lending operations	8321816	3700138	3520815	-4621678	-55,54	-179323	-4,85	-4801001	-57,69
6. Total bank income	18495707	28886396	40711502	10390689	56,18	11825106	40,94	22215795	120,11
7. Lending income ratio (LIR)	0,19	0,217	0,243	0,027	14,21	0,026	11,98	0,053	28,07
8. Operating expenses of the credit division	8141026	7246250	9110638	-894776	-10,99	1864388	25,73	969612	11,91
9. Return on assets from lending operations	0,059	0,061	0,063	0,002	3,39	0,002	3,28	0,003	5,57
10. Share of income from loans in total income	0,81	0,648	0,597	-0,162	-20,00	-0,051	-7,87	-0,213	-26,27
11. Profitability of lending operations (R1)	-0,459	-0,11	0,463	0,349	-76,03	0,573	-520,91	0,922	200,91
12. Profitability of lending operations (R2)	0,766	1,357	3,239	0,591	77,15	1,882	138,69	2,473	322,87
13. Interest expense per 1 UAH of interest income	1,306	0,737	0,309	-0,569	-43,57	-0,428	-58,07	-0,997	-76,35

Continuation of the table 4

1	2	3	4	5	6	7	8	9	10
14. Profitability of lending operations	0,105	0,043	0,035	-0,062	-59,05	-0,008	-18,60	-0,07	-66,61
15. Average number of employees in the credit division	24540	19671	27744	-4869	-19,84	8073	41,04	3204	13,06
16. Income per credit division employee	610,676	952,284	876,643	341,608	55,94	-75,641	-7,94	265,967	43,55
17. Operating expense per credit division employee	797,365	701,897	270,686	-95,468	-11,97	-431,211	-61,44	-526,68	-66,05

Compiled by the author based on the analysis of sources: [15; 16]

JSC Oschadbank holds a key position in ensuring the accessibility of banking services for both the population and businesses. Analysis of lending operations over 2022-2024 indicates a significant increase in the loan portfolio, particularly in mortgage and corporate lending. The total amount of loans issued grew by 33.49%, reflecting strong demand for financial products. Positive portfolio quality trends are confirmed by a reduction in the share of non-performing loans (NPLs), demonstrating the effectiveness of the credit risk management system. Most loans are recorded at amortized cost in accordance with generally accepted banking standards.

To enhance the efficiency of lending operations, the following measures are recommended:

- Mortgage lending – development of programs for various client categories (young families, military personnel, internally displaced persons) to expand volumes and increase client loyalty;
- Corporate lending – optimization of terms and support for business clients;
- Risk management and analytics – implementation of advanced IT solutions and machine learning models for more accurate assessment of borrower creditworthiness;
- Consumer lending and digitalization – improving customer convenience and optimizing internal processes.

The implementation of these measures will strengthen the loan portfolio, increase the efficiency of credit processes, and ensure the stability of JSC Oschadbank's operations under current economic challenges.

Conclusions and prospects for further research

Limited access to external sources of capital underscores the importance of internal efficiency in lending operations, their profitability, and the bank's ability to withstand credit shocks. These factors determine not only the profitability of an individual institution but also the stability of the national financial system. Modern banking activities require not only compliance with regulatory requirements but also the implementation of innovative approaches to asset assessment, process digitalization, and transparent client interactions.

JSC Oschadbank has successfully adapted to wartime conditions, demonstrating growth in lending volumes and improvement in asset quality. The reduction in non-performing loans (NPLs), alongside stable financial indicators, highlights the effectiveness of the adopted portfolio management strategy.

Table 5. Assessment of the Financial Stability of JSC Oschadbank in 2022-2024

№	Indicators	2022	2023	2024	Deviation 2023/2022		Deviation 2024/2023		Deviation 2024/2022		Optimal value
					Absolute, thousand UAH	Relative, %	Absolute, thousand UAH	Relative, %	Absolute, thousand UAH	Relative, %	
Input data, thousand UAH											
1	Equity	22164277	28708868	34610880	6544591	29,53	5902012	20,56	12446603	56,16	x
2	Share capital	49724980	49724980	49724980	-	-	-	-	-	-	x
3	Borrowed funds	247024912	317765085	393902454	70740173	28,64	76137369	23,96	146877542	59,46	x
4	Total assets	269189189	346473953	428513334	77284764	28,71	82039381	23,68	159324145	59,19	x
5	Interest-bearing assets	256854903	329641682	408158311	72786779	28,34	78516629	23,82	151303408	58,91	x
6	Non-interest-bearing assets	12334286	16832271	20355023	4497985	36,47	3522752	20,93	8020737	65,03	x
7	Capitalized assets	152660012	186689028	242782124	34029016	22,29	56093096	30,05	90122112	59,03	x
Financial stability ratios											
1	Reliability ratio	0,09	0,09	0,088	-	-	-0,002	-2,22	-0,002	-2,07	Not less than 0.05
2	Financial leverage ratio	11,145	11,069	11,381	-0,076	-0,68	0,312	2,82	0,236	2,11	Within 1.20
3	Equity-to-asset ratio	0,082	0,083	0,081	0,001	1,22	-0,002	-2,41	-0,002	-1,9	Not less than 0.10
4	Equity protection ratio	6,888	6,503	7,015	-0,385	-5,59	0,512	7,87	0,127	1,84	x
5	Equity protection ratio for interest-bearing assets	0,038	0,036	0,035	-0,002	-5,26	-0,001	-2,78	-0,003	-8,74	x
6	Capital multiplier ratio	5,414	6,968	8,618	1,554	28,70	1,650	23,68	3,204	59,19	12,0-15,0

Compiled by the authors based on the analysis of sources [15].

Key areas for enhancing the bank's financial resilience include the expansion of mortgage lending under the "yeOselya" program, the implementation of machine learning models for borrower scoring, and the digitalization of consumer loans to optimize operational processes. The analysis of the bank's activities over 2022-2024 allows the following conclusions to be drawn:

1. **Systemic Importance and Operational Stability:** Under challenging wartime conditions, JSC *Oschadbank* confirmed its status as a systemically important financial institution, ensuring operational stability and expanding active operations. The 33.49% growth in the loan portfolio reflects the bank's active role in supporting the real sector of the economy and restoring consumer demand.

2. **Loan Portfolio Improvement:** A key achievement was the significant recovery of the loan portfolio. The reduction of NPLs to 24.47% in 2024 was ensured through effective claims management, debt restructuring, and a balanced policy regarding new credit issuance. The reserve level (coverage ratio of 1.000) provides a reliable buffer against potential credit shocks.

3. **Profitability and Efficiency:** The analysis of profitability confirms the high efficiency of lending operations: the increase in net profit and pre-tax profit exceeding UAH 18,6 billion in 2024 demonstrates the bank's ability to adapt interest policies to changes in the NBU's key rate and optimize operational expenses.

4. **Concentration Risks:** Despite positive trends, fluctuations in the H7 ratio (maximum exposure to a single borrower) indicate the presence of concentration risks within the portfolio, requiring strengthened diversification, particularly among large corporate clients.

5. **Digitalization and State Programs:** To maintain competitive advantages, further digitalization of credit products (full lending through the "Oschad 24/7" platform) and active participation in state programs, such as "yeOselya" and "Affordable Loans 5-7-9%," are priorities, which will strengthen market positions and enhance the bank's social significance.

Prospects for further research

Future studies could focus on: developing and implementing innovative stress-testing models for credit risk that account for wartime conditions and post-war recovery scenarios; assessing the impact of digitalization of banking services on operational efficiency and customer loyalty within the context of neobanking and Open Banking; examining the role of state-owned banks in financing green energy and integrating ESG principles into credit policy as a condition for attracting international investment; analyzing the macroeconomic consequences of the transformation of the Ukrainian banking system's loan portfolio after the active phase of hostilities.

Conflict of interest

The author declares no conflict of interest.

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Data availability

Data can be made available upon reasonable request to the author.

Use of Artificial Intelligence tools

The author did not use any artificial intelligence tools in the preparation of this work.

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Фінансова стійкість банку в умовах війни: аналіз якості, дохідності та ефективності кредитної діяльності

Анотація

Вступ. В умовах глибоких трансформацій економічного середовища банківські установи відіграють визначальну роль у функціонуванні фінансової системи, забезпечуючи ефективний перерозподіл фінансових ресурсів, кредитну підтримку економічних агентів та управління фінансовими ризиками. У період дії воєнного стану фінансова стійкість системно важливих банків, зокрема АТ «Ощадбанк», набуває стратегічного значення для збереження макроекономічної стабільності та фінансової безпеки держави. Водночас банківська діяльність супроводжується загостренням проблем, пов'язаних із якістю активів, передусім унаслідок зростання кредитних ризиків і ймовірності невиконання зобов'язань позичальниками, що актуалізує необхідність удосконалення інструментарію управління кредитним портфелем та підвищення рівня прозорості банківських операцій.

Мета дослідження. Стаття присвячена комплексному аналізу якості, прибутковості та ефективності кредитної діяльності АТ «Ощадбанк» у період 2022-2024 років. Особлива увага приділяється динаміці непрацюючих кредитів (NPL), дотриманню нормативів кредитного ризику та їхньому впливу на фінансову стабільність банку. Розглянуто трансформацію кредитної стратегії в умовах високої невизначеності та механізми підтримки ліквідності.

Метод (методологія). У дослідженні застосовано комплекс загальнонаукових методів. Табличний метод використовувався для наочної демонстрації змін у структурі кредитного портфеля та рівні NPL, табличний – для оцінки динаміки прибутку та рентабельності діяльності. Методи абстрагування, аналогії та формалізації дозволили аналізувати управління кредитними ризиками та дотримання нормативів НБУ (Н7, Н8, Н9). Методи аналізу та синтезу забезпечили оцінку фінансових результатів діяльності банку, а логічне узагальнення стало основою для формулювання висновків і рекомендацій щодо розвитку іпотечного та цифрового кредитування.

Результати. Дослідження підтверджує стратегічне значення ефективності кредитної діяльності АТ «Ощадбанк» для стабільності фінансової системи України. Зокрема, у період 2022-2024 років кредитний портфель банку зріс на 33,49% при одночасному підвищенні його якості завдяки скороченню частки NPL до 24,47%. Встановлено достатність формування резервів під кредитні збитки та визначено потребу стабілізації нормативів концентрації ризику. У якості пріоритетних напрямів розвитку запропоновано розширення програми «ЄОселя» та активну цифровізацію споживчого кредитування, що сприятиме підвищенню ефективності банківської діяльності та зміцненню фінансової стабільності країни.

Ключові слова: банківська система; банк; аналіз; кредитні операції; непрацюючі кредити (NPL); фінансова стійкість; Ощадбанк; управління ризиками.

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